

# Public Document Pack

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Chief Officer (Governance)  
Prif Swyddog (Llywodraethu)



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To: Cllr Ian Roberts (Leader)

Councillors: Sean Bibby, Chris Bithell, Mared Eastwood, David Healey,  
Dave Hughes, Paul Johnson, Christine Jones and Linda Thomas

17 July 2024

Dear Sir/Madam

**NOTICE OF HYBRID MEETING**  
**CABINET**  
**TUESDAY, 23RD JULY, 2024 at 10.00 AM**

Yours faithfully

Steven Goodrum  
Democratic Services Manager

Please note: Attendance at this meeting is either in person in the Delyn Committee Room, Flintshire County Council, County Hall, Mold, Flintshire or on a virtual basis.

The meeting will be live streamed onto the Council's website. The live streaming will stop when any confidential items are considered. A recording of the meeting will also be available, shortly after the meeting at <https://flintshire.public-i.tv/core/portal/home>

If you have any queries regarding this, please contact a member of the Democratic Services Team on 01352 702345.

## 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 9 - 20)

**Purpose:** To confirm as a correct record the minutes of the meeting held on 18<sup>th</sup> June 2024.

TO CONSIDER THE FOLLOWING REPORTS

### **STRATEGIC REPORTS**

### 4 **BUDGET 2025/26 MTFS** (Pages 21 - 36)

Report of Chief Executive, Corporate Finance Manager - Cabinet Member for Finance and Social Value

**Purpose:** To present the first estimate for the additional budget requirement for 2025/26 and the developing budget strategy and timeline.

### 5 **ANNUAL AUDIT SUMMARY FOR FLINTSHIRE COUNTY COUNCIL 2023** (Pages 37 - 52)

Report of Chief Executive - Cabinet Member for Corporate Services

**Purpose:** The Annual Audit Summary sets out the audit and regulatory work completed by Audit Wales of Flintshire County Council since the last annual report which was published in March 2023. The audit summary forms part of the Auditor General for Wales' duties.

### 6 **GOVERNANCE FOR THE TRANSFORMATION PROGRAMME** (Pages 53 - 62)

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

**Purpose:** To approve the decision making on oversight mechanisms for the proposed programme of transformation reviews. The aim of the transformation programme is to review the way we work in order to make savings to help meet the funding gap in the Medium Term Financial Strategy.

7 **TENANT INVOLVEMENT STRATEGY** (Pages 63 - 82)

Report of Chief Officer (Housing and Communities) - Cabinet Member for Housing

**Purpose:** To consider the Customer Involvement Strategy.

8 **THE COUNCIL'S TRANSITION TO A RESTRICTED CAPACITY RESIDUAL WASTE COLLECTION MODEL** (Pages 83 - 128)

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

**Purpose:** To provide an update on the outcome of the waste and recycling modelling work undertaken by WRAP Cymru with the purpose of maximising recycling performance.

9 **DIGITAL STRATEGY – AUDIT WALES REVIEW, RECOMMENDATIONS AND PROPOSED ACTIONS** (Pages 129 - 198)

Report of Chief Officer (Governance) - Cabinet Member for Corporate Services

**Purpose:** To present the outcome of the audit on the Council's Digital Strategy, to gain approval for the proposed action plan in response to recommendations from Audit Wales.

10 **SOCIAL SERVICES DIRECTOR'S ANNUAL REPORT 2023/24** (Pages 199 - 274)

Report of Chief Officer (Social Services) - Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

**Purpose:** To receive the Annual Director of Social Services Report, which include the key developments of the past year and our priorities for next year.

**OPERATIONAL REPORTS**

11 **REVENUE BUDGET MONITORING REPORT 2023/24 (OUTTURN)** (Pages 275 - 302)

Report of Corporate Finance Manager - Cabinet Member for Finance and Social Value

**Purpose:** To present the Outturn Revenue Budget Monitoring Report information for 2023/24

12 **REVENUE BUDGET MONITORING 2024/25 (INTERIM)** (Pages 303 - 314)

Report of Corporate Finance Manager - Cabinet Member for Finance and Social Value

**Purpose:** This report provides known key risks and issues to the revenue budget outturn position for 2024/25 for the Council Fund and Housing Revenue Account.

13 **CAPITAL PROGRAMME MONITORING 2023/24 (OUTTURN)** (Pages 315 - 340)

Report of Corporate Finance Manager - Cabinet Member for Finance and Social Value

**Purpose:** To present the Outturn Capital Programme information for 2023/24

14 **PRUDENTIAL INDICATORS - ACTUALS 2023/24** (Pages 341 - 348)

Report of Corporate Finance Manager - Cabinet Member for Finance and Social Value

**Purpose:** The report provides details of the Council's actual Prudential Indicators for 2023/24 compared with the estimates set for Prudence and Affordability

15 **ANNUAL REVIEW OF FEES AND CHARGES 2024** (Pages 349 - 390)

Report of Chief Executive, Corporate Finance Manager - Cabinet Member for Finance and Social Value

**Purpose:** To approve the outcome of the annual review of fees and charges for 2024

16 **SHELTERED HOUSING REVIEW UPDATE** (Pages 391 - 402)

Report of Chief Officer (Housing and Communities) - Cabinet Member for Housing

**Purpose:** To provide an update on the Sheltered Housing Review.



17 **CHILDCARE AND EARLY YEARS CAPITAL PROGRAMME 2022-25**  
(Pages 403 - 416)

Report of Chief Officer (Social Services) - Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

**Purpose:** To provide an update on the early years capital programme and receive approval to:

- progress to the design and build stage (to meet Welsh Government and Project Timeline)
- appoint a contractor using a Direct Award (as agreed with Design team)

18 **THE NATIONAL RESIDENTS SURVEY** (Pages 417 - 424)

Report of Chief Officer (Governance) - Cabinet Member for Corporate Services

**Purpose:** To seek approval for Flintshire County Council to be part of the All Wales Resident Survey.

19 **BUSINESS RATES - WRITE OFFS** (Pages 425 - 430)

Report of Chief Officer (Governance) - Cabinet Member for Corporate Services

**Purpose:** To seek authorisation to write off irrecoverable Business Rate debts more than £25,000

20 **ENFORCEMENT OF CLOSURE NOTICES AND CLOSURE ORDERS UNDER THE ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014** (Pages 431 - 436)

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

**Purpose:** To give the Council the powers to issue Closure Notices and Orders under The Anti-social Behaviour, Crime and Policing Act 2014

21 **OPEN ACCESS AGREEMENT WITH FRESHWAVE** (Pages 437 - 442)

Report of Chief Officer (Planning, Environment and Economy) - Cabinet Member for Climate Change and Economy

**Purpose:** To seek approval to sign a non-exclusive Open Access Agreement with Freshwave Facilities Limited

22 **INVESTMENT ZONE FOR FLINTSHIRE AND WREXHAM** (Pages 443 - 458)

Report of Chief Officer (Planning, Environment and Economy) - Leader of the Council

**Purpose:** To provide an update on the development of the Flintshire and Wrexham Investment Zone to date and seek approval for the next steps needed to take the programme through the joint UK / WG Gateway process.

23 **CARE CLOSER TO HOME: PLACEMENT COMMISSIONING STRATEGY FOR LOOKED AFTER CHILDREN** (Pages 459 - 526)

Report of Chief Officer (Social Services) - Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

**Purpose:** To outline the outcome of the review and impact of Flintshire County Council Local Policy.

24 **CHARGING FOR APPOINTEESHIP** (Pages 527 - 562)

Report of Chief Officer (Social Services) - Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

**Purpose:** To provide details of the proposals to charge a management fee to individuals for whom the Council are Corporate Appointees.

25 **EXERCISE OF DELEGATED POWERS** (Pages 563 - 564)

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

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

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

The following item is considered to be exempt by virtue of Paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The report contains details of the business affairs of another organisation and the public interest in withholding those outweighs the interest in disclosing them.

26 **THIRD SECTOR GRANT FUNDING** (Pages 599 - 614)

Report of Corporate Manager – Capital Programme & Assets - Cabinet Member for Corporate Services

**Purpose:** To present an update on third sector funding; Community Chest and Strategic Funding. This will include a progress update on implementing the actions stemming from the last review of funding and recommendations for next steps.

The following item is considered to be exempt by virtue of Paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The public interest in withholding the information outweighs the interest in disclosing it until such time as the contract has been awarded.

27 **RECOMMISSIONING OF UNPAID CARERS SERVICES** (Pages 615 - 732)

Report of Chief Officer (Social Services) - Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

**Purpose:** To consult on the review of carers services and proposals for commissioning.

The following item is considered to be exempt by virtue of Paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The report contains commercially sensitive information belonging to a third party and the public interest in not revealing the information outweighs the public interest in revealing the information.

28 **THEATR CLWYD BUSINESS PLAN – ANNUAL UPDATE** (Pages 733 - 964)

Report of Corporate Manager – Capital Programme & Assets - Cabinet Member for Education, Welsh Language and Culture

**Purpose:** To provide Members with an opportunity to view the finalised Theatr Clwyd Business Plan 2023-29 and receive an annual update on delivery against the Plan

***Please note that there may be a 10 minute adjournment of this meeting if it lasts longer than two hours***

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## **CABINET** **18<sup>TH</sup> JUNE 2024**

Minutes of the meeting of the Cabinet of Flintshire County Council held as a remote meeting on Zoom, on Tuesday, 18<sup>th</sup> June 2024.

### **PRESENT: Councillor Ian Roberts (Chair)**

Councillors: Sean Bibby, Chris Bithell, Mared Eastwood, Dave Healey, Dave Hughes, Paul Johnson, Christine Jones, and Linda Thomas.

### **IN ATTENDANCE:**

Chief Officer (Governance), Chief Officer (Housing and Communities), Chief Officer (Planning, Environment and Economy), Chief Officer (Social Services), Corporate Finance Manager, Corporate Manager, People and Organisational Development, Corporate Manager, Capital Programme and Assets, Strategic Finance Manager, Housing Programme Services Manager, and Team Leader – Democratic Services.

### **OTHER MEMBERS IN ATTENDANCE:**

Councillors: Marion Bateman, Helen Brown, David Coggins Cogan and Chrissy Gee.

### **APOLOGY:**

Councillor: Dave Healey

## **4. DECLARATIONS OF INTEREST**

Councillor Bithell declared a personal interest in agenda item number 9: Social Services Care Inspectorate Wales, Performance Evaluation Inspection November 2023 – Action Plan Update.

## **5. MINUTES**

The minutes of the meetings held on 12<sup>th</sup> March, 24<sup>th</sup> April and 30<sup>th</sup> May were submitted.

### **RESOLVED:**

That the minutes of the meetings be approved as a correct record.

## **6. HOUSING STRATEGY ACTION PLAN PERFORMANCE UPDATE**

Councillor Bibby introduced the report which provided an update on delivery of the Housing Strategy Delivery Plan 2019 - 2024 with a particular focus on the financial year 2023/24.

The Housing Strategy had a delivery plan which set out three strategic priorities and related activity to achieve those priorities:

- Priority 1: Increase supply to provide the right type of homes in the right location.
- Priority 2: Provide support to ensure people live and remain in the right type of

- home.
- Priority 3: Improve the quality and sustainability of homes.

The Chief Officer (Housing and Communities) added that this was an annual report which provided an update for Members. Appended to the report was the latest update against each of the priorities. The report had been submitted to Community and Housing Overview and Scrutiny Committee where the recommendations had been supported.

In response to a question from Councillor Bithell, the Chief Officer explained that the statutory homes service delivery was funded via the Council Fund.

**RESOLVED:**

- (a) That the progress on delivery of the Housing Strategy Action Plan 2019-2024 be noted; and
- (b) That the challenges outlined in the report to the following be noted:
  - The alignment of standards and intervention rate for acquisitions under the Social Housing Grant (SHG) with those under the Transitional Accommodation Capital Programme (TACP)
  - The updated timeframe for renewal of the current Housing Strategy

**7. 'TOGETHER WE CAN' COMMUNITY RESILIENCE AND SELF-RELIANCE**

Councillor Johnson introduced the report which provided an overview of the Audit Wales report “‘Together we can’ Community resilience and self-reliance”, which highlighted how building community resilience and self-reliance could help reduce reliance on local authority services in future, if local authorities shifted from being a ‘direct provider’ to ‘enabler’.

‘Together we can’ was the third report published by Audit Wales in a series focused on poverty and what local government was doing to tackle it. The report also highlighted the recommendations and expectations of Audit Wales in terms of local authorities next steps.

The Chief Officer (Housing and Communities) explained that the recommendation in the report would require cross organisational work and financial support at a time when the Council faced a significant budget pressure and it would need ongoing investment for it to be a success.

The report had been submitted to Community and Housing Overview and Scrutiny Committee who moved a further recommendation of *“That the Committee recognises the work of numerous voluntary organisations and individuals across the County and that be fed back to Cabinet when considering the report at its meeting on 18<sup>th</sup> June”*.

Councillor Roberts said that such recommendations needed financial investment from both the UK Government and Welsh Government. He thanked the Overview and Scrutiny Committee for their additional recommendation.

**RESOLVED:**

- (a) That the findings and recommendations of the Audit Wales 'Together we can' Community resilience and self-reliance' report be noted; and
- (b) That the recommended response in relation to Audit Wales recommendations be noted and it being reported to appropriate Committees in June 2024 be supported.

**8. AUDIT WALES REPORT (USE OF PERFORMANCE INFORMATION SERVICE USER PERSPECTIVE AND OUTCOMES)**

Councillor Thomas introduced the report which provided details on the Service User Perspective and Outcomes audit.

It was a national study and Audit Wales undertook this work at Flintshire County Council during July and September 2023 and the report was issued in December 2023.

The audit sought to:

- Gain assurance that the performance information the Council provides to senior officers and elected members enables them to understand the service user perspective and the outcome of its activities;
- Gain assurance that this information forms part of the Council's arrangements to secure value for money in the use of its resources and its application of the sustainable development principle; and
- Identify opportunities for the Council to strengthen its arrangements.

The Chief Officer (Governance) explained that no formal recommendations were identified and three recommendations for improvement had arisen from this audit, with the Council providing a planned action in response to the recommendations for improvement. He added that the Council had already started work on what had been recommended in the action plan and referred to examples of stakeholder and customer feedback being included in Cabinet reports.

The report had been submitted to Corporate Resources Overview and Scrutiny Committee which recommended that *"In relation to key policy and service decisions, including any changes to services, that reports include Service User Perspectives on the outcomes currently being delivered". And, "That Cabinet considers and annual survey of service users to be captured with the issuing of Council Tax bills."*

**RESOLVED:**

- (a) That the Council's planned action in response to the recommendations for improvement be endorsed;

- (b) That in relation to key policy and service decisions, including any changes to services, that reports include Service User Perspectives on the outcomes currently being delivered; and
- (c) That the recommendation that an annual survey of residents be undertaken is considered at the same time as a forthcoming report on a national survey of residents being proposed by the WLGA.

## **9. WELSH LANGUAGE STANDARDS ANNUAL MONITORING REPORT 2023/24**

Councillor Eastwood introduced the report and explained that Flintshire County Council was required to adhere to Welsh Language Standards, as set out in a Compliance Notice that was served on the Council in 2015.

The Welsh Language Standards Compliance Notice for Flintshire County Council placed a statutory duty on the Council to publish an annual report that set out how it had met the Welsh Language Standards.

The purpose of the report was to present the Welsh Language Standards Annual Monitoring Report 2023/24, providing an overview of the Council's progress in complying with the Welsh Language Standards and identifying areas for further progress and improvement.

The Corporate Manager, Capital Programme and Assets provided information on increased initiatives; recruitment of Welsh speakers; areas for further improvement; and complaints.

During the next 12 months, the Council aimed to:

- Develop a Welsh Language Skills Strategy to increase the number of employees using Welsh to be able to deliver bilingual services.
- Reduce the number of employees who reported that they did not have any Welsh language skills.
- Continue completing self-assessments against the Welsh language standards to ensure services continue to comply.

There would be an area on the internal website for Members and officers to be signposted to what was available to support them, such as common phrases. In addition, a report would be presented to a future meeting of Cabinet on the cost for providing translation services at meetings.

### **RESOLVED:**

That the Welsh Language Standards Annual Monitoring Report for 2023/24 be approved and published on the Council's website.



10. **AUDIT WALES: EQUALITY IMPACT ASSESSMENTS: MORE THAN A TICK BOX EXERCISE**

Councillor Thomas introduced the report and explained that in September 2022, Audit Wales published a report on its findings of the use of Equality Impact Assessments (EIAs) in Wales.

The aim of the audit was to provide insight about the approach to EIAs undertaken across the public sector in Wales.

The report “Equality Impact Assessments: more than a tick box exercise?” set out four recommendations and seven key improvement areas for Welsh Government and public bodies. The report provided an update on actions being taken to meet the recommendation that applied to public bodies.

**RESOLVED:**

That the progress to meet the recommendations of Audit Wales “Equality Impact Assessments: more than a tick box exercise?” be noted.

11. **SOCIAL SERVICES CARE INSPECTORATE WALES, PERFORMANCE EVALUATION INSPECTION NOVEMBER 2023 – ACTION PLAN UPDATE**

Councillor Jones introduced the report and explained that in October, Care Inspectorate Wales (CIW) announced that they would be visiting Flintshire to undertake a full, routine PEI (Performance Evaluation Inspection) of both Adult’s and Children’s Services.

The purpose of the inspection was to review the local authority’s performance in exercising its social services duties and functions in line with legislation, on behalf of Welsh Ministers. It was to be the first full inspection the portfolio had received for over 8 years and was an opportunity to showcase the creative and innovative practice undertaken in Flintshire.

The full report was published on 22<sup>nd</sup> February 2024 and was largely positive in their findings across Social Services. An action plan had been produced based on the recommendations made by inspectors.

The Chief Officer (Social Services) thanked the team who had supported the work required through the challenging inspection. He added that the inspectors had commented on the positive support provided by Councillors. The report had been submitted to Social and Health Care Overview and Scrutiny Committee where the recommendations had been supported. Councillor Roberts also expressed his thanks to the Chief Officer and the team.

**RESOLVED:**

That the outcome of the report be noted and the resulting Action Plan be supported.

## 12. **AGE FRIENDLY COMMUNITIES**

Councillor Jones introduced the report which provided an update on the development of age-friendly communities in Flintshire and sought commitment for ongoing support across portfolio areas.

The Welsh Government 'Strategy for an Ageing Society' set out the actions needed to enable people in Wales to age well and to live within age-friendly communities. To support the strategy, Welsh Government funding was provided to all local authorities to support them to apply for and maintain membership of the World Health Organisation (WHO) Global Network of Age-Friendly Cities and Communities.

In May 2023, Flintshire County Council received confirmation of its successful application to join the WHO Age-friendly Network having demonstrated the breadth of engagement with older people and range of age-friendly services and initiatives in the county.

As members of the WHO Network, Flintshire had developed an age-friendly plan to outline the actions needed for communities in Flintshire to become more age friendly. The plan was based on local and national policy and strategies, and on priorities and needs identified through community engagement. The plan was a working document and would evolve in line with changing priorities and new and emerging strategies.

Flintshire was meeting commitments to provide online information hubs and to share best practice examples across Wales and globally. This had included contributions to the Welsh Government's Age-friendly Wales newsletter. In addition, a presentation was made by citizens from Flintshire community groups, supported by the Social Services' team, at the Older People's Commissioner's Age-Friendly Wales Conference on 8th November 2023. The work was very well received and was detailed in the report.

The report had been submitted to Social and Health Care Overview and Scrutiny Committee where it was supported.

### **RESOLVED:**

- (a) That the progress made to develop age friendly communities in Flintshire including the successful application for membership of the World Health Organisation Global Network; and
- (b) That Cabinet commit to the continued support and collaboration of all portfolio service teams to help develop Flintshire as a great place to live for the ageing population.

### **13. DEFERRED CHARGES AUDIT REPORT**

Councillor Jones introduced the report and explained that as part of the Internal Audit programme of work for 2022/23 an audit of deferred charges and the management of residential care liabilities in Social Services was undertaken.

A Deferred Payment was only available for individuals who were receiving care and support in a residential or nursing care home setting. It was an agreement between the individual in receipt of care and the Council which allowed for a deferment or a delay in paying for care costs until a later date. The costs deferred were repaid at a future date.

During the Internal Audit of the existing Deferred Payment process eight actions were identified as needing action, five of which were red and three amber. Since the completion of the audit report the Financial Assessment and Charging Team had established a Task and Finish Group to address the agreed actions, this work was taking place alongside the implementation of a new finance software system which would support the additional monitoring and control measures identified in the audit report.

The report had been submitted to Governance and Audit Committee and Social and Health Care Overview and Scrutiny Committee.

#### **RESOLVED:**

- (a) That the information on the actions taken since the completion of the Internal Audit report be noted; and
- (b) That Members be assured that the remaining actions are being undertaken within the timescales laid out in the audit report and that progress is being monitored effectively.

### **14. CRACKS IN THE FOUNDATIONS BUILDING SAFETY IN WALES – AUDIT WALES REPORT**

Councillor Bithell introduced the report and explained that in August 2023, Audit Wales published a report on Building Control in Wales entitled 'Cracks in the Foundations' to understand how well the Welsh Government, local authorities and their partners were strengthening and improving Building Control and building safety services following the introduction of the Building Safety Act 2022.

The Audit Wales report looked at all Building Control Authorities in Wales and how each was prepared to take on the enhanced responsibilities and requirements of the 2022 Act. It focused on the resilience of existing services and the robustness of building safety assurance systems.

The findings from the report give a critical oversight and raised concerns that not enough priority was being given to Building Control services. It suggested that there was an absence of robust planning and clear decision making and inadequate

resources raising fears that the new responsibilities and requirements of the 2022 Act would not be delivered as intended in Wales.

Eight recommendations were made by Audit Wales, four directed at Welsh Government and four directed at Local Authorities. The purpose of the report was to give an overview of the Audit Wales review, their recommendations and the response to those recommendations and actions required.

The Chief Officer (Planning, Environment and Economy) explained that the report had been submitted to the Environment and Economy Overview and Scrutiny Committee the previous week and questions were asked on the Council's response to the recommendations, particularly around fee setting and progress on timescales which were outlined in appendix 1.

**RESOLVED:**

That the outcome of the Audit Wales report be noted and the actions to be taken to address the four recommendations made for Local Authorities be supported.

**15. DESTINATION MANAGEMENT**

Councillor Roberts introduced the report on behalf of Councillor Healey and read out a prepared statement.

The report highlighted that tourism generated an estimated annual contribution to the Flintshire economy of £325m, supporting around 3,300 jobs.

The draft Destination Management Plan had been co-produced with a wide partnership of businesses and partner agencies to take a co-ordinated approach to supporting the development of the visitor economy sector and responding to the challenges and opportunities that would be faced over the next few years.

The Chief Officer (Planning, Environment and Economy) explained that the report had been submitted to Environment and Economy Overview and Scrutiny Committee where the workstreams had been scrutinised, focussing on the Council being reliant on shared prosperity funding, tourism tax, tax on second homes and the toilet strategy.

**RESOLVED:**

That the draft Destination Management Plan be endorsed.

**16. COMMUNAL HEATING CHARGES 2023/25**

Councillor Bibby introduced the report and explained that the Council operated eight communal heating schemes within Flintshire, with 417 properties on communal heating systems.

The Council had recently renegotiated the fuel tariff to be charged for 2024/25 as the previous contract ended in March 2024. The rate chargeable for gas was

expected to decrease by approximately 51% over the next 12 months. Communal contract holders were billed based on the Council's Industrial and Commercial Contract rate and although electricity and gas market prices remained two times higher than historic average market prices, the Council contracted gas rates were now reducing from their high point in 2022/23.

New communal heating charges were based on the prior year's energy use which ensured an accurate assessment of costs and impacted on the heating reserve account. To recover the projected heating charges in full the Council needed to align the communal heating charges to ensure full cost recovery. The proposed recharges for 2024/25 were set out in the report.

The Chief Officer (Housing and Communities) added that the Council would be implementing a phased approach in 2024/25 to individual billing for all communal contracts based on actual usage rather than a proportional charge due to triggering the requirements of The Heat Network (Metering and Billing) Regulations.

The Council had commenced with the installation of individual meters to all Council owned dwellings within the HRA, which were served by a communal heating system. This included linking the new meters to a portal so the Council could accurately provide contract holders with a statement of their energy usage and bill them accordingly. The Council were also in the process of installing additional heating controls to contract holders' homes where feasible, so that their heating could be individually controlled and regulated. Those works would be completed within the 2024/25 financial year.

The report had been submitted to the Housing and Communities Overview and Scrutiny Committee where the proposed changes to the heating charges were supported.

**RESOLVED:**

That the changes to the current heating charges at Council properties with communal heating schemes, as outlined in the report, be approved. All changes to take effect from 31<sup>st</sup> July 2024.

**17. PURCHASE OF 'BUY BACKS' USING THE WELSH GOVERNMENT (WG) TRANSITIONAL ACCOMODATION CAPITAL PROGRAMME (TACP)**

Councillor Bibby introduced the report and explained that the properties at 93 and 95 Hawarden Road in Hope were previously commercially let as a takeaway / restaurant. The properties had been vacant for many years and had become derelict.

The legal process of ending that type of commercial lease was very protracted. Last year the properties were removed from the lease and returned to the Council and had been secured and made safe.

As former Housing Revenue Account (HRA) homes they were ideally suited to meet the criterion set by Welsh Government (WG) under the Transitional Accommodation Capital Programme (TACP). This was 'top sliced' funding from the

Social Housing Programme (SHG) to bring back into use derelict or 'moth balled' properties quickly to tackle the burgeoning homeless crisis across the UK.

Authority was sought to complete the internal transfer of 93 and 95 Hawarden Road Hope from the Council fund to the Housing Revenue Account (HRA) including a transfer cost of £0.150m from the HRA to the Council Fund (£0.075m per dwelling). Also, to note the refurbishment and project costs for the properties which were approved using delegated powers subject to the grant of TACP from WG as detailed in the report.

**RESOLVED:**

That the internal transfer of the properties from the Council fund to the Housing Revenue Account for a transfer cost of £0.150m be approved.

**18. 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**

- **Proposal to Construct a Puffin Pedestrian Crossing on the A548 Chester Road, Flint**  
To note that formal objections have been received as part of the statutory consultation procedure which have been reviewed and considered impartially. This delegated report confirms the progression of the proposals to construct a Puffin Crossing on the A548 Chester Road, Flint, incorporating minor amendments to the advertised design.
- **Proposal to Construct a Puffin Crossing Facility on the B5444 Wrexham Road, Mold**  
To note that formal objections have been received as part of the statutory consultation procedure which have been reviewed and considered impartially. This delegated report confirms the progression of the proposals to construct a Puffin Crossing on the B5444 Wrexham Road, Mold.
- **Proposal to Construct a Zebra Crossing on Ffordd Llewelyn, Flint**  
To note that formal objections have been received as part of the statutory consultation procedure which have been reviewed and considered impartially. This delegated report confirms the progression of the proposals to construct a Zebra Pedestrian on Ffordd Llewelyn, Flint, incorporating minor amendments to the advertised design.
- **Proposal to Construct a Puffin Pedestrian Crossing on the A5119 Main Road, Sychdyn**  
To note that formal objections have been received as part of the statutory consultation procedure which have been reviewed and considered impartially. This delegated report confirms the progression of the proposals to construct a Puffin Crossing on the A5119 Main Road, Sychdyn.

- **Proposal to Construct a Puffin Pedestrian Crossing on the A5119 Ruthin Road, Mold**

To note that formal objections have been received as part of the statutory consultation procedure which have been reviewed and considered impartially. This delegated report confirms the progression of the proposals to construct a Puffin Crossing on the A5119 Ruthin Road, Mold.

- **Proposal to Implement Waiting Restrictions (double yellow lines), on the B5444 Wrexham Road, Mold**

To note that formal objections have been received as part of the statutory consultation procedure which have been reviewed and considered impartially. This delegated report confirms the progression of the proposals to implement waiting restrictions (double yellow lines), on the B5444 Wrexham Road, Mold.

- **Proposal to Reduce the Existing Speed Limit of 40mph on the A5026 Holway Road, Holywell and Introduce a Restricted Road (20mph) on a Section of the A5026 Holway Road, Holywell and the A5026 Whitford Street**

To note that a formal objection has been received as part of the statutory consultation procedure which has been reviewed and considered impartially. This delegated report confirms the progression of the proposals to reduce the existing speed limit of 40mph on the A5026 Holway Road, Holywell and introduce a Restricted Road (20mph) on a section of the A5026 Holway Road and the A5026 Whitford Street, Holywell.

### **Housing and Communities**

- **Housing Benefit Overpayment**

Financial Procedure Rules (section 9.6) – Income and Expenditure) stipulate that any individual debt between the values of £10,000 and £25,000 shall be reported to the Head of Finance for consideration to write off, in conjunction with the Cabinet Member for Finance. The schedule attached to the delegated powers report details a Housing Benefit Overpayment where the overall debt is greater than £10,000.

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

#### **RESOLVED:**

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

#### **19. INSURANCE SERVICES CONTRACT EXTENSION**

Councillor Johnson introduced the report which provided details of the current Insurance Services contract and the proposed extension.

**RESOLVED:**

That the extension to the current Long Term Agreements with Zurich Municipal and Risk Management Partners by a further two years to 31<sup>st</sup> March 2027 be approved.

**20. RECOMMISSIONING OF LEARNING DISABILITY DAY AND WORK OPPORTUNITIES SERVICES**

Councillor Jones introduced the report and provided an update on the recommissioning of Learning Disability Day and Work Opportunities Services.

**RESOLVED:**

(a) That the current contract to the present service provider for the learning disabilities day and work services currently delivered by Hft be approved. It is proposed that the extension is for a further five-year and two month period commencing from 1<sup>st</sup> February 2025 with the option of a further two year extension, therefore the end date would be 31<sup>st</sup> March 2032. The anticipated spend for the proposed contract award necessitates that a decision for long-term direct awards require a Cabinet decision according to the thresholds for the authority to approve substantial variations as set out in the local authority Contract Procedure Rules; and

(b) That the direct award of a contract to the present service provider for the learning disabilities day and work services currently delivered by Clocktower CIC as detailed in the report be approved. It is proposed that the Direct Award is for a five-year period commencing from 1<sup>st</sup> April 2025 with the option of a further two year extension, therefore the end date would be 31<sup>st</sup> March 2032. The anticipated spend for the proposed contract award necessitates that a decision for a long-term direct aware requires a Cabinet decision or delegated decision according to the thresholds for the authority to approve exceptions as set out in the Contract Procedure Rules.

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

There were no members of the public in attendance.

(The meeting commenced at 10.00 a.m. and ended at 11.47 a.m.)

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**Chair**





## CABINET

<b>Date of Meeting</b>	Tuesday, 23rd July 2024
<b>Report Subject</b>	Medium Term Financial Strategy and Budget 2025/26
<b>Cabinet Member</b>	Cabinet Member for Finance and Social Value
<b>Report Author</b>	Corporate Finance Manager and Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Council reviews and updates the Medium Term Financial Strategy (MTFS) annually, and in advance of planning the annual budget for the following financial year. The MTFS forecasts the resources the Council will need to meet its ever-changing cost base for the years ahead. Refining our forecast is the first step in planning our budget requirement for the following financial year.

As part of budget setting for 2024/25 an initial additional budget requirement of £28.251m was projected for 2025/26 which was based on broad assumptions for pay, social care commissioning and other known pressures at that time.

Our forecast for the 2025/26 financial year has been updated to take into account the latest national position on public sector pay, the estimated impact of changes to service demand and the ongoing impacts of inflation. The revised forecast shows that, at this early stage, we are likely to have an additional budget requirement of £37.778m for 2025/26.

Appendix A shows the detail of all the cost pressures for 2025/26 as well as early indications of pressures for 2026/27 and 2027/28.

This is the first stage of developing our budget for 2025/26.

The main purpose of this report is to set out in detail the forecast cost pressures for 2025/26 and two budget briefings were held on 9 July to enable members to have a better understanding of the financial position and a further briefing will be scheduled for September as an opportunity to contribute to a developing budget strategy.

To date Welsh Government has provided no indicative figures for our main funding stream – Aggregate External Finance (AEF) for 2025/26. However, independent analysis of the Welsh Government budget advises that only a marginal uplift at best can be expected. Therefore, at this stage it is considered prudent to plan for a cash flat settlement. By way of context each 1% uplift to our AEF would generate £2.585m of funding for the Council’s budget.

A cash flat settlement is woefully insufficient to meet current service demand and inflationary impacts – most of which are outside of the Council’s control.

The Council clearly has a serious and major budget challenge for the financial year 2025/26 if there is no significant movement on national funding levels.

A detailed budget strategy is being developed with urgency in parallel to contributing to national discussions on the financial outlook across Wales including any options available to increase the overall quantum available for local government.

## RECOMMENDATIONS

1	To receive the update on the additional budget requirement for the 2025/26 financial year.
2	To agree the process and timeline for budget setting for 2025/26.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE MEDIUM TERM FINANCIAL STRATEGY FORECAST FOR 2024/25</b>
1.01	The Council reviews and updates its Medium Term Financial Strategy (MTFS) annually, and in advance of planning the annual budget for the following financial year.
1.02	<p>The MTFS forecasts the resources the Council will need to meet its ever-changing cost base for the years ahead. Refining our forecast is the first stage in planning our budget requirement for the following financial year.</p> <p>Our forecast for the 2025/26 financial year has been updated and takes into account the latest expectations on public sector pay, the estimated impact of changes to service demand and the ongoing impacts of inflation.</p> <p>The forecast will need to be kept under close review and updated as appropriate throughout the year.</p>
1.03	The updated forecast shows that, at this early stage we are likely to have an additional budget requirement of £37.778m as summarised in the table below:

**Table 1: Summary of Cost Pressures 2025/26**

<b>Summary of Pressures</b>	<b>£m</b>
Prior Year Decisions / Approvals	1.104
Legislative/Unavoidable Indexation	1.722
National Funding Requirement (Pay Awards)	11.464
Social Care	7.069
Education and Youth	3.304
Out of County Placements	0.500
Planning, Environment and the Economy	0.065
Housing and Communities	9.160
Streetscene and Transportation	2.081
Governance	0.617
Central and Corporate Finance	0.692
<b>Total Pressures</b>	<b>37.778</b>

Some cost pressures are still under review due to constantly changing service demands and therefore there is likely to be some refinement to figures over the summer.

1.04 The main purpose of this report is to set out in detail the forecast cost pressures for 2025/26. Two budget briefings were held on 9 July to enable members to have a better understanding of the financial position and a further briefing will be scheduled for September as an opportunity to contribute to the developing budget strategy.

1.05 **Explaining the Cost Pressures**  
All estimated cost pressures are included in Appendix A with further background provided below:

1.06 Prior Year Decisions/Approvals  
Some of the cost pressures have been subject to previously approved decisions. These include borrowing requirements for the 21<sup>st</sup> Century Schools Programme and the annual inflationary uplift in the Minimum Revenue Provision (MRP).

1.07 Impact of National Pay Awards  
*NJC (Green Book)*  
The latest pay offer for NJC (Green Book) employees for the current year (2024/25) has been rejected and Trade Union Members are currently being balloted for potential industrial action. The offer made is £1,290 (SCP 2-43) and 2.5% on all other salary points.

	<p>If agreed at this level, there would be an in-year benefit to the budget of around £0.850m. However, if not agreed at this level, any final award in excess of the budgeted amount will need to be met from reserves in the current financial year and would also have the impact of increasing the budget requirement for 2025/26.</p> <p>No estimated impact from the current pay offer is included in the forecast at this stage and will be refined once the final outcome is known (positive or negative).</p> <p>As inflation levels are now much more stable the assumptions for the 2025/26 pay award have been reduced to 4% from the 5% previously included in the forecast.</p> <p><u>Teacher Pay</u></p> <p>Similarly, the September 2024 pay award is still unknown, so no assumptions have been made of the impact of any variation to the budgeted amount. An uplift of 4% has been included for a September 2025 pay award.</p> <p><u>Pay Modelling</u></p> <p>A review of the pay model is continuing with the intention that it will support the recruitment and retention issues that the Council is experiencing. Formal recommendations have not yet been made and it is acknowledged that affordability will be challenging based on the current national funding outlook.</p> <p>As this piece of work is deemed a priority for the Council an ‘aspirational’ amount of £2m has been included in the estimates at this stage but will be subject to review as the project progresses.</p>
1.08	<p><u>Impact of Inflation / Indexation</u></p> <p>The forecast includes estimated increases in costs for areas such as the coroner service, member allowances, North Wales Fire and Rescue Authority (NWFRA) as well as anticipated inflationary increases for fuel, energy and service contracts with external bodies.</p>
	<p><u>Portfolio Cost Pressures</u></p>
1.09	<p><u>Social Care</u></p> <p>The impact of inflation and increases in service demands continues to be challenging. The cost pressures identified to date include commissioned care, transition to adulthood, Children Services Group Homes and the revenue costs for the Croes Atti care facility.</p> <p><u>Education and Youth</u></p> <p>The forecast includes the reinstatement of £0.750m for School Deficits which was removed from the 2024/25 budget on a temporary basis and the inclusion of £0.462m for free school meals for eligible learners during holiday periods.</p> <p>Cost pressures have also been included to address resource and capacity needs such as EOTAS/Specialist Provision (Estyn Inspection and Medical</p>

	<p>Need) £0.656m, Sustainable Communities for Learning £0.285m, Integrated Youth Provision Grant Funding reduction £0.278m and ALN Reforms £0.135m.</p> <p><u>Streetscene and Transportation</u></p> <p>The forecast includes a wide range of service demand cost pressures including School Transport re-procurement increases (£0.350m), Local Bus re-procurement increases (£0.150m), recycling income reductions (£0.150m), drainage costs from severe weather events (£0.150), additional security costs Depot and Greenfield HRC (£0.150m), Winter Maintenance service cost increases (£0.200m) and Recycling Receptacle costs (£0.160m).</p> <p><u>Housing and Communities</u></p> <p>The forecast includes an inflationary uplift on the Council Tax Reduction Scheme (CTRS) to reflect the impact of an annual increase in council tax. This is a higher uplift than in previous years as the 2024/25 increase was temporarily met by one-off funding.</p> <p>There continues to be a significant growth in numbers presenting as homeless and needing to be accommodated within temporary accommodation. An additional amount of £2m was included in the 2024/25 budget but this area was still identified as a significant financial risk should demand levels not start to fall. Due to the continued increase in demand, there is a projected overspend of £2.9m for 2024/25 and a potential additional budget requirement for 2025/26 of around £7.5m and this has been included in the forecast.</p> <p>Demand levels in the future and the impact of the mitigations being put in place are difficult to predict so will need to be kept under close review throughout this financial year.</p> <p><u>Out of County Placements</u></p> <p>An additional amount of £1.5m was included in the 2024/25 budget. At this early stage this is deemed sufficient to meet current demand levels but due to the volatility of this area will need to be kept under review throughout the financial year. An additional amount of £0.500m has been included for 2025/26 at this early stage to reflect a moderate increase in demand.</p> <p><u>Digital / Information Technology</u></p> <p>Cost Pressures have been included to progress our digital ambition requirements and include Digital Officers (£0.060m), Security Licences (£0.038m), VMWare Licencing (£0.055m) and Midland iTrent Maintenance (£0.087m).</p>
	<p><b>Other Known Risks</b></p>
<p>1.10</p>	<p><b>Homelessness</b></p> <p>As referenced earlier in the report the demands on the service are substantial. Whilst an initial pressure of £7.5m has been included in the current forecast the potential for demand to be higher is plausible and that risk will be kept under close review throughout the year.</p>

1.11	<p><b>Social Care</b></p> <p>There are a number of risks within the service that need to be kept under review, such as on-going recruitment and retention challenges, new statutory responsibilities and the impact of inflationary increases and match funding for projects such as the Regional Integration Fund (RIF).</p> <p>On-going support from existing grants is an area on which the service depends, so the continuation of these is critical. Any reduction would pose a risk to service delivery.</p>
1.12	<p><b>Streetscene and Transportation</b></p> <p>The review of the Waste Strategy is likely to impact on future costs of the service in relation to the ongoing risk of potential infraction fines for failing to achieve the statutory recycling targets since 2021/22 (estimated to be in the region of £1.2m over three financial years).</p> <p>There is also a risk that the continuation of the Sustainable Waste Management Grant may be stopped or reduced. This is a revenue grant provided by Welsh Government to support the provision of re-use and recycling services, as well as preventing waste. Any reduction of this grant from the current level could impact on further revisions to the forecast.</p>
1.13	<p><b>Education and Youth</b></p> <p>There has been an increase in the cost of employer teachers' pension contributions from April 2024 and no provision was made in the 2024/25 budget as it is assumed that the additional cost will be met by UK Government.</p> <p>However, at this stage no confirmation has been received and Welsh Government continue to negotiate a funding settlement with UK Government.</p> <p>Any overall shortfall would result in additional costs for 2024/25 and 2025/26 which are not currently included in the forecast.</p> <p>Increases in demand and complexity for Additional Learning Needs, Specialist Provision and Education other than at School (EOTAS) is currently being funded by additional Welsh Government grant. There are a number of risks relating to the continuation of grant funding into 2025/26 which will need to be kept under review.</p> <p>Further work will be undertaken on demography and the impact of any changes due to school modernisation on the revenue costs for schools.</p>
<p><b>Funding Solutions</b></p>	
1.14	<p>The local government settlement did not provide an indicative figure for our main funding stream of Aggregate External Finance (AEF) for the 2025/26 financial year and beyond. However, independent analysis of the Welsh Government budget advises that only a marginal uplift at best can be expected. Therefore, at this stage it is considered prudent to plan for a cash flat settlement. By way of context each 1% uplift to our AEF would generate £2.585m of funding for the Council's budget.</p>

1.15	<p>Members will be aware that whilst we are able to identify some cost savings and efficiencies as part of our annual budget setting process, there are no cost savings of any scale remaining following over a decade of underfunding of local government.</p> <p>In previous years the Council has rightly stood on the principle that it will not reduce the budget for any service to the point where the service is unsafe, or to do so would mean we would fail to meet our statutory duties or our quality standards. The impacts of budget reduction options have been risk-assessed year on year.</p> <p>Any future options which councillors recommend we explore as a contribution to the budget will need to be risk assessed on this basis.</p>
1.16	<p>The Council has adopted a comprehensive policy for fees and charges for chargeable services. By applying this policy, we have balanced cost recovery of service provision with affordability and fairness for the payer.</p> <p>The annual review of the policy is also included on this agenda and shows an estimated additional contribution of £0.035m to the 2025/26 budget.</p>
1.17	<p>It is too early to make an assumption on council tax levels for 2025/26 as this will be largely dependent on how successful the Council is in identifying portfolio and corporate cost reductions. As in previous years council tax levels will be a key consideration in the final stage of the budget process.</p>
1.18	<p><b>Summary and Conclusions</b></p> <p>The Council clearly has a serious and major budget challenge for the financial year 2025/26 if there is no movement in national funding expectations which is woefully insufficient of the level required to meet current service demand and inflationary impacts – most of which are outside of the Council’s control.</p> <p>A detailed budget strategy is being developed with urgency in parallel to contributing to national discussions on the financial outlook across Wales, including any options available to increase the overall quantum available for local government.</p> <p>Regular updates will be provided to members in conjunction with the budget timeline detailed in the report.</p>

1.19 An outline of the budget timeline is set out in the table below:

**Table 2: Budget Timeline**

<b>Date</b>	<b>Event</b>
July 2024	Report to Cabinet and Corporate Resources Overview and Scrutiny Committee - Initial additional budget requirement 2025/26
9 July 2024	Member Budget Briefing
September 2024	Report to Cabinet and Corporate Resources Overview and Scrutiny Committee - Updated additional budget requirement and emerging budget solutions
September 2024	2 <sup>nd</sup> Member Budget Briefing
October/November 2024	Overview & Scrutiny Committees
December 2024	Report to Cabinet and Corporate Resources Overview and Scrutiny Committee - Budget Update
December 2024	Welsh Government Draft Budget/ Provisional Settlement
January 2025	Report to Cabinet and Corporate Resources Overview and Scrutiny Committee - Initial budget proposals and solutions
February 2025	Report to Cabinet and Council - Final Budget Proposals
February/March 2025	Welsh Government Final Budget/Settlement

**2.00 RESOURCE IMPLICATIONS**

2.01 **Revenue:** the revenue implications for the 2025/26 budget are set out in the report.

**Capital:** there are no new implications for the approved capital programme for either the current financial year or for future financial years – the capital programme will be subject to a separate report.

**Human Resources:** there are some potential implications for additional capacity as set out in the report.



<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>																					
3.01	<p><b>Ways of Working (Sustainable Development) Principles Impact</b></p> <table border="1" data-bbox="320 309 1386 1070"> <tr> <td data-bbox="320 309 743 674">Long-term</td> <td data-bbox="743 309 1386 674">Negative – the absence of longer-term funding settlements from Welsh Government means that sustainable support for service delivery is challenging for the longer term. Sustainable funding from Welsh Government that provides additional funding for Indexation, service demands, and new legislation will provide a positive and sustainable position for the Council in the longer term.</td> </tr> <tr> <td data-bbox="320 674 743 712">Prevention</td> <td data-bbox="743 674 1386 712">As above</td> </tr> <tr> <td data-bbox="320 712 743 750">Integration</td> <td data-bbox="743 712 1386 750">Neutral Impact</td> </tr> <tr> <td data-bbox="320 750 743 929">Collaboration</td> <td data-bbox="743 750 1386 929">Services continue to explore opportunities for collaboration with other services and external partners to support positive impacts.</td> </tr> <tr> <td data-bbox="320 929 743 1070">Involvement</td> <td data-bbox="743 929 1386 1070">Communication with Members, residents and other stakeholders throughout the budget process.</td> </tr> </table> <p><b>Well-Being Goals Impact</b></p> <table border="1" data-bbox="320 1182 1386 2101"> <tr> <td data-bbox="320 1182 743 1480">Prosperous Wales</td> <td data-bbox="743 1182 1386 1480">Longer term funding settlements from Welsh Government that provide additional funding for indexation, service demands, and new legislation will aid sustainability and support a strong economy that encourage business investment in the region. The opposite will be true if settlements are inadequate.</td> </tr> <tr> <td data-bbox="320 1480 743 1659">Resilient Wales</td> <td data-bbox="743 1480 1386 1659">Continuation of services to support communities and social cohesion will have a positive impact. The opposite will be true if settlements are inadequate.</td> </tr> <tr> <td data-bbox="320 1659 743 1816">Healthier Wales</td> <td data-bbox="743 1659 1386 1816">An appropriate level of funding will ensure that communities are supported and will have a positive impact. The opposite will be true if settlements are inadequate.</td> </tr> <tr> <td data-bbox="320 1816 743 1962">More equal Wales</td> <td data-bbox="743 1816 1386 1962">A positive impact with greater parity of funding from Welsh Government for all Welsh Local Authorities. The opposite will be true if settlements are inadequate.</td> </tr> <tr> <td data-bbox="320 1962 743 2101">Cohesive Wales</td> <td data-bbox="743 1962 1386 2101">Appropriate level of funding will support services working alongside partners. The opposite will be true if settlements are inadequate.</td> </tr> </table>		Long-term	Negative – the absence of longer-term funding settlements from Welsh Government means that sustainable support for service delivery is challenging for the longer term. Sustainable funding from Welsh Government that provides additional funding for Indexation, service demands, and new legislation will provide a positive and sustainable position for the Council in the longer term.	Prevention	As above	Integration	Neutral Impact	Collaboration	Services continue to explore opportunities for collaboration with other services and external partners to support positive impacts.	Involvement	Communication with Members, residents and other stakeholders throughout the budget process.	Prosperous Wales	Longer term funding settlements from Welsh Government that provide additional funding for indexation, service demands, and new legislation will aid sustainability and support a strong economy that encourage business investment in the region. The opposite will be true if settlements are inadequate.	Resilient Wales	Continuation of services to support communities and social cohesion will have a positive impact. The opposite will be true if settlements are inadequate.	Healthier Wales	An appropriate level of funding will ensure that communities are supported and will have a positive impact. The opposite will be true if settlements are inadequate.	More equal Wales	A positive impact with greater parity of funding from Welsh Government for all Welsh Local Authorities. The opposite will be true if settlements are inadequate.	Cohesive Wales	Appropriate level of funding will support services working alongside partners. The opposite will be true if settlements are inadequate.
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	Vibrant Wales	As Healthier and Cohesive Wales above
	Globally responsible Wales	Neutral impact.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	The Forecast for 2025/26 – 2027/28 will be considered by Overview and Scrutiny Committees during September and October. Member Budget Briefings were held in July and a further briefing will be scheduled for September.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A. MTFS Forecast 2025/26 – 2027/28

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Gary Ferguson, Corporate Finance Manager <b>Telephone:</b> 01352 702271 <b>E-mail:</b> <a href="mailto:gary.ferguson@flintshire.gov.uk">gary.ferguson@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Medium Term Financial Strategy (MTFS):</b> a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.</p> <p><b>Revenue:</b> 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><b>Budget:</b> a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p>

**Revenue Support Grant:** the annual amount of money the Council receives from Welsh Government to fund what it does alongside the Council Tax and other income the Council raises locally. Councils can decide how to use this grant across services although their freedom to allocate according to local choice can be limited by guidelines set by Government.

**Specific Grants:** An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.

**Welsh Local Government Association:** the representative body for unitary councils, fire and rescue authorities and national parks authorities in Wales.

**Financial Year:** the period of 12 months commencing on 1 April.

**Local Government Funding Formula:** The system through which the annual funding needs of each council is assessed at a national level and under which each council's Aggregate External Finance (AEF) is set. The revenue support grant is distributed according to that formula.

**Aggregate External Finance (AEF):** The support for local revenue spending from the Welsh Government and is made up of formula grant including the revenue support grant and the distributable part of non-domestic rates.

**Provisional Local Government Settlement:** The Provisional Settlement is the draft budget for local government published by the Welsh Government for consultation. The Final Local Government Settlement is set following the consultation.

**Funding Floor:** a guaranteed level of funding for councils who come under the all-Wales average change in the annual Settlement. A floor has been a feature of the Settlement for many years.

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<b>MTFS - SUMMARY OF PRESSURES</b>			
	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
<b>Pressure</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Prior Year Decisions / Approvals</b>			
Minimum Revenue Provision (MRP) - Existing	0.300	0.300	0.300
21C Schools Band B Borrowing Costs	0.804	0.317	0.117
<b>Total - Prior Years Decisions / Approvals</b>	<b>1.104</b>	<b>0.617</b>	<b>0.417</b>
<b>Legislative / Unavoidable Indexation Pressures</b>			
Fee Increases - Coroners	0.021	0.022	
Members Allowances	0.112	0.112	
North Wales Fire and Rescue Authority	0.545	0.573	
CJC / Growth Deal Inflation	0.019	0.021	
ADM's / CAT's - Service Contract Inflation	0.202	0.328	
ADM's / CAT's - Other Pressures	(0.025)		
Increase to Regional Collaboration Team	0.050		
NDR Transitional Relief	0.111		
Non-Standard Inflation Fuel	0.250	TBC	TBC
Non-Standard Inflation Energy	0.150	TBC	TBC
Mockingbird Loan Repayment	0.287		
<b>Total - Legislative / Unavoid Index'n Pressures</b>	<b>1.722</b>	<b>1.056</b>	<b>0.000</b>
<b>National Funding Requirement</b>			
NJC Pay Award Estimate (Non Schools)	3.952	4.110	4.275
NJC Pay Award Estimate (Schools)	1.517	1.584	1.649
Teachers - Pay Award - April - August	1.831	1.546	1.608
Teachers - Pay Award - Sept - March	2.164	2.251	2.341
Pay Modelling - Potential Pressure	2.000	TBC	
<b>Total - National Funding Requirement</b>	<b>11.464</b>	<b>9.491</b>	<b>9.873</b>
<b>CUMULATIVE TOTAL</b>			
	<b>14.289</b>	<b>11.163</b>	<b>10.290</b>
<b>Strategic Decisions</b>			
<b>Social Care</b>			
Transition to Adulthood	0.675	0.990	1.020
Social Care Commissioning	3.985	4.258	4.551
Childrens Services Group Homes	0.450	0.250	
Croes Atti Extension - Revenue Costs	1.321		
Social Work Pay Review	0.108	0.055	
Increased Homecare Capacity	0.100		
Partnership Working Cost Increases	0.330		
Additional One Off Efficiency - Grants Maximisation Adults	0.100		
Buckley Extra Care Facility		0.680	
Llys Gwenffrwd Extension - revenue costs			1.500
	<b>7.069</b>	<b>6.233</b>	<b>7.071</b>
<b>Education and Youth</b>			
Joint Archive Service - Borrowing Costs	0.008	0.111	0.012

<b>MTFS - SUMMARY OF PRESSURES</b>			
<b>Pressure</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Management of Specialist Foundation Provision - Estyn	0.135		
Resource Provision at Flint High School	0.185	0.020	
EOTAS / Specialist Provision - Estyn Inspection of Plas Derwen *	0.382	0.020	0.021
Specialist Primary - Revenue Costs of 2 Additional Classrooms	0.198	0.141	
EOTAS / Specialist Provision - Medical Need	0.274		
ALN Reforms - Transfer of Post 16 Responsibilities *	0.135	0.007	0.007
Sustainable Communities for Learning Rolling Cap Inv Prog	0.285	0.248	0.464
Inclusion and Progression – Specialist Mobile Classroom Provision	0.119		
Youth Justice Service - Grant Funding Reduction *	0.093		
School Deficits	0.750		
Integrated Youth Provision - Grant Funding Reduction/Loss	0.278		
Eligible Free School Meals	0.462		
	<b>3.304</b>	<b>0.547</b>	<b>0.504</b>
<b>Out of County Placements</b>			
Out of County Placements	<b>0.500</b>		
<b>Planning, Environment and the Economy</b>			
Specialist Legal Expenses	0.040	0.040	
Empty Homes WG Grant Contribution	0.025		
Additional Licencing Scheme for HMO's		(0.056)	
	<b>0.065</b>	<b>(0.016)</b>	<b>0.000</b>
<b>Housing and Communities</b>			
Homelessness Demand	7.517	TBC	TBC
Benefits - CTRS	1.643		
	<b>9.160</b>	<b>0.000</b>	<b>0.000</b>
<b>Streetscene and Transportation</b>			
Public Health Burials	0.020	0.020	0.020
Memorial Safety Programme	0.017		
Hawarden Cemetery Extension - Maintenance Costs	0.015	0.015	0.015
CQ Cemetery Fence Replacement	0.040		
School Transport	0.350	TBC	TBC
Local Bus	0.150	0.150	TBC
Recycling Income	0.150	TBC	TBC
Residual Waste Indexation	0.080	0.080	0.080
Parry and Evans Price Increase	0.019	0.019	0.019
Drainage - Summer Storm Events	0.150	TBC	TBC
Security Costs Depot and Greenfield	0.150	0.180	0.200
Replacement Heavy Plant (Transfer Station)	0.180	0.180	0.180
Potential Reduced Income via NMWTRA	0.100	TBC	TBC
Replacement Ancillary Equipment HRC	0.050	0.050	0.050
Depot Maintenance	0.160	0.160	0.160
Replacement Recycling Recepticals	0.160	TBC	TBC
Winter Maintenance Weather Stations	0.050		
Increased cost of delivering Winter Maintenance Service	0.200	0.100	0.100
Additional Infrastructure (non-commuted sums)	0.010	0.005	0.005
Mayrise Replacement Licences and IT Equipment	0.030	0.030	0.030
Emmissions Trading Scheme			0.050
Soft Plastics Collections 2027/28			0.200
	<b>2.081</b>	<b>0.989</b>	<b>1.109</b>

<b>MTFS - SUMMARY OF PRESSURES</b>			
<b>Pressure</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Governance - Digital Strategy</b>			
Schools Information Management System	0.011	0.010	
Digital Delivery - Digital Solutions Technician	0.038		
Digital Officers	0.060		
Corporate GIS Software Reprocurement	0.030	(0.023)	
Corporate LLPG Compliance & Software Reprocurement	0.033	(0.020)	
Digital Business Analyst (0.6 FTE)	0.030		
Microsoft E5 Security Licenses	0.038	0.050	
Network Connected Device Compliance & Assurance Solution	(0.015)		
VMWare Licencing	0.055		
Midland iTrent Maintenance	0.087		
	<b>0.367</b>	<b>0.017</b>	<b>0.000</b>
<b>Governance - Other</b>			
Single Persons Discount	0.250		
<b>Central and Corporate Finance</b>			
Capital Borrowing Costs 22/23	0.105		
Croes Atti Extension - Borrowing Costs	0.035	0.041	
Children's Residential Care - Borrowing costs	0.028	0.019	0.012
Corporate Loans & Investment Account (CLIA)	0.500		
Replacement Financial Management System (FMS)		0.435	0.049
ADM Resource	0.024		(0.024)
	<b>0.692</b>	<b>0.495</b>	<b>0.037</b>
<b>Total - Strategic Decisions</b>	<b>23.489</b>	<b>8.266</b>	<b>8.721</b>
<b>CUMULATIVE TOTAL</b>	<b>37.778</b>	<b>19.429</b>	<b>19.011</b>

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## Cabinet

<b>Date of Meeting</b>	Tuesday, 23 <sup>rd</sup> July 2024
<b>Report Subject</b>	Annual Audit Summary for Flintshire County Council 2023
<b>Cabinet Member</b>	Cabinet Member for Corporate Services
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Annual Audit Summary for Flintshire County Council 2023 sets out the audit and regulatory work completed by Audit Wales, since the last annual report, which was published in March 2023.

No formal recommendations have been made during the year by Audit Wales. There have been proposals for improvement which have arisen from the national and local reviews undertaken by Audit Wales. These have been reported to Governance and Audit Committee, Cabinet and the relevant Overview and Scrutiny Committees as appropriate during the year. With findings from the national and local reviews risk managed as part of regular monitoring.

The Auditor General gave an unqualified true and fair opinion on the Council's financial statements on 12 April 2024, after the deadline agreed with the Welsh Government of 30 November 2023. The audit was delivered later than in previous years mainly due to the impact of new auditing standard requirements. These were covered in Audit Wales audit plan and considered by the Governance and Audit Committee on 27 September 2023.

### RECOMMENDATIONS

1	That Cabinet is assured by the content and observations of the Auditor General for Wales' Annual Audit Summary Report 2023.
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## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE ANNUAL AUDIT SUMMARY REPORT</b>
1.01	The Auditor General audits local government bodies in Wales, including unitary authorities, police, fire and rescue authorities, national parks, and community councils. He also conducts local government value for money studies, assesses compliance with the remaining requirements of the Local Government (Wales) Measure 2009 and may undertake special inspections under the Local Government and Elections (Wales) Act 2021.
1.02	<p>This is the fourth Annual Audit Summary Report for Flintshire County Council. This year's report is a summary of the audit, regulatory and inspection work carried out in 2022-23 to meet the following duties:</p> <ul style="list-style-type: none"> <li>• Audit of Accounts</li> <li>• Value for Money</li> <li>• Sustainable Development Principle</li> </ul>
1.03	<p>Each year Audit Wales audit Flintshire County Council's financial statements and for 2022-23 confirmed that:</p> <ul style="list-style-type: none"> <li>• The draft statements were presented for audit on 12 July 2023. This was before the deadline of 31 July 2023 set by the Welsh Government.</li> <li>• The Council's Annual Governance Statement and Narrative Report were prepared in line with the CIPFA Code and relevant guidance. They were also consistent with the financial statements and our knowledge of the Council.</li> <li>• The Auditor General issued the certificate confirming that the audit of accounts for 2022-23 has been completed.</li> </ul>
1.04	<p>Audit Wales each year undertake a range of audits to review the arrangements that the Council has put in place to secure value for money in the use of its resources. The audits completed in 2022-23 consisted of:</p> <ul style="list-style-type: none"> <li>• Setting of Well-being Objectives</li> <li>• Use of Performance Information – Service User Perspectives and Outcomes</li> <li>• Digital Strategy</li> <li>• Springing Forward</li> <li>• Homelessness</li> </ul> <p>Audit Wales also take into account the report of Care Inspectorate Wales (CIW) and Estyn as well as any subsequent actions taken by the Council.</p>
1.05	<p>Planned work for 2023-24 for Audit Wales includes:</p> <ul style="list-style-type: none"> <li>• Assurance and risk assessment (completed)</li> <li>• Thematic review – financial sustainability</li> <li>• Thematic review – commissioning and contract management</li> <li>• Local review – planning</li> </ul>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	There are no specific resource implications as part of this report.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	<p>An Impact Assessment is not required as this an annual report summarising the work completed by Audit Wales during 2022-23. Any findings from Audit Wales are risk managed as part of regular monitoring.</p> <p>All of the audit, regulatory and inspection work carried out in 2022-23 by Audit Wales considers the:</p> <ul style="list-style-type: none"> <li>Sustainable Development Principle as part of the Well-being of Future Generations (Wales) Act 2015</li> </ul> <p>The Setting of Well-being Objectives audit in particular considered the Council's Well-being Objectives, which align to the Seven Well-being Goals of the Well-being of Future Generations (Wales) Act 2015</p>

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	Governance and Audit Committee, Corporate Resources Overview and Scrutiny Committee and Cabinet will receive this report.

<b>5.00</b>	<b>APPENDICES</b>
5.01	<p>Appendix A: Annual Audit Summary for Flintshire County Council 2023 (Welsh)</p> <p>Appendix B: Annual Audit Summary for Flintshire County Council 2023 (English)</p>

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><a href="#">Annual Audit Summary for Flintshire County Council 2020</a></p> <p><a href="#">Annual Audit Summary for Flintshire County Council 2021</a></p> <p><a href="#">Annual Audit Summary for Flintshire County Council 2022</a></p>

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Emma Heath (Strategic Performance Advisor)</p> <p><b>Telephone:</b> 01352 702 744</p> <p><b>E-mail:</b> <a href="mailto:emma.heath@flintshire.gov.uk">emma.heath@flintshire.gov.uk</a></p>

8.00	<b>GLOSSARY OF TERMS</b>
	<p><b>Annual Audit Summary:</b> The Annual Audit Summary is published by Audit Wales on behalf of the Auditor General for Wales. It brings together, with the input of other inspectorates such as Care Inspectorate Wales (CIW) and Estyn a summary of the regulatory work of the past year.</p> <p><b>Audit Wales:</b> Work to support the Auditor General as the public sector watchdog for Wales. They aim to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.</p>

## Cyngor Sir y Fflint

### Crynodeb Archwilio Blynyddol 2023

Dyma ein crynodeb archwilio ar gyfer Cyngor Sir y Fflint. Mae'n dangos y gwaith a gwblhawyd ers y Crynodeb Archwilio Blynyddol diwethaf, a gyhoeddwyd ym mis Mawrth 2023. Mae ein crynodeb archwilio yn rhan o ddyletswyddau Archwilydd Cyffredinol Cymru.



Ceir rhagor o wybodaeth am y dyletswyddau hyn ar ein [gwefan](#).

## Ynglŷn â'r Cyngor

### Rhai o'r gwasanaethau y mae'r Cyngor yn eu darparu



#### Ffeithiau allweddol

Mae'r Cyngor yn cynnwys 67 o gynghorwyr sy'n cynrychioli'r pleidiau gwleidyddol canlynol:

- Llafur 31
- Annibynnol 26
- Democratiaid Rhyddfrydol 4
- Eryr 3
- Ceidwadwyr 2
- Amymochrol 1

Gwariodd y Cyngor £332.6 miliwn ar ddarparu gwasanaethau<sup>1</sup> yn ystod 2022-23<sup>2</sup>.

<sup>1</sup> Rydym yn diffinio gwariant ar wasanaethau fel cost gwasanaethau a godir ar y gronfa gyffredinol o'r Dadansoddiad Ariannu Gwariant, namyn costau unrhyw wasanaethau a ariennir o'r Cyfrif Refeniw Tai, gan ychwanegu praeseptau, ardollau a llog ar ddyledion.

<sup>2</sup> Ffynhonnell: Datganiad o'r Cyfrifon 2022-23

## Ffeithiau allweddol

Ar 31 Mawrth 2023, roedd gan y Cyngor £49.7 miliwn o gronfeydd ariannol defnyddiadwy<sup>3</sup>. Mae hyn yn gyfwerth â 14.9% o wariant blyneddol y Cyngor ar wasanaethau<sup>4</sup>.

Mae gan Sir y Fflint dri o'r 10% mwyaf difreintiedig o ardaloedd yng Nghymru, dyma'r pumed isaf o'r 22 o gynghorau unedol yng Nghymru<sup>5</sup>.

Rhagwelir y bydd poblogaeth Sir y Fflint yn cynyddu 2.8% rhwng 2023 a 2043 o 157,626 i 162,030, gan gynnwys gostyngiad o 3.4% yn nifer y plant, gostyngiad o 2.6% yn nifer y boblogaeth oedran gweithio, a chynnydd o 22.6% yn nifer y bobl 65 oed a hŷn<sup>6</sup>.

## Dyletswyddau'r Archwilydd Cyffredinol

### Gwnaethom gwblhau gwaith yn ystod 2022-23 i gyflawni'r dyletswyddau canlynol

- **Archwilio Cyfrifon**

Bob blwyddyn, mae'r Archwilydd Cyffredinol yn archwilio datganiadau ariannol y Cyngor i wneud yn siŵr y rhoddir cyfrif priodol am arian cyhoeddus.

- **Gwerth am arian**

Mae'r Archwilydd Cyffredinol yn archwilio a yw'r Cyngor wedi sefydlu trefniadau i gael gwerth am arian am yr adnoddau y mae'n eu defnyddio, a rhaid iddo fod wedi'i argyhoeddi ei fod wedi gwneud hyn.

- **Yr egwyddor datblygu cynaliadwy**

Mae angen i gyrff cyhoeddus gydymffurfio â'r ddyletswydd datblygu cynaliadwy wrth bennu eu hamcanion llesiant a chymryd camau i'w cyflawni. Rhaid i'r Archwilydd Cyffredinol asesu i ba raddau y maent yn gwneud hyn.

<sup>3</sup> Rydym yn diffinio cronfeydd ariannol y gellir eu defnyddio fel cronfeydd wrth gefn y gellir eu defnyddio ar gyfer costau refeniw, lle nad yw'r pwrpas wedi'i ddiogelu gan y gyfraith. Mae hyn yn golygu cyfanswm y gronfa gyffredinol, cronfeydd wrth gefn wedi'u clustnodi, a balansau ysgolion. Nid yw'n cynnwys cronfeydd wrth gefn Cyfrif Refeniw Tai, derbyniadau cyfalaf, na grantiau cyfalaf heb eu cymhwysio.

<sup>4</sup> Ffynhonnell: Datganiad o'r Cyfrifon 2022-23

<sup>5</sup> Diffinnir ardal yn y cyd-destun hwn fel 'Ardal Cynnyrch Ehangach Is'. Ffynhonnell: Stats Cymru

<sup>6</sup> Ffynhonnell: [Ffynhonnell: Stats Cymru, Amcanestyniadau o'r Boblogaeth](#)

## Yr hyn a nodwyd gennym

### Archwilio Cyfrifon 2022-23 Cyngor Sir y Fflint

Bob blwyddyn rydym yn archwilio datganiadau ariannol y Cyngor.



**I gyflawni dyletswyddau'r Archwilydd Cyffredinol rydym yn cwblhau prosiectau penodol, ond rydym hefyd yn dibynnu ar waith archwilio arall, a gwaith cyrff rheoleiddio megis Arolygiaeth Gofal Cymru ac Estyn (yr arolygiaeth addysg). Rydym yn cymryd canfyddiadau ein gwaith archwilio i ystyriaeth wrth asesu a yw'r Cyngor wedi sefydlu trefniadau i sicrhau gwerth am arian. Caiff ein canfyddiadau a'n casgliadau eu crynhoi isod.**

#### Ar gyfer 2022-23:

- cyflwynwyd y datganiadau drafft i'w harchwilio ar 12 Gorffennaf 2023. Roedd hyn cyn y dyddiad cau a bennwyd gan Lywodraeth Cymru, sef 31 Gorffennaf 2023.
- roedd ansawdd y datganiadau drafft a gyflwynwyd i'w harchwilio yn dda ar y cyfan, ond nodwyd rhai materion arwyddocaol yn ymwneud â chyfrifo am drafodion cyfalaf a chyda phrisiadau wedi'u cwblhau ar dir ac adeiladau'r Cyngor.
- rhoddodd yr Archwilydd Cyffredinol farn wir a theg ddiamedod ar ddatganiadau ariannol yr Awdurdod ar 12 Ebrill 2024, ar ôl y dyddiad cau a gytunwyd gyda Llywodraeth Cymru, sef, 30 Tachwedd 2023. Cyflawnwyd yr archwiliad yn hwyrach na mewn blynyddoedd blaenorol, yn bennaf oherwydd effaith gofynion safonau archwilio newydd. Ymdriniwyd â'r rhain yn ein cynllun archwilio a ystyriwyd gan y Pwyllgor Llywodraethu ac Archwilio ar 27 Medi 2023.
- cafodd Datganiad Llywodraethu Blynyddol ac Adroddiad Naratif yr Awdurdod eu paratoi yn unol â Chod CIPFA a chanllaw perthnasol. Roeddent hefyd yn gyson â'r datganiadau ariannol a'n gwybodaeth am y Cyngor.
- Gwnaed nifer o newidiadau i ddatganiadau ariannol y Cyngor yn deillio o'n gwaith archwilio, a adroddwyd i'r Pwyllgor Llywodraethu ac Archwilio yn ein Hadroddiad ar yr Archwiliad o'r Datganiadau Ariannol ym mis Ebrill 2024.
- Yn ogystal â chyfrifoldebau'r Archwilydd Cyffredinol dros archwilio datganiadau ariannol y Cyngor, mae hefyd yn gyfrifol am ardystio nifer o hawliadau a ffurflenni grant. Ni nodwyd unrhyw broblemau arwyddocaol yn ein gwaith hyd yma.
- Cyhoeddodd yr Archwilydd Cyffredinol y dystysgrif yn cadarnhau bod yr archwiliad o'r cyfrifon ar gyfer 2022-23 wedi'i gwblhau.

## Adolygiad asesu risg a sicrwydd

Gwnaethom adolygu'r trefniadau a roddir ar waith gan y Cyngor i sicrhau gwerth am arian wrth ddefnyddio ei adnoddau. Gwnaethom gynhyrchu'r adroddiadau canlynol yn deillio o'n gwaith sicrwydd ac asesu risg:

- Pennu amcanion llesiant – gwnaethom edrych ar dull y Cyngor o bennu ei amcanion llesiant. Mae ein canfyddiadau yn cael eu cwblhau ar hyn o bryd a chaiff eu cyhoeddi yn fuan.
- Defnyddio gwybodaeth am berfformiad – safbwynt defnyddwyr gwasanaethau a chanlyniadau – edrychom ar y data ar bersbectif defnyddwyr gwasanaethau a chanlyniadau a ddarparwyd i aelodau ac uwch swyddogion, a sut mae'r wybodaeth hon yn cael ei defnyddio. Canfuom fod gwybodaeth perfformiad gyfyngedig yn cael ei darparu i uwch arweinwyr yn y Cyngor i'w galluogi i ddeall safbwynt defnyddwyr gwasanaethau a chanlyniadau ei weithgareddau.

## Strategaeth Ddigidol

Yn ystod 2022-23, gwnaethom archwilio dull strategol y Cyngor o ymdrin â digidol, ac yn benodol i ba raddau y datblygwyd hyn yn unol â'r egwyddor datblygu cynaliadwy; ac y bydd yn helpu i sicrhau gwerth am arian wrth ddefnyddio adnoddau'r Cyngor. Canfuom fod gan y Cyngor dull strategol clir ac integredig o ymdrin â digidol, ond mae gwendidau mewn trefniadau i fonitro a gwerthuso gwerth am arian.

## Llamu Ymlaen

Gwnaethom adolygu trefniadau'r Cyngor ar gyfer rheoli ei asedau a'i weithlu Ar gyfer asedau, ein prif ffocws oedd ar lety swyddfa ac adeiladau y mae'r Cyngor yn darparu gwasanaethau i'w drigolion ohonynt. I'r gweithlu, rydym wedi canolbwyntio ar yr heriau a amlygwyd yn ystod y pandemig sydd wedi gwaethygu rhai materion gweithlu hirsefydlog. Canfuom fod y Cyngor wrthi'n gweithio ar ei weledigaeth a'i gynlluniau ar draws yr holl wasanaethau, ond bydd edrych ymhellach ymlaen yn cryfhau ystyriaeth y Cyngor o'r egwyddor datblygu cynaliadwy.

## Digartrefedd

Yn 2023, gwnaethom archwilio dull strategol y Cyngor o ddarparu dull cynaliadwy ac ataliol hirdymor ar ddarpariaeth o ran digartrefedd. Canfuom fod y Cyngor yn darparu gwasanaeth o ansawdd uchel, ond mae hyn yn anghynladwy gyda'i gyllid cyfredol.

## Arolygiaethau eraill

Gwnaethom hefyd ystyried adroddiadau Arolygiaeth Gofal Cymru (AGC) ac adroddiadau Estyn, yn ogystal ag unrhyw gamau dilynol a gymerwyd gan y Cyngor mewn ymateb iddynt.



## **Gwaith a gynlluniwyd ar gyfer 2023-24**

Gwnaethom hefyd fwrw golwg ar yr heriau a'r cyfleoedd allweddol sy'n wynebu'r Cyngor. Gallai'r rhain gael effaith ar allu'r Cyngor i gyflawni ei rwymedigaethau cyfreithiol mewn perthynas â'r egwyddor datblygu cynaliadwy a'r modd y mae'n defnyddio'i adnoddau.

Mae ein gwaith arfaethedig ar gyfer 2023-24 yn cynnwys:

- Asesiad sicrwydd a risg (wedi'i gwblhau)
- Adolygiad thematig – cynaliadwyedd ariannol
- Adolygiad thematig – comisiynu a rheoli contractau
- Adolygiad lleol – cynllunio

Mae'r Archwilydd Cyffredinol yn annibynnol ar y llywodraeth, ac fe'i penodwyd gan Ei Mawrhydi'r Frenhines. Mae'r Archwilydd Cyffredinol yn gwneud ei waith gan ddefnyddio staff ac adnoddau eraill a ddarperir gan Swyddfa Archwilio Cymru, sy'n fwrdd statudol a sefydlwyd at y diben hwnnw ac i fonitro a chynghori'r Archwilydd Cyffredinol. Caiff Swyddfa Archwilio Cymru ei dwyn i gyfrif gan y Senedd.

Mae'r Archwilydd Cyffredinol yn archwilio cyrff llywodraeth leol yng Nghymru, gan gynnwys awdurdodau unedol, yr heddlu, awdurdodau tân ac achub, parciau cenedlaethol a chynghorau cymuned. Mae hefyd yn cynnal astudiaethau o werth am arian mewn llywodraeth leol, yn asesu cydymffurfiaeth â'r gofynion sy'n weddill o Fesur Llywodraeth Leol (Cymru) 2009 a gall gynnal arolygiadau arbennig dan Ddeddf Llywodraeth Leol ac Etholiadau (Cymru) 2021.

Y tu hwnt i lywodraeth leol, yr Archwilydd Cyffredinol yw archwilydd allanol Llywodraeth Cymru a'r cyrff cyhoeddus a noddir ganddi ac sy'n gysylltiedig â hi, Comisiwn y Senedd a chyrff y Gwasanaeth Iechyd Gwladol yng Nghymru.

Archwilio Cymru yw'r enw cyfunol anstatudol ar Archwilydd Cyffredinol Cymru a Swyddfa Archwilio Cymru, sy'n endidau cyfreithiol ar wahân, pob un â'u swyddogaethau cyfreithiol eu hunain fel y disgrifir uchod. Nid yw Archwilio Cymru yn endid cyfreithiol.

Rydym yn croesawu gohebiaeth a galwadau ffôn yn y Gymraeg ac yn y Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi. We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay.

Mae'r ddogfen hon hefyd ar gael yn Saesneg.

## Flintshire County Council Annual Audit Summary 2023

This is our audit summary for Flintshire County Council. It shows the work completed since the last Annual Audit Summary, which was issued in March 2023. Our audit summary forms part of the Auditor General for Wales' duties.



More information about these duties can be found on our [website](#).

### About the Council

#### Some of the services the Council provides



#### Key facts

The Council is made up of 67 councillors who represent the following political parties:

- Labour 31
- Independent 26
- Liberal Democrats 4
- Eagle 3
- Conservative 2
- Non Aligned 1

The Council spent £332.6 million on providing services<sup>1</sup> during 2022-23<sup>2</sup>.

<sup>1</sup> We define spending on services as the cost of services charged to the general fund from the Expenditure Funding Analysis, less any Housing Revenue Account cost of services, plus precepts, levies and debt interest.

<sup>2</sup> Source: 2022-23 Statement of Accounts

## Key facts

As at 31 March 2023, the Council had £49.7 million of useable financial reserves<sup>3</sup>. This is equivalent to 14.9% of the Council's annual spending on services<sup>4</sup>.

Flintshire has three of the most-deprived 10% of areas in Wales, this is the fifth lowest of the 22 unitary councils in Wales<sup>5</sup>.

Flintshire's population is projected to increase by 2.8% between 2023 and 2043 from 157,626 to 162,030, including a predicted 3.4% decrease in the number of children, a 2.6% decrease in the number of the working-age population, and a 22.6% increase in the number of people aged 65 and over<sup>6</sup>.

## The Auditor General's duties

### We completed work during 2022-23 to meet the following duties

- **Audit of Accounts**

Each year the Auditor General audits the Council's financial statements to make sure that public money is being properly accounted for.

- **Value for money**

The Auditor General examines whether the Council has put in place arrangements to get value for money for the resources it uses, and he has to be satisfied that it has done this.

- **Sustainable development principle**

Public bodies need to comply with the sustainable development principle when setting and taking steps to meet their well-being objectives. The Auditor General must assess the extent to which they are doing this.

<sup>3</sup> We define useable financial reserves as reserves usable for revenue costs, where the purpose is not protected by law. This is the total of the general fund, earmarked reserves and schools' balances. It excludes Housing Revenue Account reserves, capital receipts and capital grants unapplied.

<sup>4</sup> Source: 2022-23 Statement of Accounts

<sup>5</sup> An area in this context is defined as a 'Lower Super Output Area'. Source: Stats Wales

<sup>6</sup> Source: [Stats Wales, Population Projections](#)

## What we found

### Audit of Flintshire County Council's 2022-23 Accounts

Each year we audit the Council's financial statements.



**To meet the Auditor General's duties we complete specific projects, but we also rely on other audit work, and the work of regulators such as Care Inspectorate Wales and Estyn (the education inspectorate). We take the findings of our audit work into account when assessing whether the Council has put in place arrangements to secure value for money. Our findings and conclusions are summarised below.**

#### For 2022-23:

- the draft statements were presented for audit on 12 July 2023. This was before the deadline of 31 July 2023 set by the Welsh Government.
- the quality of the draft statements presented for audit was generally good, but some significant issues were identified relating to accounting for capital transactions and with valuations completed on the Council's land and buildings.
- the Auditor General gave an unqualified true and fair opinion on the Council's financial statements on 12 April 2024 after the deadline agreed with the Welsh Government of 30 November 2023. The audit was delivered later than in previous years mainly due to the impact of new auditing standard requirements. These were covered in our audit plan considered by the Governance and Audit Committee on 27 September 2023.
- The Council's Annual Governance Statement and Narrative Report were prepared in line with the CIPFA Code and relevant guidance. They were also consistent with the financial statements and our knowledge of the Council.
- A number of changes were made to the Council's financial statements arising from our audit work, which were reported to the Governance and Audit Committee in our Audit of Financial Statements Report in April 2024.
- In addition to the Auditor General's responsibilities for auditing the Council's financial statements, he also has responsibility for the certification of a number of grant claims and returns. Our work to date has not identified any significant issues.
- The Auditor General issued the certificate confirming that the audit of accounts for 2022-23 has been completed.

## Assurance and risk assessment review

We reviewed the arrangements the Council has put in place to secure value for money in the use of its resources. We produced the following reports from our assurance and risk assessment work:

- Setting of well-being objectives – we looked at the Council's approach to setting its well-being objectives. Our findings are currently being finalised and will be published shortly.
- Use of performance information – service user perspective and outcomes – we looked at the service user perspective and outcome data provided to members and senior officers, and how this information is used. We found that limited performance information is provided to senior leaders at the Council to enable them to understand the service user perspective and the outcomes of its activities.

## Digital Strategy

During 2022-23, we examined the Council's strategic approach to digital, and specifically the extent to which this has been developed in accordance with the sustainable development principle; and that it will help to secure value for money in the use of the Council's resources. We found that the Council has a clear and integrated strategic approach to digital but there are weaknesses in arrangements to monitor and evaluate value for money.

## Springing forward

We reviewed the Council's arrangements for managing its assets and workforce. For assets, our primary focus was on office accommodation and buildings from which the Council delivers services to its residents. For workforce, our focus has been on the challenges highlighted during the pandemic that have exacerbated some long-standing workforce issues. We found that the Council is actively working on its vision and plans across all services, but looking further ahead will strengthen the Council's consideration of the sustainable development principle.

## Homelessness

In 2023, we examined the Council's strategic approach to delivering a long-term sustainable and preventative approach to homelessness provision. We found that the Council is delivering a high-quality service, but this is unsustainable with its current funding.

## Other inspectorates

We also took into account the reports of Care Inspectorate Wales (CIW) and Estyn as well as any subsequent actions taken by the Council in response.

## Planned work for 2023-24

We also looked at the key challenges and opportunities facing the Council. These could have an effect on the Council's ability to meet its legal obligations in relation to the sustainable development principle and the use of its resources.

Our planned work for 2023-24 includes:

- Assurance and risk assessment (completed)
- Thematic review – financial sustainability
- Thematic review – commissioning and contract management
- Local review – planning

The Auditor General is independent of government and was appointed by Her Majesty the Queen. The Auditor General undertakes his work using staff and other resources provided by the Wales Audit Office, which is a statutory board established for that purpose and to monitor and advise the Auditor General. The Wales Audit Office is held to account by the Senedd.

The Auditor General audits local government bodies in Wales, including unitary authorities, police, fire and rescue authorities, national parks, and community councils. He also conducts local government value for money studies, assesses compliance with the remaining requirements of the Local Government (Wales) Measure 2009 and may undertake special inspections under the Local Government and Elections (Wales) Act 2021.

Beyond local government, the Auditor General is the external auditor of the Welsh Government and its sponsored and related public bodies, the Senedd Commission, and National Health Service bodies in Wales.

Audit Wales is the non-statutory collective name for the Auditor General for Wales and the Wales Audit Office, which are separate legal entities with their own legal functions, as described above. Audit Wales is not a legal entity.

We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

This document is also available in Welsh.





## CABINET

<b>Date of Meeting</b>	Tuesday, 23 <sup>rd</sup> July 2024
<b>Report Subject</b>	Governance for the Transformation Programme
<b>Cabinet Member</b>	Cabinet Member for Finance and Social Value
<b>Report Author</b>	Chief Officer (Governance)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Council has a duty to set a legal and balanced budget each year. That annual cycle has meant that the Council tends to focus its attention on making savings that can be achieved within a short timescale. There are potential savings that the council could explore which will not deliver inside the usual annual budget cycle. Such savings would typically involve looking at either larger scale projects such as a shared/collaborative service arrangement with another council or would involve redesigning internal working processes (probably aligned to a change of software). Such changes are typically referred to as transformational.

The Council needs to set up a programme to explore such transformational changes if it is to reduce costs without reducing/stopping services. The governance of such a programme can be fitted within existing reporting structures in the Council.

The capacity required to explore and manage a parallel programme of savings does not exist within the council at the present and will need to be recruited, probably temporarily, on an invest to save basis.

### RECOMMENDATIONS

1	<p>That Cabinet approves the</p> <ul style="list-style-type: none"> <li>i) Criteria for selecting transformation projects.</li> <li>ii) Democratic governance structure for the transformation programme, and</li> <li>iii) endorses the allocation of reserves to fund the additional capacity required to support the programme.</li> </ul>
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## REPORT DETAILS

1.00	BACKGROUND
1.01	<p>The Council must set a legal and balanced budget annually, which includes the contribution to be raised via taxation. The Council has previously always set a balanced budget despite increasing pressures over the years caused by:</p> <ol style="list-style-type: none"> <li>1) increased demand for statutory services such as adult social care, out of county places and homeless support</li> <li>2) reducing funding from Welsh Government</li> <li>3) inflationary increases, which have been particularly acute in recent years.</li> </ol>
1.02	<p>The Council has a strong history of making savings to help balance the books. It has pared back staffing levels, automated functions, and delivered services via different vehicles (e.g. Double Click and NEWydd). It operates a number of shared/collaborative services with other councils such as the civil contingencies service, minerals planning and procurement, though in recent years the appetite amongst our fellow councils for sharing services has diminished.</p>
1.03	<p>Since 2008 the council has needed to and taken £124.6 million out of the budget. The Council has a strong track record of delivering the savings included within the budget and has regularly achieved realisation rates of over 90%.</p> <p>2021/2022 – 100%            2022/2023 – 100%            2023/2024 – 99%</p>
1.04	<p>The Council has hitherto been prudent on the use of its (limited) reserves and since 2019/20 has only used them once as a contribution to balance the budget which was a prudent amount of £0.172m to cover time-limited costs. Furthermore, reserves have only been used out of necessity to cover nationally negotiated pay awards i.e. sums which we are contractually obliged to pay but over which we have no control and other significant unforeseen costs.</p>
1.05	<p>The challenges facing the Council have not diminished and recent legislation/policy changes (e.g. Additional Learning Needs and homeless support) have only intensified the pressure at a time when Welsh Government's own budgets are also under pressure. Although the Council has had no indication from Welsh Government of future funding settlements, independent analysis suggests that the support received from Welsh Government may be "cash flat" (or worse) for at least the coming year, and when combined with known cost pressures this equates to a budget gap over the next 3 years of</p> <p>2025/2026 - £37.8m            2026/2027 - £19.4m</p>

	2027/2028 - £19.0m	
	It is widely recognised that the options to make savings, of the size and nature that have hitherto been achieved, are reducing and that a different approach is needed.	
	<b>EXPLAINING THE TRANSFORMATION PROGRAMME</b>	
1.06	<p>The financial pressures described above have tended to lead to a focus on savings that can be achieved within the 12-month timeframe of each budget cycle. There are potential savings, typically focussed on internal processes, open to the council which will take longer than 12 months to achieve which have not been fully explored because:</p> <ol style="list-style-type: none"> <li>1) They won't deliver within the annual cycle of budget setting; and</li> <li>2) The council's capacity is only just sufficient to meet its annual savings targets.</li> </ol>	
1.07	<p>If the Council is to find further savings without continuing to cut services, then it must look at how it delivers services as well as which services it delivers and the level of service provision. It might be possible to reduce the council's costs by looking at so called transformational reviews. In this context, such reviews would be ones which would look for savings from the following list:</p> <ol style="list-style-type: none"> <li>i) Internal corporate processes which affect the whole council such as procurement</li> <li>ii) Cross cutting ways of delivering services e.g. how we manage additional hours (sick leave, overtime and out of hours)</li> <li>iii) Fundamental changes (principally automation) in the method of delivery by one or more portfolios e.g. the use of assistive technology in social services</li> <li>iv) Collaborative/shared services with other councils/public sector bodies.</li> </ol>	
1.08	<p>Officers have already identified the following list of potential projects from their own knowledge of the council and available data. This list of projects will need to be assessed (see below) but is split on a preliminary basis into projects where the primary focus will be digital and those where (whilst digital might form part of the solution) the primary focus is not digital. That distinction isn't black and white but will give a useful means of trying to split the very large number of potential projects into manageable work allocations:</p>	
	<b>Digital Projects</b>	<b>Non-Digital Projects</b>
	<ol style="list-style-type: none"> <li>a) Assistive technology to meet adult social care needs and reduce the need for costly domiciliary care;</li> <li>b) Chatbots (artificial intelligence) to respond to customer queries on the website/in the contact centre</li> </ol>	<ol style="list-style-type: none"> <li>1. Both Aura and NEWydd need new contracts which will involve substantial negotiation</li> <li>2. We need a piece of work on additional hours, overtime etc.</li> <li>3. A thematic review of all portfolios to examine <ul style="list-style-type: none"> <li>• When the size/establishment of</li> </ul> </li> </ol>

	<p>c) Artificial Intelligence should be used to reduce the number of administrative tasks including production of minutes, preparation of presentations etc;</p> <p>d) Finance, procurement and purchasing processes in preparation for legislative changes and the replacement of financial systems;</p> <p>e) Continuing work to embed Fast Track and speed up the processing of invoices;</p> <p>f) Rostering and payroll processes;</p> <p>g) Review of processes allied to the digital strategy for capturing savings from the Digital Strategy</p>	<p>services were last reviewed and</p> <ul style="list-style-type: none"> <li>• whether there is scope to downsize</li> <li>• Whether there is further scope to combine smaller services into larger functions e.g. training functions</li> </ul> <p>4. Review of HRA Borrowing / Homelessness options</p> <p>5. School Modernisation</p> <p>6. Review of industrial estates rents and letting practices</p>
1.09	<p>Councillors may also have ideas for potential transformation projects and there needs to be a mechanism for gathering those suggestions. Each year the council goes through a series of budget workshops and Overview and Scrutiny Committee (OSC) meetings and these would be a good place to capture ideas for new transformation projects. Equally the process doesn't have to be formal, and members can email officers with suggestions.</p>	
1.10	<p>Some suggestions will have greater impact than others and some will release savings more quickly. Thus, there needs to be an assessment of potential savings to prioritise quick wins and larger savings. As part of the assessment, it will also be necessary to estimate the level of potential savings that might delivered which can then be taken into account (by Cabinet) in the Medium Term Financial Strategy ("MTFS") to reduce the projected budget shortfall. The Corporate Resources OSC ("CROSC") would appear to be the best body to make such assessments, and to then track the delivery/realisation of those savings in due course.</p>	
1.11	<p>Once projects are included within the programme they will need to be led, managed and monitored by staff as well as being overseen by/reporting to councillors. Appendix 1 shows a proposed governance structure with:</p> <ol style="list-style-type: none"> <li>1. direct management of each project by officers; and</li> <li>2. reporting to Overview and Scrutiny Committees and Cabinet for one or more of the following purposes: <ol style="list-style-type: none"> <li>i) To seek authority to make changes to service standards or the establishment of services – such reports will be considered by the relevant OSC which will make recommendations/comments to Cabinet for approval (see below);</li> <li>ii) To report on the progress with individual projects to OSC's (oversight);</li> </ol> </li> </ol>	

	iii) To report to CROSC progress on the transformation programme as a whole towards meeting targets set out in the MTFS (progress checking and accountability)
1.12	At officer level, each project will have a project team to investigate and deliver savings. A chief officer team member will sponsor each project. Individual projects will make recommendations on how to reduce costs and those recommendations may either be within existing delegated authority of officers to implement or may require approval from Cabinet.
1.13	If a proposal needs approval by Cabinet, then it will be reported through the OSC/Cabinet process in the usual way. That reporting process might result in changes to the proposal or a refusal to authorise part or all of the proposal, which would impact on the savings to be achieved.
1.14	CROSC will fulfil a collating role where it brings together the results of such recommendations made by OSCs/decisions by Cabinet to assess their impact on the Council's ability to fulfil its MTFS. It will not be a forum for taking a second look at the detail of proposals which are properly the remit of another OSC ("taking a second bite of the cherry") but will be focussed on the effect or impact of the work of the other OSCs on the overall programme.
1.15	If the governance structure for the proposed transformation programme is approved, then the first reports would be brought forward in the September cycle.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The challenge facing the Council is that identifying and then delivering the annual round of budget savings consumes a large part of its capacity for change. Given the timescales for the projects envisaged within the transformation programme, the programme will in effect need to run in parallel to the annual budget cycle and that will require additional resource.
2.02	To support such a wide ranging and complex programme it is suggested that there should be one post to look after digitisation/automation-based projects and one post to look after projects where the primary solution won't be digital.
2.03	The programme won't need to be fully staffed from the outset. The size of the team will need to grow as projects are initiated. As a first phase, it will be necessary to establish the scope of each project and the scale of potential savings i.e. a very loose form of outline business case. If these are agreed, then projects will be formally initiated, and more detailed business cases drawn up for each – this is the point at which the resource would begin to increase.
2.04	Loose projections are set out below for additional costs (inclusive of on costs) over and above current base budget spending and increasing the 0.6 FTE business process review and 1.6 FTE project management resource already available. They are top of scale so may be less in reality

	depending upon the person actually appointed. FTE indications assume that the full list of projects progress to initiation. Options may also need to be explored to release capacity at key times in some of the key support areas such as Finance – for example rescheduling and re-prioritising financial reporting arrangements -
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	<b>Resource</b>	<b>24/25</b>	<b>25/26</b>	<b>26/27</b>
	Programme Manager (G10)	79,947	79,947	79,947
	Project Manager (G06) £50,154			
	1 FTE for 6 months	25,077		
	2 FTE for 12 months		100,308	
	2.4 FTE for 12 months			120,370
	Business Process Re-engineer (G06) £50, 154			
	1 FTE for 6 months	25,077		
	1.4 FTE for 12 months		70,216	70,216
	<b>Total*</b>	<b>130,101</b>	<b>250,471</b>	<b>270,533</b>
	*- at 23/24 salary rates			

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	The governance structure for the transformation programme does not impact upon the delivery of services to our residents. Provided consultation is undertaken as described below and impact assessments are prepared as needed for each project the overall programme should adequately consider any implications, the wellbeing goals and the ways of working specified within the Well Being of Future Generations Act.
3.02	Each project and the overall transformation programme will have a risk register.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	The governance structure for the transformation programme does not impact upon the delivery of services to our residents. Clearly, specific projects included within the programme may well have an impact on staff or services and consultation will need to be undertaken in relation to specific proposals in due course.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – diagram showing proposed governance structure.

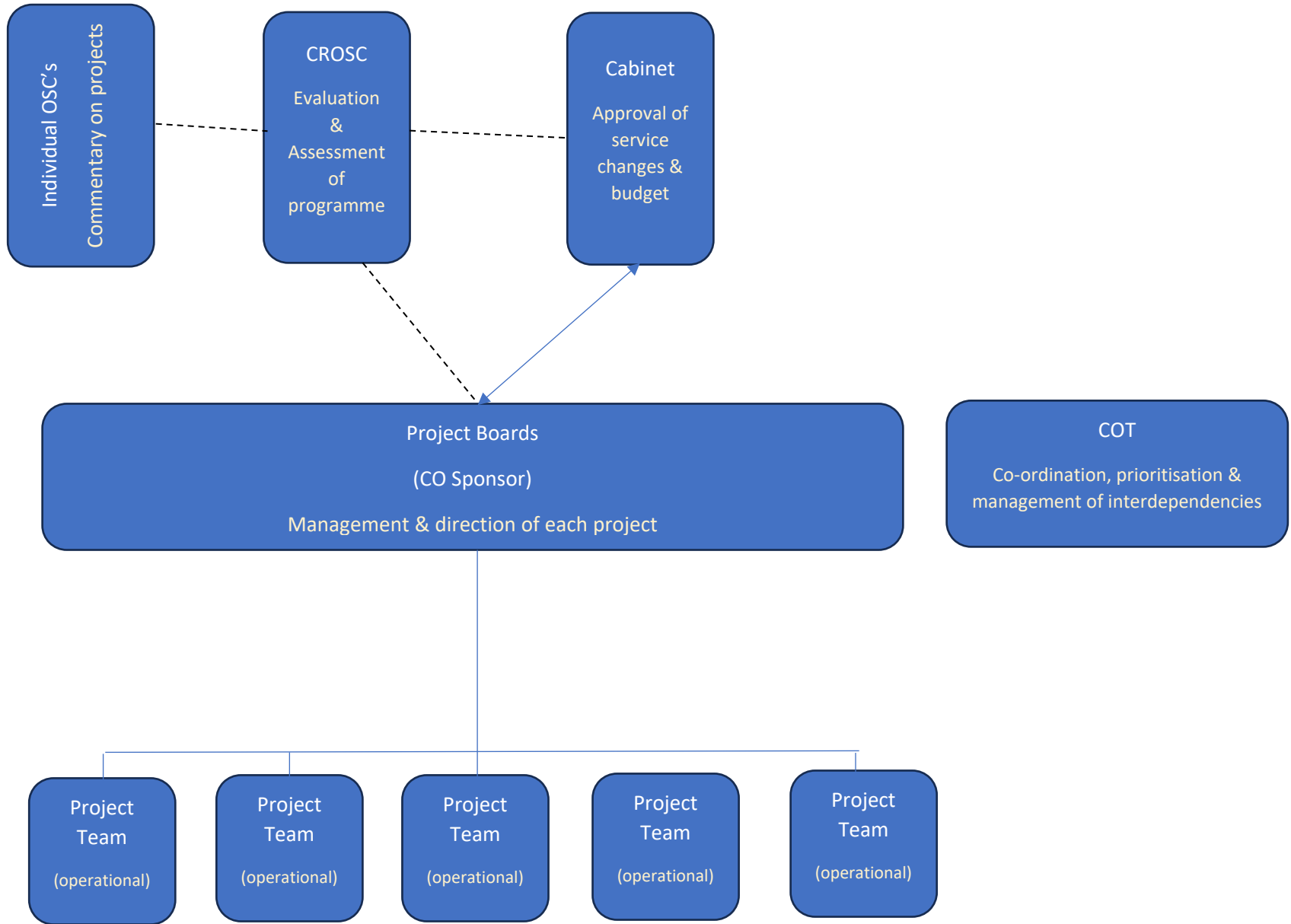
<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Gareth Owens  <b>Telephone:</b> 01352 702344  <b>E-mail:</b> <a href="mailto:Gareth.legal@flintshire.gov.uk">Gareth.legal@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>FTE</b> – a full-time equivalent (FTE) is a unit of measurement used to figure out the number of full-time hours worked by all employees. For us, 37 hours is a full-time workweek, so an employee working 37 hours per week would have an FTE of 1.0.</p> <p><b>Medium Term Financial Strategy (MTFS)</b> – a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.</p>

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## CABINET

<b>Date of Meeting</b>	Tuesday, 23 <sup>rd</sup> July 2024
<b>Report Subject</b>	Tenant Involvement Strategy
<b>Cabinet Member</b>	Cabinet Member for Housing
<b>Report Author</b>	Chief Officer (Housing and Communities)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

Flintshire County Council's Housing Service is responsible for over 7,300 homes across the county comprising of general needs and sheltered accommodation. To support the management of those homes it is important to us that our customers are given the opportunity to share their experiences of those services.

The former Tenant Engagement Strategy expired in 2021 and we have been operating an interim strategy whilst the new draft was being developed and the Survey of Tenants and Residents (STAR) was concluded. The new draft strategy sets out our commitment to tenant engagement and highlights what work is needed to improve our current position.

Further work has been carried out to develop and finalise the full strategy and this report outlines the main details.

### RECOMMENDATIONS

1	To support and approve the Tenant Involvement Strategy.
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## **REPORT DETAILS**

<b>1.00</b>	<b>BACKGROUND TO THE STRATEGY</b>
1.01	Flintshire County Council's Housing Service is responsible for approximately 7,300 homes across the county comprising of general needs and sheltered accommodation. To support the management of those homes it is important to us that our customers are given the opportunity to share their experiences of those services through a variety of ways.
1.02	The former Tenant Engagement Strategy expired in 2021 and we have been operating an interim strategy whilst the new draft was being developed and the Survey of Tenants and Residents (STAR) was concluded.
1.03	The new Tenant Involvement Strategy sets out our commitment to tenant engagement and highlights what work is needed to improve our current position.
1.04	In bringing together the strategy and associated action plan the views of our residents have been gathered through active engagement, including full census STAR survey which was completed in 2022.
	<b>TENANT INVOLVEMENT STRATEGY 2024 – 2027 (appendix 1)</b>
1.05	The Tenant Involvement Strategy 2024 – 2027 strategy details our commitment to develop and improve customer involvement throughout the services the Housing and Communities portfolio offers.
1.06	<p>We know we can do much more to involve and engage with our tenants and now is the right time to move forward with these plans.</p> <p>We will embrace new ways of working such as the opportunities presented by the increased use of digital technologies and explore new methods of engagement; whilst also continuing to engage in more traditional ways.</p> <p>There are many ways to communicate with our customers and these need to be expanded to offer a wider reach for our customers so that they reflect the views of our diverse range of tenants.</p>
1.07	Tenant involvement is about tenants and housing staff working together to share information and ideas to improve the quality of housing services we provide. It enables tenants to be able to influence decisions about areas of work such as housing policies, housing conditions and housing services. We recognise that listening to and involving our tenants is an essential part of improving our services.
1.08	<p>Meaningful involvement can benefit tenants and the landlord and is key for shaping services for the better. There are many proven benefits which include:</p> <ul style="list-style-type: none"> <li>• enhancing the Council's accountability to its customers</li> <li>• improved outcomes for our tenants with the chance to influence services</li> </ul>

	<ul style="list-style-type: none"> <li>• creating services that better meet tenants' needs</li> <li>• increased tenant satisfaction</li> <li>• improved communications</li> <li>• becoming more aware of each other's perspectives and organisational and financial limitations</li> <li>• creating a culture of mutual trust, respect and partnership between the Council and its tenants</li> <li>• providing opportunities for tenants to increase self-confidence and skills.</li> </ul>
<b>What we want to achieve and how we will achieve this</b>	
1.09	The overall aim of our Tenant Involvement Strategy is to ensure we have in place robust involvement opportunities, developed with our tenants, to ensure we are providing a quality housing service that meets their needs and the needs of the community.
1.10	We recognise that listening to and involving our customers is an essential part of improving our services. Tenant involvement is about tenants and housing staff working together to share information and ideas to improve the quality of services we provide. It enables tenants to be able to influence decisions about areas of work such as housing policies, housing conditions and housing services.
1.11	<p>A set of key objectives have been identified so that we can deliver the strategy aims:</p> <ul style="list-style-type: none"> <li>• Develop and provide a range of involvement opportunities for our tenants.</li> <li>• Ensure our tenants are at the heart of driving service improvements and can work with us to shape our services.</li> <li>• Improve and extend communication methods to ensure tenants are informed and engaged.</li> <li>• Improve skills and confidence of our tenants so they feel able to participate in a meaningful way that meets their needs.</li> <li>• Increase participation of our tenants in issues affecting their local community to see positive changes to our estates and communities.</li> </ul> <p>This is supported by the action plan (appendix 2) which has key deliverables and timescales for action.</p>
<b>Barriers to getting involved</b>	
1.12	<p>We recognise there are also barriers which prevent tenants getting involved which include:</p> <ul style="list-style-type: none"> <li>• Lack of training and confidence</li> <li>• Understanding of what it means</li> <li>• Lack of awareness of opportunities</li> <li>• Time constraints</li> <li>• Travel, carer and other costs</li> </ul>

1.13	<p>The strategy sets out our commitment to offering practical solutions to make it a more viable option for as many tenants as possible. These include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Providing training and support to those who are committed.</li> <li>• Providing information in various formats.</li> <li>• Covering transport and associated costs where appropriate.</li> <li>• Arranging meetings at times and locations most accessible to tenants.</li> <li>• Making use of digital methods so that people can engage from home at a time and pace that suits them.</li> <li>• Offering a wide range of involvement methods to suit all lifestyles.</li> </ul>
<b>Next Steps</b>	
1.14	<p>We will offer a wide range of activities and ways in which people can get involved at various levels of commitment.</p> <p>We recognise that different people have different levels of interest and time to commit but also may prefer a different method of communicating and engaging with us.</p>
1.15	<p>Whilst meetings and tenant groups are an important and integral way to engage with our tenants, we also want to attract a newer and broader audience to get involved. This will help us to ensure we are creating a range of ways to gather and consider opinion of a good and fair representation of our tenant base.</p>
1.16	<p>The results of the STAR survey and other consultation work we have been doing (including Renting Homes Wales and rent setting) have enabled us to establish a much broader core base of tenants who we can formally consult with on such matters.</p> <p>In addition, we have supported a range of tenant groups to establish and thrive within our communities.</p> <p>This provides a much firmer foundation from which we can grow to ensure our tenants have their say and engage with us to inform our plans longer term.</p>
1.17	<p>It is important to ensure active engagement with the workforce to get their views on how tenant involvement can help them to improve the work they do and implement positive changes to our service delivery.</p> <p>We want to ensure all areas of the service are aware of the benefits of involving tenants and that they make efforts to ensure it becomes embedded as a way of working.</p>
1.18	<p>The opinions and views of Elected Members, internal colleagues and partner organisations is of great value and is a key element of this work.</p>

	We are committed to work together, where appropriate, to strive for our tenants to be more engaged in services and our communities to be sustainable and vibrant places to live.
<b>How we will monitor &amp; review</b>	
1.19	Following the STAR survey in 2022 we have established a steering group of officers and formulated three specific work streams to deliver on identified action plans.
1.20	Our intention through the tenant involvement action plan is to replicate these workstreams with tenants and create an environment to ensure that there is communication and consultation on an ongoing basis.
1.21	Regular updates will be provided to all of our tenants. This will start with our the provision of an update on the action taken to address the feedback from the 2022 full census survey.  This will also provide an opportunity to highlight the work the tenant workstreams are involved in and to encourage participation.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>															
3.01	<p><b>Recommendation - Key points for decision-makers</b></p> <p><i>Approval of our involvement strategy 2024-27 along with our Action plan for 2024/25. We aim through our strategy to create a positive impact on our housing communities and an increase in engagement with and from our tenants across all service areas. This will be reviewed regularly to ensure it remains relevant and appropriate for the needs of those communities.</i></p> <p><b>Date assessment completed: 11/06/2024</b></p> <p><b>Impacts Questionnaire</b></p> <table border="1"> <thead> <tr> <th>Impact Indicator</th> <th>Result</th> <th>Justification/Mitigation</th> </tr> </thead> <tbody> <tr> <td>Equality and Welsh Language</td> <td>G</td> <td></td> </tr> <tr> <td>Health</td> <td>G</td> <td></td> </tr> <tr> <td>Resilience and Adaptation</td> <td>G</td> <td></td> </tr> <tr> <td>Housing</td> <td></td> <td></td> </tr> </tbody> </table>	Impact Indicator	Result	Justification/Mitigation	Equality and Welsh Language	G		Health	G		Resilience and Adaptation	G		Housing		
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Equality and Welsh Language	G															
Health	G															
Resilience and Adaptation	G															
Housing																

Economy		
Mobility and Connectivity		
Carbon, Nature and Environment		
Consumption and Production		
Contribution to achieving your local authority's Net Zero target		
<b>Legend:</b>	<b>G</b>	Positive impacts overall, whether long or short term.
	<b>A</b>	Mix of positive and negative impacts. Trade-offs to consider.
	<b>R</b>	Mostly negative, with at least one positive aspect. Trade-offs to consider.
	<b>RR</b>	Negative impacts overall.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	In bringing together the strategy and the associated action plan, the views of our residents from the census STAR survey completed in 2022 have been taken into consideration.
4.02	The draft strategy was presented to Cabinet and Overview and Scrutiny in December 2023.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 - Tenant Involvement Strategy
5.02	Appendix 2 - Tenant Involvement Action Plan

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None.



<b>7.00</b>	<b>CONTACT OFFICERS DETAILS</b>
7.01	<p><b>Contact Officers:</b>  Jen Griffiths, Service Manager, Housing Welfare and Communities  <b>Telephone:</b> 01352 702929  <b>E-mail:</b> <a href="mailto:Jen.griffiths@flintshire.gov.uk">Jen.griffiths@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Information</b> - When we talk about information we mean:</p> <ul style="list-style-type: none"> <li>➤ Informing tenants and other customers about the services that are available.</li> <li>➤ Informing tenants and other customers about the various options that are available as a part of the consultation process.</li> <li>➤ Information is essential for consultation to be effective.</li> </ul> <p><b>Consultation</b> - When we talk about consultation we mean:</p> <ul style="list-style-type: none"> <li>➤ Seeking our tenants' and other customers' views about our proposals to improve services. We will listen to your views and then make a decision.</li> <li>➤ We will consider these views alongside other factors such as budget restrictions or legal obligations.</li> <li>➤ However, if we are unable to use your ideas, we will explain why. Consultation is essential for participation to be effective.</li> </ul> <p><b>Participation</b> - When we talk about participation we mean:</p> <ul style="list-style-type: none"> <li>➤ Involving our tenants and other customers in decisions about their homes and communities, alongside elected members and managers within the Housing Service.</li> </ul> <p><b>Monitoring and Review</b> - When we talk about monitoring and review, we mean:</p> <ul style="list-style-type: none"> <li>➤ Asking tenants and other customers about the quality of the services they receive.</li> <li>➤ Reviewing those services with the assistance of tenants and other customers to make improvements.</li> <li>➤ The information received through monitoring and reviewing services, with tenants and other customers, provides important evidence in planning future service improvements.</li> </ul> <p><b>Working Together</b> - When we talk about working together, we mean:</p> <ul style="list-style-type: none"> <li>➤ Interacting with our tenants and other customers in a creative and energetic atmosphere, to share and build on each-others' ideas and to develop new or enhanced ways of working.</li> <li>➤ Working together is the highest and most productive way of involving our tenants and other customers.</li> <li>➤ By working together we are able to share ownership not only of the problem, but the solution.</li> <li>➤ By working together we are able to create a true sense of partnership and of moving forward together.</li> </ul>





## **Flintshire County Council Housing Services**

### **Tenant Involvement Strategy 2024 - 2027**

Version	Version 0.3
Author	Sarah Mylchreest, Customer Involvement Officer
Date	April 2024

## **Introduction**

Welcome to our Involvement Strategy.

Flintshire County Council's Housing and Communities Portfolio is responsible for approximately 7300 homes across the county comprising of general needs and sheltered accommodation. To support the management of those homes it is important to us that our tenants are given the opportunity to share their experiences of those services through a variety of ways.

A full census STAR survey to gauge the view of our tenants on the services provided was undertaken in 2022 and we have made a commitment to undertake such surveys every two years. We are using the results of this to work alongside our tenants to develop our strategy and associated action plans moving forward. The feedback given to us through this extensive piece of work is invaluable and will assist us to improve what we do and make changes in our services. This will ensure that our work will be based on the areas our tenants are telling us we need to improve.

This strategy details our intentions to develop and improve tenant involvement throughout the portfolio. There have been many changes in our department over the last few years. Covid-19 brought challenges and many new ways of working for us all. This was then followed by an extensive work to ensure the correct and full implementation of the Renting Homes (Wales) Act.

We know we can do much more to involve and engage with our tenants and now is the right time to move forward with these plans. We wish to embrace new ways of working such as the opportunities presented by increased use of digital technologies and explore new methods of engagement; understanding and realising that many different opportunities are needed if our services are truly going to reflect the views of our diverse base of tenants.

### **What is involvement?**

Customer involvement is about tenants and housing staff working together to share information and ideas to improve the quality of services we provide. It enables tenants to be able to influence decisions about areas of work such as housing policies, housing conditions and housing services. We recognise that listening to and involving our tenants is an essential part of improving our services.

Meaningful involvement can benefit tenants and the landlord and is key for shaping our services for the better. There are many proven benefits for both parties in working together, these include:

- enhancing the Council's accountability to its tenants.
- improved outcomes for our tenants with the chance to influence services.
- creating services that better meet tenants' needs.
- increased tenant satisfaction.
- improved communications.
- becoming more aware of each other's perspectives and organisational and financial limitations.
- creating a culture of mutual trust, respect and partnership between the Council and its tenants.
- providing opportunities for tenants to increase self-confidence and skills.

## **What we want to achieve and how we will achieve this**

The overall aim of our Tenant Involvement Strategy is to:

***Ensure we have in place robust involvement opportunities, developed with our tenants, to ensure we are providing a quality housing service that meets their needs and the needs of the community.***

Our objectives to meet this aim are as follows:

- ***Develop and provide a range of involvement opportunities for our tenants.***
- ***Ensure our tenants are at the heart of driving service improvements and are able to work with us to shape our services.***
- ***Improve and extend communication methods to ensure tenants are informed and engaged.***
- ***Improve skills and confidence of our tenants so they feel able to participate in a meaningful way that meets their needs.***
- ***Increase participation of our tenants in issues affecting their local community to see positive changes to our estates and communities.***

To achieve this there is an action plan which will set out how the involvement service will be delivered. It will include the various activities and tasks that will help us to achieve our key objectives shown above with key timescales and the difference we hope to achieve by undertaking this work.

### **How can I get involved?**

We intend to offer a wide range of activities and ways in which you can get involved at various levels of commitment. It's also about recognising that different people have different levels of interest and time to commit but also may prefer a different method of communicating and engaging with us.

It's not just about meetings and tenants' groups (although these are also important) we want to attract a newer and broader audience to get involved to ensure we are getting the opinion of a good and fair representation of our tenant base. For this we need to look at our digital participation too.

Whatever way you decide to get involved, and however much time you can commit, all views and voices are welcome, and all will help us in developing our services and improving how we work.

We recognise there are also barriers which prevent tenants getting involved including:

- Lack of training and confidence
- Understanding of what it means
- Lack of awareness of opportunities
- Time constraints
- Travel, carer, and such costs

We are therefore committed to offering practical solutions to make it a more viable option for as many tenants as possible. These include but are not limited to:

- Providing training and support to those who are committed.
- Providing information in various formats.
- Covering transport and associated costs where appropriate.
- Arranging meetings at times and locations most accessible to tenants.
- Making use of digital methods so that people can engage from home at a time and pace that suits them.
- Offering a wide range of involvement methods to suit all lifestyles.



Lower level in the comfort of your home - for example complete a feedback survey, engage with online content, register with MyAccount



Lower level in your community - for example join a tenants and residents association, attend a drop-in session



Medium level - for example attend a Housing organised meeting or consultation event to have your say, join a focus group, attend some training



Higher level - for example sit on one of our improvement groups, become a tenant inspector

### **Information**

When we talk about information we mean:

- Informing tenants and other customers about the services that are available.
- Informing tenants and other customers about the various options that are available as a part of the consultation process.
- Information is essential for consultation to be effective.

### **Consultation**

When we talk about consultation we mean:

- Seeking our tenants' and other customers' views about our proposals to improve services. We will listen to your views and then make a decision.
- We will consider these views alongside other factors such as budget restrictions or legal obligations.



- However, if we are unable to use your ideas, we will explain why. Consultation is essential for participation to be effective.

### **Participation**

When we talk about participation we mean:

- Involving our tenants and other customers in decisions about their homes and communities, alongside elected members and managers within the Housing Service

### **Monitoring and Review**

When we talk about monitoring and review we mean:

- Asking tenants and other customers about the quality of the services they receive.
- Reviewing those services with the assistance of tenants and other customers to make improvements.
- The information received through monitoring and reviewing services, with tenants and other customers, provides important evidence in planning future service improvements.

### **Working Together**

When we talk about working together we mean:

- Interacting with our tenants and other customers in a creative and energetic atmosphere, to share and build on each-others' ideas and to develop new or enhanced ways of working.
- Working together is the highest and most productive way of involving our tenants and other customers.
- By working together we are able to share ownership not only of the problem, but the solution.
- By working together we are able to create a true sense of partnership and of moving forward together.

### **Who we will involve & how**

It is our intention to work closely with a wide range of our tenants throughout the County to develop our plans. Our tenants are best placed to tell us how they would like to be involved and how frequently. We will be using the results of our STAR survey as well as going out and speaking to tenants such as our Tenants Federation and local residents' groups in order to formulate our plans longer term as they will be continually evolving.

We will engage with other staff across the Housing Service to see how they think tenant involvement can help them to improve the work they do and see positive changes to our service delivery. We want to ensure all areas of the portfolio are aware of the benefits of involving tenants and that they make efforts to ensure it becomes part of the everyday way of working.

We also value the opinions of our partner organisations and internal colleagues and will work with them where appropriate to see our tenants more engaged in services and our communities more sustainable and vibrant places.

### **How we will monitor and review**

Working with our tenants there will be a constant review process in place. We will ensure that the action plan is monitored regularly to ensure we are on track to meet the targets we are setting out in this plan.

Regular updates will be provided to our Tenants Federation and will be reported to our wider tenants as appropriate as new ideas and ways to get involved are developed and available.

## Customer Involvement Strategy 2024 – 2027

### Action Plan 2024

***Aim – Ensure we have robust involvement opportunities, developed with our tenants, to ensure we are providing a quality housing service that meets their needs and the needs of the community.***

<b>Objective 1 - Develop and provide a range of involvement opportunities for our tenants</b>		
<b>Outcomes</b>	<b>Actions</b>	<b>By When</b>
<p>Increase in the number of tenants involved with Housing</p> <p>A more representative body of tenants involved</p>	- Redesign a customer involvement structure that has a range of options for tenants to engage & participate at various levels	December 2024
	- Use the results of the STAR survey and other feedback to inform the redesign	
	- Increase digital methods of engagement	On-going
	- Set up a tenants working group to work with us in developing these ideas	September 2024

**Objective 2 – Ensure our tenants are at the heart of driving service improvements and are able to work with us to shape our services**

Outcomes	Actions	By When
<p>Increased tenant satisfaction with our services</p>	<ul style="list-style-type: none"> <li>- Develop a range of focus &amp; service groups for tenants to work with us on various service delivery areas i.e. –                             <ul style="list-style-type: none"> <li>• Building safety</li> <li>• WHQS2</li> <li>• ASB</li> <li>• Rents</li> <li>• Communications</li> </ul> </li>   <li>- Establish 3 Tenant Service Improvement Groups which reflect the Staff Service Improvement Groups established to prioritise improvements based on Survey feedback from tenants</li>   <li>- Develop methods of capturing tenant feedback on our services at key points in their tenancy i.e. surveys, questionnaires including digital methods</li>   <li>- Increase the availability of Housing Officer led drop-in sessions across our communities</li> </ul>	<p>March 2025</p> <p>September 2024</p> <p>On-going with various services</p> <p>November 2024</p>

<b>Objective 3 – Improve and extend communication methods to ensure tenants are informed and engaged</b>		
<b>Outcomes</b>	<b>Actions</b>	<b>By When</b>
<p>Increased &amp; improved ways we engage our tenants</p> <p>Tenants feel more engaged &amp; better informed</p>	- Develop a communications plan with a customer communications group	December 2024
	- Customer profiling - Capture data at regular intervals of customer contact	On-going
	- Develop the use of social media to communicate wider with our tenants	November 2024
	- Revamp the information on the FCC website for Housing Tenants creating a Tenants Hub area where information can be shared and updated regularly	January 2025
	- Promote access to “My Account” more widely to increase numbers accessing the service	On-going
	- Introduce regular updates and information sharing with our tenants	On-going

**Objective 4 – Improve skills and confidence of our tenants so they feel able to participate in a meaningful way that meets their needs**

<b>Outcomes</b>	<b>Actions</b>	<b>By When</b>
Tenants feel more confident engaging with Housing	<ul style="list-style-type: none"> <li>- Develop a training plan identifying useful courses for tenants at different stages of their involvement i.e. core for all tenants/new tenants &amp; wider courses for those who are more experienced</li> <li>- Cover the cost of 2 x federation members &amp; 2 x non-federation tenants to attend TPAS Annual Conference</li> </ul>	<p>On-going</p> <p>November 2024</p>

**Objective 5 - Increase participation of our tenants in issues affecting their local community to see positive changes to our estates and communities**

<b>Outcomes</b>	<b>Actions</b>	<b>By When</b>
Increase in tenants satisfied with their neighbourhood	- Work with a range of partners to identify how we could work together	On-going
More sustainable communities with reduced tenancy turnaround	- Promote support available for local groups and projects to develop i.e. the small grants scheme for groups	October 2024
Reduction in ASB issues	- Identify key estates/areas for a pilot scheme to establish a new residents group	February 2025
Increase in residents groups and local activities being established		



## CABINET

<b>Date of Meeting</b>	Tuesday, 23 <sup>rd</sup> July 2024
<b>Report Subject</b>	The Council's Transition to a Restricted Capacity Residual Waste Collection Model
<b>Cabinet Member</b>	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation
<b>Report Author</b>	Chief Officer (Streetscene and Transportation)
<b>Type of Report</b>	Strategic

### **EXECUTIVE SUMMARY**

From 2024/2025, the statutory target for the amount of waste prepared for reuse, recycled and composted has increased to 70%, having previously been set at 64% in the preceding years as part of Welsh Government's "Beyond Recycling" Strategy.

However, as a Council, Flintshire did not manage to achieve the previous statutory target of 64% in any of the preceding four years and, without significant service change, will not meet the 70% target required by 2025. This could lead to further significant financial penalties being imposed by Welsh Government, which are already expected to be in excess of £1million for 2021/22 and 2022/23.

Following the public consultation in early 2024 and the Council's adoption of the Resource and Waste Strategy in March 2024, a recommendation was approved by Cabinet to consider a further report in June 2024 to outline the Council's transition to a restricted capacity residual waste collection model, which was committed to in Priority Two of the Strategy and recognised as an effective method of reducing residual waste and maximising recycling collected.

To support with this, the Council engaged with WRAP Cymru, Local Partnerships and their consultants, WPS and CRS, to undertake a modelling exercise to simulate different residual waste collection methods for the purpose of identifying the optimum model for:

1. maximising recycling potential and improving performance.
2. reducing our impact on the environment by reducing greenhouse gas emissions
3. reducing operational costs

That exercise has now drawn to a close and consideration must now be given to the outcome of the modelling work and the most effective collection model to be utilised. The purpose of this report is to outline the modelling work undertaken and present the proposed collection model to be adopted by the Council in order to achieve the statutory target of 70%.

RECOMMENDATIONS	
1	That Cabinet acknowledges and notes the outcomes of the modelling work undertaken on restricting the capacity of residual waste collections.
2	That Cabinet supports a transition to the most effective service delivery model of retaining a comprehensive weekly recycling collection service and reducing residual waste collections to once every four weeks while retaining the 180L black wheeled bin to realise maximum recycling performance increase, greenhouse gas emission reduction and cost reduction.

## REPORT DETAILS

<b>1.00</b>	<b>Outcome of Recycling and Waste Modelling Exercise</b>															
1.01	<p><u>Background and Context</u></p> <p>The recycling rate in Flintshire of 62.77% (2023/24) was again below the level required to achieve the target of 64% (previous target) and well below the level required to achieve the current target of 70%.</p> <p>The table below shows Flintshire’s performance over the last four years, where we have continually missed the target, year after year.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #202020; color: white;"> <th style="text-align: left;">Year</th> <th style="text-align: left;">Target</th> <th style="text-align: left;">Actual Performance</th> </tr> </thead> <tbody> <tr> <td>2020/21</td> <td>64%</td> <td>63.98%</td> </tr> <tr> <td>2021/22</td> <td>64%</td> <td>60.08%</td> </tr> <tr> <td>2022/23</td> <td>64%</td> <td>61.51%</td> </tr> <tr> <td>2023/24</td> <td>64%</td> <td>62.77% (awaiting verification by NRW)</td> </tr> </tbody> </table>	Year	Target	Actual Performance	2020/21	64%	63.98%	2021/22	64%	60.08%	2022/23	64%	61.51%	2023/24	64%	62.77% (awaiting verification by NRW)
Year	Target	Actual Performance														
2020/21	64%	63.98%														
2021/22	64%	60.08%														
2022/23	64%	61.51%														
2023/24	64%	62.77% (awaiting verification by NRW)														
1.02	<p>The Waste (Wales) Measure (2010) made the targets for reuse, recycling and composting statutory from 2012-13. This status allows Welsh Government to levy financial penalties against Councils that fail to achieve them. The statutory targets are weight based and have increased gradually over time.</p> <p>We have continually reported that the Council faces significant fines for not achieving the statutory recycling targets during 2021/22 and 2022/23. The fines for missing the targets over these two financial years equate to more than £1million.</p> <p>Following the 2023/24 end-of-year reporting, it is known that Flintshire has again not achieved the statutory recycling target resulting in the possibility of a further significant financial penalty.</p> <p>From April 2024, the target has now increased to 70% and the Council faces further fines per annum, based on current recycling levels, which could exceed £1million annually.</p>															
1.03	<p><u>Waste Data Analysis</u></p> <p>Compositional analysis for the residual waste stream was undertaken in 2022. This information shows that, despite providing a comprehensive weekly recycling collection service, supported by additional provision at five household recycling centres (HRCs), a number of residents continue to place valuable recyclable</p>															



materials into the residual waste bin where they are then lost from recycling and cost the authority a significant amount of money to dispose of.

Using data from 2022/23, to achieve the 70% recycling target, we need to divert 7,600 tonnes of material from the residual waste stream to the existing kerbside recycling services or HRCs.

The compositional analysis shows that 13,410 tonnes of material in the residual waste bin could have been recycled using the existing services and, of this, 6,940 tonnes was food waste. The following table summarises the materials found in the black bin.

Materials	% of Kerbside Residual	Mass of Materials (t)
Food Waste	30%	6,940
Dry Recycling	13%	3,010
Other Recycling	10%	2,310
Garden Waste	3%	690
Absorbent Hygiene Products (AHP)	2%	460

The remaining 42%, 9,710 tonnes, is non-recyclable waste that was correctly presented in the residual waste bin.

Having analysed the compositional analysis, a separate review was undertaken on the recycling performance of kerbside collected waste alone. This has demonstrated that, over the last six years, the kerbside recycling performance has remained consistent between 49% and 51% (see **Appendix 1**), whilst the overall recycling performance (the recycling performance capturing all the recyclable materials collected by the Council) has fluctuated between 60% and 69%.

The analysis does show variations in tonnages collected, with increased yields being seen in 2020/21 due to the impact of the COVID pandemic, for example, however, the performance is unaffected and remains static.

This indicates that, while the current kerbside collection model remains the same, as it is now, there will not be any significant improvement in the recycling performance and capture of vital resources from the residual waste stream.

1.04 Council Risk and Assurance

Due to the current risk of infraction fines and inability to achieve statutory targets, this has been highlighted as a strategic risk rated RED for the Authority.

As this has been reported as a strategic RED risk, an internal audit was undertaken on the service during 2023-2024 to identify the reasons for the failure to meet recycling targets and provide assurance that the Council is taking effective steps to mitigate the risk.

This audit has an assurance rating of RED with four clear actions identified that the Council will take to mitigate the potential of fines and increase recycling performance. A copy of the internal audit report is presented in **Appendix 2** and will be presented to the Governance and Audit Committee in July 2024.

1.05	<p><u>Welsh Government Position</u></p> <p>The Cabinet Secretary for Climate Change and Rural Affairs has still yet to decide whether to impose any fines for 2021/2022 and 2022/2023 and, as such, is monitoring Flintshire’s performance and actions closely.</p> <p>In arriving at a decision, the Cabinet Secretary has stipulated that the Council must be committed to improving its performance to achieve the statutory minimum targets, which is of fundamental importance, and the plan needs to be credible, in terms of the actions proposed and the commitment from the Authority in place to deliver them.</p> <p>To assist the Council in developing its plan, Welsh Government commissioned the support of its professional advisors, WRAP Cymru and Local Partnerships, who were engaged to support officers in the review of the Council’s strategy and identify any opportunities for operational improvement and efficiency.</p> <p>This work led to the development of a Resource and Waste Strategy (<b>Appendix 3</b>) which was adopted by the Council in March 2024. This Strategy demonstrates a strategic approach to address the performance of the Authority and mitigate against the risk of fines.</p> <p>The Strategy has been developed in line with the waste hierarchy, supporting the principles of waste prevention and minimisation, supporting re-use, recycling and finally residual recovery and landfill for items not suitable for re-use or recycling. The Strategy outlines the global, national, and local context including drivers for change so that our residents are fully informed as to why there is a need to focus on recycling performance, infraction fines and waste compositional analysis.</p> <p>It also considers upcoming legislative and policy change such as the introduction of Extended Producer Responsibility, Deposit Return schemes and the inclusion of Energy from Waste (EfW) being included in the Emissions Trading Scheme (ETS). All of which will impact the materials that we collect, our performance, and ultimately the cost of disposal.</p> <p>As detailed in the Cabinet report of 12<sup>th</sup> March 2024, a recommendation was approved to bring a further report on the Council’s transition to restricting the capacity of the residual waste collected, as committed to in Priority Two of the Strategy, a fundamental action for achieving the statutory recycling target of 70%.</p> <p>This report now outlines the modelling exercise that has been undertaken on Flintshire’s collection services in order to identify the most efficient collection model.</p>
1.06	<p><u>Recycling and Waste Modelling</u></p> <p>In December 2023, WSP, in conjunction with CRS, were appointed by WRAP Cymru to support Flintshire in the review of options to improve its recycling performance through the assessment of three different collection models.</p> <p>The exercise that took place sought to identify the most efficient and effective model focusing on three aspects:</p> <ol style="list-style-type: none"> <li>1. maximising recycling potential and improving performance.</li> <li>2. reducing our impact on the environment by reducing greenhouse gas emissions</li> <li>3. reducing operational costs</li> </ol>

The options put forward for modelling were based around the restriction of residual waste, as evidenced data demonstrates that this method increases the capture rate of dry recycling and food waste at the kerbside.

As we intended to change the existing operational shift patterns and remove Saturday collections in the future, the modelling options have factored in a change from a six-day working week to a five-day working week, Monday to Friday.

The table below sets out the 'baseline' position, based on Flintshire's current collection methodology (fortnightly collection with a 180L black wheeled bin on a six-day collection), and an 'enhanced baseline' (fortnightly collection with a 180L black wheeled bin on a five-day collection) with three modelled options for consideration, 1a, 2a and 3a.

Option	Description
Baseline (existing)	180L Fortnightly - 6 day working week (90L capacity per week)
Enhanced Baseline	180L Fortnightly - 5 day working week (90L capacity per week)
<b>Option 1a</b>	180L black wheeled bin collected 3 weekly - 5 day working week (60L capacity per week)
<b>Option 2a</b>	180L black wheeled bin collected 4 weekly - 5 day working week (45L capacity per week)
<b>Option 3a</b>	120L black wheeled bin collected fortnightly - 5 day working week (60L capacity per week)

1.07	<p>The modelling of options 1a, 2a and 3a has been undertaken on the enhanced baseline position as the service intends to transition to a five-day working week for several operational efficiency reasons, which are namely to: -</p> <ul style="list-style-type: none"> <li>• Improve recruitment opportunities.</li> <li>• Reduce leave requests for the same working day.</li> <li>• Decrease the impact of sickness absence.</li> <li>• Reduce reliance on agency staff.</li> <li>• Improved service delivery</li> <li>• Reduce operational impact from residents being at home (e.g., access obstruction from parked cars)</li> <li>• Allow for flexibility to change collection days (Christmas/New Year/adverse weather)</li> <li>• Allow for vehicle maintenance on non-working days.</li> <li>• Streetscene contact centre does not operate on the weekend restricting support to customers on a Saturday collection day.</li> </ul>
1.08	<p><u>Modelling Process</u></p> <p>The three options were modelled using WRAP's Kerbside Analysis Tool (KAT). This uses a combination of actual data from our existing collection service, such as vehicle and resourcing levels, unit costs, and material yields, and combines them with evidence-based assumptions drawn from reliable data sets from other local authorities. KAT is an established and widely used tool which has supported many councils to assess and implement changes to waste collections.</p>

**Appendix 4** provides further detail on what data was provided for the modelling exercise to take place, how the assumptions were calculated, and the methodology for calculation. Making use of WRAP’s “CarbonWARM” emission factors, the greenhouse gas reductions from each option were also calculated.

1.09 Modelling Outcomes - Recycling Performance

The modelling exercise has identified that Option 2a (180L black wheeled bin collected 4 weekly - 5 day working week (45L capacity per week)) achieves the highest performance increase at 5.9 percentage points, against the Enhanced Baseline.

The greatest restriction on available weekly residual capacity results in the highest diversion of food and dry recycling from the residual stream, while the 4-weekly collection frequency means that capture is maximised.

Option 1a (180L black wheeled bin collected 3 weekly - 5 day working week (60L capacity per week)) and option 3a (120L black wheeled bin collected fortnightly - 5 day working week (60L capacity per week)) exhibit similar performance increases at 4.5 and 4.3 percentage points respectively, with Option 3a expected to be slightly lower due to the more frequent residual waste collection, resulting in less uptake of weekly food waste recycling services.

The following table sets out the change in recycling yields, overall waste arisings and performance that the modelling has calculated:

Option	Mass Reused & Recycled (t)	Mass Composted (t)	Total Municipal Arisings (t)	Re-use, Recycling & Composting Rate %	Change relative to Baseline - % Points
Baseline	27,314	16,689	71,542	<b>61.5%</b>	
Enhanced Baseline	27,314	16,689	71,542	<b>61.5%</b>	0.0%
Option 1a – 180L 3 weekly	28,347	18,769	71,350	<b>66.0%</b>	4.5%
Option 2a – 180L 4 weekly	28,580	19,417	71,217	<b>67.4%</b>	5.9%
Option 3a – 120L fortnightly	28,345	18,623	71,370	<b>65.8%</b>	4.3%

The potential increase in recycling performance is based on 2022/23 data when the recycling rate was 61.51%. Applying the potential increase on to 2023/24 performance, we could realise an improvement in performance of up to 68.67% (based on option 2a).

While Option 2a has identified the largest performance increase, this collection model does not fully achieve the statutory target of 70% on its own. This is why it is just one of several actions identified in the Resource and Waste Strategy aimed at achieving the target and meeting our strategic objectives.

Some actions from the strategy have already been implemented, some are at planning and proposal stage (such as this), and others will require investment and industry solutions to implement. The service will continue to work towards implementing those identified action throughout the six-year life cycle of the Strategy.

1.10	<p>The table below provides further details of the individual waste stream yield increase or decrease for each option. This identifies higher yields of dry recycling (paper, card, tins, plastics, glass) and food waste, with significant decreases in residual waste.</p> <table border="1" data-bbox="244 280 1444 627"> <thead> <tr> <th>Material Stream</th> <th>Baseline Mass (t)</th> <th>Enhanced Baseline Mass (t)</th> <th>Option 1a Mass (t)</th> <th>Option 2a Mass (t)</th> <th>Option 3a Mass (t)</th> </tr> </thead> <tbody> <tr> <td>Kerbside Dry recycling</td> <td>12,682</td> <td>12,682</td> <td>13,974 <b>+1292</b></td> <td>14,249 <b>+1567</b></td> <td>13,974 <b>+1292</b></td> </tr> <tr> <td>Food waste</td> <td>4,480</td> <td>4,480</td> <td>7,146 <b>+2666</b></td> <td>7,976 <b>+3496</b></td> <td>6,958 <b>+2478</b></td> </tr> <tr> <td>Residual waste</td> <td>22,855</td> <td>22,855</td> <td>18,898 <b>-3957</b></td> <td>17,792 <b>-5063</b></td> <td>19,085 <b>-3770</b></td> </tr> </tbody> </table>	Material Stream	Baseline Mass (t)	Enhanced Baseline Mass (t)	Option 1a Mass (t)	Option 2a Mass (t)	Option 3a Mass (t)	Kerbside Dry recycling	12,682	12,682	13,974 <b>+1292</b>	14,249 <b>+1567</b>	13,974 <b>+1292</b>	Food waste	4,480	4,480	7,146 <b>+2666</b>	7,976 <b>+3496</b>	6,958 <b>+2478</b>	Residual waste	22,855	22,855	18,898 <b>-3957</b>	17,792 <b>-5063</b>	19,085 <b>-3770</b>																		
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1.13	<p>The key findings of the modelling were that:</p> <ul style="list-style-type: none"> <li>• Collection costs are lower for options with less frequent residual waste collections (Options 1a and 2a) due to reduced labour/resource costs.</li> <li>• Annualised container costs are higher for Option 3a where 120L bins would need to be purchased and provided to all households (additional capital written down over a 10-year period).</li> <li>• All options exhibit higher recycling incomes than the Baseline and Enhanced Baseline options due to increased diversion of recyclate from the residual waste stream.</li> <li>• Food waste treatment cost increases for the options and sensitivities with greater residual restriction as the increase in yields causes more to be diverted.</li> </ul> <p>Residual treatment costs reduce commensurately with the degree of residual restriction. Option 2a, which has the greatest residual restriction, sees treatment costs £440,000 lower than the Baseline.</p>
1.14	<p><b>Conclusion</b></p> <p>As can be seen from the modelling, Option 2a (180L bin collected every four weeks) achieves both the highest performance increase at 5.9 percentage points, as well as the largest projected financial saving at c.£770,000 per annum against the Baseline and c.£800,000 per annum against the Enhanced Baseline.</p> <p>The greatest restriction in available weekly residual capacity (45L capacity per week) results in higher diversion of food and dry recyclate from the residual stream, while the four weekly collection frequency means that capture is maximised. Reduced vehicle and staff numbers combined with increased material income and reduced processing costs results in the net annualised saving.</p> <p>Option 1a and 3a exhibit similar performance increases (between 4.3 and 4.5 percentage points), but option 1a (180L bin three weekly) does so at a considerably reduced cost, around £650,000 lower than the Enhanced Baseline and £600,000 lower than option 3a (120L bin fortnightly).</p> <p>With four weekly residual collections reducing costs and diverting more material from the residual waste stream, means that Option 2a therefore exhibits the lowest costs and best performance of all the three options.</p> <p>With respect to greenhouse gas emissions, Option 2a sees the largest emission reduction of -2,045 tonnes Co<sub>2</sub>e, compared to -1,575 tonnes Co<sub>2</sub>e for Option 1a and -1,491 tonnes Co<sub>2</sub>e for Option 3a. This is predominantly due to the reduction of waste sent to Energy from Waste (EfW).</p> <p>In order to achieve the objectives set out in the Resource and Waste Strategy that was adopted by County Council in March 2024, it is recommended that Option 2a is progressed and the Council transitions to a restricted capacity residual waste collection model, which was committed to in Priority Two of the Strategy and recognised as an effective method of reducing residual waste and maximising recycling collected.</p>
1.15	<p>If Option 2a is approved for adoption and transition, then a further report will be provided to the Committee to outline the details of how the service change will be delivered, along with an implementation plan and communications plan. This will be accompanied by a revised Household Waste Collection and Household Recycling Centre Operations Policy.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The work is being supported by Local Partnerships and Waste Resources Action Programme (WRAP) Cymru.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
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3.01	<p>A full Integrated Impact Assessment has been undertaken on the Resources and Waste Strategy and has assisted in informing the following:</p> <p><b>Ways of Working (Sustainable Development) Principles Impact</b></p> <table border="1"> <tr> <td>Long-term</td> <td>The proposals will drive improvements to recycling performance and achieving a Circular Economy. Through proactive engagement and education, we will drive behavioural change. Reducing the Council’s carbon emissions to support the climate change agenda for future generations. Working towards Net Zero 2030 targets and long term financial savings for the authority.</td> </tr> <tr> <td>Prevention</td> <td>The proposals will help prevent the increasing amounts of waste generated and therefore reduce the Council carbon footprint. Wastes that are odour or perceived as unhygienic in nature will be collected most frequently to minimise impact on our residents.</td> </tr> <tr> <td>Integration</td> <td>Through the provision of positive engagement in multi languages we ensure inclusion of all within our communities with our services. Reviewing and updating our assisted waste process will ensure everyone in our community can engage with the services we provide. Reviewing services at flats and houses of multiple occupancy we will include all of Flintshire’s residents to partake in the service.</td> </tr> <tr> <td>Collaboration</td> <td>The proposal requires further work with Welsh Government, and partners, to find sustainable solutions for nonrecyclable materials. Working collaboratively with businesses, third sector, schools and charities to deliver objectives. Working collaboratively, we will ensure preparedness for new and changing legislations.</td> </tr> <tr> <td>Involvement</td> <td>Improved engagement with Flintshire residents, businesses, schools, third sector and charities to ensure they understand their responsibilities and ensure waste minimisation, reuse and recycling before disposal. Through the provision of positive engagement in multi languages we ensure inclusion of all within our communities with our services. Reviewing and updating our assisted waste process will ensure everyone in our community can engage with the services we provide.</td> </tr> </table>	Long-term	The proposals will drive improvements to recycling performance and achieving a Circular Economy. Through proactive engagement and education, we will drive behavioural change. Reducing the Council’s carbon emissions to support the climate change agenda for future generations. Working towards Net Zero 2030 targets and long term financial savings for the authority.	Prevention	The proposals will help prevent the increasing amounts of waste generated and therefore reduce the Council carbon footprint. Wastes that are odour or perceived as unhygienic in nature will be collected most frequently to minimise impact on our residents.	Integration	Through the provision of positive engagement in multi languages we ensure inclusion of all within our communities with our services. Reviewing and updating our assisted waste process will ensure everyone in our community can engage with the services we provide. Reviewing services at flats and houses of multiple occupancy we will include all of Flintshire’s residents to partake in the service.	Collaboration	The proposal requires further work with Welsh Government, and partners, to find sustainable solutions for nonrecyclable materials. Working collaboratively with businesses, third sector, schools and charities to deliver objectives. Working collaboratively, we will ensure preparedness for new and changing legislations.	Involvement	Improved engagement with Flintshire residents, businesses, schools, third sector and charities to ensure they understand their responsibilities and ensure waste minimisation, reuse and recycling before disposal. Through the provision of positive engagement in multi languages we ensure inclusion of all within our communities with our services. Reviewing and updating our assisted waste process will ensure everyone in our community can engage with the services we provide.
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	<p><b>Well-being Goals Impact</b></p> <table border="1"> <tr> <td>Prosperous Wales</td> <td>Positive – improving waste minimisation, reuse and recycling of recycling materials resulting in world leaders in recycling performance</td> </tr> <tr> <td>Resilient Wales</td> <td>Positive – Less demand for raw materials, promoting Circular Economy and greener spaces. Decarbonising our infrastructure and providing county-based disposal solutions.</td> </tr> <tr> <td>Healthier Wales</td> <td>Positive – reducing vehicle movements and emissions and allowing for the responsible management and disposal of controlled waste</td> </tr> <tr> <td>More equal Wales</td> <td>No impact</td> </tr> <tr> <td>Cohesive Wales</td> <td>Positive – building community engagement with residents, businesses, third sector, schools and charities to deliver objectives.</td> </tr> <tr> <td>Vibrant Wales</td> <td>Positive – improving waste minimisation, reuse and recycling of recycling materials and working towards carbon reduction</td> </tr> <tr> <td>Globally responsible Wales</td> <td>Positive - reducing the reliance on the extraction of raw materials and destruction of natural habitats and ecosystems by the reprocessing of recyclable materials. By eliminating, minimising, reusing or recycling waste materials we will reduce carbon emissions.</td> </tr> </table>	Prosperous Wales	Positive – improving waste minimisation, reuse and recycling of recycling materials resulting in world leaders in recycling performance	Resilient Wales	Positive – Less demand for raw materials, promoting Circular Economy and greener spaces. Decarbonising our infrastructure and providing county-based disposal solutions.	Healthier Wales	Positive – reducing vehicle movements and emissions and allowing for the responsible management and disposal of controlled waste	More equal Wales	No impact	Cohesive Wales	Positive – building community engagement with residents, businesses, third sector, schools and charities to deliver objectives.	Vibrant Wales	Positive – improving waste minimisation, reuse and recycling of recycling materials and working towards carbon reduction	Globally responsible Wales	Positive - reducing the reliance on the extraction of raw materials and destruction of natural habitats and ecosystems by the reprocessing of recyclable materials. By eliminating, minimising, reusing or recycling waste materials we will reduce carbon emissions.
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3.02	We are highly unlikely to achieve the statutory recycling targets without making significant changes to services in order to improve recycling performance and reduce the amount of waste being presented in the residual waste bin.														
3.03	The risk of not achieving the statutory recycling targets could result in a significant financial penalty for the Council (£200 for every tonne not recycled) if Welsh Government were to choose to levy the infraction fines. This equates to more than £1million for failing to achieve the targets in 2021/2022 and 2022/2023, and potentially additional significant financial penalties in excess of this figure for 2023/24 and from 2024/25, for which there is no available budget. This would equate to a 1% rise in council tax per annum.														
3.04	The disposal of residual waste costs the Council £3.4m a year, as well as increasing the previously mentioned risk of an infraction fine. If the Council stopped disposing of enough residual waste to meet the 70% target (7,600 tonnes), this would reduce the Council’s spend on residual waste disposal.														
3.05	An indifference to improving recycling performance and implement changes could result in the loss of the Sustainable Waste Management Grant from Welsh Government to invest in Flintshire. The value of this grant to Flintshire is currently £0.742m per annum.														
3.06	Negative public impression of the service will be managed through positive and proactive engagement, which is a key theme through each of the priorities within the strategy.														



3.07	<p>An increase in fly tipping is not anticipated following a transition to a reduced capacity collection model. This is based on evidence from other local authorities in Wales that have introduced a restricted residual waste capacity policy.</p> <p>By using the weekly food and recycling collections along with the fortnightly garden collections, there is enough room in the black bin for residual waste. The typical fly-tipped waste (i.e. bulky items such as mattresses, tyres, white goods, chairs and sofas) are most often items that would not typically fit in a wheeled bin. Bulky waste can be taken to the HRCs or collected through our bulky waste collection service and our residents are already in receipt of the solution to their waste disposal needs by way of a comprehensive weekly recycling collection service. By placing their recycling into the appropriate container, which will be collected from their property weekly, there would be no reason for them to take the decision to commit an illegal activity to manage their domestic waste. Following a similar service change in another regional local authority, this was evidenced with no increase in fly tipping observed.</p> <p>Nevertheless, a piece of work would be undertaken prior to a service change to ensure that residents have the correct recycling containers available to them and a detailed communications plan will be developed and presented to the Committee in advance of any approved changes.</p> <p>Should a fly tipping event take place then the Council's in-house civil parking and environmental enforcement team would undertake the necessary investigation to identify potential offenders. The householder's 'duty of care' responsibilities will also be shared through the communications plan so that residents are aware of their personal responsibilities for waste.</p>
3.08	<p>Households of 6 or more people can request a larger 240L wheeled bin as long as they can demonstrate that they are recycling all that they can. All households can request extra recycling bags or containers and it is easy to recycle more.</p>

<b>4.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
4.01	Deputy Leader of the Council and Cabinet Member for Streetscene and Regional Transport Strategy has taken place.
4.02	Flintshire residents were consulted on the Resources & Waste Strategy and a communications plan will be developed if the proposals are approved.
4.03	Elected members were consulted on the Resources & Waste Strategy and a communications plan will be developed if the proposals are approved.
4.04	Town and Community Councils were consulted on the Resources & Waste Strategy and a communications plan will be developed if the proposals are approved.
4.05	Members of the Senedd were consulted on the Resources & Waste Strategy and a communications plan will be developed if the proposals are approved.
4.06	Members of Parliament were consulted on the Resources & Waste Strategy and a communications plan will be developed if the proposals are approved.

4.07	Flintshire County Council officers and employees were consulted on the Resources & Waste Strategy and a communications plan will be developed if the proposals are approved.
4.08	Groups with protected characteristics were consulted on the Resources & Waste Strategy and a communications plan will be developed if the proposals are approved.
4.09	Environment & Economy Overview & Scrutiny Committee – to be held on 16 <sup>th</sup> July 2024

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Recycling Performance of Kerbside Collected Waste
5.02	Appendix 2 – Internal Audit Report
5.03	Appendix 3 – Resource and Waste Strategy
5.04	Appendix 4 – KAT Modelling Methodology

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<a href="#">Towards Zero Waste</a> <a href="#">Municipal Waste Sector Plan - Collections blueprint</a> <a href="#">Beyond Recycling Strategy</a> <a href="#">Climate Change Strategy</a> <a href="#">Council Plan</a> <a href="#">Cabinet Report - Resource and Waste Strategy</a> WSP Consultants: <a href="https://www.wsp.com/en-gb">https://www.wsp.com/en-gb</a>

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Ruth Tulley, Regulatory Services Manager <b>Telephone:</b> 01352 704796 <b>E-mail:</b> <a href="mailto:ruth.tulley@flintshire.gov.uk">ruth.tulley@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Residual Waste</b> Materials that remain following efforts to reduce, reuse, recycle or compost. Commonly known as ‘general waste’ or ‘black bin waste’.</p> <p><b>Dry Recycling</b> Recyclable items collected such as, cardboard, paper, tin cans, plastic bottles/tubs/trays, glass bottles/jars, waxed cartons, aerosols</p> <p><b>Kerbside Collections</b> the collection of recycling and waste from residential properties</p>

**Household Recycling Centres** Waste disposal centres where residents can dispose of domestic waste and recycling items that are not collected at the Kerbside.

**Net Zero** The balance between the amount of greenhouse gases being produced and the amount that are being removed from the atmosphere.

**Circular Economy** Extending the life cycle of products by reusing, regenerating, sharing, repairing, and recycling existing materials.

**Waste Composition** The types and volumes of materials found in a waste stream.

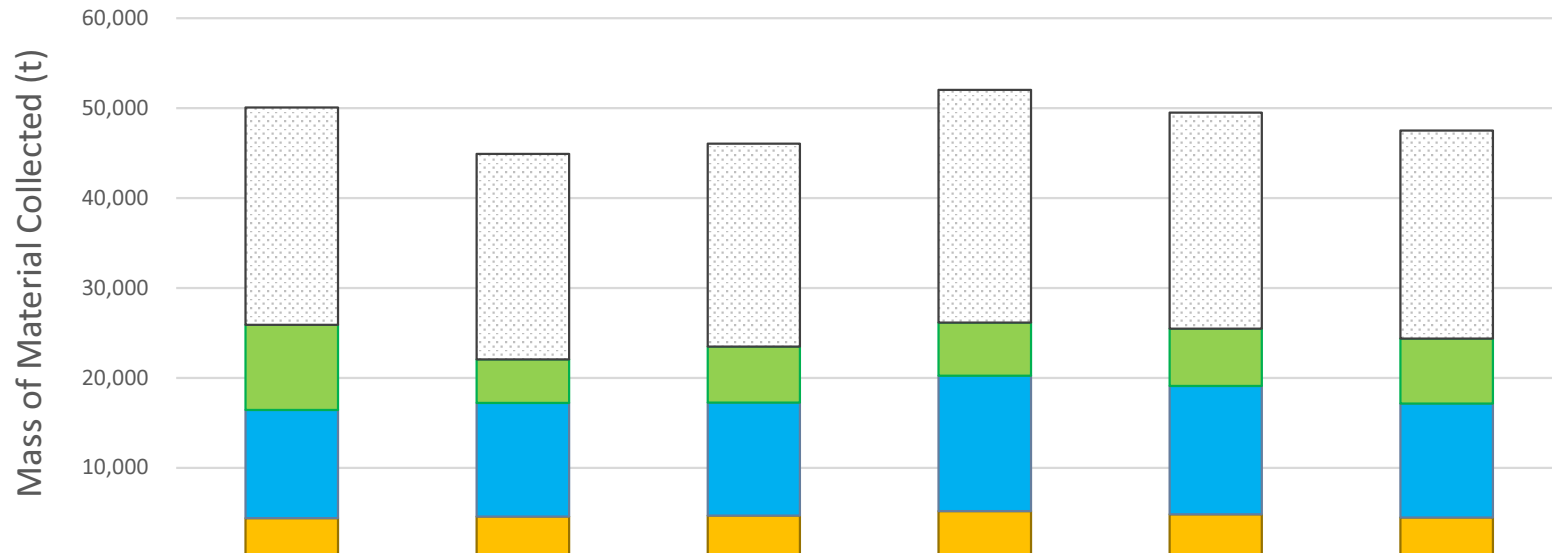
**Resources** Materials, such as glass, plastic, paper fibres, that can be utilised to produce new items.

**Infraction fine** a financial penalty imposed by government for not meeting statutory recycling targets.

**Fly tipping** the illegal deposit of waste on to land.

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### Kerbside Collected Material



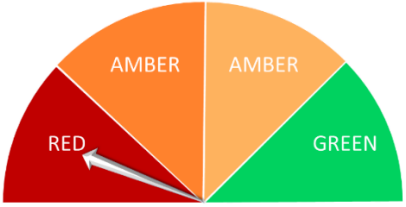
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Residual	24,166	22,856	22,581	25,861	24,017	23,120
Garden	9,457	4,835	6,231	5,918	6,370	7,223
Dry	12,025	12,640	12,552	15,074	14,245	12,682
Food	4,428	4,597	4,701	5,183	4,860	4,480
Kerbside Recycling Rate %	51.7%	49.1%	51.0%	50.3%	51.5%	51.3%

*“kerbside recycling rate” shown in this figure is based just on materials collected at the kerbside.*

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## 23/24 – Recycling Targets – Streetscene and Transportation- 17-2023/24

### Final Report – May 2024

Assurance Opinion:	Number of Actions		Risks Reviewed as Identified in Scope
 <p><b>Urgent system revision required</b></p> <ul style="list-style-type: none"> <li>• Key controls are absent or rarely applied</li> <li>• Evidence of (or the potential for) significant financial / other losses</li> <li>• System / process objectives are not being met, or are being met at a significant and unnecessary cost or use of resources</li> </ul> <p><b>Conclusion: a lack of adequate or effective controls.</b></p>	Priority	Number	<p><b>Risk 1:</b> The service does not achieve the current target potentially resulting in a significant fine to the Council.</p> <p><b>Risk 2:</b> Current controls in place for managing recycling are not effective.</p> <p><b>Risk 3:</b> Proposed actions to mitigate the risk of non-achievement of target are insufficient.</p> <p><b>Risk 4:</b> The recycling data reported to Welsh Government is not accurate.</p>
	High (Red)	2	
	Medium (Amber)	2	
	Low (Green)	0	
	Total	4	

#### Audit Background

The Welsh Government (WG) has set statutory recycling targets for local authorities to achieve on an annual basis. Failure to achieve these targets could result in the Council receiving an infraction fine. The fine is based on waste tonnage recycled against total waste tonnage collected. Any shortfall is charged at a rate of £200 per tonne. It is within the remit of WG to levy the fine.

The service is responsible for managing waste collection, including the monitoring and reporting of recycling data. The service met the recycling target for 18/19 and 19/20 but has failed to achieve the ongoing targets since then and indications show that the current years target will also not be met. The target is due to increase in 24/25.

Year	FCC recycling	WG target	Recycling tonnage shortfall	WG Infraction fine	Comment
2018/19	69.16%	64%		-	
2019/20	65.85%	64%		-	
2020/21	63.98%	64%	17	£3,400	Fine not enforced
2021/22	60.08%	64%	3,314	£662,800	Enforcement fine to be determined
2022/23	61.51%	64%	1,784	£356,766	Enforcement fine to be determined
2023/24	Q1 66.59%	64%			66.59% but likely to reduce
2024/25		70%			

## 23/24 – Recycling Targets – Streetscene and Transportation- 17-2023/24

### Final Report – May 2024

The action taken to mitigate the risks against the achievement of target is shown in a range of ways.

1. Risk register
2. Operational performance monitoring
3. Medium Term Financial Strategy
4. March 2023 action plan to try and increase the Council's recycling levels.

The audit review sought to establish the effectiveness of risk management by the service in achieving the national targets set. Focus was placed on the adequacy of the controls in place / actions proposed to address the gap between current performance and target as well as the robustness of recycling data and operating model.

#### Areas Managed Well

- Controls are in place for the collection of recycling across the County.

There is a clear process in place for validating recycling data for Welsh Government to ensure data is robust and reliable.



## 23/24 – Recycling Targets – Streetscene and Transportation- 17-2023/24

### Final Report – May 2024

Findings and Implications	Agreed Action	Who	When
<p><b>1 (R)</b></p> <p><b><u>ACTION PLAN DOES NOT ALIGN WITH RISK MITIGATION</u></b></p> <p>The Welsh Government Waste Strategy (Beyond Recycling 2021) set statutory targets for all local authorities to achieve a minimum of 70% of all waste to be recycled by 24/25.</p> <p>The outturn performance for Flintshire Council for 21/22 was 60.08% and 61.51% for 22/23. The expected target at this point was to achieve 64% which the Council failed to meet. The Minister is still yet to determine if a fine (total £1M) will be levied against the Council for a failure to meet these targets.</p> <p>In January 2023, a Waste Strategy review report was presented to Cabinet and a decision was taken to run a pilot scheme for 3 weekly collections in one area of the county. This decision was called in by other Members as concerns were raised over costs of the scheme, data integrity and benefits to changing the process. This resulted in the scheme not being conducted.</p> <p>An initial action plan (March 2023) was produced by the service at the request of the Minister in response to failing to achieve the statutory recycling targets in 2021/22. The plan was shared with Welsh Government for approval, however in June 2023, the Minister informed the Council that they could not support the plan as it was felt that the proposed changes would not provide sufficient assurances that performance would be improved to achieve 70% by 24/25.</p> <p>We reviewed the action plan (16 actions) and would highlight the following:</p> <ul style="list-style-type: none"> <li>• The plan contained a number of actions (12) that could potentially increase recycling collection rates and estimates were included for 6 actions (11-16%) with the monitoring of tonnages contributing an expected 7-12% increase.</li> <li>• However, none of these actions have been implemented as the action plan was not approved.</li> <li>• Work had commenced on 3 actions (additional Recycling, Compliance and Data Officers, WRAP support and an Environmental Improvement Co-</li> </ul>	<p>The work with Local Partnerships and WRAP has concluded on the Waste Strategy review and this has resulted in a new Resource and Waste Strategy being approved by Cabinet and adopted in March 2024.</p> <p>The Strategy includes five key priorities. In priority two, once action is to restrict the amount of residual waste that residents can dispose of in the black bin to encourage greater recycling by all residents either by reducing the frequency of collections or the capacity of the bin. This action is fundamental in achieving the statutory recycling target of 70%.</p> <p>Modelling data to support this action will be included in an operational report outlining what benefit a transition to this style of collection model would bring. This will indicate that a reduction to the capacity of residual waste collected is a key risk mitigation action.</p> <p>This Operational Report will be presented to Cabinet in June 2024 for consideration and approval.</p> <p><b>URN 03582</b></p>	<p>Regulatory Services Manager</p>	<p>30/06/24</p>

## 23/24 – Recycling Targets – Streetscene and Transportation- 17-2023/24

### Final Report – May 2024

Findings and Implications	Agreed Action	Who	When
<p>ordinator), however it is unknown what impact these will have on recycling rates.</p> <ul style="list-style-type: none"> <li>The plan included 4 actions which would have no impact on these recycling rates and focussed more on service improvement, for example, the supply of body cameras, handheld devices and RFID tags for garden waste. These actions have been completed.</li> <li>10 actions required additional funding for 2023/24 totalling in the region of £1.3M investment (£933K WG and £395K FCC). This was based on: <ul style="list-style-type: none"> <li>grant funding (£500K),</li> <li>increased income via improved tonnages (£125K),</li> <li>Cost of 10 additional Engagement Officers (£433K),</li> <li>Cost of 5 Enforcement Officers (£200K),</li> <li>Cost of 1 Improvement Co-ordinator (£50K).</li> </ul> </li> <li>To date, funding has been identified for 3 additional Engagement Officers and the Improvement Co-ordinator. No other funding has been obtained.</li> </ul> <p>Our review considered that these actions are now unrealistic given the current financial challenges the Council is facing.</p> <p>It should be noted that service is working with Local Partnerships and the Waste and Resources Action Programme (WRAP) to develop the Resource and Waste Strategy with clear and evidenced based actions. This is currently out to public consultation (December 23 – January 24) before a report is presented to Cabinet and the Minister in March 2024 for approval. Considerable reliance has been placed on the actions which WRAP may recommend and that these actions will need to be approved by Cabinet. (see #2).</p> <p>The risk is that this review has not been able to identify any interim risk mitigations which have been put in place to increase recycling collection rates. As a result, the risk of non-achievement of target is likely to materialise and a fine may be levied. This fine could be in the region of £1.2M for 2024/25 if current recycling levels remain constant.</p>			

## 23/24 – Recycling Targets – Streetscene and Transportation- 17-2023/24

### Final Report – May 2024

Findings and Implications	Agreed Action	Who	When
<p><b>2 (R)</b></p> <p><b><u>APPROVAL &amp; DECISION MAKING DOES NOT ALIGN WITH RISK MITIGATION</u></b></p> <p>The service is trying to mitigate against non-achievement of a statutory target; however, the Chief Officer cannot make unilateral decisions regarding what actions to take as these are policy decisions which require member approval.</p> <p>Member approval will require clear, accurate and a reliable presentation of information to inform risk management decisions to be taken.</p> <p>The service has provided communication to Cabinet, Council Members, the Welsh Government Minister, Local Partnerships and WRAP including progress on achieving recycling targets.</p> <p>In particular the service has delivered workshops and produced information for the Cabinet ‘Called In’ report in January 2023. A review of this information identified the service has presented a comprehensive range of options, including current tonnage levels and potential financial consequences of the fine. However, none of the options outlined in the Called In report were approved by Cabinet which is reflected in the original action plan, and which has driven service activity thus far.</p> <p>Actions which were approved i.e. education on recycling are actions which will take time to embed. The officers have only recently been recruited and have yet to commence employment in the new roles. There is a risk that the service has insufficient time to see the benefits of these actions reflected in improved tonnages by the end of 23/24.</p> <p>Data is showing that recycling collection tonnages are not improving, and residual waste tonnages are increasing. The service recognises and has highlighted that quarterly figures can mask the overall view due to variations in collection rates at different times of the year i.e. garden waste during summer months.</p> <p>It is unlikely that the service will achieve the 23/24 recycling target of 64%. A revised strategy and action plan is being developed and is being consulted upon. This will require approval from Cabinet prior to obtaining Welsh Government</p>	<p>Restricting the amount of residual waste collected is a key risk mitigation action. We are unable to deliver this without political approval and will present the Operational report on this basis.</p> <p>In March 2024, the Minister for Climate change wrote to the Leader of the Council requesting assurance that the Council was committed to implementing residual waste restrictions. Without political commitment the infraction fine (2021/22) still remains a possibility.</p> <p><b>URN 03601</b></p>	<p>Regulatory Services Manager</p>	<p>30/06/024</p>

## 23/24 – Recycling Targets – Streetscene and Transportation- 17-2023/24

### Final Report – May 2024

Findings and Implications	Agreed Action	Who	When
<p>approval. It is likely that the revised plan will contain difficult and challenging actions, some of which may have previously failed to gain approval.</p> <p>Current reporting has provided useful information for consideration when making decisions, however, there remains a risk that decision makers do not specifically identify those changes / actions which are critical to mitigating the risk and those which may be supportive / provide some improvement.</p> <p>There is a risk that Members decisions on whether to approve or not the actions suggested in the new action plan is not seen as fundamental to mitigating the risk of non-compliance with recycling targets. This has a significant bearing on the service’s ability to manage this risk and could result in financial penalties being placed on the Council.</p>			
<p><b><u>RISK REGISTER DOES NOT ALIGN WITH RISK MITIGATION</u></b></p> <p>The Corporate Risk Register identifies risks in place in relation to waste recycling.</p> <ul style="list-style-type: none"> <li>• <b>RST07 - Inability to achieve national recycling targets due to increased residual waste tonnages collected.</b> <ul style="list-style-type: none"> <li>○ Strategic Red Risk, current score of 12, target score of 2.</li> <li>○ Our review suggests that it is expected that continued non-compliance will remain into 2024/25 as the service will not achieve expected target.</li> </ul> </li> <li>• <b>RST12 – Lack of responsiveness to industry or market changes e.g. recycling income leading to financial budget pressures</b> <ul style="list-style-type: none"> <li>○ Operational Green Risk, current risk score 2, target score 2.</li> <li>○ Our review agrees that recycling income is monitored on a regular basis and data is well controlled.</li> <li>○ However, the levels of income collected could impact on this risk score.</li> </ul> </li> <li>• <b>RST43 - Inability to influence public behaviours and habits which negatively impacts service delivery and income streams.</b> <ul style="list-style-type: none"> <li>○ Operational Amber Risk, current risk score 9, target score 4.</li> </ul> </li> </ul>	<p>The key strategic risk is RST07 - Inability to achieve national recycling targets due to increased residual waste tonnages collected.</p> <p>We have referred to this risk within the Resource and Waste Strategy Scrutiny and Cabinet reports. The operational report will identify the actions we intend to take to mitigate this risk which is currently out of tolerance.</p> <p>We will highlight that without taking the key mitigating risk action (restricting residual waste capacity), our ability to bring the risk back into tolerance to avoid the infraction fine will be limited.</p> <p><b>URN 03588</b></p>	Regulatory Services Manager	30/06/2024

## 23/24 – Recycling Targets – Streetscene and Transportation- 17-2023/24

### Final Report – May 2024

Findings and Implications	Agreed Action	Who	When
<ul style="list-style-type: none"> <li>○ This risk has yet to be addressed. Actions have been included within the draft action plan but have yet to be fully delivered.</li> </ul> <p>Risk RST07 is a strategic risk and in line with the risk management framework escalation depends on the worsening of risk score which currently is scored at 12. COT have oversight of all strategic risks.</p> <p>This risk is that additional mitigations have not been put in place; significant reliance is being place on the delivery of a new action plan and its subsequent approval as being sufficient for the mitigation of this risk.</p>			
<p><b><u>MEDIUM TERM FINANCIAL STATEMENT DOES NOT ALIGN WITH RISK MITIGATION</u></b></p> <p>The MTFs statements produced in advance for 23/24 identified a number of proposed efficiencies which could be achieved by the service. Some of these efficiencies relate to changing the approach to collection of waste and levels of recycling.</p> <p><b><u>The data below is as was presented within the MTFs statements.</u></b></p> <ul style="list-style-type: none"> <li>• Charge for assisted waste and recycling collections (+£20K);</li> <li>• Charge for Disposals on waste streams (+£TBC);</li> <li>• Charges for replacement containers (+£20K-£120K);</li> <li>• Compost Charges at HRC's (+£TBC);</li> <li>• Enforcements for recycling in residual waste bins (+£50K);</li> <li>• Food Waste Bags (+£10K);</li> <li>• Greenfield development as a regional waste facility (+£TBC);</li> <li>• Increase Charges, Reduce Collections Frequency for Garden Waste Collection (+£25K);</li> <li>• Introduce 2 Weekly Collections, bin reduction (+£200K);</li> <li>• Introduce 3 Weekly Collections (+£400K-£500K);</li> <li>• Introduce 4 Weekly Collections (+£600K-£800K);</li> <li>• Recycling Collections offer to businesses (+£TBC);</li> <li>• Reduce Frequency for Garden Waste Collection (+£50K);</li> <li>• Review provision on HWRC's (+£TBC); and</li> </ul>	<p>For financial year 2024/25, all portfolios were tasked with finding cost reductions.</p> <p>Restricting residual waste collections were included as a potential cost reduction option; however, following feedback from Overview and Scrutiny meetings held in February this proposal was removed from final budget setting, as detailed in a Cabinet Report of 20<sup>th</sup> February 2024.</p> <p>Following adoption of the Resource and Waste Strategy, and consideration of the operational report in June, the financial savings from restricting the capacity of residual waste collected will be included in the 2024/25 MTFs (if there are in year savings) if approved.</p> <p>The infraction fine, if imposed, would have to be met from the Corporate Contingency Reserve as a potential fine cannot be classed as a budgeted item in the MTFs.</p> <p><b>URN 03589</b></p>	Regulatory Services Manager	30.06.2024

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## 23/24 – Recycling Targets – Streetscene and Transportation- 17-2023/24

### Final Report – May 2024

Findings and Implications	Agreed Action	Who	When
<p>• One budget pressure was also identified relating to Garden Waste Income Grant (-£50K annual).</p> <p>From our review of statements:</p> <ul style="list-style-type: none"> <li>• Whilst the MTFS statements were drafted and submitted by the Chief Officer, the actions have not yet taken place;</li> <li>• Significant amount of efficiencies are dependent on approval which was not received;</li> <li>• The financial context has changed, and this should be reflected in the revised action plan; and</li> <li>• There is nil mention as a pressure of the potential fine which may be levied.</li> </ul> <p>The risk is that the MTFS statements and the revised action plan are not aligned.</p>			

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Distribution List	
To be determined	Accountable Officer Responsible for the Implementation of Agreed Actions
Katie Wilby	Chief Officer, Streetscene and Transportation
Ruth Tulley	Regulatory Services Manager, Regulatory Services
Neal Cockerton	Chief Executive, Flintshire County Council

# 23/24 – Recycling Targets – Streetscene and Transportation- 17-2023/24

## Final Report – May 2024

Audit Priority:

Appendix A

Priority of Audit Finding	
Priority	Description
High (Red)	Action is imperative to ensure that the objectives of the area under review are met
Medium (Amber)	Requires action to avoid exposure to significant risks in achieving the objectives of the area
Low (Green)	Action encouraged to enhance control or improve operational efficiency

### Audit Opinion:

The audit opinion is the level of assurance that Internal Audit can give to management and all other stakeholders on the adequacy and effectiveness of controls within the area audited. It is assessed following the completion of the audit and is based on the findings from the audit. Progress on the implementation of agreed actions will be monitored. Findings from **Some** or **Limited** assurance audits will be reported to the Audit Committee.

Assurance	Explanation
Green - Substantial	<p><b>Strong controls in place (all or most of the following)</b></p> <ul style="list-style-type: none"> <li>• Key controls exist and are applied consistently and effectively</li> <li>• Objectives achieved in a pragmatic and cost effective manner</li> <li>• Compliance with relevant regulations and procedures</li> <li>• Assets safeguarded</li> <li>• Information reliable</li> </ul> <p><b>Conclusion: key controls have been adequately designed and are operating effectively to deliver the key objectives of the system, process, function or service.</b></p>
Amber Green – Reasonable	<p><b>Key Controls in place but some fine tuning required (one or more of the following)</b></p> <ul style="list-style-type: none"> <li>• Key controls exist but there are weaknesses and / or inconsistencies in application though no evidence of any significant impact</li> <li>• Some refinement or addition of controls would enhance the control environment</li> <li>• Key objectives could be better achieved with some relatively minor adjustments</li> </ul> <p><b>Conclusion: key controls generally operating effectively.</b></p>
Amber Red – Some	<p><b>Significant improvement in control environment required (one or more of the following)</b></p> <ul style="list-style-type: none"> <li>• Key controls exist but fail to address all risks identified and / or are not applied consistently and effectively</li> <li>• Evidence of (or the potential for) financial / other loss</li> <li>• Key management information exists but is unreliable</li> <li>• System / process objectives are not being met, or are being met at an unnecessary cost or use of resources.</li> </ul> <p><b>Conclusion: key controls are generally inadequate or ineffective.</b></p>
Red – Limited	<p><b>Urgent system revision required (one or more of the following)</b></p> <ul style="list-style-type: none"> <li>• Key controls are absent or rarely applied</li> <li>• Evidence of (or the potential for) significant financial / other losses</li> <li>• Key management information does not exist</li> <li>• System / process objectives are not being met, or are being met at a significant and unnecessary cost or use of resources.</li> </ul> <p><b>Conclusion: a lack of adequate or effective controls.</b></p>

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# Flintshire Resource and Waste Strategy

2024 - 2030

Cymraeg

Mae'r ddogfen hon hefyd ar gael yn Gymraeg.  
Gweler y dudalen Gymraeg ar ein gwefan.



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# Glossary

**Carbon footprint** A carbon footprint is a measure of the total amount of greenhouse gases, specifically carbon dioxide (CO<sub>2</sub>) and other equivalents like methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O), emitted directly or indirectly by human activities.

**Circular economy** Extending the life cycle of products by reusing, regenerating, sharing, repairing, and recycling existing materials.

**Composting** The natural process of recycling organic matter, such as leaves and food scraps, into a valuable soil conditioner for soil and plants.

**Decarbonisation** The reduction or elimination of carbon emissions using low carbon sources.

**Food Waste** Food that is not consumed and discarded or by humans e.g. leftovers, peelings, expired products, inedible products.

**Household Recycling Centres (HRCs)** Waste disposal centres where residents can dispose of domestic waste and recycling items that are not collected at the Kerbside.

**Infrastructure** Structures and facilities needed for the operation of a service e.g., Waste transfer stations, depots.

**Net Zero** The balance between the amount of greenhouse gases being produced and the amount that are being removed from the atmosphere.

**NGO** Non-profit organisation that operates independently of a government.

**Parc Adfer** – Energy from waste facility set up by the North Wales residual waste treatment project to manage the residual waste generated by populations from five local authorities, Flintshire, Conwy, Denbighshire, Anglesey, and Gwynedd. Diverts waste from landfill and generates renewable energy.

**Recycling** The process of converting waste items into new products to prevent disposal, reduce the need for raw materials, reduce carbon emissions and decrease pollution.

**Repair** Fixing or restoring items that are damaged, faulty, broken to extend their life and avoid the need to recycle or dispose.

**Residual Waste** Materials that remain following efforts to reduce. Reuse, recycle or compost. Commonly known as 'general waste' or 'black bin waste'.

**Residual Waste Bin** Black bin provided for non-recyclable and non-compostable waste.

**Resources** Materials, such as glass, plastic, paper fibres, that can be utilised to produce new items.

**Reuse** Using items again for the same use instead of discarding them.

**Single Use** Items that are only used once before being recycled or thrown away.

**Third Sector** Charities, social enterprises and voluntary groups put in place to deliver essential services.

**Waste Duty of Care** A legal requirement for all those dealing with waste to take all reasonable steps to ensure its compliant disposal.

**Waste Composition** The types and volumes of materials found in a waste stream.

**Workplace recycling reforms** A law for all businesses, charities, and public sector organisations to sort their waste into separated recycling streams to maximise recovery of valuable resources.

**Waste minimisation** Reducing the amount of waste generated; therefore, preventing waste from being created rather than managing it after production and use.

**Ultra Low Emission Vehicles (ULEV)** Vehicles that produce low levels of harmful emissions.

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## Strategy Forward

In 2022 Flintshire Council released its climate strategy pledging to take urgent action to reduce carbon emissions to net zero by 2030 and committed to support and promote the Welsh Government's strategy to create a sustainable, circular economy in Flintshire.

Unsustainable consumption of precious resources has a significant impact on our environment and climate. Taking steps to reduce consumption and move away from traditional linear resource models of make, buy, dispose, to a circular model to preserve the environment for future generations is a must.

It will take a collective effort from residents, our workforce and the wider community to reduce consumption and our impact on the environment.

This Resource and Waste Strategy will set out our aims to enable and support residents living in Flintshire to make it easier for them to reduce their impact on the environment and their carbon footprint and move Flintshire towards a circular economy.

## Our Vision

*Our vision is to lead Flintshire towards a circular economy, maximise our resource efficiency, minimise waste and work collaboratively with our communities to take collective environmental responsibility.*

*Through an effective resource and waste strategy, we aim to safeguard the well-being of current and future generations, support the local economy, and reduce our impact on climate change.*

## Our strategic Objectives

1. To be a net carbon zero Council by 2030 and support wider decarbonisation actions across the County
2. Prioritise waste minimisation through proactive engagement with our communities
3. Increase reuse and repair through partnership with third sector organisations.
4. Achieve Welsh Government targets to reuse, recycle and compost over 70% of the waste we collect.
5. To provide efficient, innovative, and cost-effective services.
6. Meet budgetary requirements and avoid fines.
7. To invest in our infrastructure to future proof services to accommodate service growth.
8. Utilise proportionate and effective enforcement for non-conformance.

## Our Current Services and Progress



Provide a weekly recycling service for **72,441** households



Spend over **£3.4M** on the disposal of residual (black bin) waste



Operate two closed landfill sites generating electricity for methane extraction



Produce soil conditioner from the composting of garden waste



Generate an income of **£750k** for the sale of recyclable materials



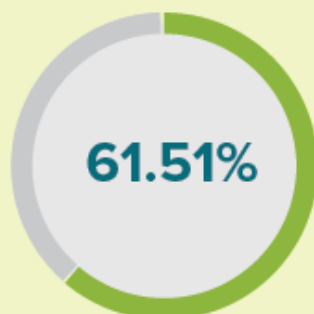
Operate five household recycling centres achieving **81%** recycling



Enforce against waste crimes such as fly tipping and side waste



2022/23 recycling rate:



2025 recycling target:

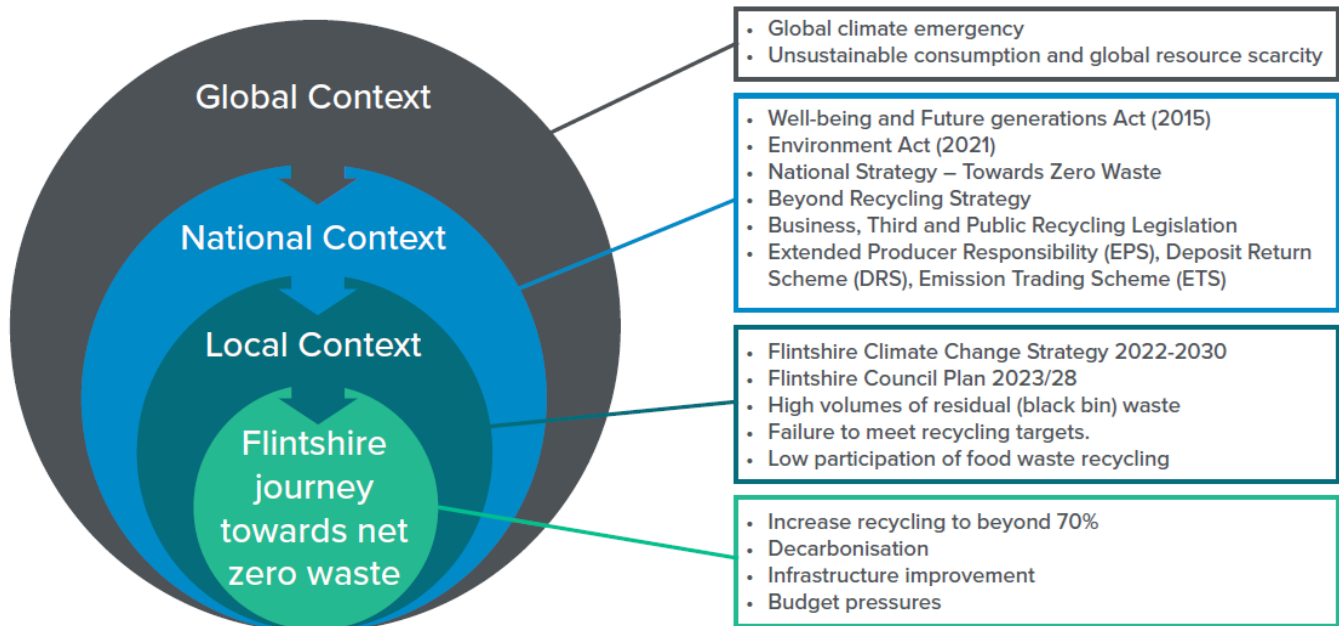


# The Case for Change

The climate emergency and our unsustainable consumption of resources has been recognised by the Welsh Government and Flintshire County Council.

Moving to a circular economy is key to significantly reducing our carbon emissions and our over-exploitation of natural resources, and to help reverse the decline in biodiversity. Crucially, it can also improve economic and social outcomes. The drivers, and legislative and strategic framework in place to support our move towards a more circular economy are summarised below:

Figure 2: Global, national, and local context



## Global Drivers

We are facing a global climate crisis, and it is now widely accepted that human activity is affecting the climate on a scale that is having detrimental effects on all living things. To avoid the worst impact of these effects we need to take urgent action to limit the increase in global temperatures by 1.5oC above preindustrial levels as outlined in the Paris Climate Change Agreement.

## National Drivers

The Welsh Government has set an overall zero waste target by 2050 and ambitious recycling targets for councils in the interim period.

These are statutory targets and an Authority can be fined if they are not achieved.

In addition to the above targets, we also need to ensure we work with our communities to protect the long-term impact of our decisions in line with the Well-Being and Future Generations Act (2015) and adapt to the reforms that have been included within the Environment Act (2021). The reforms are designed to increase the recyclability of packaging waste, improve recycling, reduce litter, and increase business recycling.

## Local Drivers

At a local level Flintshire Council has committed to tackle climate change and become carbon neutral by 2030 through its climate change strategy (2022/30)

There is a statutory obligation on Flintshire County Council to achieve a 70% recycling rate by 2024/25 or face significant financial penalties. Flintshire’s current recycling rate of 61.51% for 2022/23 is significantly below the 70% target for 2024/25 and there is need, therefore, to take urgent action to increase our recycling rates and avoid being fined.

Flintshire is facing a budget gap of £32m in 2024/25 with potential solutions identified to bridge the gap at £18m, leaving a remaining shortfall of some £14m.

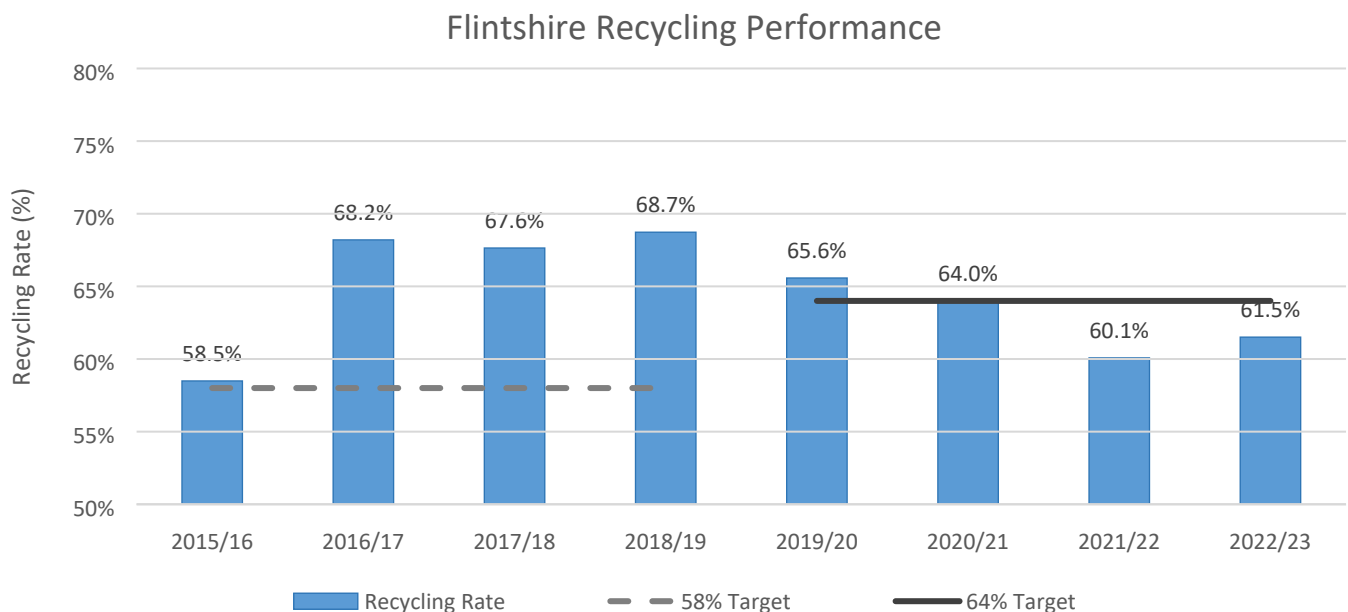
There is little left to cut and without more funding difficult decisions will need to be made to deliver a balanced budget.

## Drivers for Change

In recent years we have achieved great success in increasing the amount we recycle in Flintshire to 61.51% in 2022/23. We would like to thank residents of Flintshire for engaging with our services to reach this target. Despite this progress we need to do more to increase our recycling rate to 70% and beyond, reduce our carbon impact and ensure that overall waste arisings reduce, increase reuse, and recycle as much as we can to promote a circular economy.

The table below shows our recycling performance since 2015/16 and whilst progress with recycling has kept pace with Welsh targets in previous years as an authority, we have failed to meet targets set in 2020/21, 2021/22 and 2022/23, and we are currently not on target to achieve a 70% recycling rate by 2024/25.

Figure 2: Recycling Performance and Targets





The Council faces significant fines for not achieving the statutory recycling targets. The fines for missing the targets over the two years 2020/21 and 2022/23 equate to circa £1M, and we are not set to meet the targets in 2023/24 resulting in the potential for additional fines.

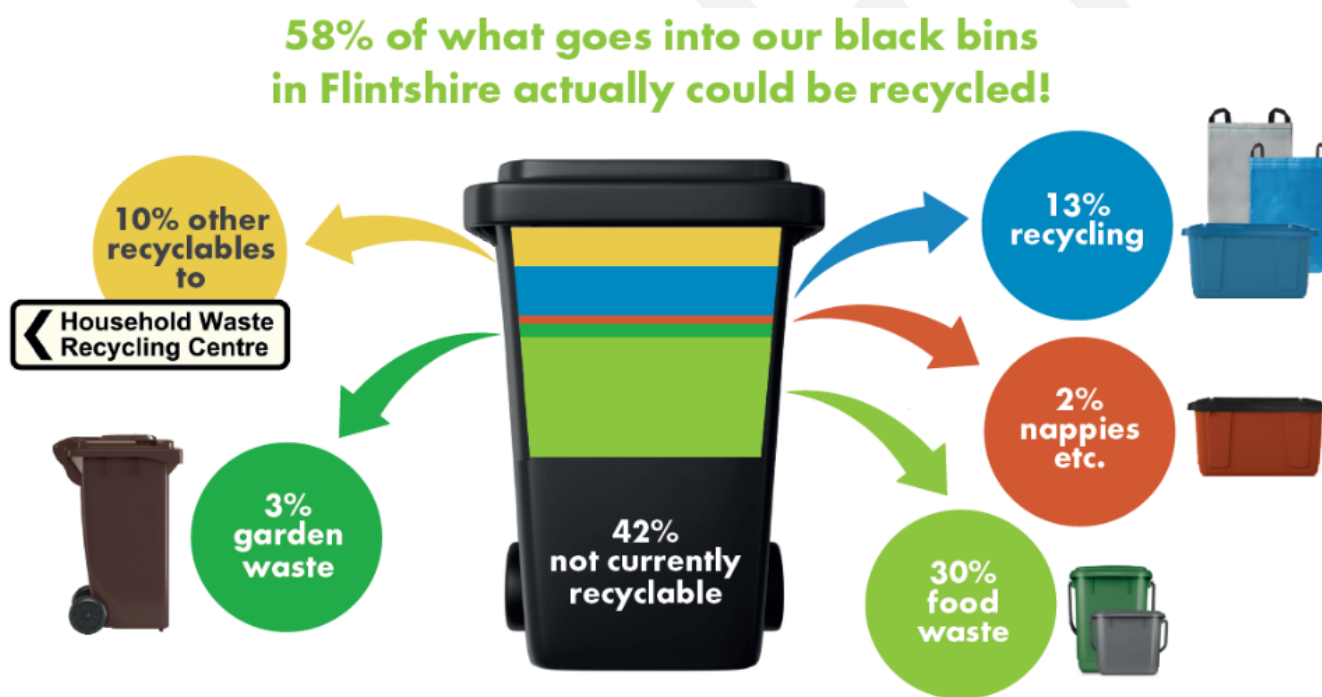
Furthermore, the targets increase again from 1 April 2024 and the Council will face higher fines of £1.2m per annum based on current recycling levels.

### Waste composition

In 2022 an analysis of our household residual waste took place, the results of which can be seen in the pictorial diagram below.

The analysis shows that despite Flintshire's comprehensive weekly recycling service 58% of the contents of the residual waste bin (black bin) are materials that could be recycled either at the kerbside or at the household recycling centres. The remaining 42% are items that are not currently recyclable and should be placed in the residual waste stream.

Figure 3: Waste compositional Analysis



To help us reach a recycling target of 70% we need to divert recyclable materials from the residual waste stream (black bin) to the existing kerbside recycling services. The compositional analysis shows that 13,410 tonnes of material in the residual black bin, of which 6,940 tonnes was food waste, could have been recycled using our current service.

Taking into consideration the need to divert recycling from the residual waste stream to increase recycling rates and avoid financial penalties it is imperative that we take prompt corrective actions to meet statutory targets.

Within this strategy we have outlined our priorities that seek to address this risk to reduce our waste, increase recycling and decarbonise our activities so that we meet our strategic objectives.

## Priority 1 – Waste Minimisation and Reuse

Our priority is to reduce overall waste arisings within Flintshire and increase the amount we reuse to avoid disposal. Our approach will be focused on helping residents, business schools and third sector reduce the amount of waste they produce and enabling better reuse of items.

### What We Want to Achieve

- Raise awareness of waste minimisation and reuse in households, businesses, schools and third sector
- Encourage positive behavioural change towards waste prevention, minimisation and reuse.
- Reduce the overall amount of waste generated per household.
- Make it easier for residents to reuse and repair items.

### How we will achieve this:

#### Communicating and Engagement

Consistent and clear messages are essential to support wider behavioural change. We recognise that the council needs to support residents across Flintshire to make the right decisions on how to minimise their impact on the environment. We want to improve our engagement with residents seeking more effective ways in which to communicate and raise awareness in ways that suits their needs including door knocking campaigns, roadshows, social media, mailshots and letter drops to households.

We will do this by:

- Setting out a communications plan for each year outlining key activities, promotional themes and how they will be delivered to residents.
- Promoting how residents can reuse and repair their items through targeted campaigns and collaboration.
- We will promote alternative places to donate/sell reusable items, such as online platforms or charities.
- Make minimising food waste a continuous targeted communication campaign.
- Promote how residents can avoid single use items, while supporting national drivers to prevent single use items being sold in the market place.
- Use data to identify households with high amount of waste to provide targeted messaging on reducing and reusing their waste.
- Ensure our communications literature is available in multilingual languages and readily available.
- Provide educational visits to Parc Adfer energy from waste facility to local students and community interest group.
- Promote alternative places to donate/sell reusable items, such as online platforms, charities or household recycling centres (HRCs)
- Work with schools within the county to create long term educational campaigns. Explore opportunities to work with eco groups and school councils.
- Work with local and national business to minimise waste at source and encourage less packaging, reuse and refill

## Collaboration

- We will develop collaborative working with businesses, NGOs, schools and third sector including charities and social enterprise to achieve our goals.
- We will make it easier for residents to repair broken items by supporting community repair cafés.
- We will promote and make it easier for residents to borrow items, rather than buying new, through increased collaboration with the borrow bus and developing a 'library of things'.

## Household Kerbside Collections

- Continue to provide vouchers towards the cost of reusable nappies to reduce the number of disposal nappies in the residual bin.
- We will ensure that collected bulky items from homes are segregated for reuse where possible.
- Promote home composting to minimise waste out of the home

## Household Recycling Centres (HRCs)

- We will make it easier for residents to donate items for reuse at our HRCs and expand our relationship with local charities to recover reusable items.
- We will continue to promote our deconstruction facility at the Rockliffe (Oakenholt) HRC site, to deconstruct bulky items into their component parts in order to minimise waste.

## Priority 2 – Increase Recycling

We need to increase our recycling rate to 70% and beyond by 2024/25 to ensure that we meet targets set out by Welsh government, avoid materials from being needlessly discarded, promote a circular economy, meet net zero carbon targets and avoid financial penalties for not conforming.

### What We Want To Achieve

- To reduce food waste volumes in the residual waste bins
- To increase our recycling rate to 70% and beyond as set by Welsh Government
- To make it easy for residents to recycle their household waste.
- To provide all flats with a comprehensive recycling service
- Ensure businesses are compliant with workplace recycling reforms and legislative change.
- Divert recycling from the residual waste (black bin) into the correct recycling streams.
- Collect additional recyclable items at the kerbside.
- Reduce missed collections and provide real time service information.
- Restrict the amount of residual waste collected at the kerbside.

### How we will achieve this:

Working with our communities we will provide a clear and comprehensive service to residents and business in Flintshire. Making it easy to recycle is key to engaging with residents and changing long term behaviours.

### Communicating and Engagement

We will consistently promote how residents, businesses, schools and the third sector can easily recycle their waste, making it clear what can and cannot be recycled.

Using data, we will proactively engage with low performing areas and businesses in Flintshire to address barriers to recycling and monitor participation to inform targeted activity for engagement.

We will engage in a variety of ways including:

- Site visits and door knocking campaigns.
- Increased roadshows at high footfall locations including Connect Centres, household recycling centres, community events and fetes and local markets.
- Increase the use of social media, Council website and informative videos.
- Engage in National recycling campaigns and promote Recycle Week
- Continue to door drop leaflets and engage through council tax notices, annual calendars and targeted campaigns.
- Work closely with landlords/housing associations/FCC housing officers to provide joint solutions to improve recycling.
- Work with schools within the county to create long term educational campaigns to support our objectives. Explore opportunities with eco groups and school councils.

### **Household kerbside Collections**

We will:

- Encourage residents to use the existing kerbside collection services already provided by the Council, including absorbent hygiene products, such as nappies and incontinence waste products, and clinical waste.
- Introduce new materials for collection at the kerbside with a focus on flexible plastics, small electricals, textiles.
- Introduce measures to increase resident participation in our food waste recycling collections service and promote home composting where possible.
- Find outlets for recyclable items we cannot currently recycle.
- Implement efficient and effective recycling and waste collection rounds, minimising their impact on the environment.
- Review suitability of our recycling containers.
- Provide a comprehensive recycling service to all flats within Flintshire, including food waste collections.
- Utilise technology to provide real time service information on collection rounds.
- Review our assisted collections policy and utilise technology to minimise missed collections and provide real time service information where possible.
- We will restrict the amount of residual waste that residents can dispose of in the black bin to encourage greater recycling by all residents either by reducing the frequency of collections or the capacity of the bin.

### **Household Recycling Centres (HRCs)**

We will review our HRC provision with a view to providing an effective and efficient service to maximise recycling.

We will:

- Continue to seek sustainable markets for hard to recycle items.

- Do not allow mixed bags of waste into the residual (general) waste skip to ensure recycling is placed in the correct container.
- Introduce a clear bag policy so that recycling can be identified and removed prior to disposal.
- Deconstruct bulky household items that cannot be reused to recover recyclable material and avoid disposal.
- Ensure HRCs are accessible, efficient and clearly marked to improve customer experience.

### **Street Cleansing**

We will explore sustainable methods for our street cleaning operatives and community litter picking groups to segregate recyclable littered items.

### **Commercial Waste**

We will work with local business, business groups and leads to ensure they are compliant with forthcoming legislative changes to workplace recycling through active engagement and promote waste minimisation and reuse.

## **Priority 3 - Decarbonisation**

We have committed to be net carbon zero Council by 2030 and supporting wider decarbonisation actions across the County.

### **What We Want to Achieve**

- Meet Net Zero by 2030 in line with the council climate strategy.
- Ensure services are procured in line with carbon neutral objectives.
- Ensure our future infrastructure is carbon neutral.
- Enable residents to reduce their carbon footprint by minimising waste production.

### **How we will achieve this:**

#### **Communicating and Engagement**

Communicate with residents, businesses, schools and third sector on how they can reduce their carbon footprint through waste reduction, reuse and recycling. This will be delivered using targeted campaigns using social media, the council website roadshows, door knocking.

Working collaboratively with internal colleagues, Welsh Government and NGOs we will educate residents on the importance of wider climate change issues such as Decarbonisation and net zero.

#### **Fleet review and transition plan**

A large proportion of the carbon emissions from waste activities are through the use of diesel collection vehicles. We are committed to reducing the environmental impact of our fleet by transitioning to ultra-low emission vehicles (ULEV).

We will develop a fleet transition plan that is linked to our strategic infrastructure plans and decarbonisation objectives while considering the natural replacement of vehicles.

#### **Infrastructure**

Develop waste infrastructure that meets net zero targets and enables our operations to decarbonise.

## Priority 4 - Infrastructure

Delivering effective and efficient recycling services, that maintain the quality of the materials collected and ensure the capability of accommodating increases in future growth requires robust infrastructure to be in place.

### What We Want to Achieve

- To ensure the authority has full control of recyclable materials collected from households and businesses.
- Improve operational efficiencies of collection and transfer of materials.
- Ensure our infrastructure has the capacity for future growth in tonnages and new materials.
- Ensure the infrastructure meets and enable our carbon net zero targets.

### How we will achieve this:

#### Infrastructure review

We want to ensure that we have full control of the materials that we collect and ensure operational efficiencies for our services. We will therefore undertake an infrastructure review with a view to reviewing the business case for our own Recycling Waste Transfer Station for the deposit and processing of recyclable materials, to enable us to meet decarbonisation and net zero targets. We will also review the Council's current HRC provision to determine whether the current service provision should be maintained.

The review will take into consideration:

- Decarbonisation and net zero targets
- Future capacity for increased volume of materials and new materials
- Operational efficiencies
- Review the Councils infrastructure requirements.
- Compliance with new permitting requirements
- Set realistic, achievable targets

## Priority 5 - Enforcement

We want to ensure that we make reducing, reusing, and recycling household waste as easy and as accessible as possible for all Flintshire residents.

We will continue to educate and support residents on their recycling journey, but we will also deliver fair and robust enforcement of waste policies and illegal activities such fly tipping, where necessary.

### What We Want to Achieve

- Support residents that struggle to recycle and identify barriers.
- Signpost residents to the most effective way of managing their waste and recycling.
- Ensure that households participate and recycle their waste.
- Prevent fly tipping, littering and side waste presentation.
- Educate on household and business Duty of Care



## How we will achieve this:

### **Communicating and Engagement**

We will proactively engage with residents that may be struggling to manage their waste and encounter barriers to participation with the recycling service. This may include including visiting their property, to offer support through advice and practical measures to resolve issues.

We will regularly communicate waste Duty of Care requirements so both residents and businesses are aware of their responsibilities.

We will make it clear through regular communication that the authority will enforce against fly tipping, littering and side waste presentation and that action that will be taken and what those consequences are. We will publish details of enforcement action taken that result in Fixed Penalty Notices (FPNs) or prosecution to act as a deterrent.

### **Household Kerbside Collections**

We will empower operational collection crews to identify households that could be struggling to manage their waste so that early intervention and support can be provided to avoid escalation.

### **Household Recycling Centres (HRCs)**

- Continue to challenge and reject commercial waste from entering sites.
- Review the potential to introduce a resident booking system to prevent cross border tipping.
- Take action against those who display any verbal or physical aggression towards our staff who challenge our policies and procedures.

### **Enforcement**

We seek to:

- Take a fair and reasonable three stage process to tackle service issues which includes issuing an informative/warning letter, use of Section 46 Notices and FPNs.
- Introduce the use of community protection warnings, community protection notices and/or Public Space Protection Orders for waste crimes that have a detrimental impact on the local community.
- Work collaboratively with our enforcement team to identify problematic areas in the community and facilitate educational sessions to prevent environmental crime occurrences.
- Undertake a zero-tolerance approach on significant waste related crime such as fly tipping.
- Take action against those who display any verbal or physical aggression towards our enforcement team.

## Monitoring & Evaluating

We will measure our performance against our Strategic aims using performance indicators to track our outcomes to our objectives and ensure we are meeting targets and offering value for money.

Throughout the year we will report progress against a set of key indicators of performance (KPIs) that relate to the delivery of our priorities. This will be reported via including Programme Boards, Environment and Economy Overview and Scrutiny Committee, Cabinet committee and our Council Plan.

We will also regularly update residents and the community on our performance against targets.

Strategic Aim	Measurement	Unit	
Minimise overall waste	Kilogram of resident waste generated per year per person	Kg /person/ yr	Annually
Reduce food waste in residual waste stream	Increase in Food waste yield. Reduction in residual waste tonnages and composition Increase in food Waste Participation Numbers	tonnes/yr	Annually
Reuse / Recycling	Municipal Waste Collected and Prepared for Re-use/Recycling	Kg/hh/yr	Quarterly
Increase Recycling	Proportion of materials recycled	%	Annually
Satisfaction with services	Public Opinion Survey	Qualitative	Annually



## 1 Data Collection and Collation

WRAP's Kerbside Analysis Tool (KAT) uses a combination of actual data from our existing collection service, such as vehicle and resourcing levels, unit costs, and material yields, and combines them with evidence-based assumptions drawn from reliable data sets from other local authorities. KAT is an established and widely used tool which has supported many councils to assess and implement changes to waste collections.

Prior to the project commencing, we completed a number of KAT baseline data sheets. These provided as much of the key information required for KAT modelling as possible.

The data can be categorised into three themes: operational data, cost data, and material yield data. Categorisation of what data was supplied in each theme is:

### Operational Data

The operational data supplied includes:

- Number and type of vehicles operated.
- Crewing levels.
- Mass of material collected.
- Length of working day.
- Tipping locations.
- Garaging locations.

### Cost Data

The cost data supplied includes:

- Staff costs including operatives and supervision.
- Vehicle capital costs.
- Vehicle operating costs (standing and running cost).
- Waste transfer / infrastructure costs (staff, plant, operation and maintenance, consumables, energy etc.).
- Treatment cost for collected materials – residual waste and food waste.
- Material incomes from recyclables.
- Haulage (if applicable).
- Overheads.

### Yield Data

Yield data was extracted from WasteDataFlow (WDF) and supplied for the financial year 2022/23. This includes:

- Kerbside residual waste
- Kerbside dry recycling

- Kerbside food waste
- Kerbside green waste
- HRC wastes (used for impacts on HRC's, rather than directly impacting collections modelling)

### **Additional Collection Data**

In addition to that in the KAT proformas, further operational data was captured including a list of collection rounds and areas worked each day to give a much clearer picture of how current collections are arranged and resourced.

Of paramount importance when creating a service baseline is the measurement of productive time, i.e., the time during the working day when crews are actively collecting materials, and non-productive time, i.e., driving to the point of first collection, breaks, driving to offload materials, tipping times, return to collections, and return to depot. These are defined in the model using a number of parameters:

- Length of working day – taking into account breaks and other periods where vehicles not engaged in collection;
- Time spent travelling to first pick up;
- Time spent travelling from collection area to tipping point;
- Time spent travelling from tip to garaging location; and
- Time spent at the tip.

To maximise accuracy a 4-week sample (November 2023) of GPS data for the whole collection fleet was supplied as evidence and analysed using the model to produce a set of accurate, real-time parameters for the baseline model. This approach has been successfully employed in modelling projects undertaken in Wales by members of the project team and has been seen to produce reliable and realistic modelling outputs, where projected resource levels closely align with real world resource levels post implementation.

## **2 Modelling Assumptions**

Yield uplifts, as a result of service changes, are key to the modelling process. As well as directly impacting recycling rates, changes to yields will affect the rate at which collection vehicles are filled and can therefore have a considerable influence on the resources required.

To accurately predict the changes from the options to be modelled, a detailed benchmarking exercise was undertaken drawing upon yields seen in other authorities across Wales.

Two types of residual waste collections were benchmarked to provide predicted yield uplifts:

- Authorities collecting via wheelie bins with weekly containment of 70 litres or less: Blaenau Gwent, Cardiff, Conwy, Neath Port Talbot, Newport, Powys, Torfaen, and Rhondda Cynon Taf.
- Authorities collecting the equivalent of one black bag of residual waste per week: Bridgend, Monmouthshire, Pembrokeshire, Vale of Glamorgan.

The two collection types were assessed because sack-based residual collections consistently exhibit the lowest residual waste yields, as well as the highest dry and food yields.

Yield uplifts were varied depending on the amount of weekly residual capacity, as well as the frequency of collection. The yields for each of the modelled options were agreed to be:

- For Option 1a, with residual capacity of 60L/week, dry and food yields are predicted to be at the median yield of bin authorities.
- For Option 2a, with a residual capacity of 45L/week, dry and food yields are predicted to be just below the median of sack authorities – this is due to an apparent tendency for sack-based collections to out-perform bin-based collections with similar nominal weekly residual volumes.
- For Option 3a, with a residual capacity of 60L/week, is predicted to realise the same dry yields as option 1a, but with more frequent residual collections (fortnightly as opposed the three weekly) food waste yield is projected to be slightly lower than Option 1a.

The agreed yield assumptions were:

Option	Description	Residual volume per week (l)	Yield - kg/hh/yr		Dry set out %
			Dry	Food	
Baseline	180l Fortnightly - 6 day working	90	168	62	80%
Enhanced Baseline	180l Fortnightly - 5 day working	90	168	62	80%
Option 1a	180l 3 Weekly - 5 day working	60	186	99	85%
Option 2a	180l 4 Weekly - 5 day working	45	190	110	90%
Option 3a	120l Fortnightly - 5 day working	60	186	96	85%

### 3 Carbon Assessment

#### Methodology

An assessment of the carbon impacts related to our current collection service and the modelled options was undertaken as part of the overall project. WRAP's Carbon

Waste and Resource Metric (Carbon WARM) factors were used to underpin the assessment.

The standard WARM conversion factors allow greenhouse gas emissions (in tonnes CO<sub>2</sub>e) relative to landfill, to be calculated based on the mass of materials collected for each part of the service modelled. From the KAT modelling, the mass of each material stream collected for each service configuration was determined, and was used in conjunction with the relevant WARM factors to calculate greenhouse gas emissions for each option modelled.

With landfill disposal largely replaced by treatment of material via Energy from Waste (EfW) in Wales, the factors were modified to express greenhouse gas emissions relative to EfW.

In addition, we were keen to understand the contribution made by their collection fleet to overall emissions. The published Carbon WARM factors include an element of emissions attributed to the collection of material from the kerbside. However, the KAT modelling and our own data provide a more accurate measure of actual fuel usage.

The Carbon WARM factors were therefore modified to remove the collection emissions element, with the fuel data produced by KAT used to calculate the collections emissions instead. UK government (BEIS) emission factors for road fuel were used for the calculation.



## CABINET

<b>Date of Meeting</b>	Tuesday, 23 <sup>rd</sup> July 2024
<b>Report Subject</b>	Digital Strategy – Audit Wales Review, Recommendations and Proposed Actions
<b>Cabinet Member</b>	Cabinet Member for Corporate Services
<b>Report Author</b>	Chief Officer (Governance)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The current digital strategy (Digital Flintshire 2021-2026) incorporates our learning, experiences, growth and ambition since it was first published in 2016 and the Council has made good progress in delivering the aims set out.

Audit Wales undertook a review of the Council’s digital strategy throughout Summer 2023, where auditors reviewed all relevant documentation and interviewed key officers and Cabinet Members.

The primary focus of the audit was the extent to which the Digital Strategy was developed in accordance with the sustainable development principle, thereby ensuring that it will help to secure value for money in the use of the Council’s resources.

The Final Report has been returned to the Council with four key recommendations to assist in ensuring it secures value for money. Officers have reviewed these recommendations and have devised proposed actions for approval by Cabinet.

### RECOMMENDATIONS

1	That Cabinet approves the action plan.
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## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE DIGITAL STRATEGY AND AUDIT WALES REPORT</b>
1.01	<p><b>Background:</b></p> <p>The Council’s Digital Strategy, Digital Flintshire 2021-2026, comprises of 8 main themes</p> <ul style="list-style-type: none"><li>• Digital Customer</li><li>• Digital Workforce</li><li>• Digital Business and Connectivity</li><li>• Digital Partnership</li><li>• Information Management</li><li>• Digital Delivery</li><li>• Digital Inclusion</li><li>• Digital Learning and Culture</li></ul> <p>Each theme is led by a senior manager and is underpinned by a set of core principles and high-level actions which are reflected within the Digital Strategy.</p>
1.02	<p>The Digital Strategy Board (DSB) is chaired by the Chief Officer for Governance and is comprised of theme leads and portfolio representatives from across the Council. It meets bi-monthly to:</p> <ul style="list-style-type: none"><li>• Receive theme updates to assess progress and remove barriers;</li><li>• Review and assess business cases for new projects for inclusion in the Digital Strategy Project Plan, ensuring these meet key criteria for appropriate prioritisation;</li><li>• Record and assess risks and issues.</li></ul> <p>The Digital Strategy Project Plan contains a list of all projects within the Digital Strategy which are assigned to a theme and reported against.</p>
1.03	<p><b>Audit</b></p> <p>Audit Wales reviewed the Council’s strategic approach to digital in 2023 as part of a national review. The aims were centred around value for money and to:</p> <ul style="list-style-type: none"><li>• provide assurance the Digital Strategy helps to deliver well-being objectives and acts in accordance with the sustainable development principle;</li><li>• explain how the Council uses digital technology to meet the needs of its customers and deliver better outcomes;</li><li>• share examples of good practice and differing approaches.</li></ul> <p>Key officers and members were interviewed over a period of approximately four months where a number of key questions were explored, including:</p> <ul style="list-style-type: none"><li>• Is the Council’s digital strategy informed by a good understanding of current and future trends?</li></ul>

	<ul style="list-style-type: none"> <li>• Does the Council have a clear vision of what it wants to achieve through the use of digital technology?</li> <li>• Is the Council working effectively with the right people and partners to design and deliver its digital strategy?</li> <li>• Has the Council resourced delivery of its digital strategy so it can deliver long-term/preventative benefits?</li> <li>• Is the Council monitoring and reviewing progress?</li> <li>• Is the Council learning lessons from how it works?</li> </ul>
1.04	<p><b>Findings and Recommendations</b></p> <p>The final report from Audit Wales was issued to the Council in March 2024. It concluded that the Council:</p> <ul style="list-style-type: none"> <li>• has ensured that the Digital Strategy is aligned with wider corporate priorities and that it has been informed by a range of sources, including public engagement;</li> <li>• recognises the importance of partnership working and collaborates with a range of partners;</li> <li>• has resourced the digital strategy in the shorter term but needs to identify funding for the medium and / or longer term;</li> <li>• has arrangements for the development and monitoring of digital projects, but that these need to be followed consistently and ensure that evaluation takes place to fully identify and realise benefits and efficiencies alongside the development of better ways of working.</li> </ul> <p>The report also contains some recommendations which centre on the finding that, “the Council has a clear and integrated strategic approach to digital but there are weaknesses in arrangements to monitor and evaluate value for money”.</p> <p>The areas covered by the recommendations are as follows:</p> <p>R1 - Approach to collaboration  R2 – Understanding the resource implications of the Digital Strategy  R3 – Identifying and monitoring intended savings  R4 – Assessing and monitoring impact</p>
1.05	<p><b>Response</b></p> <p>In order to meet the recommendations, the Council intends to undertake the key actions outlined in Appendix 4 which have been summarised below and will ensure that we are able to continue to develop and deliver better value for money as part of the delivery of the Digital Strategy.</p> <p><b>R1 - Approach to collaboration</b>  <i>To ensure that it identifies opportunities to improve the value for money of its strategic approach to digital the Council should map out the organisations it could collaborate with in delivering its digital strategy and assess the potential benefits of opportunities it identifies.</i></p> <p>The Strategy itself contains a partnership theme and the Council is working with partners to deliver its aims e.g. the Good Things Foundation to provide free data SIM cards and the work with the Economic Ambition</p>

Board to deliver the Local Full Fibre Network. However, there isn't a full list and comprehensive map of partners and where they might be able to help.

**Response** - The Council will produce a map of current partner organisations as well as detailing other organisations we may be able to partner with to help achieve the aims of the digital strategy. The map will outline key benefits of working with these organisations and will be shared corporately so it can be used across all service areas. We will assess whether working with them may help deliver our objectives and approach them if it might.

### **R2 – Understanding the resource implications of the Digital Strategy**

*To help ensure its next digital strategy is deliverable and to be able to monitor the value for money of its strategic approach the Council should identify the medium and long-term resource implications of delivering its strategy.*

The Digital Strategy Action Plan identifies which projects are funded and which are not. We reviewed the action plan recently to remove the majority of projects which were unfunded, and 34 out of 43 projects (79%) have confirmed funding. The degree of precision around funding requirements increases as the project gets closer to implementation, conversely medium to long term projects (typically the larger projects) have less detail. Implementing this recommendation will appear to increase the financial pressure on the Council in the short term though in reality this will be merely surfacing pressures that would otherwise have been less visible.

**Response** - The Council has already made changes to the business case process for DSB to ensure that no new unfunded projects are approved. Those changes will also help it to better identify areas where there are resource implications, whilst ensuring that it reviews all of the information gathered to inform the next iteration of Digital Flintshire.

### **R3 – Identifying and monitoring intended savings**

*To help monitor the extent to which digital projects and its overall strategic approach to digital are providing value for money the Council should identify potential savings associated with digital projects and monitor the extent to which these are achieved.*

Hitherto, digital projects have primarily been focussed on improving customer experience or access rather than cashable savings e.g the integrated process for applying for school places which also deals with transport and school uniforms which replaced the need for parents to deal with 3 separate services in the Council. The business case for new projects now requires all projects to identify the savings to be delivered and they will not be approved (except in exceptional circumstances) unless the project does deliver savings. An accountant is allocated to the DSB who will feed data on savings proffered into the pre-existing processes for predicting savings and monitoring their delivery.

**Response** – the Council has amended processes at its DSB to ensure there is greater level of challenge around identifying and monitoring savings. The Council has made amendments to key operational



documents to ensure that this can be facilitated. The Council will review completed projects, including reports on costs and savings and the sharing of reflections / lessons learned.

Note it was a request from the Governance and Audit Committee (when it considered this report from Audit Wales) that Corporate Resources OSC should play a role in monitoring the savings from the Digital Strategy. Savings from the Digital Strategy is included in the transformation programme, and, as such, is something that the committee will monitor (if the recommendations in that report are accepted).

**R4 – Assessing and monitoring impact**

*To better understand the overall impact of its digital strategy and monitor value for money, the Council should strengthen arrangements for measuring the effectiveness and impact of digital projects and its overall strategic approach.*

We currently have largely anecdotal feedback on the outcomes of projects and reports back to DSB when a project has completed as part of the relevant theme update. For example, the digital blog shows the results of completed projects. That approach needs to be formalised and standardised. It also needs to encompass the savings tracking identified above.

**Response** – The Council will further develop and implement standardised operational project documentation which will allow it to review and assess impact and effectiveness at a strategic level.

**2.00 RESOURCE IMPLICATIONS**

2.01	<p>Work is continually ongoing to ensure that the projects and ambitions within the strategy have accurate costings assigned; this will create a funding plan and ensure that any potential funding gaps are identified as early as possible.</p> <p>It is already clear that the level of ambition within the Council and expectation from residents outstrips the available funding and capacity of the IT Service to support new projects alongside day-to-day delivery and necessary renewals of software/hardware (so called “keeping the lights on”). Only those projects which are a clear priority can be taken forward and portfolios will assist in prioritising and managing conflicting priorities.</p>
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**3.00 IMPACT ASSESSMENT AND RISK MANAGEMENT**

3.01	<p><b>Digital Strategy - Ways of Working (Sustainable Development) Principles Impact</b></p> <table border="1"> <tr> <td data-bbox="319 1926 734 1971">Long-term</td> <td data-bbox="734 1926 1394 1971">Positive</td> </tr> <tr> <td data-bbox="319 1971 734 2083">Prevention</td> <td data-bbox="734 1971 1394 2083">Recognising that our population is aging and becoming more diverse, digital services mean more focus can be given</td> </tr> </table>	Long-term	Positive	Prevention	Recognising that our population is aging and becoming more diverse, digital services mean more focus can be given
Long-term	Positive				
Prevention	Recognising that our population is aging and becoming more diverse, digital services mean more focus can be given				

	to supporting those more in need of support. Recognising the threat of climate change, more flexible working practices mean less journeys impacting on Co2 emissions and air quality.
Integration	Easy access to information and ability to easily manage day-to-day tasks digitally can help people to be self-reliant and prevent loss of independence.
Collaboration	Consultation results have underpinned the strategy and ongoing programmes of learning from feedback from citizens and users will inform future development.
Involvement	Benefits across the wellbeing goals from improved digital services e.g. an equal Wales. Working with our partners to deliver digital services that enable Health and Social Care Integration e.g. Single Point of Access (SPOA).
<b>Well-being Goals Impact</b>	
Prosperous Wales	Improving local infrastructure to support developing businesses. Helping local people gaining relevant skills.
Resilient Wales	Changing working practices and developing skills for more resilient services and communities as the population and climate changes in the long-term.
Healthier Wales	Timely access to information to ensure support can be provided promptly preventing further deterioration, supported by real time information.
More equal Wales	Flexible services, responsive to the needs of the most vulnerable.
Cohesive Wales	Supporting improved internet connectivity so that information is easily and reliably available to enable all communities to be well-connected, informed and involved in their local area.
Vibrant Wales	Ensuring all services and information are provided bilingually.

<p>Globally responsible Wales</p>	<p>More digital services reduces the need for journeys and resources such as fuel and paper, reducing Co2 emissions and use of resources.</p>							
<p>Risks are logged, recorded and monitored by the Digital Strategy Board and included in the Corporate Risk Register where required.</p>								
<p><b>Audit Wales - Ways of Working (Sustainable Development) Principles Impact</b></p>								
<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	<p>Audit Wales assess if Public bodies are complying with sustainable development principles and taking steps to meet their well-being objectives.</p>		
Long-term								
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Involvement								
<p><b>Well-being Goals Impact</b></p>								
<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	<p>Audit Wales assess if Public bodies are complying with sustainable development principles and taking steps to meet their well-being objectives.</p>
Prosperous Wales								
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Healthier Wales								
More equal Wales								
Cohesive Wales								
Vibrant Wales								
Globally responsible Wales								

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
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4.01	<p>Corporate Resources Overview and Scrutiny Committee have received this report as part of their scrutiny role. It has commented on whether the proposed actions are the right ones to meet the recommendations, whether any more could be done etc.</p>
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<b>5.00</b>	<b>APPENDICES</b>
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5.01	<p><b>Appendix 1</b> – Digital Flintshire 2021-2026  <b>Appendix 2</b> – Digital Flintshire Interactive Document PDF  <b>Appendix 3</b> – Audit Wales Report  <b>Appendix 4</b> – Audit Wales Response</p>
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<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
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6.01	<p><b>Digital Strategy for Wales</b> – publication date 23 March 2021  <a href="https://gov.wales/digital-strategy-wales-html">https://gov.wales/digital-strategy-wales-html</a></p>
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	<p><b>Digital Flintshire Interactive -</b>  <a href="https://indd.adobe.com/view/f6f2bbb8-27e8-41a1-a566-32f5a0cddd08">https://indd.adobe.com/view/f6f2bbb8-27e8-41a1-a566-32f5a0cddd08</a></p> <p><b>Digital Flintshire Hub -</b> <a href="https://www.flintshire.gov.uk/en/Resident/Digital-Flintshire/Home.aspx">https://www.flintshire.gov.uk/en/Resident/Digital-Flintshire/Home.aspx</a></p> <p><b>Flintshire Digital Strategy -</b>  <a href="https://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Digital-Strategy.aspx">https://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Digital-Strategy.aspx</a></p> <p><b>Audit Wales Publications -</b> <a href="https://www.audit.wales/publications">https://www.audit.wales/publications</a></p>
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<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
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7.01	<p><b>Contact Officer:</b> Gareth Owens  <b>Telephone:</b> 01352 702344  <b>E-mail:</b> <a href="mailto:Gareth.legal@flintshire.gov.uk">Gareth.legal@flintshire.gov.uk</a></p>
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<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
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8.01	<p><b>Audit Wales:</b> works to support the Auditor General as the public sector watchdog for Wales. They aim to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.</p> <p><b>DSB:</b> Digital Strategy Board - chaired by the Chief Officer for Governance and comprised of theme leads and portfolio representatives from across the Council.</p> <p><b>Theme Lead:</b> a senior manager responsible for overseeing and reporting against any projects which are assigned to their strategic theme.</p>
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# Digital Flintshire

Supporting Flintshire in a Digital World



2021 - 2026



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# Introduction

The Council adopted “Digital Flintshire” in 2017. Since that time much has changed within the Council and the wider world. At the time the strategy marked a change of direction and ownership; from a document being solely about the IT Services’ plans to a wider statement of the whole Council’s ambitions in the digital arena. As the Council’s understanding of what is digitally possible has grown, so too has the acceptance and demand for digital services, particularly following the imposition of different levels of lockdown in response to the coronavirus pandemic. It is now an appropriate time to review and revise the strategy in light of those changes and our experience.

In the four years since adopting the first iteration of Digital Flintshire the Council has made solid progress in delivering the aims and ambitions within that document. For example we have:

- Updated our website and developed our own Customer Relationship Management System (CRM) which has seen us process almost 200,000 electronic forms from customers over the past 3 years, many of which have integrated directly into our business systems providing an end-to-end digital experience
- Developed a customer account to enable customers to securely access services personal to them. These services have included school admissions, planning applications, garden waste schemes and a range of services for council tenants. To date we have in excess of 17,500 customers signed up for this service
- Implemented modern and up to date infrastructures within schools aligned to agreed national digital standards as part of the Welsh Government HWB programme, ensuring they meet the needs of schools and provide a solid foundation for the delivery of the curriculum

Our partners and other public sector bodies have made progress in delivering their ambitions that affect or support our own digital ambitions, for example, the [North Wales Economic Ambition Board](#) has been successful in securing a government grant to improve broadband connection speeds within the region.

Our delivery of digital services accelerated during and as a result of the physical restrictions imposed to contain the coronavirus pandemic. With an already agile workforce, we were well placed for our employees to work from home wherever possible. The legislation governing Council committee and Cabinet meetings was swiftly amended and all meetings now take place virtually, which has opened up access to meetings that previously were little seen despite being open to the public. The widespread adoption of video conferencing, to complement existing agile technologies, has also had significant benefits in terms of reducing travel

and the consequent carbon emissions whilst improving productivity and work life balance for employees. It has also further supported the Council’s Asset Rationalisation Programme.

The demand for digital services has accelerated within the Council and those who use our services. Our experiences of what is now possible and acceptable has lifted our ambition and we have refreshed our long-term ambitions in light of that experience, allocated additional resources to support the delivery of the action plan and recognise that further resourcing will be critical for the success of the strategy moving forward.

The strategic context for digital has developed within Wales. Welsh Government has published its own digital strategy and digital standards which set out expectations for local government on the digital transformation of services. We have built those standards into this document and signed up to the Local Digital Declaration to ensure that the Council keeps pace with other organisations in the public sector.

The Councils own policy context has also changed. The Council Plan has always had a strong emphasis on tackling the effects of poverty and exclusion, but the 2021/22 plan saw the inclusion of a specific theme on tackling digital poverty to ensure that no one is excluded by a lack of skills or access to digital technology. This has carried through into a new wrap-around theme within the digital strategy to ensure that digital inclusion is addressed as a consideration in all projects we undertake.

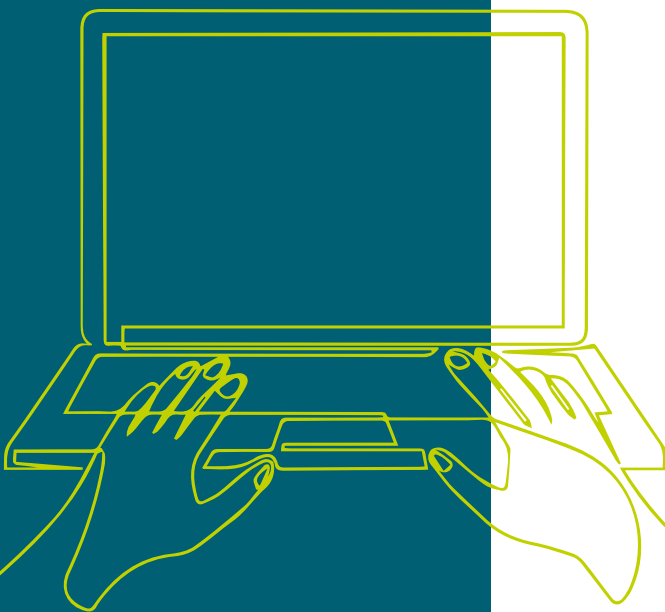


# Introduction (continued...)

What has changed in the updated strategy?

We have:

- Removed those aspirations or milestones that have been completed and updated its ambitions and long term aims
- For the first time been able to include a clear action plan showing the timescale for project delivery
- Shown how the Digital Strategy delivers the aims and ways of working mandated under the Well-being of Future Generations Act
- Separated out some themes to give them greater clarity and reframed/refocused its aims around education, learning, culture and the arts
- Set out clear digital standards that all projects must meet if they are to be supported and delivered by IT Services





# Digital Strategy for Wales

Since the first iteration of Digital Flintshire, Welsh Government has published its own [Digital Strategy for Wales](#), which sets out its vision for a consistent standard of digital public service. It contains 6 missions below which clearly overlap with the aims in this updated strategy:

## **Mission 1: Digital Services**

Deliver and modernise services so that they are designed around user needs and are simple, secure and convenient

## **Mission 2: Digital Inclusion**

Equip people with the motivation, access, skills and confidence to engage with an increasingly digital world, based on their needs

## **Mission 3: Digital Skills**

Create a workforce that has the digital skills, capability and confidence to excel in the workplace and in everyday life

## **Mission 4: Digital Economy**

Drive economic prosperity and resilience by embracing and exploiting digital innovation.

## **Mission 5: Digital Connectivity**

Services are supported by fast and reliable infrastructure

## **Mission 6: Data and Collaboration**

Services are improved by working together, with data and knowledge being used and shared

# Local Digital Declaration

UK Government has also created a vision for the delivery of digital services called the [Local Digital Declaration](#). Signing the declaration is statement of intent to follow a common approach to delivering digital services, which will facilitate and increase collaboration and connections between different public bodies.



The 5 principles of the [Local Digital Declaration](#) are set out below and Flintshire will adopt these as its preferred way of working to deliver the ambitions and projects within Digital Flintshire:

1. We will go even further to redesign our services around the needs of the people using them. This means continuing to prioritise citizen and user needs above professional, organisational and technological silos.
2. We will 'fix our plumbing' to break our dependence on inflexible and expensive technology that doesn't join up effectively. This means insisting on modular building blocks for the IT we rely on, and open standards to give a common structure to the data we create.
3. We will design safe, secure and useful ways of sharing information to build trust among our partners and citizens, to better support the most vulnerable members of our communities, and to target our resources more effectively.
4. We will demonstrate digital leadership, creating the conditions for genuine organisational transformation to happen, and challenging all those we work with to embrace this Local Digital Declaration.
5. We will embed an open culture that values, incentivises and expects digital ways of working from every member of our workforce. This means working in the open wherever we can, sharing our plans and experience, working collaboratively with other organisations, and reusing good practice.

# Digital Standards

National digital standards serve to provide a set of minimum design principles for digital services, specifying criteria that all digital services developed by public services must meet.

The Welsh [Digital Service Standards](#) “takes inspiration from other digital standards around the world” and targets 14 key criteria across 3 themes to achieve its vision:

1. Meeting users’ needs
2. Creating good digital teams
3. Using the right technology

Scotland has published its [Digital First Service Standard](#), which sets out 22 different criteria that each project should meet to ensure that it is contributing to the vision created by the Scottish Government. As stated:

“The standard has 3 themes:

- user needs - focus on what your users want to do rather than the organisation’s objectives or the mechanics of delivering your service
- technology - how you’ve built your service
- business capability and capacity - having the right team with enough time to maintain the service

The standard aims to make sure that services in Scotland are continually improving and that users are always the focus.”

Learning from these national standards, the Council’s overall vision for its digital services is that they will:

1. Be centred on the customer, enabling easy access to information and online service transaction.
2. Allow employees to carry out their duties at any location giving them access to the information and tools they require in a secure manner.
3. Automate currently manual tasks as far as possible.
4. Be cloud hosted in order to alleviate our dependence on fixed geographical locations (i.e. Council premises).

Digital Flintshire contains 12 key maturity standards for consideration which ensure that any project undertaken within the Council will help to achieve the aims and objectives of the overall policy. Any project which fails to meet these standards is unlikely to be capable of helping us achieve our overall vision and will not be taken forward.

The standards are:

## Usability and Accessibility

1. Website content and online service
2. Relationship with the Flintshire ‘My Account’
3. Omni-channel capabilities
4. Online payments
5. Online bookings
6. eSignatures

## Data

7. Reporting – Management Information and Business Information
8. Data strategy links
9. Document management

## Technology

10. Hosting requirements– it is expected that software will be cloud hosted
11. Integration requirements
12. Mobile working



# Links with Other Strategies

The links and interdependencies with other strategies are as follows:

- **HR Strategy** – Digital Flintshire contains a specific theme on delivering digital processes for its employees. In turn it relies upon employee development, in accordance with the HR Strategy, to build and recruit digital skills within the workforce
- **Customer Strategy** – the Customer Strategy revolves around providing effective services at the first point of contact and enabling customers to self-serve wherever possible. Close integration between digital services provided on the website and the Council's own Customer Relationship Management (CRM) software enables employees in the Contact Centre to support customers if required
- **Environmental Strategy** – the Council has set the goal of becoming carbon neutral by 2030. Digital services remove the need for officers/residents to travel in order to deliver/access services thereby reducing the Council's carbon footprint. Increased data usage has its own carbon cost which is in turn mitigated by purchasing, or generating our own, green energy

## Education

In partnership with schools, we provide a range of services in relation to EdTech (Education Technology) via four primary teams: Communications and Networking, Servers and Storage, Management Information and Business Support.

These services include:

- strategic advice, guidance, support, and training
- high level technical support, including:
- management and support of secure electronic communication and networking infrastructure
- connectivity to PSBA (Public Sector Broadband Aggregation), the Internet and Hwb
- provision of training, support and problem solving in the use of hardware and software
- provision of skills transfer/mentoring for schools' technical staff to enable them to manage school networks and devices. This can be on site, via remote connection or technical documentation
- business support functions including facilitating strategic development, signposting resources, procurement, managing framework contracts for outsourced services, monitoring and reviewing service provision against an agreed set of performance targets etc.

The support and advice required is identified in the following documents which are regularly reviewed with schools:

1. Guidance for Strategic and Operational Use of Digital Technologies within Schools
2. Strategy for Implementing and Supporting use of Digital Technologies within Schools

Digital Flintshire touches upon the work of the whole Council and needs to both influence and be influenced in turn by other corporate strategies if it is to be successfully delivered.



# Future Generations

This strategy will contribute towards progressing the well-being goals. Embracing digital innovation and improving access to faster broadband can lead to greater economic opportunities and the strategy has a theme directed to this end, thereby creating a more prosperous and resilient society. Equipping people with the digital skills they need and designing services around the user will also improve social cohesion, create a healthier and more equal society with well-connected communities and contribute to a thriving Welsh language.

Through supporting remote working, designing public services effectively, using data smartly and modernising the technology we use, we can support our ambition to reduce carbon usage (noting that through purchasing, or even generating our own, "green energy", this can offset the carbon cost of increased data usage).

Achieving real digital transformation of public services provides an opportunity to support the ways of working described in the Well-being of Future Generations Act. Digital services join up and integrate departments for residents so they can seamlessly conclude their request for service in a single process. Good engagement supports the design of user-facing services that prevent inefficiencies and inconsistent experience for the citizen. Designing services in an iterative, agile and user-focused way will ensure services are designed for the long-term.

Some examples of how the strategy is taking forward the Wellbeing of Future Generations Act:

## Long term

Recognising that our population is aging and becoming more diverse, digital services mean more focus can be given to supporting those more in need of support. Recognising the threat of climate change, more flexible working practices mean less journeys impacting on CO2 emissions and air quality.

## Preventative

Easy access to information and ability to easily manage day-to-day tasks digitally can help people to be self-reliant and prevent loss of independence.

## Involvement

Consultation results have underpinned the strategy and ongoing programmes of learning from feedback from citizens and users will inform future development.

## Integration

Benefits across the wellbeing goals from improved digital services e.g. an equal Wales. Working with our partners to deliver digital services that enable Health and Social Care Integration e.g. Single Point of Access (SPOA).

## Collaboration

Working with schools to ensure children are equipped to thrive in a digital world. Working with partners to help build skills within the community and ensure access to digital services.

## A prosperous Wales

Improving local infrastructure to support developing businesses. Helping local people gain relevant skills.

## A resilient Wales

Changing working practices and developing skills for more resilient services and communities as the population and climate changes in the long-term.

## A healthier Wales

Timely access to information to ensure support can be provided promptly preventing further deterioration, supported by real time information.

## A more equal Wales

Flexible services, responsive to the needs of the most vulnerable.

## A Wales of Cohesive communities

Supporting improved internet connectivity so that information is easily and reliably available to enable all communities to be well-connected, informed and involved in their local area

## A Wales of vibrant culture and thriving language

Ensuring all services and information are provided bilingually.

## A globally responsive Wales

More digital services reduces the need for journeys and resources such as fuel and paper, reducing CO2 emissions and use of resources.

# Socio-Economic Duty

The Council recognises that inability to access digital services can disproportionately impact people from lower socio-economic groups, perpetuating or even exacerbating the disadvantages they face. This revised strategy seeks to tackle these issues through every theme, and also includes a theme aimed at specifically targeting these challenges.

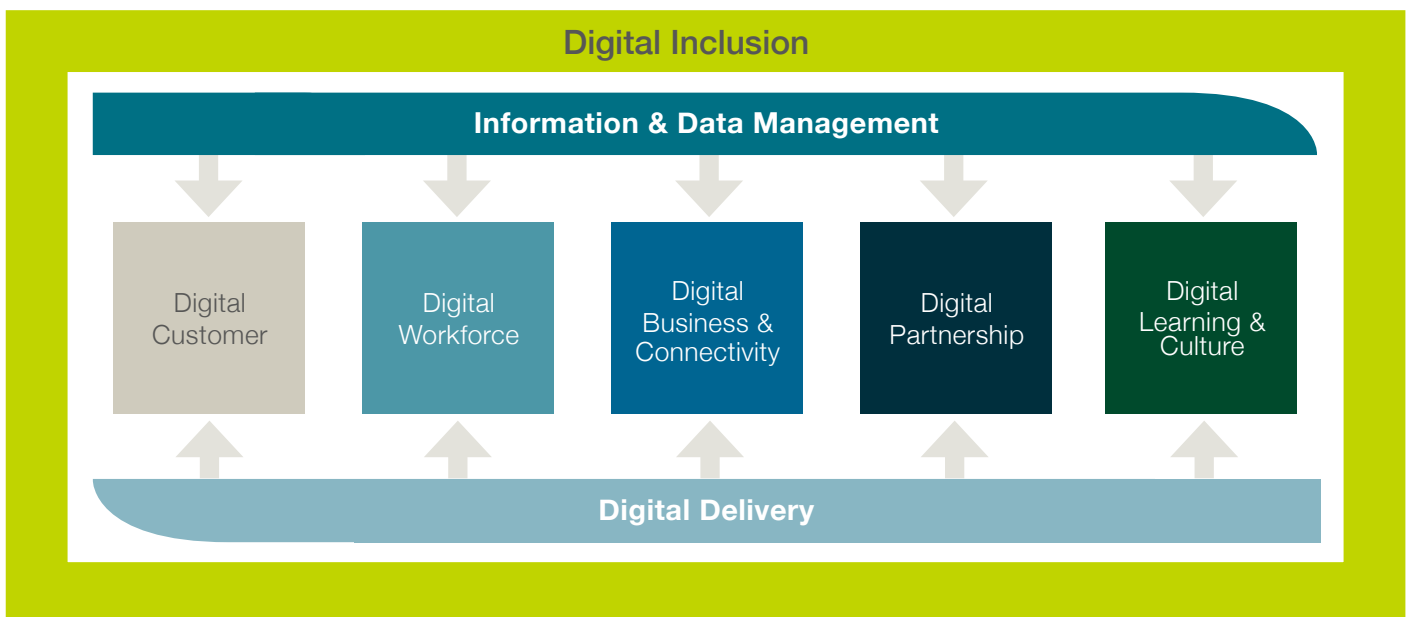


# Digital Flintshire: The Vision

Our digital strategy sets out how we will embrace the opportunities that digital technologies, innovation and information offer us to ensure we deliver modern, efficient public services.

We will do this by adopting the following principles:

- Using technology to offer customers increased flexibility in when and how they access our services
- Ensuring our customers have the access, skills and confidence to engage with an increasingly digital world, based on their needs - no one is left behind
- Providing and promoting accessible and inclusive digital services that are simple, secure and convenient enabling people to use the Welsh Language on a day-to-day basis
- Creation of a workforce which is efficient, informed, and able to interact confidently and effectively in a digital world
- Demonstrating digital leadership, creating conditions for genuine organisational transformation to take place and challenging those we work with to embrace this culture
- Working with and supporting our businesses to maximise and exploit opportunities that digital technology and innovation offers
- Using digital technology to work and collaborate with our partners efficiently and securely, including the effective sharing and use of data
- Treating information as a key corporate asset ensuring it is compliant, accurate, relevant and secure so that we can use it to design and deliver more effective and efficient services
- Delivering a secure, reliable, resilient and cost effective digital infrastructure that is responsive to the needs of the Council and its customers



# Digital Customer

*“Empowering customers to use digital channels to access information, engage and complete a transaction.”*



**Principles:**

- Our services will be modern, efficient and streamlined to meet the needs of customers
- Digital services will be simple, secure and convenient
- Our residents will be able to access high quality services in Welsh and English because they are designed bilingually from the outset
- Our services will have a consistent user experience and design
- Services that can be online will be available online and other channels will be available where they are needed
- People will choose to use digital services, increasing self-service interactions between customers and services
- No person is left behind as we embrace digital services, keeping digital inclusion at the heart of all we do

**High Level Actions to Support Delivery:**

No.	Action
1	Continue to develop modern, efficient and secure digital services
2	Ensure bilingual user experience in service design and delivery
3	Modernise online payment facilities
4	Create a Digital Hub for information, resources and support to help people to use digital services
5	Develop the use of social media as a channel to support service delivery
6	No person is left behind as we embrace digital services, keeping digital inclusion at the heart of all we do



# Digital Workforce

## Principles:

- We will ensure our employees have the digital tools and skills required to deliver services effectively and efficiently
- We will support changes in working practices that enable employees to work more transparently and flexibly
- We will unify our offline and online communications by keeping employees connected through their mobile devices to provide anywhere, anytime access to business tools and information
- Continue to support virtual work environments that allow employees to stay connected in virtual workplaces whilst balancing business needs and operational risks
- We will help to minimize spending and enhance productivity by providing employees with the right tools and right information at the right time
- We will support our employees to adopt digital change
- Ensuring we are able to design better processes and services, transforming and accelerating the move to digital delivery where this provides a better experience for our residents, businesses and visitors

*“Equipping our workforce with the digital skills, capability and confidence required to deliver better, simpler services.”*



## High Level Actions to Support Delivery:

No.	Action
1	Continued implementation and development of agile and mobile technologies to enable employees to access business systems and information from any location
2	Development of our mobile working capabilities to support service delivery
3	Implementation of collaboration and document management technologies
4	Appropriate workforce training to support use of digital technologies and systems
5	Undertake a Digital Workforce Skills Assessment for all existing and new employees
6	Extended provision of wireless in Council buildings
7	Development of e-learning modules to support workforce development in use of new and existing technologies and to promote compliance with information management legislation
8	Implementation of a new intranet with ability for whole workforce access
9	Continued development and rollout of self-service systems across workforce and schools e.g. HR and Payroll

# Digital Business & Connectivity

*“Working with and supporting our businesses to maximize and exploit opportunities that digital technology and innovation offers.”*



## Principles:

- We will promote and deliver projects that increase ultra-fast broadband and mobile coverage, enabling;
  - Our businesses to access new markets
  - Our residents to access employment, education and services
- We will promote and deliver projects that facilitate Internet of Things (IoT) deployment by public services and businesses

## High Level Actions to Support Delivery:

No.	Action
1	Participate in the North Wales Growth Deal project to create a 5G infrastructure along strategic transport corridors and at key employment sites
2	Contribute to the development of a more streamlined policy framework for North Wales that makes it more cost effective for telecoms infrastructure companies to make investments
3	Participate in the North Wales Growth Deal project to expand rural broadband coverage
4	Complete installation of fibre connectivity to public buildings through the <a href="#">Local Full Fibre Network (LFFN) project</a>
5	Provide officer resource to support rural households in identifying solutions to connectivity issues and to promote community broadband projects
6	Develop projects to improve connectivity at community facilities
7	Develop monitoring infrastructure in town centres to provide data to inform management and investment
8	Compile IoT (Internet of Things) use cases for public sector and businesses

# Digital Partnership

*“Digital technology will enable people and organisations to work together to design and deliver improved services.”*



**Principles:**

- Digital technology will enable partners to deliver better, seamless, services and outcomes
- Appropriate data and knowledge will be shared and used by partners to develop and improve services
- There will be open and agile ways of working across partnerships, enabling co-located services
- We will maximise technologies which support and enable collaborative service delivery such as cloud and open systems
- We will work with partners to develop and procure established technology ensuring best value for money
- We will explore opportunities for alternative service delivery models with other public, private and third sector organisations

**High Level Actions to Support Delivery:**

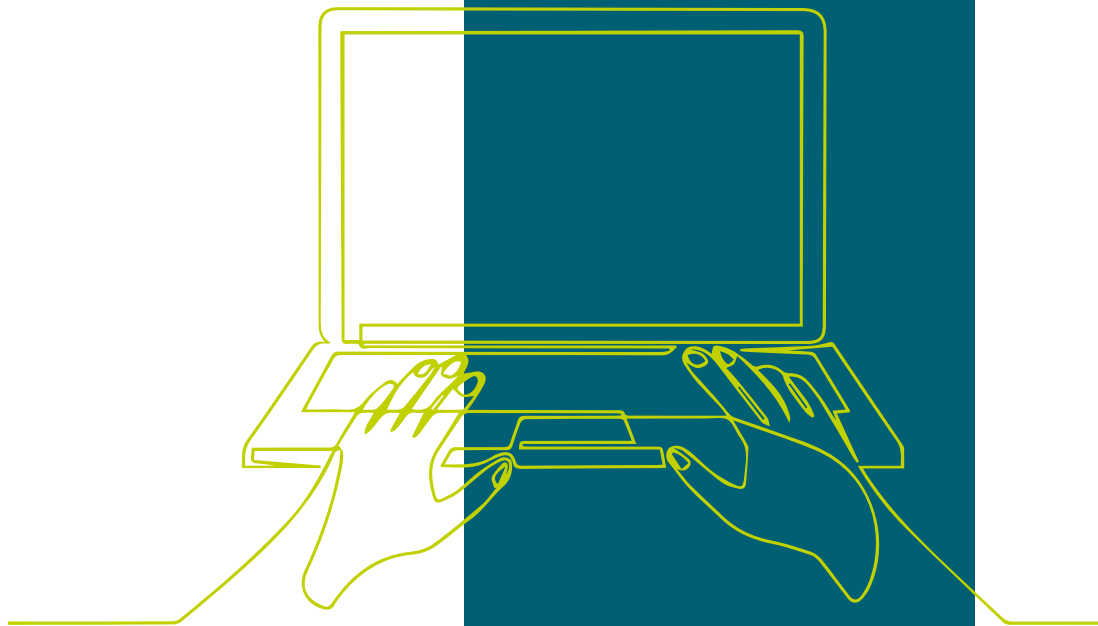
No.	Action
1	<p>Establish a set of ‘digital commitments’ with our key partners to align our strategic direction, timelines and capacity, improving outcomes.</p> <p>Our ambition will include:</p> <ul style="list-style-type: none"> <li>• the NHS and North Wales Police</li> <li>• schools and higher and further education organisations</li> <li>• Newydd and Aura (Alternative Delivery Models)</li> </ul>
2	<p>Identify opportunities to work together on digital initiatives to get the most out of our data:</p> <ul style="list-style-type: none"> <li>• develop consistency by agreeing and adopting common data and architecture standards and using platforms that will support the re-use of data and collaboration more generally</li> <li>• work with partners to identify data sources that can help create a rich and inclusive picture of society to inform service development and commissioning intentions</li> </ul>
3	<p>Explore how SharePoint, or other technology, can be effectively deployed to support partnership working and outcomes whilst ensuring compliance to data and information governance standards</p>
4	<p>Develop a Blueprint for co-located services, and the associated infrastructure (e.g. telephony), to facilitate partnership working and seamless services for citizens. This will include co-location with Health, Police and 3rd sector organisations</p>
5	<p>Promotion and collaboration on regional and national projects including:</p> <ul style="list-style-type: none"> <li>• Phase 2 of All Wales Library Management System</li> <li>• Replacement of social care client and finance systems</li> <li>• Work to move to digital solutions for court work</li> <li>• Replacement system for schools</li> <li>• Procurement</li> </ul>

# Information & Data Management

## Principles:

- People and organisations will have full confidence that their data is being treated responsibly, securely and ethically, in line with appropriate Information and Records Management legislation and by following industry best practice around Information Management and Security
- We will deliver better, seamless, services with improved outcomes due to data being used effectively and innovatively
- We will limit the amount of times citizens need to provide the same information by developing improved data mapping across the Council to support easy and secure use and reuse of data to deliver joined-up services
- We will make our data available so that it can be accessed by people and organisations that need it, when they need it, in a format that is easy to use
- We will design safe, secure and useful ways of sharing information to build trust among our partners and citizens, to better support the most vulnerable members of our communities, and to target our resources more effectively
- We will treat information as a key corporate asset to support improved decision making and best use of resources

*“We can improve the services provided to the public by working together and ensuring that our information and data is used effectively, well-organised, protected and gets to where it needs to go.”*



# Information & Data Management

## High Level Actions to Support Delivery:

No.	Action
1	Develop an Information and Data Management Strategy that considers the needs of our citizens, demands of the business, industry best practice and changes in technology and legislation
2	<p>Ensure that we meet our legislative and ethical obligations in the way that we manage our information, building the trust of our citizens and partners e.g.:</p> <ul style="list-style-type: none"> <li>• Data Protection Legislation</li> <li>• Freedom of Information Act 2000</li> <li>• Environmental Information Regulations 2004</li> <li>• Public Services Network (PSN) Accreditation</li> <li>• Cyber Essentials Accreditation</li> </ul>
3	<p>Reduce both the physical and financial burden of information and data storage on the council whilst maintaining compliance:</p> <ul style="list-style-type: none"> <li>• Contracts review for storage and destruction</li> <li>• Review of corporate fileshare as part of O365 migration</li> <li>• Maximise opportunities for the re-use of information</li> <li>• Reduce duplication of information</li> </ul>
4	<p>Use of technology to enable more efficient management and information sharing within the Council and with its partners:</p> <ul style="list-style-type: none"> <li>• Implementation of SharePoint and associated technologies to support improved records management and information sharing</li> <li>• Develop a strategic framework for information sharing</li> </ul>
5	<p>Maximise the potential that improved Information Management offers in terms of improving business efficiency, resource planning and reduction of failure demand:</p> <ul style="list-style-type: none"> <li>• Improved data standards</li> <li>• System consolidation and integration</li> <li>• Wider use of data mapping to reduce duplication</li> <li>• Review of information lifecycles from collection through to destruction or archive</li> <li>• Use of business intelligence technologies to support improved decision making and resource planning</li> <li>• Continued development of single view of customer</li> </ul>
6	<p>Ensure that the Council's leadership team, members and officers understand both their legal obligations and opportunities for improving service delivery through improved Information Management:</p> <ul style="list-style-type: none"> <li>• Policy review, promotion and awareness</li> <li>• Targeted training and further development of e-learning</li> </ul>

# Digital Delivery

*“Digital Delivery enables the provision of resilient, robust and cost effective IT infrastructure and systems to underpin service delivery and facilitate organisational change.”*

## Principles:

- We will deliver reliable, secure and resilient IT infrastructure and systems to ensure continuity of service provision
- Ensuring that our investment in technology is aligned with the priorities for the organisation
- Achieving best value from investments made in existing infrastructure by ensuring compliance with industry best practice
- We will harness new and emerging technologies where they can deliver increased efficiency and improved service delivery
- Working to reduce the number of business systems and improving integration in order to standardise and simplify business processes

## High Level Actions to Support Delivery:

No.	Action
1	Develop and maintain Cloud and Datacentre strategies to define the Council's "Cloud First" policy and inform the Council's Asset Rationalisation Plan
2	Undertake infrastructure upgrades to ensure there is sufficient capacity to support service provision
3	Ensure infrastructure software is up-to-date to ensure licensing compliance, provision of a secure infrastructure and platforms capable of running the latest business applications
4	Implementation of cloud technologies <ul style="list-style-type: none"> <li>• Microsoft Office 365</li> <li>• Microsoft Teams</li> <li>• Microsoft SharePoint</li> </ul>
5	Support the implementation of new or upgraded business systems
6	Consolidation of Business Systems <ul style="list-style-type: none"> <li>• Review business systems to ensure we are getting best value from investments in 3rd party software</li> <li>• Rationalisation of systems to see if we can reduce the number of business systems with the potential to make efficiencies from license reduction and system management overheads</li> </ul>
7	To ensure that we have a clear picture of all the corporate IT assets, their value, relevant contract and license information, warranty and replacement schedules; this will assist with financial asset management planning
8	Support the Councils Asset Rationalisation Programme
9	Facilitate the use of Welsh Language through the use of technology
10	Support the delivery of projects within other workstreams in the Digital Strategy through the provision of technology, systems and resources

# Digital Inclusion

*“To bring the Council closer to residents by equipping people with the motivation, access, skills and confidence to engage with an increasingly digital world, based on their needs.”*



**Principles:**

- We will promote, introduce and develop digital for people in a way that benefits them; helping them do things they care about and can only do online
- Make it easier for our residents to stay safe online by providing simple and straightforward advice and tools
- Working with our partners to maximise expertise, experience and resources to better meet user needs.
- Supporting people with access to appropriate connectivity and equipment to enable access to digital services
- We will identify wider outcomes that can be delivered by helping people become independently confident online

**High Level Actions to Support Delivery:**

No.	Action
1	Work with our partners to develop and promote a volunteer programme to support people to get online
2	Support and enable access to the internet and devices to ensure people are not excluded from a digital world
3	Develop digital services that are accessible and responsive
4	Continue to work with 3rd sector and other partners to identify opportunities to improve digital literacy within communities and small businesses
5	Promote initiatives to help people to use digital technology both now and in the future
6	Highlight initiatives that support people’s health and wellbeing through participation in digital activities

# Digital Learning & Culture

## Principles:

- We will work with other organisations to promote and develop inclusive opportunities for digital accessibility, participation and culture growing sustainable communities
- Provide the most effective digital infrastructure and services for education and youth providers, embedding technology in the classroom
- Continue to explore and develop digital channels to provide learning opportunities throughout Flintshire
- Enhance the digital capability and skills of learners of all ages by:
  - Working with schools, partners and the workforce to ensure they are equipped to deliver digital opportunities for learners as part of the curriculum for Wales
  - Supporting the evolving digital requirements of adult learning as part of Digital 2030

*“We want learners of all ages to be able to engage with what it means to be a conscientious digital citizen who engages with and contributes positively to the digital world around them.”*



## High Level Actions to Support Delivery:

No.	Action
1	Continued provision of digital services and support to schools through the Council's service delivery model for Schools IT support
2	Work in partnership with the Regional School Improvement Service (GwE) to provide training and support for schools in delivering the Digital Competency Framework and embedding this within Curriculum Wales 2022
3	Work with Welsh Government to deliver and develop school IT infrastructure to align with agreed digital standards and design
4	Support schools and the workforce to maximise the use of HWB, a bilingual platform hosting a national collection of tools and resources to support education in Wales
5	Work with the adult learning partnership (North East Wales) to identify opportunities to improve digital literacy within communities
6	Provide ongoing professional development for Education and Youth Services to ensure that they are able to take full advantage of modern communication channels and emerging technology to communicate and work with young people
7	Create a cultural hub via NEWA (North East Wales Archives) improving accessibility and engagement with all sectors of the community



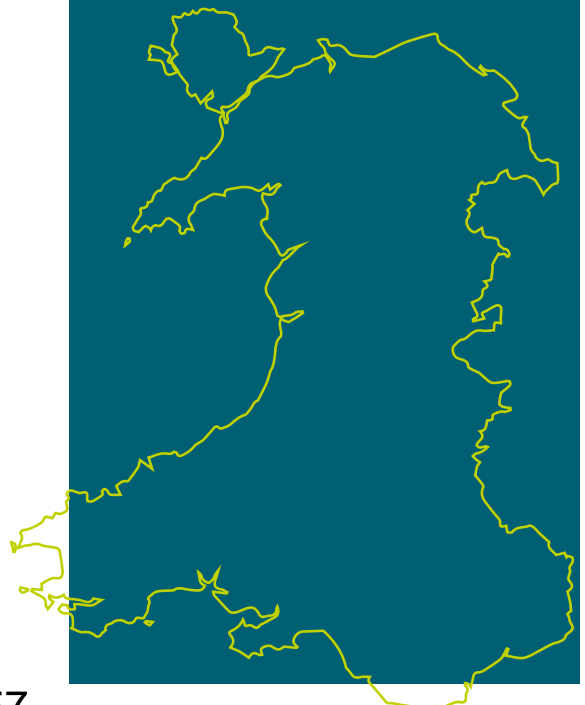
# Governance Arrangements

The **Digital Strategy Board** is responsible for overseeing and ensuring the effective delivery of the Council's Digital Strategy. It will provide a mechanism to monitor and evaluate progress and resolve any resource, capacity and prioritisation issues which could occur across the range of priorities and actions to be delivered.

- The Digital Strategy will be included in the Improvement Plan for the Council and the Board will therefore be required to report on progress through the appropriate channels
- Any bids for resources to deliver actions which support the delivery of the strategy need to be approved and ranked by the relevant Senior Management Team prior to the development of a business case for submission to the Board
- The Board will utilise a set of defined criteria for assessing and prioritising business cases, ensuring that these are aligned with the Council's Digital Strategy priorities and ambitions
- The Board are responsible for highlighting and securing organisational acceptance of the risks associated with each selected priority, ensuring that they are managed appropriately through identified mitigation

## Delivery

- The Board is made up of a number of representatives to include all areas within the organisation.
- Each priority theme within the Digital Strategy is led by a Senior Manager who will sit on the Board in order to report progress against their particular theme.
- Lead officers will be responsible for assisting in prioritising work and will be supported by officers and partners with the appropriate knowledge and skills throughout the organisation.
- The Council will publish a roadmap for the Digital Strategy, updating this periodically as instructed by Theme Leads to reflect progress and achievements against its' aims
- The **Digital Strategy** pages of the website and the **Council's Digital Blog** will be used to help inform and update on projects and initiatives after each Board Meeting



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Digital Customer

Digital Workforce

Digital Business & Connectivity

Digital Partnership

Digital Information & Data Management

Digital Delivery

Digital Inclusion

Digital Learning & Culture

## What Is Digital Flintshire?

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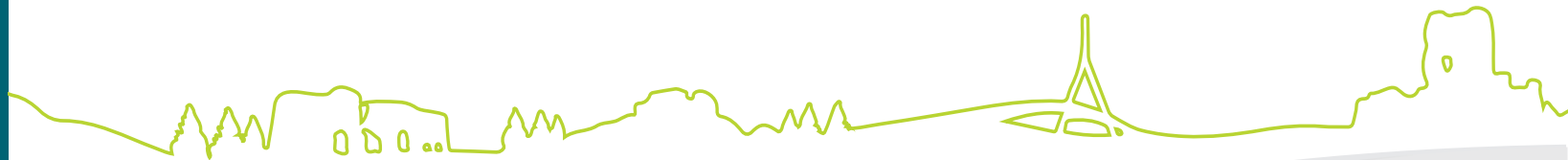
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# DIGITAL FLINTSHIRE

Supporting Flintshire in a Digital World

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## What Is Digital Flintshire?

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# What Is Digital Flintshire?

Digital Flintshire is an ambitious plan which sets out how we will improve and simplify our services.

It's not just about making more services available online, it's about changing the way we deliver our services to provide the best experience for everyone.

It tells you:

- What we will do
- How we will do it

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# Why Is This Important?

By having an ambitious plan for the county we can:

- improve the services we provide
- create services that are more accessible, easy to use and meet the needs of the people who use them
- help residents and businesses to get connected to faster, more reliable broadband
- support people without the internet or devices to get online



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# Why Is This Important?

By having an ambitious plan for the county we can:

- support people of all ages to learn and develop their digital skills and build the confidence to use them
- provide our schools with the infrastructure they need to deliver 21st century education
- support local businesses to connect with markets all across the world – growing our economy and providing local jobs for local people
- develop the skills of our workforce and provide them with the tools they need to deliver the services we provide



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# How Will We Do It?

The plan has eight main themes:

- Digital Customer
- Digital Workforce
- Digital Business and Connectivity
- Digital Partnership
- Digital Information and Data Management
- Digital Delivery
- Digital Inclusion
- Digital Learning and Culture



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**DIGITAL**  
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# Digital Customer

We will continue to introduce and improve our digital services, including payments, so that they can be:

- easily and securely accessed by everyone
- completed at first point of contact
- on any device – mobile phone, laptop or computer
- any time of day or night
- anywhere – from home, or on the go

Where people struggle to use digital services, our Contact Centre and Connects Centres will continue to help during office hours.





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# Digital Workforce

We will create a digital culture and develop a workplace that gives all of our employees:

- the right knowledge, skills and digital tools
- access to business systems – anywhere, anytime
- access to flexible and agile working spaces
- the confidence to deliver high quality digital services to our customers
- support to change and adapt to new, better ways of working



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# Digital Business & Connectivity

We will work with partners, businesses and communities to introduce digital infrastructure and technologies, such as ultra-fast broadband and mobile coverage.

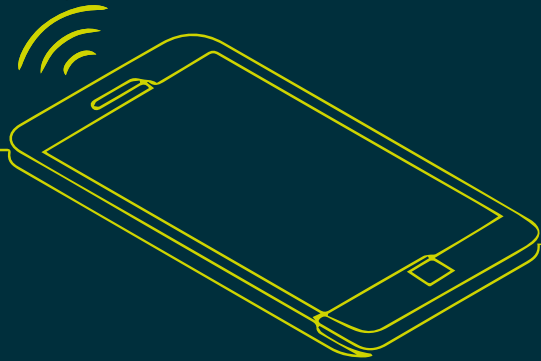
This will support:

- our businesses to be competitive and access new markets
- our residents to engage with the digital world and access employment, education and services



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# Digital Partnership

We will improve and develop digital systems and technologies that will connect people and places. This will support:

- the delivery of more convenient services
- information sharing across organisations
- better value for money
- new, better ways of working



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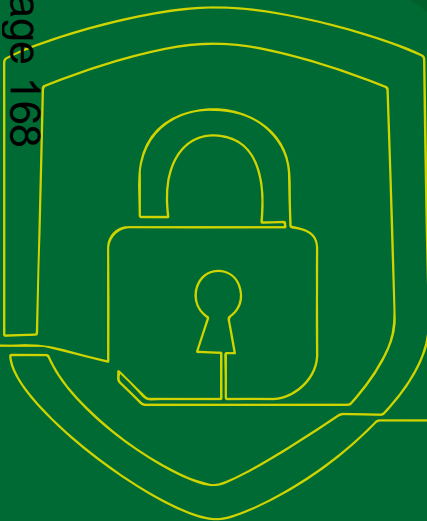
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# Digital Information & Data Management

We will develop and maintain our systems so that the data we collect:

- is protected and secure
- is used for the right purpose, in the right way, at the right time
- helps to inform what future services should look like



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# Digital Delivery

We will introduce the right IT infrastructure and systems to:

- improve and support the delivery of all our services
- provide better value for money
- make 'Digital Flintshire' happen



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# Digital Inclusion

We will do all that we can to make sure no one is left behind, providing equal opportunities for everyone to:

- access support and training
- access the internet, devices and online services
- promote independence and confidence
- improve health and well-being
- open up new opportunities



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# Digital Learning & Culture

We will work with other organisations to provide the infrastructure and systems needed to support:

- digital lifelong learning – in the classroom and out in our communities
- learners of all ages to positively engage with the digital world around them
- communities to become digitally aware and self-sufficient
- people to access the digital services they need to improve their health and wellbeing, education and employment opportunities



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## Our Success So Far

- Updating our **website** providing more on-line applications and services
- **'My Account'** a private and secure area on our website for customers to keep track of their service requests and applications. My Account also enables our tenants to access online information about their tenancy.
- **Digital Flintshire Hub** - an online resource to help people to discover digital technology, and build confidence in digital skills.





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## Our Success So Far

- Working with partners to **improve broadband connection speeds** across Flintshire and North Wales.
- **Changing the way we work** in response to COVID-19 such as home working, online meetings and video conferencing.



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## Our Next Steps

We will continue to develop and implement a range of digital projects such as:

- making more Council services available through **'My Account'**
- Implementing the **'Local Full Fibre Network Project'**
- Moving our digital infrastructure over to the cloud
- Working with our partners such as Betsi Cadwaladr University Health Board and North Wales Police to develop a set of digital commitments to provide residents with responsive, joined up services.



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**DIGITAL**  
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## Our Next Steps

We will continue to develop and implement a range of digital projects such as:

- Developing our 'Information and Data Management Strategy'
- Developing and improving the information on offer through the **Digital Flintshire Hub**
- Working with partners such as **GwE** to support schools deliver the **Digital Competency Framework** and **Curriculum Wales**.



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# Have Your Say

We would really like to hear what you think about our digital plan. You can do this by completing our online survey

<https://www.smartsurvey.co.uk/s/FCC-Digital/>

The closing date for your feedback is **Monday 31 January 2022**.



## Digital Strategy Review – Flintshire County Council

Audit year: 2022-23

Date issued: February 2024

Document reference: 4112A2024

This document has been prepared as part of work performed in accordance with statutory functions.

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Mae'r ddogfen hon hefyd ar gael yn Gymraeg. This document is also available in Welsh.

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# Report summary

## Report summary

### Exhibit 1: report summary

The exhibit below summarises the reason we undertook this audit, our key findings and recommendations for the Council.

#### Why a strategic approach to digital is important

- 1 Digital technology is key to delivering a wide range of council services in a more economic, efficient and effective way. It is also an important means of councils delivering their wellbeing objectives and carrying out sustainable development.
- 2 Having a clearly articulated strategic approach to digital can bring several benefits such as:
  - establishing a common vision for use of digital and the intended outcomes for local communities linked to the Council's strategic objectives;
  - helping to ensure that councils' use of digital technology is aligned with their key strategic objectives and other plans and strategies and is informed by a good understanding of current and future trends;
  - reducing the risk of duplication both within councils and with partners;
  - consideration of resourcing digital over the short, medium and longer term together; and
  - providing a framework against which to monitoring progress over the short, medium and long term.

#### The focus of our audit

- 3 We looked at the extent to which the Council's strategic approach to digital has been developed in accordance with the sustainable development principle and that it will help to secure value for money in the use of the Council's resources.

#### Our key findings

- 4 The Council has a clear digital strategy that links well with partners and is informed by a range of internal and external evidence.
- 5 The Council has funded delivering of its strategy over the short term but has not yet identified funding for the medium or longer term.
- 6 The Council's arrangements for monitoring and evaluating digital projects are not consistently implemented. This also makes it difficult for the Council to monitor the value for money of its strategic approach.



## **Our recommendations for the Council**

---

### **Approach to collaboration**

- R1 To ensure that it identifies opportunities to improve the value for money of its strategic approach to digital, the Council should map out the organisations it could collaborate with in delivering its digital strategy and assess the potential benefits of opportunities it identifies.
- 

### **Understanding the resource implications of its digital strategy**

- R2 To help ensure its next digital strategy is deliverable and to be able to monitor the value for money of its strategic approach, the Council should identify the medium and long-term resource implications of delivering its strategy.
- 

### **Identifying and monitoring intended savings**

- R3 To help monitor the extent to which digital projects and its overall strategic approach to digital are providing value for money, the Council should identify potential savings associated with digital projects and monitor the extent to which these are achieved.
- 

### **Assessing and monitoring impact**

- R4 To better understand the overall impact of its digital strategy and monitor value for money, the Council should strengthen arrangements for measuring the effectiveness and impact of digital projects and its overall strategic approach.

# Detailed report

## What we looked at and why – the scope of this audit

- 1 We reviewed the Council's strategic approach to digital, and specifically the extent to which this has been developed in accordance with the sustainable development principle; and that it will help to secure value for money in the use of the Council's resources.
- 2 Our findings are based on document reviews and interviews with a sample of Cabinet Members and senior officers. The evidence we have used to inform our findings is limited to these sources. We undertook this work between March and July 2023.
- 3 We set out to answer the question, **'In developing its digital strategy has the Council acted in accordance with the sustainable development principle and put in place proper arrangements to secure value for money in the use of its resources?'** We did this by exploring the following questions:
  - Is the Council's digital strategy informed by a good understanding of current and future trends?
  - Does the Council have a clear vision of what it wants to achieve through the use of digital technology?
  - Is the Council working effectively with the right people and partners to design and deliver its digital strategy?
  - Has the Council resourced delivery of its digital strategy so it can deliver long-term/preventative benefits?
  - Is the Council monitoring and reviewing progress?
  - Is the Council learning lessons from how it works?
- 4 **Appendix 1** contains the detailed questions we set out to answer along with the audit criteria we used to arrive at our findings.

## Why we undertook this audit

- 5 This audit was undertaken to help fulfil the Auditor General's duties under section 17 of the Public Audit (Wales) Act 2004 (the 2004 Act) and section 15 of the Well-being of Future Generations (Wales) Act 2015.
- 6 We sought to:
  - provide assurance that councils' digital strategies will help to deliver well-being objectives in a way that secures value for money in the use of resources;

- provide assurance that councils are acting in accordance with the sustainable development principle in the design of their digital strategies;
- explain how councils are using/planning to use digital technology to meet people's needs and deliver better outcomes; and
- inspire and empower councils and other public sector bodies by identifying and sharing examples of notable practice/approaches where relevant.

## The Council's digital strategy

- 7 The current digital strategy, 'Digital Flintshire', runs from 2021 to 2026. The strategy outlines progress made during the previous strategy and the changes included in the updated strategy.
- 8 The Council's vision for digital is based around a number of principles and identifies five main areas of focus: Digital Customer, Digital Workforce, Digital Business and Connectivity, Digital Partnership, and Digital Learning and Culture.

## What we found: The Council has a clear and integrated strategic approach to digital but there are weaknesses in arrangements to monitor and evaluate value for money

### The Council's digital strategy is aligned with wider corporate priorities and was informed by a range of evidence sources including public engagement

- 9 The Council's current digital strategy, 'Digital Flintshire', explains how it will support its wider corporate aims and how it links with other internal strategies such as the Asset Strategy and Workforce Development.
- 10 The Council drew on a range of evidence sources to inform its digital strategy. Internal evidence sources included a review of service area work plans and their digital requirements, and workshops for officers and Members. Externally, the Council reviewed the Welsh Government Digital Standards and Futures Trends report, the Scottish Government's Digital First Service Standard and the PSB Well-being assessment.
- 11 The Council also conducted a public consultation exercise, which provided residents with the opportunity to comment on the draft strategy. This received 179 responses, which were used to inform the strategy.

- 12 The consultation was made available to the public via contact centres and libraries, and the Council targeted external partners such as Town and Community Councils and the third sector, as well as established networks representing harder to reach groups such as older people, the North Wales Regional Equality Network, Traveller groups and disabled residents.

### **The Council is working with a range of partners but has not assured itself that it has identified all opportunities to work collaboratively**

- 13 The Council recognises the importance of partnership working but has not identified and engaged with all partners who may have an interest in the development of its digital strategy.
- 14 'Digital Partnerships' is one of the five themes within its digital strategy, and this outlines how the Council intends to establish 'digital commitments' with partners. The Council is working with a range of external partners, including the University Health Board to develop health-related digital projects and neighbouring councils, Customer Focus Wales, Digital Communities Wales, and the North Wales Economic Ambition Forum.
- 15 The Digital Strategy Board, which has responsibility for the delivery of the digital strategy, includes in its Terms of Reference the importance of digital projects engaging with all relevant internal and external partners during the development phase.
- 16 However, the Council has not completed any formal analysis of which partners it needs to work with, or what its current partnership arrangements are achieving. Mapping out who and how the Council needs to work with would provide assurance that it identified all opportunities for partnership working. Not doing so could lead to the Council missing opportunities to pool resources or expertise with partners to deliver improved value for money.

### **The Council has resourced its digital strategy over the short term but has not identified funding for the medium or longer term**

- 17 The Council has processes in place to understand the funding situation for its digital activity. The Council's digital strategy is supported by its Digital Strategy Board Plan, which lists all planned digital activity for the 2023-24 financial year. Projects are listed by the most appropriate theme and include a priority rating, timeline, and funding status. This document also provides an overview of planned activity for the financial years beyond 2023-24.

- 18 The funding status assigns one of the following categories to each project:
- funded;
  - MTFS bid placed;
  - ambition item or no business case; and
  - unclear where funding is coming from (implementation and/or ongoing).
- 19 The Board Plan shows that 42 of the 68 planned activities had funding to support them. Of the remaining 26 projects, four were yet to include a business case, six had Medium Term Financial Strategy bids submitted to support them, and for the remaining 16 projects it was unclear where funding would come from. Updates on the funding status of all projects are provided to each Digital Strategy Board meeting.
- 20 By not identifying the resources required to fund all of the activity set out in its digital strategy, the Council risks designing an approach that it will be unable to deliver.

### **The Council does not routinely apply its monitoring and evaluation arrangements and does not have an adopted methodology for identifying potential savings from digital projects**

- 21 The Council has arrangements for the development and monitoring of digital projects but these are not always followed. There is also no agreed methodology to identify potential savings when developing new digital activity.
- 22 IT Business Partners work with service areas to support the implementation of the digital strategy, and to support the development of digital projects. The Digital Strategy Board oversees the development of digital projects and the order in which they are approved. The governance arrangements of the Digital Strategy Board are included in the digital strategy.
- 23 Part of the process of developing digital projects is the writing of a business case. This includes a requirement for service areas to identify potential savings that could be achieved through the implementation of the digital project. However, this activity is not always completed for every project and the Council does not have a recognised process to support the calculation of potential savings. Additionally, where the Council does identify potential efficiencies from digital projects, it does not routinely evaluate if these have been subsequently realised.
- 24 This means, for some projects, the Council does not identify potential efficiency savings, which makes it difficult for it to subsequently monitor the value for money of projects and therefore its strategy overall. As a consequence, the Council cannot quantify the potential or accrued savings from its digital activity, and so does not understand the full impact of its digital activity or the overall digital strategy.

## **The Council has arrangements to share lessons learned but there are weaknesses in arrangements for reviewing the effectiveness of its strategic approach**

- 25 The Council identifies lessons learned from its digital activity and shares these with partners. The Council conducted a review of the previous digital strategy and how digital technology influenced its response to COVID. Many of the lessons learned from COVID have been incorporated in current strategies around developing flexible working practices and increasing the range of services available to residents online.
- 26 The Digital Strategy Board also has a standing agenda item to identify successes in digital activity, which are published on the Council's external digital hub and the gov.delivery website.
- 27 However, as noted above, evaluation arrangements for digital projects are not implemented consistently. This makes it difficult for the Council to understand and review the effectiveness of its overall digital strategy. This means the Council may miss opportunities to improve the impact and value for money of its strategic approach to digital.

# Appendix 1

## Audit questions and audit criteria

Below are the questions we sought to answer in carrying out this audit, along with the audit criteria we used to arrive at our findings.

Main audit question: **In developing its digital strategy has the Council acted in accordance with the sustainable development principle and put in place proper arrangements to secure value for money in the use of its resources?**

### Exhibit 2: audit questions and audit criteria

Level 2 questions	Level 3 questions	Criteria
1. Is the Council's digital strategy informed by a good understanding of current and future trends?	1.1 Is there is a thorough understanding of the 'as is' (i.e. current demand/issues to be addressed) and the reasons why/underlying causes?	<ul style="list-style-type: none"><li>• The Council has drawn on a broad range of information from internal and external sources to develop a thorough understanding of the 'as is' and how it is likely to change. This includes information (including data) relating to:<ul style="list-style-type: none"><li>– service sustainability/resilience and resourcing challenges.</li></ul></li></ul>

Level 2 questions	Level 3 questions	Criteria
	<p>1.2 Is there a thorough understanding of the long-term factors that will impact and the challenges and opportunities that may result (e.g. risks and opportunities)?</p>	<ul style="list-style-type: none"> <li>- the needs of citizens and communities.</li> <li>- the underlying causes of current demand/issues to be addressed.</li> <li>- analysis of future trends and how they might impact, e.g., social, economic/political, environmental, cultural or technological. They might include known trends e.g., ageing population, depleting natural resources and particularly technological advances. They might also include those with a higher level of uncertainty e.g., jobs and skills needed in the future.</li> <li>• The analysis of the ‘as is’ and how it is likely to change is well informed by involvement activity, as appropriate, that reflects recognised good practice (eg <a href="#">National Principles for Public Engagement in Wales</a>, Future Generations Commissioner for Wales advice and guidance).</li> <li>• The Council uses its evidence base effectively to:             <ul style="list-style-type: none"> <li>- identify actions in its strategic approach to digital that are likely to be most effective and why, including how they could address the root causes of problems;</li> <li>- inform decisions around its use of digital technology that seek to balance the need to meet short and longer-term objectives.</li> </ul> </li> </ul>



Level 2 questions	Level 3 questions	Criteria
<p>2. Does the Council have a clear vision of what it wants to achieve through the use of digital technology?</p>	<p>2.1 Is the Council planning over an appropriate timescale?</p>	<ul style="list-style-type: none"> <li>• The Council has considered what long term means in planning its approach to digital – ie how far ahead it can/should plan and why (at least ten years with consideration of longer-term trends as appropriate).</li> <li>• The Council has considered how actions can deliver the best impact over that timeframe in terms of outcomes and most effective use of resources. This could include consideration of appropriate intervention points linked to the Commissioner’s definition of prevention. (More details can be found in: <a href="#">Taking account of the Well-being of Future Generations Act in the budget process – The Future Generations Commissioner for Wales</a>).</li> <li>• The Council has set out measures for its digital strategy that reflect short and long-term impacts and value for money, with milestones that reflect progress as appropriate.</li> <li>• The Council has set out how its digital strategy will be resourced over the longer term as far as is practical (see also criteria relating to integration).</li> </ul>

Level 2 questions	Level 3 questions	Criteria
	<p>2.2 Has the Council thought about the wider impacts its digital strategy could have, including:</p> <ul style="list-style-type: none"> <li>• how could it contribute to each of the seven national well-being goals?</li> <li>• how delivery will impact on the other things it is trying to achieve (ie its well-being objectives and wider priorities)?</li> <li>• how delivery will impact on other what other public bodies are trying to achieve (ie their well-being objectives)?</li> </ul>	<ul style="list-style-type: none"> <li>• The Council has considered how its digital strategy can make a contribution across the well-being goals.</li> <li>• Staff developing the digital strategy understand what colleagues and partners do and how their work relates and have sought to integrate their work with that of their colleagues from across the Council and with partner organisations.</li> <li>• Integration is evident in the alignment of the digital strategy with other key corporate strategies and service plans. For example medium-term financial plan, workforce plan, asset management strategies, well-being statement and carbon reduction plans.</li> <li>• The digital strategy is aligned with other strategic intents such as: <ul style="list-style-type: none"> <li>– customer experience;</li> <li>– management of demand/reductions in demand failure and prevention; and</li> <li>– design and implementation of new service delivery models.</li> </ul> </li> <li>• The Council's digital strategy aligns with the plans/strategies of local and national partners including the Welsh Government's Digital Strategy for Wales Digital strategy and well-being plans.</li> </ul>
	<p>2.3 Is there a wide and common understanding of what the Council is trying to achieve?</p>	<ul style="list-style-type: none"> <li>• Councillors and senior officers responsible for implementing the digital strategy have a common and clear understanding of what the Council is trying to achieve and the intended impact on service delivery.</li> <li>• The Council's digital strategy is clearly communicated to staff and partners who may help deliver it.</li> </ul>

Level 2 questions	Level 3 questions	Criteria
<p>3. Is the Council working effectively with the right people and partners to design and deliver its digital strategy</p>	<p>3.1 Has the Council identified who it needs to involve?</p>	<ul style="list-style-type: none"> <li>• The Council has a good understanding of who will be directly and indirectly affected by its digital strategy and who it needs to involve.</li> <li>• The Council has effectively involved the full diversity of views in developing its digital strategy, including from non-traditional sources and from those it may have previously failed to reach.</li> </ul>
	<p>3.2 Is the Council effectively involving the full diversity of people affected by its digital strategy?</p>	<ul style="list-style-type: none"> <li>• The Council has provided genuine opportunities for people to influence the design and delivery of its digital strategy from an early stage, including representatives of groups who share protected characteristics.</li> <li>• The Council has used the results of involvement to shape the design and delivery of its digital strategy.</li> </ul>
	<p>3.3 Is the Council collaborating effectively with the right partners?</p>	<ul style="list-style-type: none"> <li>• The Council is collaborating to ensure it delivers better outcomes and value for money through its digital strategy and has put appropriate arrangements in place to support this, for example for: <ul style="list-style-type: none"> <li>– sharing or pooling expertise and resources;</li> <li>– sharing information;</li> <li>– ensuring effective monitoring, evaluation and accountability including consideration of value for money.</li> </ul> </li> </ul>

Level 2 questions	Level 3 questions	Criteria
<p>4. Has the Council resourced delivery of its digital strategy so it can deliver long-term/preventative benefits?</p>	<p>4.1 Does the Council understand long-term resource implications?</p>	<ul style="list-style-type: none"> <li>The Council has assessed the costs and benefits of using digital technology to invest in long-term, preventative approaches and the cost (both financial and in terms of outcomes) of not doing so.</li> <li>The Council has thought about the resources it will need to deliver its digital strategy over the medium and longer term (whole life costs) and how it could manage risks/meet those costs including, for example, planned 'invest to save' initiatives and managed reductions in technical debt.</li> <li>The Council has calculated and set out any savings it intends to make through implementing its digital strategy.</li> </ul>
	<p>4.2 Does the Council allocate resources to deliver better outcomes over the long-term?</p>	<ul style="list-style-type: none"> <li>Action (including preventative action) that is likely to contribute to better outcomes and/or use of resources over the longer term is promoted and supported, even: <ul style="list-style-type: none"> <li>where this may limit the ability to meet some short-term needs;</li> <li>where the benefits are likely to be accrued by or attributed to another organisation.</li> </ul> </li> </ul>
<p>5. Is the Council monitoring and reviewing progress?</p>	<p>5.1 Is the Council monitoring and reviewing progress towards, short, medium and longer-term objectives?</p>	<ul style="list-style-type: none"> <li>The Council monitors the costs and benefits of delivering its digital strategy from a value for money perspective.</li> <li>The Council is measuring the wider contribution the digital strategy is making across its own/partnership objectives.</li> <li>Progress is measured against short, medium and long-term objectives.</li> </ul>

Level 2 questions	Level 3 questions	Criteria
6. Is the Council learning lessons from how it works?	6.1 Does the Council review the effectiveness of its digital strategy?	<ul style="list-style-type: none"> <li>• The Council regularly reviews the effectiveness of its digital strategy including:               <ul style="list-style-type: none"> <li>– effectiveness of its collaborative activity;</li> <li>– effectiveness of its involvement activity, including the impact of the strategy on service users including those who are digitally excluded;</li> <li>– the impact of the strategy on those who share protected characteristics;</li> <li>– the economy, efficiency and effectiveness of the digital strategy overall in helping the Council to achieve its strategic objectives.</li> </ul> </li> <li>• The Council has reviewed lessons learned from its response to the pandemic and is applying this learning to its digital strategy.</li> </ul>
	6.2 Does the Council share lessons learned from its approach to its digital strategy?	<ul style="list-style-type: none"> <li>• The Council shares and applies any lessons learned from the development and delivery of its digital strategy widely across the organisation, and with partners where relevant.</li> </ul>



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We welcome correspondence and telephone calls in Welsh and English.  
Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg.

## Organisational response

**Report title:** Digital Strategy Review – Flintshire County Council

**Completion date:** February 2024

**Document reference:** To be issued by Publishing Team

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Ref	Recommendation	Organisational response Please set out here relevant commentary on the planned actions in response to the recommendations	Completion date Please set out by when the planned actions will be complete	Responsible officer (title)
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R1	<p><b>Approach to collaboration</b></p> <p>To ensure that it identifies opportunities to improve the value for money of its strategic approach to digital the Council should map out the organisations it could collaborate with in delivering its digital strategy and assess the potential benefits of opportunities it identifies</p>	<p><b>ACTION</b> - The Council will produce a map of current partner organisations as well as detailing other organisations we may be able to partner with to help achieve the aims of the digital strategy.</p> <p>The map will outline key benefits of working with these organisations and will be shared corporately so it can be used across all service areas.</p> <p>We will assess whether working with them may help deliver our objectives and approach them if it might.</p>	November 2024	Theme Lead for Partnerships
Page 196	<p><b>Understanding the resource implications of its digital strategy</b></p> <p>To help ensure its next digital strategy is deliverable and to be able to monitor the value for money of its strategic approach the Council should identify the medium and long-term resource implications of delivering its strategy.</p>	<p>ACTION – The Council has already made changes to the business case process for DSB to ensure that no new unfunded projects are approved.</p> <p>ACTION – The Council will undertake a review of the information gathered in recommendations two, three and four to inform the next iteration of the Council’s Digital Strategy in 2026.</p>	<p>August 2024</p> <p>April 2026</p>	<p>IT Business Partnerships, Digital Strategy Project Manager</p> <p>Digital Strategy Theme Leads</p>



<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 197</p>	<p><b>R3</b></p> <p><b>Identifying and monitoring intended savings</b></p> <p>To help monitor the extent to which digital projects and its overall strategic approach to digital are providing value for money the Council should identify potential savings associated with digital projects and monitor the extent to which these are achieved.</p>	<p>ACTION – Greater level of challenge around identifying intended savings at the Digital Strategy Board.</p> <p>ACTION – The Council has amended processes at its DSB to ensure there is greater level of challenge around identifying and monitoring savings. The Council has made amendments to the current Digital Strategy Business Case template to facilitate this.</p> <p>ACTION – Monitoring which is undertaken throughout projects in relation to value for money and savings will be reported to the Digital Strategy Board. Documents and report templates will be amended to include the ability to report on both performance targets and savings targets.</p> <p>ACTION – The Council will review completed projects at Digital Strategy Board using a closure report template which outlines lessons learned.</p>	<p>August 2024</p> <p>August 2024</p> <p>August 2024</p> <p>September 2024</p>	<p>Digital Strategy Board</p> <p>Digital Strategy Board, IT Business Partnerships, Digital Strategy Project Manager</p> <p>IT Business Partnerships, Digital Strategy Theme Leads, Digital Strategy Project Manager</p> <p>Project Sponsor</p>
<p><b>R4</b></p>	<p><b>Assessing and monitoring impact</b></p> <p>To better understand the overall impact of its digital strategy and monitor value for money, the Council should strengthen arrangements for measuring the effectiveness and impact of digital projects and its overall strategic approach.</p>	<p>ACTION – The Council will devise and implement standardised project planning / objective documentation in addition to review and closure report documents to be used across all Digital Strategy projects. Report documents will assess budget, savings, customer satisfaction, impact and performance.</p>	<p>September 2024</p>	<p>IT Business Partnerships, Digital Strategy Project Manager</p>





## CABINET

<b>Date of Meeting</b>	Tuesday, 23 <sup>rd</sup> July 2024
<b>Report Subject</b>	Social Services Director's Annual Report 2023/24 (Final)
<b>Cabinet Member</b>	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
<b>Report Author</b>	Chief Officer (Social Services)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The Director of Social Services is required to produce an annual report summarising their view of the local authority's social care functions and priorities for improvement as legislated in the Social Services and Well-being (Wales) Act 2014 and the Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA).

The annual report must evaluate the performance of the local authority in relation to the delivery of its social services functions in respect of the reporting year. It must also set out objectives in relation to promoting the well-being of people who need care and support, and carers who need support, for the forthcoming year.

The 2023/24 report highlights positive practice and developments including:

- Social Care Wales' Accolades Awards – Flintshire finalists and winner.
- CIW Performance Evaluation Inspection of Adults' and Children's Services.
- Early Years and Childcare developments and progress on key initiatives.
- Expansion of the local offering of Project Search.
- Progress on the Tŷ Croes Atti development and Maes Gwern hub.
- Positive initiatives overseen by the Dementia Project Board.
- Commissioning of support from Micro Carers.
- Progress for Providers update and examples of the programmes impact.
- Fostering, Foster Bear campaign and Mockingbird updates and positive outcomes.

### RECOMMENDATIONS

1	That Cabinet review and approve the Social Services Director's Annual Report 2023/24 and priorities identified for the 2024/25 financial year.
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## REPORT DETAILS

1.00	BACKGROUND
1.01	<p>The purpose of this annual report is to set out the local authority's improvement journey in providing services to people in Flintshire during 2023/24, including those who access information, advice and assistance, and those individuals and carers in receipt of care and support. The annual report also includes the improvement priorities identified for 2024/2025.</p>
1.02	<p>Following on from the Rebalancing Care and Support Consultation in Summer 2023, changes to the reporting process of the Annual Report are coming into force from the end of this financial year, effecting the 2024/25 report.</p> <p>It is proposed that the annual report and the reporting process will now be:</p> <ol style="list-style-type: none"> <li>1) Part of the Performance Improvement Framework.</li> <li>2) Integral to local authorities' own Social Services planning, scrutiny, and performance improvement actions.</li> <li>3) Grounded in a rigorous self-assessment of performance, which includes: <ol style="list-style-type: none"> <li>a) what has been achieved and done well.</li> <li>b) what improvements are needed, informed by feedback from the public, service-users, providers, partners, and other stakeholders.</li> <li>c) action planned and taken to achieve identified improvement needs; and</li> <li>d) progress made against improvement priorities identified the previous year.</li> </ol> </li> </ol> <p>In readiness for these changes, the 2023/24 report has been compiled using the new format and approach.</p>
1.03	<p>Under the new guidelines, we assess our performance against each of the four areas in the Performance Improvement Framework – People, Prevention, Partnership and Integration, Well-being.</p> <p>In each area we will evaluate:</p> <ol style="list-style-type: none"> <li><b>1. What do we know about the quality and impact of what we are doing?</b></li> <li><b>2. How do we know? e.g. what evidence from research, engagement and the metrics are we using to inform this assessment?</b></li> <li><b>3. What are we doing well and how can we do better? What are our priorities for improvement particularly over the coming year.</b></li> <li><b>4. What progress did we make on the areas for improvement identified in last year's report? What difference did we make?</b></li> </ol> <p>The four areas of the Performance Improvement Framework include eight high-level quality standards as follows:</p>

	<p><b>People</b></p> <p>1.1 All people are equal partners who have voice, choice and control over their lives and are able to achieve what matters to them.</p> <p>1.2 Effective leadership is evident at all levels with a highly skilled, well qualified and supported workforce working towards a shared vision.</p> <p><b>Prevention</b></p> <p>2.1 The need for care and support is minimised and the escalation of need is prevented, whilst ensuring that the best possible outcomes for people are achieved.</p> <p>2.2 Resilience within our communities is promoted and people are supported to fulfil their potential by actively encouraging and supporting people who need care and support, including carers, to learn, develop and participate in society.</p> <p><b>Partnerships And Integration</b></p> <p>3.1 Effective partnerships are in place to commission and deliver fully integrated, high quality, sustainable outcomes for people.</p> <p>3.2 People are encouraged to be involved in the design and delivery of their care and support as equal partners.</p> <p><b>Well-being</b></p> <p>4.1 People are protected and safeguarded from abuse and neglect, and any other types of harm.</p> <p>4.2 People are supported to actively manage their well-being and make their own informed decisions so that they are able to achieve their full potential and live independently for as long as possible.</p>
1.04	<p>Some of the highlights and developments as a result of last year's priorities included in the report are as follows:</p> <p><b>People</b></p> <ul style="list-style-type: none"> <li>• Direct Payments - Flintshire continue to play a significant role in the development of direct payments initiatives in Wales. Welsh Government are funding the extension of our Personal Assistant Portal to other local authorities and resources are shared and available for the benefit of other LA's.</li> <li>• Workforce Development – The team continue to maintain a high standard of available training opportunities, and support staff and students through varying career progression and pathways. Support continues around the national safeguarding standards, digital skills, Mwy na Geiriau strategic framework and WeCare Wales.</li> </ul>

## **Prevention**

- Early Years and Childcare - The Flying Start programme has been enhanced to offer all 2-year-olds part time childcare. The Phase 1 Childcare Capital programme was completed in March 2024, with eight new builds and one refurbishment. The new Early Years and Childcare webpage has been developed with parents and has now been launched.
- Special Guardianship Service – There have been a number of developments including launching a dedicated webpage and establishing a support group.
- Progression Service - The Progression Model continues to be expanded across services to promote people's independence skills and to support them to achieve their personal outcomes. The Progression Team is being strengthened to enable a focus on employment to expand the service offering for employment and work opportunities for individuals with disabilities.
- Supporting Carers – Uptake of the Young Carers ID card continues to increase, and the range of options for breaks for carers is now larger than ever. To support carers with heating costs, NEWCIS has a number of Winter Warm boxes and courses are being arranged with Scottish Power and Citizens Advice Flintshire to support carers with high energy costs.

## **Partnership and Integration**

- Tŷ Croes Atti – The final design plans have been approved and construction work is underway. Working in partnership with BCUHB, the facility will provide integrated social care and health care services, with one of the floors being dedicated to providing D2RA (Discharge to Assess and Recover) support to approximately 12 residents at any one time.
- Maes Gwern - The development of Maes Gwern will see the existing supported employment projects at Tri Ffordd in Bretton, and Growing Places in Shotton, relocate to Mold. The new purpose-built facility will provide sustainable, high-quality services, working in partnership with HfT and BCUHB, to provide health services and therapies, in addition to learning disability, mental health and autism support services.
- Micro Care – an additional 14 new Micro-Enterprises have been set up this year and Flintshire are now able to commission the enterprises to deliver personal care.
- Advocacy Services – Working in partnership with Wrexham CBC a new North-East Wales Advocacy Service has been created. Individuals looking for advocacy support can call one provider for all

	<p>services, Advocacy Services North-East Wales (ASNEW). We have also re-tendered our Self Advocacy project and Advance Brighter Futures now deliver this in Flintshire and Wrexham.</p> <p><b>Well-Being</b></p> <ul style="list-style-type: none"> <li>• Children’s Residential Homes - We now have four of the five new homes successfully registered with CIW. The team in Tŷ Nyth have opened a model of Multi Systemic Therapy, Family Integrated Treatment, Integrated Treatment Model which is an evidence-based model that is widely used throughout America and is the first of its kind in Wales.</li> <li>• Short Term Emergency Accommodation - Flintshire now have four properties available to support people who find themselves homeless, or in need of accommodation urgently.</li> <li>• Flintshire Learning for Well-Being Programme - Leaflets are now being distributed to 50 venues, an increase from 24 venues in 2022/23, and includes a QR code which links directly to their website. This year new sessions such as graffiti and outdoor activities, including paddleboarding and archery, have been successful in engaging more young people.</li> </ul>
1.05	<p>The full Social Services Annual Report 2023/24 can be found in <b><u>appendix 5.01.</u></b></p> <p>The report has been designed by Double Click into an interactive PDF, which will also be available in Welsh and published on Flintshire County Council’s website.</p>
1.06	<p>The Annual Report also outlines the improvement priorities identified for 2024/2025, which include the following:</p> <p><b>People</b></p> <ul style="list-style-type: none"> <li>• Lead on direct payments initiatives at a national level.</li> <li>• Sign the pledge and adopt Welsh Government’s Corporate Parenting Charter: A Promise for Wales.</li> <li>• Pilot the workforce development skills matrix (Early Years &amp; Family Support).</li> <li>• Support the implementation of the All-Wales safeguarding standards.</li> <li>• Continue to support the Digital Strategy, WeCare campaign and ‘Mwy na Geiriau’ strategic framework.</li> <li>• Continue to support staff and students with social work and occupational therapy pathways and training.</li> <li>• Continue to deliver the Health &amp; Social Care Core Level 2 and 3 Practice qualifications via our assessment centre.</li> </ul>

## **Prevention**

- Continue to grow our in-house fostering service.
- Continue to develop the Special Guardianship service.
- Develop childcare expansion and seamless childcare provision across programs.
- Achieve the childcare expansion target set by Welsh Government.
- Develop a national, regional, and local approach to Early Years Transformation.
- Pilot an evidence-based volunteer information provision to increase access and availability of information to support families and provide early intervention and prevention.
- Utilise the progression model as a way of promoting people's independence skills.
- Continue to expand the service offering for employment opportunities for disabled people.
- Continue to meet the demands of young people with learning disabilities for accommodation.
- Further development of our work to support young carers in their role.
- Continue to investigate and expand creative respite solutions to meet the needs of carers in bespoke and unique ways.

## **Partnership and Integration**

- Provide additional placements for step down care within our in-house provision (Tŷ Croes Atti).
- Support the building of a new integrated hub (Maes Gwern).
- Continue to grow the Micro-Care market, including access to commissioned care packages.
- Pilot an evidence-based volunteer parenting programme, offering parents an opportunity for peer-to-peer support.
- Investigate how to identify and connect with more carers, make our services more visible and accessible and raise awareness of carers in the local community.
- Recommissioning of carers services to begin in April 2025.

## **Well-Being**

- Implement the "Effective Child Protection" practice model and embed into practice within Childrens' Services, over a 3-year programme.
- Launch and begin the implementation of the NSPCC neglect-graded profile tool (GCP2).
- Continue to grow our in-house homecare service.
- Continue to look at new resources to support carers with the pressures due to the increase in cost of living.
- Explore opportunities to support carers from ethnic minority backgrounds.
- Support people to achieve their mental well-being outcomes by promoting personal and community well-being through open access courses delivered by the Learning Partnership



	The full list of agreed priorities are included in the report (appendix 5.01) and are also attached as a separate document in <b>appendix 5.02</b> .
1.07	The report is intended to provide the public, the regulator and wider stakeholders with an honest picture of services in Flintshire and to demonstrate a clear understanding of the strengths and challenges faced.
1.08	The report will form an integral part of Care Inspectorate Wales' (CIW) performance evaluation of Flintshire Social Services. The evaluation also informs the Wales Audit Office's assessment of Flintshire County Council as part of the annual improvement report.
1.09	The Social Services Annual Report has been prepared following an in-depth review of current performance by the Social Services Senior Management Team, Service Managers and Performance Officers. The improvement priorities contained within the report are aligned to the priorities contained within our Portfolio Business Plan and the Council Plan.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The priorities identified within the report are aimed at delivering service improvements, improving outcomes, and meeting local needs within the context of achieving challenging financial efficiencies and value for money. The improvement priorities contained within the report have been identified for delivery within existing resources.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	The report is to be published by the end of September 2024.  Approval for the final version is required. There is a risk if approval isn't given in time, we may not meet publication deadlines.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
4.01	Work began with Social Services Managers in October 2023 to gather updates on progress made with achieving the priorities set for 2023/24.
4.02	The draft Social Services Annual Report has been discussed at SSMT, Business COT and Scrutiny Overview Committee.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Social Services Annual Report 2023/24 (Final)
5.02	Social Services Priorities for 2024/25

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	Contact Officer: Dawn Holt, Commissioning Manager Telephone: 01352 702128 E-mail: <a href="mailto:dawn.holt@flintshire.gov.uk">dawn.holt@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	CIW - Care Inspectorate Wales ensure that services meet the standards the public expect. They register, inspect and take action to improve the quality and safety of services for the well-being of the people of Wales.

# Social Services

## 2023/24 ANNUAL REPORT



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### & 2024/25 Priorities



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Mae fersiwn Gymraeg o’r adroddiad hwn ar gael.

If you would like a copy of this report in your own language or in an alternative format such as large print, braille or on tape, please contact **01352 703020**.

# Introduction

This Social Services Annual Report is prepared under the requirements of the Social Services and Well-being (Wales) Act 2014 and Regulation and Inspection of Social Care (Wales) Act 2016, both of which place a statutory requirement on the Council to report annually on its Social Services functions.

The focus of this legislation is on well-being, and our report summarises the key things that we are doing in Flintshire to support our most vulnerable residents. It describes our challenges, provides our stakeholders with a picture of how we have performed and improved over the last year, and sets out our priorities for the coming year.

Stakeholders include the people using our services, our staff, elected members, the general public, our partners, regulators and Welsh Government. Engagement with stakeholders is fundamental to what we do and informs the development of our services and future plans.

In the report, we assess our performance against each of the four areas in the Performance Improvement Framework – People, Prevention, Partnership and Integration, and Well-being.

In each area we will evaluate:

- 1. What do we know about the quality and impact of what we are doing?**
- 2. How do we know? e.g. what evidence from research, engagement and the metrics are we using to inform this assessment?**
- 3. What are we doing well and how can we do better? What are our priorities for improvement, particularly over the coming year.**
- 4. What progress did we make on the areas for improvement identified in last year's report? What difference did we make?**

The work described in the report links to the national Quality Standards, which set out Welsh Government's expectations for the quality of support that local authorities must be providing.

The standards are set out below.

## The Quality Standards

### People

- 1.1** All people are equal partners who have voice, choice and control over their lives and are able to achieve what matters to them.
- 1.2** Effective leadership is evident at all levels with a highly skilled, well qualified and supported workforce working towards a shared vision.



## Prevention

**2.1** The need for care and support is minimised and the escalation of need is prevented, whilst ensuring that the best possible outcomes for people are achieved.

**2.2** Resilience within our communities is promoted and people are supported to fulfil their potential by actively encouraging and supporting people who need care and support, including carers, to learn, develop and participate in society.

## Partnerships and Integration

**3.1** Effective partnerships are in place to commission and deliver fully integrated, high quality, sustainable outcomes for people.

**3.2** People are encouraged to be involved in the design and delivery of their care and support as equal partners.

## Well-Being

**4.1** People are protected and safeguarded from abuse and neglect, and any other types of harm.

**4.2** People are supported to actively manage their well-being and make their own informed decisions so that they are able to achieve their full potential and live independently for as long as possible.

There are instances where the work described in this report relates to multiple quality standards, however this will be detailed in the area most appropriate.



# Director's Summary of Performance

## Welcome to the 2023/24 Annual Social Services Report.

This year, despite the challenges we have faced, we have continued to positively support our most vulnerable residents to have voice, choice, and control over their own lives, reach their potential and live well in their communities.

In November 2023, CIW (Care Inspectorate Wales) undertook a full **Performance Evaluation Inspection of Adults' and Children's services**. This was the first full inspection the portfolio has received in over eight years and provided us with an opportunity to showcase the creative and innovative practice undertaken here in Flintshire.

The report has been published and the findings are largely positive, inspectors identified good work and practice across all services and thanked everyone involved for such a warm welcome and the positive input they experienced.

We consider the report to be a good and positive reflection of the ongoing hard work, commitment and dedication that staff give to their roles on a daily basis, and something we should all be very proud of.

To read the full report please [click here](#).

We are very proud to have had four finalists in this years' [Social Care Wales' Accolades Awards](#).

The Accolades recognise, celebrate, and share notable work in social care and childcare, play and early years in Wales.



## Flintshire Finalists

**Category:** Building Bright Futures for Children and Families  
**Finalist:** Child to Adult Team (C2A)

**Category:** Effective Leadership Award  
**Finalist:** Sandra Stacey, Marleyfield House Care Home Manager

**Category:** Working in Partnership  
**Finalist:** Micro-Care  
**Finalist:** North Wales Together: Learning Disability Transformation Programme

The awards ceremony was held in Cardiff on 25 April 2024, Sandra Stacey won the Effective Leadership Award, with the remaining nominees being highly commended finalists.

Congratulations to all involved for this outstanding achievement.

Developing our **in-house services and capital projects** continue to be a key focus for Flintshire and this is evident in our successes this year, and priorities moving forward into 2024/25.

**Some of the other highlights of 2023/24 include:**

- **Foster carer** recruitment has been active this year, with four new general foster carers approved and a further eight connected person carers.
- Four of our five new **Children's Residential Homes** have now been registered with CIW. One of the homes includes a Multi Systemic Therapy (MST) model which is the first of its kind in Wales.
- The **Progression Service** has expanded and now also includes a full-time Social Worker dedicated to working with neurodiverse individuals aged 16-18.
- Coleg Cambria held a very successful **Reverse Jobs Fair**, with support from Next Steps, HfT and Deeside Business Forum, to support individuals with disabilities into work.
- This year **Project SEARCH** offered two programmes and became the first Project SEARCH in the UK to offer a dedicated programme for adults aged over 25.
- North Wales Integrated Autism Service (**NWIAS**) have been very proactive this year promoting the service at a number of events throughout the region. Training has been carried out with ASNEW on Autism and Communication Skills and training is also being offered to Advocacy providers.
- The final design plans for **Tŷ Croes Atti** have been approved and construction work is well underway. To increase capacity for step down care within our in-house provision, 12 step-down **Discharge to Recover and Assess** (D2RA) beds have been agreed at Tŷ Croes Atti, which will increase the provision across Flintshire from its current level of 16 to a total of 28.
- The design concept for the **Maes Gwern** has evolved to incorporate areas to enable health services and therapies to be delivered at the new site, in addition to the learning disability, mental health, and autism support services, to create an **integrated social services and health hub**.
- This year has been hugely successful for the **Micro-Care** project. 14 new enterprises have been established, taking the total up to 45, and Flintshire are now able to commission support from Micro-Carers.
- A **Dementia Project Board** has been established to implement the Flintshire Dementia Strategy. The board includes representation from Social Care, Health and third sector partners. The board has worked collaboratively to oversee a number of positive initiatives this year to engage with individuals impacted by dementia.
- We have successfully recommissioned our **Advocacy Services** to ensure individuals are able to understand and communicate their care and support needs and make and/or challenge decisions about their care. The service has also been extended to include specialist advocacy provision for people with autism.



- The **Flying Start** programme has been enhanced to offer all two-year-olds part time childcare. To help support the need for additional **childcare** places, the Phase 1 Childcare Capital Programme was completed March 2024, with eight new builds and one refurbishment.
- The **Well-being and Recovery Team** are now fully operational and delivering excellent outcomes and the accommodation support element has also been launched. The service is proving very successful, and the feedback received has been positive.
- 25 providers across residential, domiciliary and extra care, have now achieved one of three awards (Bronze, Silver and Gold) through our **Progress for Providers** programme.
- Uptake continues to increase for our **Young Carers ID Card** with more than 400 young carers now registered.
- The Pen-Pal project has been set up to allow **carers** the opportunity to communicate with other carers internationally, to share ideas and provide peer support.



**Neil Ayling**  
Chief Officer, Social Services



**Craig Macleod**  
Senior Manager, Children's Services

“

*“This will be Neil Ayling’s final full Director’s Annual report as he is retiring in July. We would like to thank Neil for his valued service over the last 13 years and want to wish him all the best for his retirement. We are excited to announce Senior Manager for Children Services, Craig Macleod will be our new Chief Officer for Social Services. Craig has a wealth of knowledge and many years of experience within social care, and we look forward to welcoming him to the Chief Officer Team.”*



*Cllr Christine Jones  
Deputy Leader of the Council  
and Cabinet Member for Social Services*

”

# Context

## Leadership

### Who We Are

Elected Members represent the residents of Flintshire and play an important part in the governance of the Council, including agreeing the Council’s priorities and approving policies to deliver continuous improvement. Flintshire Council has 67 Elected Members who represent their ward interests and participate in full Council meetings to oversee the performance of all aspects of the Council. One Member is chosen by the Leader to represent each portfolio area, these are known as Cabinet Members, and together with the Leader and Deputy Leaders, Chief Executive Officer and Chief Officers, they form the Council’s Cabinet.

### How We Make Decisions

Each Cabinet Member is supported by Overview and Scrutiny Committees, and for Social Services this is the Social and Health Care Overview and Scrutiny Committee. Because of the close working relationship with the Education and Youth Portfolio, the Council also holds joint Social and Health Care Overview and Scrutiny Committee meetings, to discuss services for children and young people that cut across both Social Services and Education.



The Council Leader, Deputy Leaders, and Cabinet Member for Social Services are also involved in the Social Services work programme through the Social Services Programme Board, and the Cabinet Member also attends the Social Services Management Team meetings.

The officers of the Council are led by the Chief Executive Officer who is supported by Chief Officers responsible for each of the portfolio areas. The Chief Officer for Social Services has the statutory 'Director of Social Services' role. The Council's structural arrangements for both members and officers are clearly laid out. The constitution details how the Council operates, how decisions are made and the procedures that are followed to make sure that these decisions are efficient, transparent, and accountable to local people.

The Council also has its own internal governance through a system of internal audit. The outcomes of audits are monitored by the Audit Committee and officers can be called to give evidence to the committee should concerns be raised regarding their service areas.

## Workforce

### Flintshire Recruitment

Recruitment across the social care sector is a challenge nationally, however Flintshire has a number of creative initiatives in place to help drive recruitment. Flintshire commissioned Creed Communications Ltd to undertake a 3-month marketing campaign for social work and occupational therapy recruitment between May and August 2023.

To prepare for the campaign, key stakeholders were interviewed to understand Flintshire's unique selling points as an employer and to inform the messaging framework. The Council opted for a recruitment message of 'A Breath of Fresh Air' as a focal point.



During the campaign the adverts were seen 550,000 times across various platforms and clicked on 7,000 times. Around 2,000 then clicked to search for jobs on Flintshire's website.

Following on from the campaign's success, Flintshire has now brought the initiative in-house and launched their own ['A Breath of Fresh Air'](#) website and [Social Services Recruitment](#) webpage.

A film was created celebrating the achievements of Social Services to be shown at the Workforce Development Team's award ceremony. The film is entitled ['Social Services – A Breath of Fresh Air'](#) to link in with the existing campaign and continues to be used as a recruitment aid.

A task group has also been established to look at new and innovative ways to attract applicants for Home Care Worker posts, and a recruitment event was held in March 2024 with more work planned in 2024/25.

Flintshire has signed up to the Guaranteed Interview Scheme for individuals who have completed the Taster to Care or Introduction to Social Care. The Taster to Care programme, which was funded up to the end of March 2024, gave individuals a chance to experience working in the care sector first hand through training and a 4-week placement.

The WeCare campaign continues to promote the care sector throughout Wales. Flintshire is an active member of the North Wales Regional WeCare group, working closely with local schools and colleges as part of the regional ambassador programme.

### Micro-Care



Flintshire’s Micro-Care Project is a groundbreaking approach to support people or small business to deliver care and well-being services in the area. Micro-Care has strengthened the local care market by offering a different option for care and support, and by bringing a new source of people into the care market. This year Flintshire has taken advantage of the potential of Micro-Care by utilising it in directly commissioned packages.

### Staff Support and Professional Development

As inspectors noted during Flintshire’s Performance Evaluation Inspection, there is a stable and experienced Senior

Management Team in place across Adults’ and Children’s Services providing continuity of leadership. Leaders are accessible, approachable, supportive, and overall, ensure practitioners have the right training and skills. Flintshire has a comprehensive supervision policy and practitioners benefit from regular supervision.

Flintshire’s Workforce Development Team maintain a high standard of training opportunities and offer planned and responsive approaches to supporting the training and development needs of the social care workforce. The team support social work students, staff to undertake AMHP (Approved Mental Health Professional) and Pre-AMHP courses, and also support the Practice Educator Award, thus offering our Social Workers continued professional development and supporting career progression.

## Financial Resources

The **2022/23** budget for Social Services was set at £99.873m, which includes the Children’s Services element of £12.281m from the ‘Out of County’ budget. In **2023/24**, the budget included additional budget for service pressures of £10.073m and provided service efficiencies of £0.283m.

For **2024/25** the Social Services budget is set at £106.121m, which includes £13.795m for the Children’s Services element of the ‘Out of County’ budget. This budget includes service pressures of £5.766m and provided service efficiencies of £7.272m.



# Performance Assessment

## People

- **All people are equal partners who have voice, choice and control over their lives and are able to achieve what matters to them.**
- **Effective leadership is evident at all levels with a highly skilled well qualified and supported workforce working towards a shared vision.**

### Pride of Flintshire

Pride of Flintshire took place in June 2023. This event celebrates the achievements of our children looked after, including an award ceremony hosted by the young people themselves, and a range of fun activities for children of all ages.

The event is organised and hosted by Flintshire **Young Voices Speak Out** participation group.



The group offers children looked after in Flintshire the chance to have their voices heard, to contribute to developments of the service, give their feedback on policies and procedures within the local authority and attend the Children’s Services Forum.

The group welcomes guest speakers including the Police, Looked After Children’s Nurses and Housing. The group also have a number of days out throughout the year.



*“I really enjoy the group, I feel my voice is heard.”*

*“I enjoy meeting other young people in the same position I am.”*

*“I feel supported by the whole group and the staff.”*



## Direct Payments - Local, Regional and National Developments



Over the past 12 months Flintshire County Council have continued to play a significant role in the development of direct payments initiatives in Wales. Enabling people to pool their funding creatively to improve outcomes, efficiencies, prevent decline and empower people to work together and build improved resilience.

Flintshire's Personal Assistant Recruitment Portal continues to be the only example in Wales. Welsh Government have approached Flintshire and funded its extension to other local authorities, and the team are currently supporting Denbighshire to embed the platform into their systems and practice.

Flintshire's direct payment webpages continue to be developed, alongside a range of direct payments resources, public information literature, films, web resources, and safe recruitment processes. Flintshire has given permission for a number of local authorities to adopt the format of the webpages, and resources are shared and available for the benefit of other local authorities in Wales.

Most recently, a bilingual animated [public information film](#) has been produced by the team, and permission has been granted to

Gwent County Council to adopt this for their benefit.

Working in partnership with the NW LD Transformation Project, a range of information and tools have been developed to improve understanding of direct payments and their possibilities for adults with learning disabilities.

Flintshire are leading on the development of direct payments to support unpaid carers, working in partnership with citizens and local and national carers' organisations. The Direct Payments Support Service continues to develop its local services in response to statutory responsibilities and is accepted as a leading example of direct payments support in Wales. The team have been invited to talk at national conferences and are currently considering utilising I.T to improve opportunities for co-production. Data sets are being developed to both improve and inform how we do things, and this information is shared at a national level.

The Direct Payments Team Manager is Deputy Chair of the All-Wales Direct Payments Forum, taking a lead on the development of direct payments policy and practice nationally. They are also supporting with a national review into the Personal Assistant workforce in Wales, initiated by Welsh Government on behalf of the Social Care Fair Work Forum. Along with supporting Welsh Government around the wording for the Health and Social Care Bill in relation to direct payments for health care and supporting BCUHB (Betsi Cadwaladr University Health Board) to pilot Individual User Trusts.

For more information on direct payments please [click here](#).

## Mwy na Geiriau

As a local authority, we recognise that we have a responsibility and a duty as a community leader to promote, support and safeguard the Welsh language for the benefit of present and future generations. Being able to offer services to our most vulnerable residents in their own language, extends far beyond just the words we use, it brings a sense of belonging, connection, familiarity, safety, trust and so much more.

Over the past year, many Welsh language celebrations and activities have taken place with the help and support of our community. As part of their 'GOLUD' scheme, the Presbyterian Church of Wales have produced a CD of Welsh medium hymns and readings to support those living with dementia, and this has been shared with our residential care homes.

Throughout the year Welsh medium schools continue to visit care homes to sing and perform for residents in Welsh. As part of this year's [Menter Iaith Fflint a Wrecsam](#) programme of events for St David's Day, pupils from local schools visited Llys Eleanor, Llys Raddington and Croes Atti to sing, entertain and share the celebrations with residents. The team at Y Dderwen Children's Home, also supported the Welsh language and cultural diversity by celebrating St David's Day.

As an employer, Flintshire County Council have embarked on a project to ensure all employees complete their language skills assessment, and, with our colleagues from Iaith, have developed and delivered a new programme called 'Welsh Matters for Everyone', with a follow on for managers called 'Welsh Matters for Managers'. The aim of the programmes is to demonstrate the





importance of using the language in the workplace and how to encourage others to do so.

Our Workforce Development Team continue to support the ‘Mwy na Geiriau’ strategic framework and offer staff attending training and completing qualifications or traineeships, the opportunity to access training, workbooks and resources in Welsh, where available. Welsh language assessments are offered to learners at initial assessment, and the ‘Mwy na Geiriau’ framework and ‘Active Offer’ is included in the taught sessions of both health & social care students and social work trainees, in partnership with the North Wales universities.

For employees Flintshire also:

- Encourage attendance at Welsh language training and continue to release employees to attend training.
- Offer Welsh language taster sessions through Coleg Cambria for employees who do not have any Welsh language skills, (two-hour sessions for a six-week period).
- Offer Paned a Sgwrs weekly sessions to provide an opportunity to speak and practice Welsh language skills within an informal and supportive environment during worktime.
- Identify employees who do not have any Welsh language skills, to ensure they complete the [Cymraeg Gwaith/Work Welsh](#) e-learning taster course provided by the National Centre for Learning Welsh.

## Celebrating Social Care academic achievements

In October 2023, staff from across Flintshire Social Services celebrated their academic success at a special awards ceremony. Council employees, together with independent care provider employees, were rewarded for their achievements at the event.

A wide range of educational awards were celebrated including QCF Health & Social Care, Social Work, Occupational Therapy (OT), as well as other professionally recognised qualifications.







*“I was so pleased to have been at the ceremony and to present so many awards to our successful candidates, they were all well deserved. These awards are recognition of their hard work, and I would like to congratulate everyone on their achievements.”*

*Councillor Christine Jones  
Cabinet Member for Social Services*



## Workforce Development Team

This year has been very busy for our Workforce Development Team. In addition to the awards ceremony, the team have been working hard to ensure we achieve the priorities set for the year, whilst also supporting business as usual.

The team continues to maintain a high standard of available training opportunities for our social care workforce, including carers and the independent sector. Consistently offering high quality and quality assured training courses, through a variety of delivery methods, they also work closely with [FLVC](#) (Flintshire Local Voluntary Council) and [NEWCIS](#) (North East Wales Carers Information Service) to ensure our third sector partners regularly receive information on what is available.

Some of the achievements of the Workforce Development Team in 2023/2024:

Between 1st April 2023 and 31st March 2024, the team have supported:

- **3,493** individuals through the delivery of **334** courses, across the social care sector workforce.
- **36** learners to become certificated for the Health & Social Care Core qualification and **1** for the Practice Level 2 qualification. With a further **53** learners currently completing the Level 2 Core, Level 2 Practice, Level 3 Practice or Award in Dementia Level 2.

- **37** social work trainees through their traineeship (Open University and Wrexham students).
- **4** staff undertaking the 4-year part time OT traineeship via Wrexham university.
- **9** Flintshire Social Workers undertaking the Consolidation Award with Bangor university.
- **4** staff undertaking the AMHP and Pre AMHP courses.
- **6** staff members undertaking the Practice Educator Award.

Feedback on training courses:

- 1220 forms have been completed and returned.
- 88% of those said that the course had improved their knowledge.
- 97% rated the course 4+.
- 97% rated course delivery 4+.
- 97% fully met the training objectives.
- 96% fully met their personal objectives.

## Safeguarding

- Promoted the corporate e-learning package for Safeguarding. 906 (80.01%) of social services staff completed the module in 2023/24.
- Delivered regular safeguarding training to more than 70 staff working for independent and voluntary sector agencies.
- Continued to promote the All-Wales e-learning available via Learning@Wales and Social Care Wales website.

## National Safeguarding Standards

- Delivered presentations to support and raise awareness of the national safeguarding standards.
- Developed a safeguarding training programme (due to be finalised April 2024), to ensure Flintshire Social Services are offering training adequately aligned to the safeguarding standards.

## Digital Skills

- Further improved the digital skills of the workforce through offering digital skills and awareness courses.
- Advertised the training courses offered by Digital Communities Wales through Coleg Cambria.

- Actively promoted [Flintshire's Digital Hub](#) - a team member currently volunteers as a member of the Digital Squad.
- The team are members of the regional and Digital Communication groups, chaired by Digital Communities Wales.
- Sessions held include Digital tools for translation, Digital tools for dementia, Digital smart speakers - How to use a digital smart speaker to enhance health and well-being.

### Other areas

- Developed the **North Wales Local Family Justice Board Training sub-group**. Membership across partner agencies has been secured and meetings are taking place.
- Continued to support the ongoing work around **recruitment and retention** of social care staff by offering quality training, together with support for qualifications and traineeships, ensuring that staff feel confident in their roles and continued professional development.
- Continued to support the **WeCare campaign** and attended the Eisteddfod to support the recruitment agenda.
- Established a rolling programme of training for Flintshire's Learning Disability Services on Positive Behaviour Techniques (**RESPECT**), delivered by qualified and accredited in-house staff. In 2023/24, 28 staff completed this training and a further 10 staff completed a refresher course.

- Supported staff to access a 12-week foundation programme as an introduction into the work of an OT at Wrexham University. Supported staff interested in progressing into the role of Social Worker, by offering a series of foundation modules via the Open University.
- Supported the work undertaken by the **Early Years Pathfinder**. Working towards a skilled and confident workforce, and a training and competency-based development plan for roles within the early years system, which has strengthened co-production and effective use of resources.

### WeCare Wales



This year Flintshire represented [WeCare Wales](#) at careers events in Plas Derwen, Holywell, Elfed High School, Buckley, and Hawarden High School. We are also recruiting more WeCare ambassadors, to be able to reach more young people and educate them about the different career options and progression opportunities within the sector.

Flintshire is also registered with the Guaranteed Interview Scheme for individuals who complete WeCare Wales' Introduction to Social Care course.

## 2024/25 Priorities

- ✓ **Direct payments: lead on direct payments initiatives at a National Level**
- ✓ **Flintshire County Council to sign the pledge and adopt Welsh Government's '[Corporate Parenting Charter: A Promise for Wales](#)'. To fully support the principles and promises set out in the Charter, and ensure our Children Looked After receive the highest standard of care and support.**
- ✓ **Pilot the workforce development skills matrix to ensure staff deliver quality and effective services. To include speech, language and communication, parenting, childcare and transformation as a minimum (Early Years & Family Support).**
- ✓ **Support the implementation of the All-Wales safeguarding standards through delivery of a training programme which aligns to the competency groups within the national training framework.**
- ✓ **Continue to support the Digital Strategy by supporting the improvement of digital skills of our workforce.**
- ✓ **Maintain a high standard of available training and development opportunities for our social care workforce, including carers and the independent sector.**
- ✓ **Work with our regional partners, ensuring Flintshire are involved in the implementation of policies and training offers.**
- ✓ **Support the implementation of training and information from identified areas through the Single Unified Safeguarding Review (SUSR) process and CIW Inspection.**
- ✓ **Support the WeCare Campaign and the work around recruitment and retention of social care staff.**
- ✓ **We will remain committed to supporting the 'Mwy na Geiriau' strategic framework by ensuring we are able to offer training and resources bilingually when required.**
- ✓ **Support staff and students with a pathway into social work and occupational therapy.**
- ✓ **Continue to deliver the Health & Social Care Core Level 2 and 3 Practice qualifications via our assessment centre, providing necessary qualifications for our support staff working in Adult Services.**
- ✓ **We will continue to work with universities and support trainee Social Workers through their 3-year traineeship and offer help to our occupational therapy staff undertaking their traineeship.**
- ✓ **We will continue to support both social work qualifying training, and post qualifying training in Wales, including the first 3-years framework requirements for all post-qualifying Social Workers new into roles.**



## Prevention

- **The need for care and support is minimised and the escalation of need is prevented whilst ensuring that the best outcomes for people are achieved.**
- **Resilience within communities is promoted and people are supported to fulfil their potential by actively supporting people who need care and/or support including carers to learn develop and participate in society.**



### Early Years and Childcare

In line with the local authority statutory duty to ensure sufficient childcare places in Flintshire, several key initiatives are progressing, as well as the development of Welsh Government programmes.

The Flying Start programme has been enhanced to offer all 2-year-olds part time childcare. This is a phased expansion, Phase 1 has been implemented and Phase 2 is currently being rolled out across Flintshire based on Welsh Government criteria,

with an additional 23 children for 2024-2025. We are continuing to work towards seamless pathways for 2-year-old childcare, 3-year-old childcare offer, and early pre-school education provision, as well as ensuring the quality of childcare, for children with additional needs or vulnerability.

To help support the need for additional childcare places, and to create seamless pathways for children between childcare and education, the Phase 1 Childcare Capital programme was completed in March 2024. With eight new builds and one refurbishment, it is operating alongside the Phase 2 Childcare Capital Programme. In collaboration with Education and the childcare sector, addressing the needs in the Childcare Sufficiency Assessment, four Business Cases were submitted to Welsh Government for 2022-2025, and two have begun their feasibility survey. The new modular buildings will create an additional 50-60 additional childcare places available in Flintshire.

The Small Capital Grant from Welsh Government continues into 2024-25, and has been an extremely successful programme, making a difference to the childcare environment across Flintshire.

Work is ongoing towards the development of a national, regional, and local approach to Early Years Transformation, so that all our children aged 0-7 have the best possible start in life and can reach their full potential.

There has been significant benefit and system change due to partnership collaboration locally, regionally, and nationally, which is benefiting families. The work to date, including piloting and

testing innovative practice, will support Welsh Government in making further policy decisions across the sectors and spectrum of need, to ensure effective outcomes for all children and longer-term health and well-being outcomes.

Flintshire will work with a small advisory group from across Wales to progress thinking and policy direction at a national level.

A draft Early Years Strategy has been completed. However, following notification of the closure of the Early Years Pathfinder funding, this is due to be reviewed by the Flintshire Early Years Board and Regional Partnership in 2024 to agree the way forward, including the prioritisation of existing projects, for example, parent and infant relationships, Brain Story and resilience.

The priorities set out in the Early Years Strategy have been developed and the strategic direction is planned in accordance with 4 workstreams:

### **1. Evidence Based Interventions, Identifying Needs and Achieving Outcomes**

We aim to achieve wide collective ownership of the strategy and vision, for all children to have the best start in life. Work around the population data is developing and a baseline established. Areas being explored are shared information between the region, local authority and health, for example live birth data. A clearer understanding of the early years' population and the Nesta Cymru report has been helpful to enhance our business intelligence and support key areas of work, such as the Flying

Start expansion. Work is progressing towards a clear narrative of child outcomes at key life course points, such as birth, entry to learning and entry to school, and for vulnerable and complex needs population groups.

**2. Workforce Planning and Practice Development**

The Workforce Strategy for early years is near completion and is planned to be finalised in April 2024. Working in collaboration with the University of Oxford, the ‘Brain Story’ has been piloted and tested across all regions in North Wales. Evaluation information was presented to the Early Years Integration and Transformation regional meeting in January 2024. The evaluation was well received, and the training will be expanded upon over the next year.

**3. Creating Accessible and Inclusive Services, Co-production, and Service User Engagement**

Empowering Parents, Empowering Communities (EPEC) the parent volunteer programme is still delivering a high level of positive feedback for the core programmes. An additional autism module was piloted between September 2023 – March 2024, which showed increased confidence in parenting, improved relationships and stronger parent networks established as peer support.

Parent Champions commenced with a small number of volunteers trained to deliver parents’ information in their local community. This will help to centralise information for the public and allow for a more effective approach to signposting information.

The inclusion and engagement framework continues to develop, to ensure the voice of the child and parent influences the system. One of the big successes developed with parents is the new [Early Year and Childcare webpage](#), working with Health and their development of Best Start Hub.

**4. Integrated Pathways and Transition Points**

There are several Task and Finish Groups working towards further developing the system, for example, a pre-school pathway working group has been established to create seamless pathways through childcare to education, and to ensure children with needs are supported on this journey. Some of this work has now moved into business as usual due to its positive impact, for example speech and language within Education, and Video Interactive Guidance and Circle of Security working with CAMHS (Child and Adolescent Mental Health Services).





## Special Guardianship Service

The Special Guardianship Service has continued to develop this year, staff capacity has increased and there has been an increase in the demand for SGO's (Special Guardianship Order's) via Children's First Contact Team.

There have been a number of developments in the service including:

- A Special Guardianship Support Group has been launched online.
- The first support group coffee morning and walk has been held which was a success, moving forward these will be held 3 monthly.
- [SGO webpage](#) has been created on the Council's website, which is easily accessible and contains a contact form which directs queries to a dedicated SGO inbox.
- Newsletters are now sent out to all Special Guardians three times a year, which helps open communication when the team are no longer supporting.
- Regular information is sent out using the SGO support inbox, to signpost individuals to relevant events, activities, and support within the local area.
- Nurturing attachments training, including training on online safety, is being run every 3 months for Special Guardians.

- Educating colleagues around Special Guardianship to help enable an SGO to be identified earlier and reduce the number of Children Looked After.
- Working closely with [AKFA Cymru](#) (Association for Fostering, Kinship and Adoption) to develop SGO support services across Wales.

## Multi Systemic Therapy



[Multi Systemic Therapy](#) (MST) is a short-term, intensive way of working with families when the young person in the family is getting in trouble at school, at home or with the police.

The MST Team has worked with 134 families across Flintshire and Wrexham since May 2020. From 1 April 2023 to 31 March 2024 the team closed 45 families completing full treatment. During this period, 93.33% of the young people remained at home, 80% were in education, employment, or training and 91.11% had no new arrests.





*“The therapist is a legend, she has helped this family, so amazingly I can’t give any more words for what she does. She is incredible.”*

*“I just wanted to say a little thank you to the whole MST team. My life has completely changed. Making me feel empowered and helped me to deal with difficult situations.”*



## Expansion of the Progression Team

The Progression Model continues to be expanded across services to promote people’s independence skills and to support them to achieve their personal outcomes.

The Progression Team is being strengthened to enable a focus on employment with additional posts being created, to enable the team to expand the service offering for employment and work opportunities for individuals with disabilities.

Since January 2024, there is a full-time Social Worker dedicated to working with neurodiverse individuals aged 16-18, ensuring support and guidance is provided to enable the individual to be independent of formal support going forward. The Social Worker links in with the IAS (Integrated Autism Service) team and other local services to ensure the individual is aware of all support available in their area. They have developed networks to enable collaborative working to ensure individuals are able to achieve what matters most to them. The support is measured using the Bench Marking Assessment form devised by the Progression Service, which tracks progression made from entering the service (benchmark) over a 6–12-month period and can be used as a visual aid that both the Social Worker and individual complete together.

A further development is the appointment of a Supported Employment Co-ordinator in March 2024, funded by the Transformation Grant. They will be working with the Learning Disability Team, contributing to the review process to identify opportunities for those who express an interest in paid employment.

## Project SEARCH



Project SEARCH is an international internship programme for individuals with learning disabilities, neurodiversity and/or autism. Flintshire County Council has proudly supported the project since its launch in 2019 in partnership with [HfT](#), and more recently BCUHB.

The last 12 months have been an exciting time for the local Project SEARCH programme in terms of innovation and development of the local service offering. Within Flintshire, the programme expanded to offer two distinct programmes and became the first Project SEARCH scheme in the UK to offer a dedicated programme for adults aged over 25. The expansion of the local service offering to running two schemes has proven to be a real success and has resulted in two graduation ceremonies being held for students to celebrate completing their internships with their family and friends.

“

*“Being with Project Search and working with Workforce Development has been a lovely experience for me to get ready for going into a real working environment”*

”

*Dylan is an intern from Project Search who worked with Flintshire’s Workforce Development Team on one of his rotations.*





“

*“Project SEARCH really highlights the skills and talent of our local young people. In Flintshire we are committed to ensuring everyone has the opportunity to work, earn a wage, develop their skills and be part of the community.”*

”

*Councillor Christine Jones  
Cabinet Member for Social Services*







### Supporting Individuals with Disabilities into Work

A partnership between Flintshire County Council, HfT and Deeside Business Forum has been formed to support individuals with mental health issues, neurodiversity and learning disabilities, to secure paid employment in their local community.

In February 2024, a reverse jobs fair was held at Coleg Cambria, with support from Next Steps and HfT. The event was well attended by over 50 individuals and organisations. Following on from the event, one individual has been approached regarding paid employment, and another individual is setting up their own business with support from Big Ideas Wales. As a result of the event’s success, Next steps and HfT are planning to organise another Reverse Jobs Fair in October 2024.

The [‘EmployAbility Hub’](#) has also been launched on the Deeside Business Forum website, which lists all the supported individuals who are seeking paid employment.

“Thank you for holding an event like this. It is very inspirational, and I really hope for them to get hired! Or start their own businesses with their expertise and talents.”

### Next Steps

Next Steps ran a career planning course in partnership with Adult Learning Wales in May 2023. The course covered career options, how to write a CV, what to wear for interview and an action plan on the steps to take to be ready for employment.

Next Steps worked with the Deeside Business Forum and Kings Academy to provide the learners with work experience and ‘real life’ interview practice. Eight learners started the course and six completed it, gaining an Award in Work Related Education qualification.

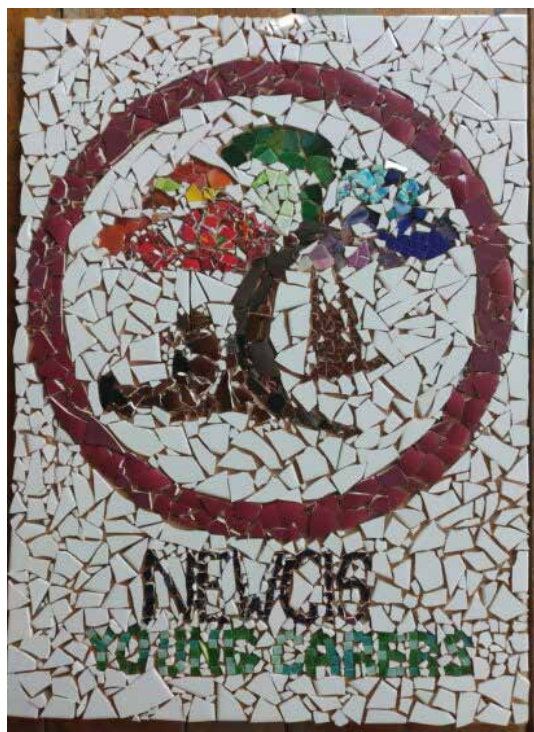
Outcomes for those individuals included:

- 2 individuals secured paid employment.
- 1 individual is working towards becoming self-employed.

- 1 individual started an accountancy training course.
- 2 individuals started volunteering to gain experience, structure and routine to their week, both are now actively seeking paid employment.

### Supporting Carers

Unpaid carers are a vital source of care and support for many individuals throughout Flintshire, relieving the pressure on formal care services significantly. The valuable impact of unpaid carers to individuals and communities in Flintshire cannot be underestimated.



### Young Carers

Engagement and uptake for our [Young Carer ID Card](#) continues to increase, with more than 400 young carers now registered with the scheme across Flintshire.

Work is also ongoing with colleagues in Education to increase awareness of young carers within schools through an accreditation scheme of training sessions for staff and links with NEWCIS. Ensuring they are able to identify young carers and support them with their education and any further support needs they might have. Not only is awareness being raised amongst staff in schools, but also throughout the school community with pupils learning about young carers, what some of their responsibilities could entail and what they can do to support each other. This awareness raising has been very successful, and this year the pupils at the Alun School in Mold voted to support NEWCIS Young Carers as their charity of the year. The money raised by the school will be spent on additional tuition for those who feel they need it leading up to their exams.

### Breaks for Carers

The range of options available through our award winning 'Bridging the Gap' scheme are now larger than ever, ensuring carers have the choice and control for a break that matters to them and meets their outcomes. Building on the success of 'Bridging the Gap', Flintshire launched a programme of direct payments for carers, in partnership with NEWCIS. Since the launch of the new scheme, we have seen an incredibly positive response with 48 carers being supported so far.

Carers reported that the direct payment scheme contributed positively towards their well-being and that of the cared for. Carers felt that they were able to sustain their caring role and maintain supporting their cared for to continue living at home. Our partner organisations have also shown great interest in the scheme and are feeding back that the carers they support believe this would be a significant help to them. Internally our Social Workers are seeing the incredible benefits of supporting carers to be creative in sourcing the support they need to sustain their caring role.

Since the scheme began, it is evident the ability for the carer to be creative in finding solutions to meet their outcomes, are far more cost and resource effective than the prescribed solutions available.

The 'Amser' Scheme has enabled us to support our third sector partners with applications for funding to deliver a number of different options for our carers to access breaks, ranging from hotel breaks to a meal out, or even a hobby that can be pursued from home.

Our young carers have been able to access camping trips and wilderness activities. The new 'Break Shop' created by young carers, provides items such as games and sports equipment to use at the group, and then take home to play with siblings and other family members.

### Cost of Living Crisis

To support carers with heating costs, NEWCIS has a number of Winter Warm boxes available which include radiator reflectors, window film and items of warm clothing and fleece blankets.

NEWCIS has also gained funding to buy electric throws, which helps to keep the heating turned down.

Courses are being arranged with Scottish Power and Citizens Advice Flintshire which will support carers with high energy costs. The courses look at energy saving methods and the financial help that is available to carers. Carers attending previous sessions advised the courses were very beneficial. Carers told us they learnt a lot and it would help them to reduce their bills in the future.

### International Network of Carers

The pen-pal project has been created to allow carers the opportunity to communicate, share ideas, collaborate, provide peer support and respite opportunities. The project has got off to a great start, with carers being matched with centres in Cheshire, Scotland, Australia and America. Carers are matched by age and interest, and we have received 51 referrals since we began in August 2023. Carers have requested some groups be held over zoom, so they can chat about their different areas and see each other face to face.

### Re-commissioning of our Carer's Services for 2025 onwards

Work is in progress to review our current commissioned services to understand what is working and where there may be gaps we need to fill to support our carers. We are working to ensure what will be commissioned is co-produced with carers themselves, ensuring that they have input into the services available.

## 2024/25 Priorities

- ✓ Continue to grow our in-house fostering service to support more children looked after.
- ✓ Continue to develop the Special Guardianship Service to reduce the need for children and young people to remain looked after.
- ✓ Develop childcare expansion and seamless childcare provision across programs. Achieve the childcare expansion target set by Welsh Government for the 2-year-old phase, Flying Start, Flying Start Outreach and 3–4-year-old childcare and additional support and continue the childcare capital programmes.
- ✓ Develop a national, regional, and local approach to Early Years Transformation so that all our children ages 0-7 have the best possible start in life and are able to reach their full potential.
- ✓ To include a regional approach to early years brain science through simple messages, metaphors, storytelling, and training - Oxford Brain Story.
- ✓ Pilot an evidence-based volunteer information provision to increase access and availability of information to support families and provide early intervention and prevention.
- ✓ Utilise the progression model as a way of promoting people’s independence skills.
- ✓ Continue to expand the service offering for employment opportunities for disabled people.
- ✓ Progress the newly formed partnership with Deeside Industrial Park which aims to bring employment opportunities for vulnerable people within Social Services.
- ✓ Continue to meet the demands of young people with learning disabilities for accommodation.
- ✓ Further development of our work to support young carers in their role, including but not limited to: further development of the Young Carers ID Card, focus on respite and breaks for young carers, engagement with education colleagues and schools, engagement with businesses and communities across Flintshire, support with training and education opportunities.
- ✓ Continue to investigate and expand creative respite solutions to meet the needs of carers in bespoke and unique ways.



## Partnership and Integration

- **Effective partnerships are in place to commission and fully deliver fully integrated, high quality sustainable outcomes for people.**
- **People are encouraged to be involved in the design and delivery of their care and support as equal partners.**

### Welsh Government Officers Visit Flintshire

In November 2023, Flintshire had a great opportunity to showcase just a few of the innovative practices and projects we are all very proud of when we received a visit from Albert Heaney CBE, Chief Social Care Officer for Wales, and Taryn Stephens, Deputy Director Improvement, Social Services and Integration Directorate at Welsh Government.

Albert and Taryn visited Marleyfield House Care Home where they met Foster Bear and learnt about the Mockingbird project in Fostering. Albert and Taryn also had a tour of Cyflawni at Marleyfield House, learnt about D2RA pathways and were given a virtual tour of the plans for we have in place for Tŷ Croes Atti,

our new care home in Flint to replace the existing Croes Atti Care Home.

Two Flintshire Micro-Carers, Rachel Jones and Yvette Mallalieu were also present to share with Albert and Taryn their experiences of being Micro-Carers and how they support Flintshire residents and their families.







### Tŷ Croes Atti Care Home

Flintshire County Council have approved the final design plans for a new 56-bedroom residential care home in Flint, which is being built on the site of the former Flint Cottage Hospital. Construction work is well underway, and we anticipate the development will be completed by the end of May 2025.

The project involves the relocation and expansion of the current 31 bed care home in Flint to the new site. Working in partnership with BCUHB, the facility will provide integrated social care and health care services and offer residential care of the highest

quality using state of the art facilities across four floors. One of these floors will provide D2RA support to approximately 12 residents at any one time, providing short term care that supports the reablement and recovery of residents following a period in hospital or other identified needs.

The project has a value of approximately £18 million and has received just over £11 million in funding via the Welsh Government's Integration and Rebalancing Capital Fund (IRCF) and Housing with Care Fund (HCF) capital programmes. The remaining funds are being provided by Flintshire County Council's capital programme.



“

*“It is great to be delivering these services to our Flintshire residents. We are really proud of the innovation in Flintshire and the continued investment to the development in Flintshire’s Services.”*

”

*Councillor Christine Jones  
Cabinet Member for Social Services*



## Maes Gwern Integrated Social Services and Health Hub

The development of Maes Gwern will see the existing supported employment projects at Tri Ffordd in Bretton, and Growing Places in Shotton, relocate to Mold. The original design concept for the Maes Gwern hub has progressed to include areas to enable health services and therapies to be delivered at the site, to create an integrated social services and health hub.

The business case for Welsh Government Integration and Rebalancing Care Fund (IRCF) was reconsidered and received conditional approval in September, with Ministerial approval for the full amount of funding requested (£2.9 million) being received in November 2023. The remaining £1.8 million will be funded from the Council’s capital programme. The RIBA Stage 4 design has been completed and construction is due to start in April 2024.

The new purpose-built facility will provide sustainable, high-quality services, working in partnership with HfT and BCUHB, to provide health services and therapies, in addition to learning disability, mental health and autism support services. The build for the project is estimated to be 12-months and the projected opening date for the facility is April 2025.

## Flintshire receives membership from the World Health Organisation



Flintshire has received the accolade of becoming a member of the Global Network of Age-friendly Cities and Communities. Established by the World Health Organisation (WHO) in 2010, the Age-friendly network connects cities, communities, and organisations across the world with a shared vision of making their communities a great place to grow older.

Flintshire joins more than 1,400 cities, counties, and communities across 51 countries around the world in being recognised as working to improve the age-friendliness in their area. As the second community in Wales to achieve membership, along with the city of Cardiff, this supports Welsh Government’s vision for Wales to be an age friendly nation, where people of all ages are supported to live and age well and can participate in their community.

For more information about ‘Age Friendly Flintshire’, please [click here](#).



## Flintshire Dementia Strategy and Dementia Project Board

Flintshire County Council, supported by BCUHB, developed a Dementia Strategy for Flintshire in 2020. An update was published in November 2021 which can be accessed on [Flintshire's website](#), along with a range of information about support services and community activities for people living with dementia and their carers.

The Flintshire Strategy is aligned to the [North Wales Dementia Strategy](#) and [All Wales Dementia Care Pathway of Standards](#). A Dementia Project Board has been established to implement this strategy. The Board includes representation from Social Care, Health and third sector service partners, who work collaboratively to engage with people impacted by dementia, to ensure that local needs and priorities are met and that communities are inclusive and supportive. The Board has overseen a number of positive initiatives and projects in the last year. These include:

- A new North Wales Dementia Friendly Community scheme.
- A community listening campaign and community engagement event in Mold.
- Person centred support provided by the Dementia Support Workers, Social Workers, and Occupational Therapists.
- Specialist workers across Social Services and Health working to share skills to support younger people with dementia, and those with an early onset diagnosis.

- Support to unpaid carers and engagement with communities, led by NEWCIS.
- Dedicated dementia lead within the Workforce Development Team, developing the knowledge and expertise of Social Services staff and care provider teams.



- The Progress for Providers accreditation programme for care providers supporting people living with dementia.
- Investment in promotion of North Wales Police Service's 'Herbert Protocol', helping to support the service to locate missing persons who are living with dementia.
- Community-based therapy services, working in close collaboration with Social Services to provide post diagnosis support.
- Memory Support Pathways and the Flintshire Dementia Centre, delivering positive outcomes for pre and post diagnosis support to people living with dementia and unpaid carers and families.
- Additional equipment and resources provided, including dementia friendly radio sets and robotic therapy pets for extra care tenants and care home residents.

## Micro-Care

2023/24 has been a hugely successful year for the Micro-Care project in Flintshire. 14 new Micro-Enterprises have been established, taking the overall number of providers delivering social care and support up to 45. These Micro-Carers have supported around 200 people in Flintshire across the last financial year, and with a new cohort of businesses coming through, this number is expected to grow.

Flintshire has supported a Micro-Care provider to setup as a day service for people with dementia in the community, running out of two separate locations to cater for demand in different areas. 14 people now attend this service, providing valuable respite services and outcome focused interventions for people with dementia in Flintshire.

A major step for Micro-Care has been the ability to commission the enterprises to deliver personal care for those most in need. This has worked successfully, with 5 Micro-Carers being commissioned in Flintshire across the year. The outcomes from these services have been exceptional, with Micro-Carers being able to deliver flexible services that adapt to an individual's outcomes.

This year we celebrated the positive work undertaken by Micro-Care at a celebration event attended by over 40 people, the majority being Micro-Carers and individuals they support. The Council were able to express their gratitude and hear about the positive work undertaken in the community, and the successes people have made from setting up their own micro-enterprises.



The project was also nominated for a Social Care Wales Accolade award and shortlisted as a finalist. Many Micro-Carers met the judges and portrayed passionately the value of Micro-Care as part of the social care sector and what it has meant to them personally. We are very proud that Micro-Care has gained recognition as a highly commended finalist.

To find more about becoming a Micro-Carer, or to find more about services they offer, please [click here](#).



### Progress for Providers

Progress for Providers is an accreditation programme that sets out clear expectations about the delivery of individualised care for residential and domiciliary care providers in Flintshire. It uses person-centred tools and practices to help staff teams change the way they support people and engage with families. Progress for Providers promotes staff development and enables people receiving care and support to have more choice and control by focussing on what matters most to them.

Having embedded these tools in their service delivery, 25 providers have achieved one of three awards (Bronze, Silver and Gold). Providers have also been adapting the tools to work for

them and find they are learning more about the individuals they support, allowing them to provide better care.

Examples of the impact from working with Progress for Providers:

**The Oaks** (Silver) has fully embraced the tools, and by working with family to understand the life history of the people they support, are able to bring to life the person they were previously, and not simply seeing who they are now. They also utilise the Decision-Making Agreement, which contains lots of person-centred and detailed information around decisions that are important to people and how they would like to be involved in those decisions, ensuring they feel in control of their life.



**Castell Ventures** (Silver) support residents with learning disabilities and have adapted their recruitment strategy to include the One Page Profile. By asking each candidate to complete a profile before their interview, they can ensure there will be compatibility between the successful candidate and the individuals they will be supporting.

**Wellfield** (Gold) have displayed outstanding documentation and it is evident that person centred care is a priority for the home. It is embedded into practice and documentation and appears to be at the heart of everything they do.

**Plas Yr Ywen** (Gold) have fully embedded Progress for Providers into their services, for example, a tenant had a stroke in 2016 which left them with cognitive difficulties including significant communication issues and trouble with word finding. The tenant likes to complete jigsaws but was getting frustrated because they couldn't recall which staff member had supported them. From completing the learning log and reflecting on what worked well and what didn't work well, a team member suggested putting the mini profiles with staff names and photographs in the tenant's apartment to help remind them. It is also important for the tenant to have their hair styled after a shower, meaning it is important the person who supports with the shower is capable and confident in styling hair. This person-centred, important information is captured on the matching support tool.

**Marleyfield House** (Gold) not only does the Progress for Providers programme have an impact on the care and well-being of residents, but staff members can also benefit from the use of the person-centred tools. For example, Marleyfield House supports a diverse level of care needs ranging from residential, respite, short term care and residents living with dementia.

Using the 4 plus 1 Questions tool, management were able to ascertain that for residents living with dementia, or a dementia related illness, it is vital that staff need to be supported with more knowledge at the early stages, to prevent misinterpretation of the effects of dementia, and see the person not the illness. To support staff members, a Dementia Training File was introduced with easy-to-follow guidelines provided by the Alzheimer's Society, to assist with supporting residents and families on the main forms of dementia, along with end-of-life care. Team meetings, group discussions and reflective practices continue to be held to implement the guidance.

To see the full list of providers achieving these awards [click here](#).

## Advocacy Services

Our advocacy services have been re-tendered from January 2024. We have joined with Wrexham County Borough Council as part of this tender process to create a new North-East Wales advocacy offer. Previously there were two providers in Flintshire, and an alternative in Wrexham, and feedback was that accessing advocacy could at times be confusing. Now people looking for advocacy support can call one provider for all services, [Advocacy Services North-East Wales](#) (ASNEW). The new sub-regional service is still in its infancy but has already supported 163 advocacy cases in its first quarter.

We have also re-tendered our Self Advocacy project and [Advance Brighter Futures](#) now deliver this in Flintshire and Wrexham. This has given the opportunity for a fresh new look at how services empower people to advocate for themselves

and prevent the need to seek statutory advocacy support in the future. Advance Brighter Futures have set out to re-evaluate the existing provision in Flintshire and codesign and relaunch a brand-new service in April 2024.

### Disability and Sensory Loss Services

Following a successful tender exercise, Flintshire, in partnership with Wrexham Council, have retendered the sensory support services with [Vision Support](#) and [DSN](#). The services will be delivered on a sub-regional footprint to offer efficiencies and better capacity management in the area. The new contracts are due to start on the 1st of May 2024, and we are looking forward to working together with both Wrexham and partners in providing a high-quality service.

### Autism Services

North Wales Integrated Autism Service ([NWIAS](#)) has been very active this year, promoting the service and ensuring individuals with autism in North Wales get the support they need. NWIAS now have a regular programme of advice hubs in all six counties of North Wales. These are run on a monthly basis in public venues which facilitate access to information and support. The team also run post assessment support in terms of six-week support groups to enable neurodivergent individuals to gain coping skills.

Promotional days have been held at Ewloe Sports and Social Club, Flintshire, The Imperial Hotel, Llandudno and Oriel House Hotel, St Asaph, which have been successful in attracting more than 350 people. 71 organisations were showcased at these events who were able to offer support to attendees,



both individuals and families. There were also opportunities for networking between organisations and all events have been well received. More events are planned for 2024/2025 in Anglesey and Wrexham. NWIAS also had a stall at the Flint and Denbigh show which attracted more than 80 personal enquiries, enabling us to reach even more individuals.

Training has been carried out with ASNEW on Autism Awareness and Communication Skills, and NWIAS actively promote Autism Wales' online learning on this subject which has led to increased publicity and access for both professionals and the public. Training is also offered to advocacy providers and contracts now detail expectations around skills and knowledge in supporting autistic people.

NWIAS has been successful in obtaining Welsh Government funding through their Neurodiverse Improvement programme to fund additional autism spectrum disorder (ASD) assessments to reduce the waiting list which stood at 21 months.



NWIAS has undertaken research in conjunction with Bangor University in relation to customer satisfaction, and together with specialist staff in Flintshire Council, have developed an online survey satisfaction tool. This tool is used to monitor the performance of the service and will be reviewed on a quarterly basis to improve performance. The team also ensure they receive regular feedback for groupwork that is carried out, to be able to continue to co-produce the courses to ensure inclusion with the autistic community.

NWIAS has also developed a new consultation model for professionals requesting input from the service, to develop professional autism practice and to assist in case management of autistic adults. This has been well received and the team have been able to support the Community Mental Health Teams (CMHT), the Eating Disorder Service and Substance Misuse Services to develop practice in relation to autism assessments. The clinicians also participate in multiagency meetings to give advice in relation to complex casework.

### Mental Health Services

During 2023/24, Social Services have further developed preventative and early intervention services for people struggling with their mental well-being in an effort to avoid the need for statutory services. In addition to commissioning support from FLVC for social prescribing services within the CMHT, the Well-being and Recovery Team now have three Social Workers providing the following services:

- Children and Families Well-being Worker – this role offers information and guidance to people who are struggling

with their mental well-being and have dependents who are children. Parents can be signposted to mental health resources in the Flintshire area.

- Adults Well-being Worker – this role offers information and guidance to people who are struggling with their mental well-being and may be having difficulties finding the support they need. They are based in the Flint Library Hub on Fridays between 12pm and 2pm. This worker also works in conjunction with [NEWMind](#) to facilitate a peer led support group for those experiencing issues associated with personality disorder. This was included as an example of good practice in a recent ITV Wales documentary.
- Well-being Accommodation Support Worker - this role provides support to people who are struggling with their mental well-being and may be at risk of losing their homes as a result.

In September 2023 the Well-being and Recovery Team launched its Accommodation Support element, which consists of one Social Worker and two Support Workers. This new team was developed using Housing Support Grant funding to respond to the housing issues being experienced by people with lower-level mental health problems and/or substance misuse issues. Difficulties include financial problems leading to non-payment of rent, relationship breakdowns leading to homelessness, hoarding behaviours, and a range of other housing needs. Staff in the housing departments felt they lacked knowledge and expertise in working with people with mental health and substance misuse issues and were finding it difficult to address housing problems where these were the underlying causes.

The Well-being Accommodation Support Team has been set up using agreed processes with housing teams, and referrals can be made by any individual or professional via the Flintshire Housing Gateway website.

The feedback from the project has been positive, communication between the Well-being and Recovery Team and the Housing Solutions Team has been good and they have embedded themselves well.

The number of referrals has tripled from 12 units of support to 47, which has resulted in individuals being able to access mental health services who previously would have not been able to. The addition of the Well-being and Recovery team has meant that individuals have benefited from a Social Worker's input to ensure they are referred to and access the relevant services. Individuals are now receiving professional advice and assistance from a specialist team.

Housing Solutions Officers have fed back that individuals are engaging well with the Well-being and Recovery Workers. The waiting list for support from mental health services within HSG has decreased, and the Well-being and Recovery Team currently have 35 cases between them.

For more information about the Mental Health Services available please [click here](#).

## 2024/25 Priorities

- ✓ **Provide additional placements for step down care within our in-house provision (Tŷ Croes Atti).**
- ✓ **Support the building of a new hub for the relocation of Tri Ffordd supported employment project to Maes Gwern in Mold.**
- ✓ **Continue to grow the Micro-Care market, including access to commissioned care packages.**
- ✓ **Pilot an evidence-based volunteer parenting programme, offering parents an opportunity for peer-to-peer support and to test whether volunteer services are as effective as paid services.**
- ✓ **Investigate how to identify and connect with more carers, make our services more visible and accessible and raise awareness of carers in the local community.**
- ✓ **Recommissioning of carers services to begin in April 2025.**

## Well-being

- People are protected and safeguarded from abuse and neglect and any other types of harm.
- People are supported to actively manage their well-being and make their own decisions so that they are able to achieve their full potential and live independently for as long as possible.

### Fostering

#### Foster Bear Campaign Success Story

The Foster Bear campaign was launched in January 2023 in collaboration with Primary Schools across Flintshire to raise awareness of local authority fostering and outline the urgency to recruit more foster carers in the county.

So far, thirteen primary schools have welcomed Foster Bear into their classrooms, and children are given an activity pack that contains a Foster Bear teddy and activity book to take home. The campaign educates children and their families about local authority fostering and the benefits of children looked after staying local.

“

*“We have always thought about fostering then along came Foster Bear from our daughter’s school. Our daughter took great care of Foster Bear, and it came everywhere with us. It was a great message to send.”*

”

*Craig and Clare were the first new foster carers to sign up after their daughter brought foster bear home.*







### Foster Bear's First Birthday

[Foster Wales Flintshire](#) hosted a very special birthday party in February 2024, to celebrate a year since the launch of their innovative Foster Bear campaign. Local foster carers and children were invited to attend the party to play games, create crafts and celebrate Foster Bear's first birthday.

“

*“Foster Bear is a fantastic way of getting the message out in Flintshire that fostering is such an important and rewarding role, that everyday people in our communities can take on and have such a huge positive impact on the lives of young people.”*

”

Neil Ayling  
Chief Officer, Social Services  
Flintshire County Council





### Raising Awareness

In support of the Foster Wales national campaign ‘Bring Something to the Table’, the Flintshire Foster Wales Team were at Broughton Shopping Park on a number of dates throughout January and February to raise awareness, educate people about fostering with Flintshire, and answer any questions.

### Mockingbird

The Mockingbird programme replicates an extended family in constellations of 6-10 fostering households, led by a Hub Home Carer and Liaison Worker. The constellation community offers vital peer support and guidance alongside social activities and sleepovers, to strengthen relationships and permanence for children and young people. There are currently three constellations in Flintshire, all of which are going well with lovely friendships and relationships.

This year we have seen multiple instances of foster carers increasing their capacity, either from respite carer to fulltime, or from one placement to two placements, due to the confidence they have gained from the Mockingbird programme. Another positive outcome that we have experienced this year is a case where a child who would have been placed in an out of county residential placement, has been able to stay in foster care in Flintshire alongside their siblings.

### Children’s Residential Homes

Flintshire’s commitment to developing a programme of Children’s homes to help avoid the need for residential placements outside of the county is ongoing. Over the last 12 months, we have been successful in registering 4 of our 5 new Children’s Residential Homes with CIW. The team in Tŷ Nyth have opened a model of Multi Systemic Therapy, Family Integrated Treatment, Integrated Treatment Model (MST FIT ITM), which is an evidence-based model that is widely used throughout America and is the first of its kind in Wales. The team have regular monitoring meetings with the consultants from MST, have clear documentation in place to support with the quality of



the service delivery, and the home's Responsible Individual visits regularly to complete monitoring visits, in line with the regulation requirements.

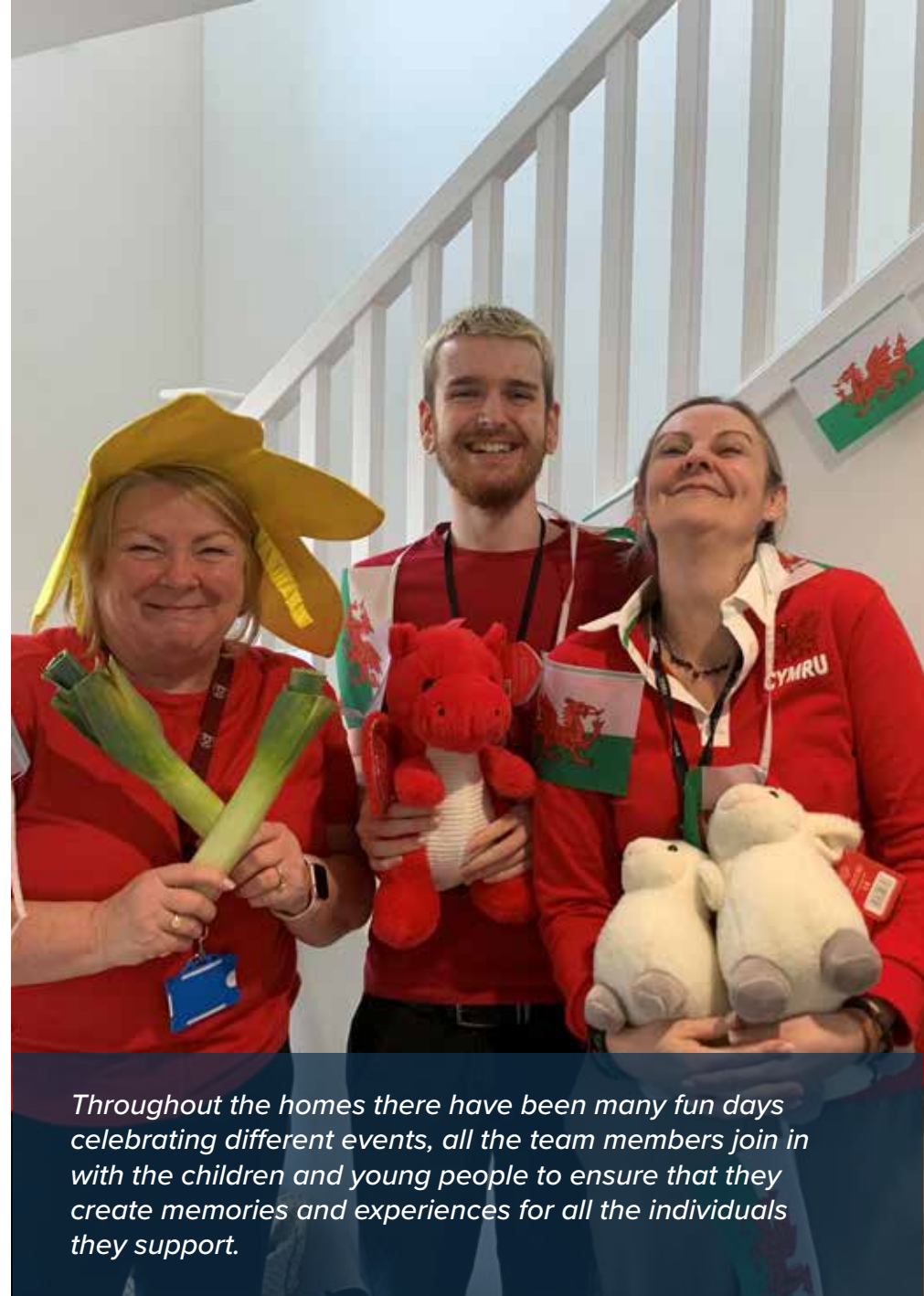
In December 2023, the team celebrated the first young person moving back to live with their family full time. The young person had been in care for 9 years, has now finished the full programme, been closed to the MST FIT team, and continues to live together with family. Following on from this success, another young person has since moved home to family and another young person is currently in the programme.

The team members within the service have supported Children's Services with emergency situations, and have supported young people in their family homes, within Flintshire's emergency provision, as well as within other properties in the local community.

The teams have been embedding evidence based therapeutic approaches within all the homes, and further training is booked this year which will support the development of this. There is a psychologist working closely with the service which has been key in supporting the workforce to develop their skills, improving practice, and understanding the young people and how we can best support them.

### Long-term Accommodation for Young People with Learning Disabilities

Flintshire continues its work to meet the demands of accommodation for young people with learning disabilities. Progress is ongoing and good links have been made with the Housing Associations.



*Throughout the homes there have been many fun days celebrating different events, all the team members join in with the children and young people to ensure that they create memories and experiences for all the individuals they support.*

### Short-term Emergency Accommodation

Flintshire now have four properties available to support people who find themselves homeless, or in need of accommodation urgently. The most recent addition is a bedsit which has been used to accommodate a young person with autism who was at risk of homelessness.

The Progression Service have supported this young person to engage in the community locally and visit another supported living establishment to build natural friendships. As a result, the young person feels they can live independent of a formal package of support and are being supported to find long term accommodation in the area as they wish to continue building on the networks and friendships they have made.

### Llys Jasmine 10th Anniversary (Extra Care)

Llys Jasmine tenants and staff celebrated the scheme’s 10-year anniversary in October 2023. Llys Jasmine was the second extra care scheme opened by Flintshire County Council. To date Flintshire has developed 4 extra care schemes across the county, offering enhanced housing and support services to enable individuals to remain in the community for longer. Across the 4 schemes, there are 239 apartments, including 30 specially adapted for people living with dementia.



*Plas Yr Yrwen celebrating the King’s coronation*



*Llys Jasmine 10th Anniversary celebrations*



*Tenants from Llys Eleanor enjoying one of their regular trips out*





### Plas Yr Ywen (Extra Care) Official Opening

Plas Yr Ywen’s official opening took place in September 2023. We were honoured to have First Minister, Mark Drakeford, open the scheme and the event was well-attended by residents, staff, Councillors, and the local Mayor.

### Homecare Services

Flintshire continues to utilise a rolling scheme of recruitment to grow our in-house homecare service to support more people to live well at home, however, recruitment across social care continues to be a challenge. To rise to this challenge, the homecare service has a designated task team looking at new and innovative ways to attract applicants to the service, and a recruitment event was held in March 2024. This work is ongoing and will support the service to grow and expand the offering to people living in our communities.

The teams’ fleet of all-electrical cars have doubled this year. They now have six Renault Zoe’s, enabling the service to deliver home care across the county in a sustainable way and help support Flintshire’s [Climate Change Strategy](#).







### Flintshire Learning for Well-being Programme

The [Flintshire Learning for Well-being Programme](#) is a partnership between Flintshire County Council and several partners, providing free courses to anyone aged over 18 living in Flintshire who are struggling with their mental well-being and/or their carers.

The programme brochure details all the activities and courses available and is accessible online or as a paper copy. Leaflets are now being distributed to 50 venues, an increase from 24 venues in 2022/23, and includes a QR code which links directly

to the Flintshire Learning for Well-being website. The addition of the QR code has also resulted in an increase of engagement on social media.

Feedback questionnaires are completed after each session to assess the quality and impact of the courses. Discussions and social media engagement also help inform what courses may need to be added to the brochure. New sessions such as graffiti and outdoor activities including paddleboarding and archery, have been successful in engaging more young people and it is planned to include more of these activities in the brochure going forward.



*“Attending SAFE was a turning point for me. It helped me to be where I am now, attend a full-time job and helping others.”*

*“Absolutely loved it. Brilliantly explained and a wealth of knowledge. Such a wonderfully empowering activity. Thank you so much.”*

*“Thank you for a lovely informative session with lots of good ideas in a kind welcoming atmosphere.”*



### **Flintshire Learning for Well-being Programme - 10th Anniversary Event**

In October 2023 the programme celebrated its 10th Anniversary with a networking and information sharing event at Flint Library.

The event was a great success with 10 partners attending, including [KIM Inspire](#), [North-East Wales MIND](#), [Aura](#), [Advance Brighter Futures](#), Social Services Well-being Team, SAFE and [FLVC](#). The Well-being volunteers provided taster sessions of some of the courses on offer, including floristry, sugar craft and Dungeons and Dragons, and the Photography and Watercolour courses displayed some of the amazing work they have produced. The Well-being & Recovery Social Workers were also on hand to offer advice and guidance. Over 60 people attended the event, many of whom had not heard about this service before.

Due to feedback received from the event, it is planned to hold an annual event every October, to showcase the brochure and the courses and activities that are on offer.

## National Exercise Referral Scheme

The National Exercise Referral Scheme ([NERS](#)) is an evidenced based health intervention funded by Welsh Government. The scheme incorporates physical activity and behavioural change, to support individuals to make healthier lifestyle choices to improve their health and well-being.

Flintshire’s Occupational Therapy and Single Point of Access (SPOA) Teams continue to refer individuals to scheme as appropriate.

NERS continues to be promoted amongst relevant practitioners within the service to maintain awareness and ensure the benefits of the scheme continue to be accessed by eligible individuals.

## Signposting Individuals to Third Sector and Social Prescribing

Formal arrangements with FLVC have increased social prescribing capacity, and a regular surgery is also held in Deeside offering advice and information.

## 2024/25 Priorities

- ✓ **Implement the ‘Effective Child Protection’ practice model and embed into practice within Children’s Services, over a 3-year programme.**
- ✓ **Launch and begin the implementation of the NSPCC neglect-graded profile tool (GCP2), to support with identifying and appropriately managing risks relating to neglect.**
- ✓ **Continue to grow our in-house homecare service to support more people to live at home, utilising a rolling scheme of recruitment.**
- ✓ **Continue to look at new resources to support carers with the pressures due to the increase in cost of living.**
- ✓ **Explore opportunities to support carers from ethnic minority backgrounds.**
- ✓ **Support people to achieve their mental well-being outcomes by promoting personal and community well-being through open access courses delivered by the Learning Partnership.**



# Other Information

## Inspections and reviews



### Adults' and Children's Services Performance Evaluation Inspection

From 27 November to 8 December 2023, CIW visited Flintshire Social Services to undertake a full, routine Performance Evaluation Inspection (PEI) of both Adults' and Children's Services. The purpose of the inspection was to review the local authority's performance in exercising its social services duties and functions in line with legislation.

Inspectors identified good work and practice across all services and thanked everyone involved for such a warm welcome.

The inspectors summarised their findings as follows:

- There is a stable and experienced Senior Management Team in place across both services providing continuity of leadership.
- Partner agencies, providers and stakeholders told us that leaders are visible and there are good relationships at a senior level with open communication.
- Practitioners also stated leaders are accessible, approachable, and supportive, and overall, ensure practitioners have the right training and skills. A few practitioners (16%) from Children's Services who responded to the staff survey noted the leadership and culture within the local authority needed to improve, although (86%) said they were well-supported by managers. Similarly, practitioners (91%) from Adults' Services who responded to the staff survey also stated they were well supported by managers.
- There are procedures in place to induct new staff members, although at times they would benefit from increased pastoral support. It is acknowledged that a new face-to-face social work collective has been set-up to offer peer support to all Social Workers across Children's and Adults' services.
- Practitioners clearly know the people they support very well. In response to a survey by CIW, many people said they felt respected and listened to by practitioners.

- Recruitment and retention of social care practitioners is a national challenge across Wales. The local authority continues to work hard on strategies to support continued recruitment and retention of staff. Examples include commissioning a communications agency to promote working for the local authority and increasing capacity in the Workforce Development Team.
- The recent restructure across both services is acknowledged and has potential to provide more resilience, opportunities for greater support and oversight, as well as career progression. A few practitioners across both services felt the consultation about changes in structure had not adequately considered practitioner's views and had impacted their morale as it did not benefit everyone.
- The local authority is well sighted on market stability in its area and the needs of its population. There are examples of the local authority implementing successful strategic plans in response to identified need and the lack of certain support services in its area. This has been achieved by working in partnership with BCUHB and other relevant partners to develop innovative services with significant capital investment. Examples include Marleyfield Care Home and Tŷ Nyth Children's Care Home.
- The local authority has a comprehensive supervision policy. Practitioners benefit from regular supervisions, although the practice and standard of recording is inconsistent. The best supervision records focus on reflective practice and professional development. In other examples, more reflection on practice, and an improved focus on professional curiosity, outcomes and staff well-being is required.
- The local authority benefits from good corporate and political support. There is a focus on ensuring statutory duties are met. Senior leaders, managers and politicians recognise significant action and resource is required to ensure the local authority's ability to deliver statutory safeguarding responsibilities. As a result, the local authority commissioned two managed care agency teams in Children's Services to provide additional capacity. This is impacting positively on the outcomes for children and families.

The full report is available on [CIW website](#).

### Flintshire Fostering Service Inspection

In addition to the inspection of Adults' and Children's Services, there was also a separate CIW inspection of Flintshire Fostering Services from 27 November to 01 December 2023.

The inspection planned to:

- Focus on the extent to which the service is complying with the required regulations set out within The Regulated Fostering Services (Service Providers and Responsible Individuals) (Wales) Regulations 2019, and The Local Authority Fostering Services (Wales) Regulations 2018.
- Consider the outcomes for children who use Flintshire Foster Service.

The inspectors summarised their findings as follows:

*“The local authority fostering service is provided with sufficient care, competence, and skill, having regard to the statement of purpose. The fostering service provides foster placements for children who are looked after by the local authority and provides on-going support to foster carers. The fostering service provides the assessment of general foster carers and connected foster carers. A designated manager and a senior manager who is also the Responsible Individual oversees the fostering service.*

*The fostering service has a staff team who are competent, committed and have the skills and knowledge to meet the requirements of the service. Staff retention is good, and staff feel supported. The local authority targets the recruitment of foster carers appropriately and is committed to increasing the number of foster carers.*

*Children receive care from foster carers who are supported by the fostering service to promote and improve well-being outcomes. Children’s health and educational needs are prioritised, they have access to a wide range of resources. Foster carers have access to the Mockingbird initiative for support, advice, and guidance. External agencies provide advice and support to children and foster carers to develop relationships and attachments.”*

The full report is available on [CIW website](#).

## Llys Gwenffrwd Residential Home Inspection

Llys Gwenffrwd is a local authority run, 30 bed residential care home in Holywell. The home received an inspection from CIW on 31 August 2023. The inspector gave positive feedback about the quality-of-life resident’s experience, as well as the systems and processes operated by the manager and staff.







The inspectors summarised their findings as follows:

*“People live in a service which is homely and welcoming. There are plenty of spaces to sit and relax. There is a calm, relaxed atmosphere, and people are supported by well-trained staff who know them well. People are encouraged to contribute their views to the running of the home, and their views are taken seriously. There is a range of activities on offer, and these are personalised to people’s individual preferences. Care staff are supported by a management team which is approachable and responsive to their needs.”*

The full report is available on [CIW website](#).

## Hafod Short-Term Care Inspection

Hafod is a local authority owned short-term care service, offering respite care for people and their carers. CIW completed an inspection of the service on 15 February 2024 and a summary of the inspector’s findings are below:

People feel happy at Hafod and families expressed how good the service is. One gentleman packs his bags two weeks in advance and many people refer to it as going on holiday. Staff are comfortable in their role and there was lots of positive feedback about the staff team. People can bring in items from home and there is a warm, homely feeling to Hafod. There was evidence of lots of activities on offer. Personal plans, daily notes and positive behaviour support plans are all excellent, and as a result people feel safe that staff are able to meet the needs of the individuals who stay there. Medication is well managed, and the medication assessment charts were completed to a high standard. There were some lovely photos on the walls of the activities that people partake in (although they do need an update).

Whilst Hafod doesn’t carry out a full fire drill practice, the inspector felt there was a good understanding of fire safety, legionella and asbestos care. Recruitment had been positive, the systems allowed for safe recruiting and DBS (Disclosure & Barring Service) checks were all in place. The training matrix had been updated recently and was of a high standard, however there were a couple of certificates missing from training that had been completed. Staff felt they were well supported by their manager and really enjoyed the role. Appraisals were also up to date.

The full report is available on [CIW website](#).

## Complaints and representations

Flintshire Social Services, as endorsed by the Council's Overview and Scrutiny Committee, has a robust complaints procedure in place. We welcome complaints and want to ensure individuals, carers and families are listened to, their views acted upon, and they receive a timely and open response. We work hard to resolve problems as soon as they arise, and advocacy is actively promoted.

Complaints across Social Services, both Adults and Children, are relatively consistent year on year, with increases in the number of complaints one year and a fall in number the next. In terms of themes and trends, complaints received can be broadly categorised as follows:

- **Dignity** - Where there are concerns about an individual's personal care and appearance, and the possible impacts any shortcomings may have upon that individual.
- **Communication** - The way in which we keep individuals and families involved, informed, and updated about our work.
- **Quality of Care** - Issues regarding an individual's care, be it residential, domiciliary, respite or foster care.
- **Timeliness** - Our decision making in terms of offering and providing care and support, and the length of time taken to source packages of care.

- **Disagreements** - When individuals and families challenge or appeal our decisions or involvement, or they believe there is a lack of action about issues they are raising.
- **Financial Charges** - Disputes involving how we have reached decisions to charge for care and support, and the amounts applied.
- **Process** - Where we haven't adhered to the process, or our paperwork may be missing important information.
- **Staff** - Whereby our involvement or interactions have been misperceived or misunderstood, or questions raised about our professional conduct with people.
- **Contact** - Issues regarding child and family contact arrangements as ordered by the Court.

All complaints made are scrutinised and used to improve services as part of a 'lessons learnt' process. In terms of learning we have:

- Revised existing information leaflets relating to charges, and reminded staff the importance of recording discussions about charges they have with individuals and families.
- A project underway whereby each child with care and support needs will have their own individual case record, and therefore moving us away from the 'lead child' approach.



## Referencing other sources of information

### Modernising our systems

Flintshire are keen to maximise opportunities to develop and modernise our electronic systems.

### Social Care Finance System

The new social care finance system, ContrOCC, is now live for both Adults and Children. Payments to care providers, client charging and payments to clients for social care services, are now being processed through ContrOCC.

### Provider Portal

The delivery of a 'Provider Portal' to external providers and foster carers is planned to commence mid-April 2024. We are aiming to sign up as many providers as possible to allow them to view payments, raise invoices, submit actuals and notify us of any changes through the portal. This functionality aims to improve accessibility for providers, but also to reduce the resource required within Social Services to handle such work.

### Homecare Rostering System

After a rigorous tender process, the procurement of a Staff Rostering system has been completed. The new system will enable the teams to provide greater efficiencies using the electronic rota system. The implementation is planned to start from May 2024.

### Case Management System

Procurement documentation to tender for a new Case Management System has been prepared and the tender is due to be issued in the coming months.



# Contextual Data and National Performance Measures

01 April 2023 to 31 March 2024

## Adult Social Services

**9,458**

No. of new contacts received by statutory services during the year.

**14%**

Percentage of assessments that went on to have a care and support plan to meet their outcomes.

**6,944**

No. of those new contacts who were provided with advice or assistance. (This figure includes **973** contacts to statutory social services which resulted in advice & assistance from our social prescribing service).

**6,779**

No. of new assessments completed during the year.

**69%**

Percentage of people with a package of support who had their care plan reviewed within timescales.

**1,913**

No. of adult carers who were identified and referred to our carers service.

**90%**

Percentage of those which progressed to Section 126 enquiries which were completed within 7 days.

On the last day of the year, we were helping **1,029** people over the age of **65** to live at home and **524** older people in care homes.

**212**

No. of people who completed a package of reablement during the year.

**559**

No. of people who commissioned their own services through a direct payment.

**1,109**

No. of adult safeguarding reports received during the year.

**312**

No. of cases waiting to be allocated for a Deprivation of Liberty Safeguards assessment in Flintshire.

## Children's Services

**13,451**

No. of contacts received by statutory services during the year.

**1,074**

No. of families that received information and support through the Early Help Hub.

**170**

No of children on the Flintshire Child Protection Register on the 31st of March 2024.



Percentage of children added to the register that were re-registered within 12 months of deregistration.

**10,002**

No. of those contacts who were provided with advice or assistance.

**1,368**

No. of families passed to the Information Assistance and Advice (IAA) service.



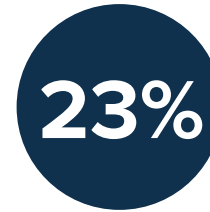
Percentage of initial child protection conferences and review conferences carried out within timescales.

**10.26 months**

Average time that children remained on the register.

**98**

No. of children/young people who have left care during the year.



Percentage of those who went on to have a care and support plan.



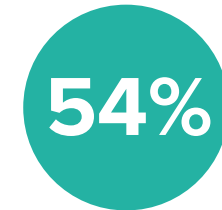
Percentage of those who had no eligible needs.

**117**

No. of children with a care and support plan where needs were being met through a direct payment as of the 31st of March 2024.

**2,187**

No. of new assessments completed during the year.



Percentage of those who had needs which could be met by any other means.

**236**

No. of children who were looked after in Flintshire on the 31st of March 2024.



# Accessing Further Information and Key Documents

## Social Care Legislation & Information Links:

[The Social Services and Well-being \(Wales\) Act 2014](#)  
[Regulation and Inspection of Social Care \(Wales\) Act 2016](#)  
[The Well-being of Future Generations](#)  
[North Wales Regional Partnership Board](#)  
[North Wales Safeguarding Board](#)

## Flintshire County Council's Key Strategies:

[Flintshire County Council - Council Plan](#)  
[Flintshire Public Services Board - Well-Being Plan](#)  
[Digital Strategy](#)  
[Climate Change](#)



# Glossary of Terms

## Advocacy

Advocacy is taking action to help people say what they want, secure their rights, represent their interests, and obtain services they need.

## Association for Fostering, Kinship and Adoption (AFKA) Cymru

AFKA Cymru promotes good practice across the breadth of permanency planning for children and young people.

## Autism Spectrum Disorder (ASD)

ASD is the medical name for autism.

## Betsi Cadwaladr University Health Board (BCUHB)

BCUHB is responsible for the delivery of health care services across the six counties of North Wales (Anglesey, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham).

## Care Inspectorate Wales (CIW)

CIW are the independent regulator of social care and childcare in Wales. CIW register, inspect and take action to improve the quality and safety of services for the well-being of the people of Wales.

## Children Looked After

A child is looked after by a local authority if a court has granted a Care Order to place a child in care, or a Council's Children's Services department has cared for the child for more than 24 hours.

## Direct Payments

Direct payments are money from Flintshire Social Services made available to eligible people to enable them to arrange support and solutions that help meet assessed social care needs and agreed well-being outcomes.

## Discharge to Recover and Assess (D2RA)

D2RA supports patients on discharge from hospital to receive intensive therapy led support to allow them to maximise their independence before returning home.

## Extra Care

Housing designed with the needs of service users in mind that provides varying levels of support which is available on site and promotes independent living.

## Flintshire Local Voluntary Council (FLVC)

The umbrella and support organisation for over 1200 voluntary and community groups based in Flintshire.

## Guaranteed Interview Scheme

WeCare Wales' Guaranteed Interview Scheme allows individuals who have completed the Introduction to Social Care training, and previously Taster to Care, the opportunity to arrange interviews directly with registered employers.

### **HfT**

Support people with learning disabilities to live with more independence and choice across the Flintshire area. Flintshire County Council have commissioned HfT to deliver day services and work opportunities for people with learning disabilities in the county.

### **Housing with Care Fund (HCF)**

Capital funding from Welsh Government available to provide housing and accommodation for people with care and support needs.

### **Housing Support Grant (HSG)**

Welsh Government funding to local authorities to spend on projects aimed at preventing homelessness and helping people to live in their own home or supported housing.

### **Integration and Rebalancing Capital Fund (IRCF)**

Health and Social Care's IRCF is a new programme set up to directly support the Programme for Government (PfG) commitments of developing 50 integrated health and social care hubs and to support rebalancing the residential care market.

### **Menter Iaith Fflint a Wrecsam**

Supporting and promoting the Welsh language in Flintshire and Wrexham.

### **North-East Wales Carers Information Service (NEWCIS)**

NEWCIS is one of the largest providers of carer services in Wales.

### **North Wales Learning Disability Transformation Project (NW LD Transformation Project)**

North Wales Together: Seamless Services for People with Learning Disabilities is one of four transformation projects in North Wales and is also known as the LD Transformation Project.

### **Regional Integration Fund (RIF)**

Health and Social Care's RIF is a 5-year Welsh Government programme from April 2022 to March 2027 to help integrate health and care services.

### **Regional Partnership Board (RPB)**

The North Wales RPB was established as part of the Social Services and Well-being (Wales) Act 2014, to improve the well-being of the population and improve how health and care services are delivered. The RPB brings together health, social services, housing, the third sector and other partners to co-ordinate the continued transformation and integration of health, social care and well-being services across the region.

### **SAFE**

SAFE is a self-advocacy course which has now changed its name to 'Hear My Voice'. The course is run by Advance Brighter Futures and helps individuals build their self-confidence and other skills.

### **Special Guardianship Order (SGO)**

An SGO grants overriding parental responsibility for a child over a child's parents or others who have parental responsibility.

## Annual Report Priorities 2024/25

People		2024/25 Priorities	Quality Standard	Lead
1.1	All people are equal partners who have choice, voice and control over their lives and are able to achieve what matters to them	Direct payments: lead on direct payments initiatives at a National Level	1.1	Jo Taylor / Mark Cooper
1.2	Effective leadership is evident at all levels with a highly skilled well qualified and supported workforce working towards a shared vision.	Early Years & Family Support: Pilot the workforce development skills matrix to ensure staff deliver quality and effective services. To include speech, language, and communication; parenting; childcare and transformation as a minimum	1.2	Gail Bennett / Peter Wynne
		Flintshire County Council to sign the pledge and adopt Welsh Government's Corporate Parenting Charter: A Promise for Wales. To fully support the principles and promises set out in the Charter, and ensure our Children Looked After receive the highest standard of care and support.	1.1	Peter Robson
		Support the implementation of the All-Wales safeguarding standards through delivery of a training programme which aligns to the competency groups within the national training framework.	1.2	Jackie Goundrey
		Continue to support the Digital Strategy by supporting the improvement of digital skills of our workforce.	1.2	Jackie Goundrey



	Maintain a high standard of available training and development opportunities for our social care workforce, including carers and the independent sector.	1.2	Jackie Goundrey
	Work with our regional partners, ensuring Flintshire are involved in the implementation of policies and training offers.	1.2	Jackie Goundrey
	Support implementation of training and information from identified areas through the Single Unified Safeguarding Review (SUSR) process and CIW Inspection.	1.2	Jackie Goundrey
	Support the WeCare Campaign and the work around recruitment and retention of social care staff.	1.2	Jackie Goundrey / Gemma Wellstead
	We will remain committed to supporting the 'Mwy na Geiriau' strategic framework by ensuring we are able to offer training and resources bilingually when required.	1.2	Jackie Goundrey
	Support staff and students with a pathway into social work and occupational therapy.	1.2	Jackie Goundrey
	Continue to deliver the Health & Social Care Core Level 2 and 3 Practice qualifications via our assessment centre, providing necessary qualifications for our support staff working in adult services.	1.2	Jackie Goundrey

		We will continue to work with universities and support trainee Social Workers through their 3-year traineeship and offer help to our occupational therapy staff undertaking their traineeship.	1.2	Jackie Goundrey
		We will continue to support both social work qualifying training and post qualifying training in Wales, including the First 3 Years Framework requirements for all post-qualifying Social Workers new into roles.	1.2	Jackie Goundrey
<b>Prevention</b>		<b>2024/25 Priorities</b>	<b>Quality Standard</b>	<b>Lead</b>
Page 269 2.2	The need for care and support is minimised and the escalation of need is prevented whilst ensuring that the best outcomes for people are achieved.	Continue to grow our in-house fostering service to support more children looked after.	2.1	Craig Macleod / Peter Robson
	Resilience within communities is promoted and people are supported to fulfil their potential by actively supporting people who need care and/or support including carers to learn develop and participate in society.	Continue to develop the Special Guardianship service to reduce the need for children and young people to remain looked after.	2.1	Craig Macleod / Suzanne Johnston
		Develop childcare expansion and seamless childcare provision across programs.  Achieve the childcare expansion target set by Welsh Government for the 2-year-old phase, Flying Start, Flying Start Outreach and 3–4-year-old childcare and additional support and continue the childcare capital programmes.	2.1	Gail Bennett / Peter Wynne

	Develop a national, regional and local approach to Early Years Transformation so that all our children ages 0-7 have the best possible start in life and are able to reach their full potential.	2.1	Gail Bennett / Peter Wynne
	To include a regional approach to early years brain science through simple messages, metaphors, storytelling, and training - Oxford Brain Story.	2.1	Gail Bennett / Peter Wynne
	Pilot an evidence-based volunteer information provision to increase access and availability of information to support families and provide early intervention and prevention.	2.1	Gail Bennett / Peter Wynne
	Utilise the progression model as a way of promoting people's independence skills.	2.1	Jo Taylor / Claire Mayers
	Continue to expand the service offering for employment opportunities for disabled people.	2.2	Jo Taylor
	Progress the newly formed partnership with Deeside Industrial Park which aims to bring employment opportunities for vulnerable people within social services.	2.2	Jo Taylor
	Continue to meet the demands of young people with learning disabilities for accommodation.	2.1	Jo Taylor
	Further development of our work to support Young Carers in their role, including but not limited to: further development of the Young Carers ID Card, focus on respite and breaks for Young Carers,	2.2	Janet Bellis / Naomi Harper

		engagement with education colleagues and schools, engagement with businesses and communities across Flintshire, support with training and education opportunities.		
		Continue to investigate and expand creative respite solutions to meet the needs of carers in bespoke and unique ways.	2.1	Janet Bellis / Naomi Harper
<b>Partnership and integration</b>		<b>2024/25 Priorities</b>	<b>Quality Standard</b>	<b>Lead / Owner</b>
3.1 Page 271	Effective partnerships are in place to commission and fully deliver fully integrated, high quality sustainable outcomes for people	Provide additional placements for step down care within our in-house provision (Tŷ Croes Atti).	3.1	Mark Holt / Marianne Evans
	People are encouraged to be involved in the design and delivery of their care and support as equal partners	Support the building of a new Hub for the relocation of Tri Ffordd supported employment project to Maes Gwern in Mold.	3.1	Jo Taylor / Matt Thomas
		Continue to grow the Micro-Care market, including access to commissioned care packages.	3.2	Dawn Holt / Lee Holman
		Pilot an evidence-based volunteer parenting programme, offering parents an opportunity for peer-to-peer support and to test whether volunteer services are as effective as paid services.	3.2	Gail Bennett / Peter Wynne

		Investigate how to identify and connect with more carers, make our services more visible and accessible and raise awareness of carers in the local community.	3.2	Janet Bellis / Naomi Harper
		Recommissioning of carers services to begin in April 2025.	3.1	Janet Bellis / Naomi Harper
<b>Well-being</b>		<b>2024/25 Priorities</b>	<b>Quality Standard</b>	<b>Leads</b>
4.1 Page 272	People are protected and safeguarded from abuse and neglect and any other types of harm  People are supported to actively manage their well-being and make their own decisions so that they are able to achieve their full potential and live independently for as long as possible	Implement the “Effective Child Protection” practice model and embed into practice within Childrens’ Services, over a 3-year programme.	4.1	Jane Turvey
		Launch and begin the implementation of the NSPCC neglect-graded profile tool (GCP2), to support with identifying and appropriately managing risks relating to neglect.	4.1	Jane Turvey
		Continue to grow our in-house homecare service to support more people to live at home, utilising a rolling scheme of recruitment.	4.2	Mark Holt / Vanessa Roberts
		Continue to look at new resources to support carers with the pressures due to the increase in cost of living.	4.2	Janet Bellis / Naomi Harper

		Explore opportunities to support carers from ethnic minority backgrounds.	4.2	Janet Bellis / Naomi Harper
		Support people to achieve their mental well-being outcomes by promoting personal and community well-being through open access courses delivered by the Learning Partnership	4.2	Jo Taylor / Rhian Evans

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## CABINET

<b>Date of Meeting</b>	Tuesday 23 <sup>rd</sup> July, 2024
<b>Report Subject</b>	Revenue Budget Monitoring Report 2023/24 (Final Outturn)
<b>Cabinet Member</b>	Cabinet Member for Finance and Social Value
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

This report provides members with the revenue budget final outturn position for the Council Fund and Housing Revenue Account for the financial year 2023/24 (subject to audit).

The Accounts for 2023/24 are now effectively closed, and the formal Statement of Accounts and supporting notes were submitted to Audit Wales on 25<sup>th</sup> June which is within the timeframe set by Welsh Government.

As reported previously, a moratorium on non-contractually committed spend was put in place alongside a vacancy management process with the aim of reducing in-year expenditure to 'dampen' the projected overspend at that time. This work made a positive impact on the outturn position.

The final year end position is:

#### **Council Fund**

- An operating deficit of £1.466m which is a positive movement of (£0.979m) from the deficit figure of £2.445m reported at Month 10.
- A contingency reserve available balance as at 31 March 2024 of £2.972m (after taking account of previously approved allocations including those approved as part of the 2024/25 Budget).

The operating deficit (£1.466m) equates to 0.4% of the Approved Budget, which is below the target MTFS KPI for a variance against budget of 0.5%.

#### **Housing Revenue Account**

- Net in-year revenue expenditure (£0.315m) lower than budget which is a favourable movement of (£0.773m) from the figure reported at Month 10.
- The closing balance as at 31 March, 2024 is £3.512m

During the financial year, £2.144m of deferred and/or delayed expenditure has been identified and is analysed by service within Appendix 2. The robust challenge of budget lines and commitments will continue into the next financial year 2024/25, with updates provided in future reports.

## RECOMMENDATIONS

1	To note the overall report and the Council Fund contingency sum available as at 31 March, 2024 (subject to audit)
2	To note the final level of balances on the Housing Revenue Account (HRA) (subject to audit)
3	Approve the carry forward requests as outlined in paragraph 1.13.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE REVENUE BUDGET MONITORING 2023/24</b>
1.01	<p>The final year end position is as follows:</p> <p><b>Council Fund</b></p> <ul style="list-style-type: none"> <li>An operating deficit of £1.466m which is a positive movement of (£0.979m) from the deficit figure of £2.445m reported at Month 10.</li> <li>A projected contingency reserve available balance as at 31 March 2024 of £2.972m (after taking account of previously approved allocations including those approved as part of the 2024/25 Budget).</li> </ul> <p><b>Housing Revenue Account</b></p> <ul style="list-style-type: none"> <li>Net in-year revenue expenditure was (£0.315m) lower than budget which is a favourable movement of (£0.773m) from the position reported at Month 10.</li> <li>The projected closing balance as at 31 March, 2024 is £3.512m</li> </ul> <p>During the financial year, £2.144m of deferred and/or delayed expenditure was identified and is analysed by service within Appendix 2. The robust challenge of budget lines and commitments will continue into the next financial year 2024/25, with updates provided in future reports.</p>

1.02	<p><b>Table 1. Final Outturn Position by Portfolio</b></p> <p>The table below shows the final outturn position by portfolio:</p> <table border="1" data-bbox="300 255 1386 1223"> <thead> <tr> <th data-bbox="300 255 799 450">Portfolio/Service Area</th> <th data-bbox="799 255 1023 450">Approved Budget £m</th> <th data-bbox="1023 255 1219 450">Final Outturn £m</th> <th data-bbox="1219 255 1386 450">In-Year Over / (Under) spend £m</th> </tr> </thead> <tbody> <tr> <td data-bbox="300 450 799 506">Social Services</td> <td data-bbox="799 450 1023 506">89.306</td> <td data-bbox="1023 450 1219 506">90.061</td> <td data-bbox="1219 450 1386 506">0.755</td> </tr> <tr> <td data-bbox="300 506 799 562">Out of County Placements</td> <td data-bbox="799 506 1023 562">17.285</td> <td data-bbox="1023 506 1219 562">18.570</td> <td data-bbox="1219 506 1386 562">1.285</td> </tr> <tr> <td data-bbox="300 562 799 636">Education and Youth (Non-Schools)</td> <td data-bbox="799 562 1023 636">10.444</td> <td data-bbox="1023 562 1219 636">10.105</td> <td data-bbox="1219 562 1386 636">(0.339)</td> </tr> <tr> <td data-bbox="300 636 799 692">Schools</td> <td data-bbox="799 636 1023 692">114.005</td> <td data-bbox="1023 636 1219 692">114.189</td> <td data-bbox="1219 636 1386 692">0.184</td> </tr> <tr> <td data-bbox="300 692 799 748">Streetscene and Transportation</td> <td data-bbox="799 692 1023 748">42.227</td> <td data-bbox="1023 692 1219 748">43.477</td> <td data-bbox="1219 692 1386 748">1.250</td> </tr> <tr> <td data-bbox="300 748 799 804">Planning Env and Economy</td> <td data-bbox="799 748 1023 804">7.557</td> <td data-bbox="1023 748 1219 804">6.775</td> <td data-bbox="1219 748 1386 804">(0.783)</td> </tr> <tr> <td data-bbox="300 804 799 860">People and Resources</td> <td data-bbox="799 804 1023 860">4.672</td> <td data-bbox="1023 804 1219 860">4.488</td> <td data-bbox="1219 804 1386 860">(0.184)</td> </tr> <tr> <td data-bbox="300 860 799 916">Governance</td> <td data-bbox="799 860 1023 916">11.943</td> <td data-bbox="1023 860 1219 916">11.567</td> <td data-bbox="1219 860 1386 916">(0.376)</td> </tr> <tr> <td data-bbox="300 916 799 972">Assets</td> <td data-bbox="799 916 1023 972">11.095</td> <td data-bbox="1023 916 1219 972">10.688</td> <td data-bbox="1219 916 1386 972">(0.407)</td> </tr> <tr> <td data-bbox="300 972 799 1028">Housing and Communities</td> <td data-bbox="799 972 1023 1028">15.990</td> <td data-bbox="1023 972 1219 1028">18.600</td> <td data-bbox="1219 972 1386 1028">2.610</td> </tr> <tr> <td data-bbox="300 1028 799 1084">Chief Executive</td> <td data-bbox="799 1028 1023 1084">1.672</td> <td data-bbox="1023 1028 1219 1084">1.660</td> <td data-bbox="1219 1028 1386 1084">(0.012)</td> </tr> <tr> <td data-bbox="300 1084 799 1162">Central and Corporate Finance</td> <td data-bbox="799 1084 1023 1162">25.924</td> <td data-bbox="1023 1084 1219 1162">23.407</td> <td data-bbox="1219 1084 1386 1162">(2.517)</td> </tr> <tr> <td data-bbox="300 1162 799 1223"><b>Total</b></td> <td data-bbox="799 1162 1023 1223"><b>352.121</b></td> <td data-bbox="1023 1162 1219 1223"><b>353.587</b></td> <td data-bbox="1219 1162 1386 1223"><b>1.466</b></td> </tr> </tbody> </table> <p>The changes made to the approved budget since Month 10 relate to:</p> <ul style="list-style-type: none"> <li>• Transfer of £0.079m from Central and Corporate to Education &amp; Youth to fund the shortfall in pay inflation for Soulbury staff.</li> <li>• Transfer of £0.038m from Schools to Education and Youth - Secondary and Primary permanent exclusions and managed moves of £0.034m and £0.004m for Fresh Start Provision</li> <li>• Transfer from Assets to Social Services for £0.001m devolved Repairs and Maintenance budget</li> </ul>	Portfolio/Service Area	Approved Budget £m	Final Outturn £m	In-Year Over / (Under) spend £m	Social Services	89.306	90.061	0.755	Out of County Placements	17.285	18.570	1.285	Education and Youth (Non-Schools)	10.444	10.105	(0.339)	Schools	114.005	114.189	0.184	Streetscene and Transportation	42.227	43.477	1.250	Planning Env and Economy	7.557	6.775	(0.783)	People and Resources	4.672	4.488	(0.184)	Governance	11.943	11.567	(0.376)	Assets	11.095	10.688	(0.407)	Housing and Communities	15.990	18.600	2.610	Chief Executive	1.672	1.660	(0.012)	Central and Corporate Finance	25.924	23.407	(2.517)	<b>Total</b>	<b>352.121</b>	<b>353.587</b>	<b>1.466</b>
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1.03	<p>The reasons for the monthly movements over £0.025m are shown in Appendix 1 and overall projected variances over £0.050m are summarised within Appendix 2 together with a summary of minor variances for each portfolio.</p>																																																								
	<p><b>Significant Movements from Month 10</b></p>																																																								
1.04	<p><b>Social Services £0.129m</b></p> <p>The net adverse movement relates to:</p> <p>Older People Services</p>																																																								

	<ul style="list-style-type: none"> <li>Localities £0.476m - increasing demand for residential care has resulted in additional costs of £0.551m. Homecare costs have reduced by £0.037m and demand seems to have become more manageable. Employee costs reduced by £0.034m due to vacancies. There were minor variances of £0.004m.</li> <li>Resources &amp; Regulated Services (£0.029m) - In-house homecare costs reduced by £0.078m due to staffing numbers. Residential care costs increased by £0.084m due to increased agency cover. Extra Care costs reduced by £0.040m.</li> </ul> <p>Adults of Working Age</p> <ul style="list-style-type: none"> <li>Resources &amp; Regulated Services £0.079m – due to net changes to care packages</li> <li>Professional and Administrative Support (£0.025m) – due to vacancy savings</li> <li>Supporting People (£0.060m) – additional Supporting People funding received in March.</li> <li>Residential Placements (£0.040m) – the net reduction to Mental Health care packages</li> <li>Substance Misuse (£0.026m) – due to vacancies within the team.</li> </ul> <p>Children’s Services</p> <ul style="list-style-type: none"> <li>Family Group Meetings (£0.046m) – due to eligible costs being reallocated to Grant funding.</li> <li>Family Placement £0.067m – resulting from a high-cost temporary placement.</li> <li>Legal &amp; Third Party £0.038m – a further increase to legal fees and court costs.</li> <li>Professional Support (£0.267m) – due to eligible costs being reallocated to grant funding. The grant funding includes the Childrens Community Grant and Revenue Integration Fund. There has also been a decrease in Direct Payment costs.</li> </ul> <p>Safeguarding and Commissioning</p> <ul style="list-style-type: none"> <li>Commissioning (£0.043m) – due to some employee costs being capitalised.</li> <li>Management &amp; Support £0.056m – due to an increase in legal costs for Adult Social Services and the central telephone recharge being higher than expected.</li> </ul> <p>Minor variances across the Portfolio account for the remainder (£0.051m).</p>
1.05	<p><b>Out of County Placements (£0.306m)</b></p> <p>The favourable movement relates to:</p> <ul style="list-style-type: none"> <li>Childrens Services (£0.145m) – Ended placements and additional income for Unaccompanied Asylum-Seeking children (UASCs)</li> <li>Education &amp; Youth (£0.161m) – Due to ended placements.</li> </ul>
1.06	<p><b>Schools (£0.080m)</b></p> <p>The favourable movement is as a result of flexible retirement exit costs absorbed by schools (£0.046m), actual Free School Meals up-take less than</p>

	anticipated (£0.029m) and minor variances within specific elements of non-delegated (£0.005m).
1.07	<p><b>Streetscene and Transportation (£0.061m)</b></p> <p>The favourable movement relates to:</p> <ul style="list-style-type: none"> <li>• Service Delivery £0.044m – increase in traffic management costs.</li> <li>• Highways Network £0.104m – additional winter maintenance vehicle recharges.</li> <li>• Transportation (£0.196m) – Maximisation of the '20 MPH' Officer Time Grant offsetting Transport Strategy costs</li> </ul> <p>Minor variances across the Portfolio account for the remainder (£0.013m).</p>
1.08	<p><b>Planning Environment and Economy (£0.084m)</b></p> <p>The favourable movement relates to:</p> <ul style="list-style-type: none"> <li>• Business (£0.028m) - receipt of Supporting People of Grant Income £0.010m</li> <li>• Community £0.061m – carry forward of 3 and 5 year taxi licence fees received in advance and revised fee income levels within Licensing</li> <li>• Development £0.068m – carry forward of Planning Fee Income received in advance during March 2024.</li> <li>• Shared Service £0.034m – accommodation charge from Gwynedd County Council</li> <li>• Regeneration – (£0.172m) maximisation of Grant Income for budgeted staff costs</li> <li>• Management &amp; Strategy – (£0.065m) reduced level of expenditure with Water Company than previously forecast.</li> </ul> <p>Minor movements across the Portfolio account for the remainder £0.018m.</p>
1.09	<p><b>People and Resources (£0.062m)</b></p> <p>The favourable movement follows the maximisation of grant income within Corporate Finance.</p> <p>Minor variances across the Portfolio account for the remainder (£0.001m).</p>
1.10	<p><b>Governance (£0.184m)</b></p> <p>The favourable movement relates to:</p> <ul style="list-style-type: none"> <li>• Internal Audit (£0.034m) – actual postages costs lower than previously anticipated</li> <li>• ICT (£0.082m) – revised expenditure on software packages and staff savings from vacant posts</li> <li>• Customer Services (£0.054m) – backdated 3-year rent increase for Holywell Connects office, Registrar income higher than previously anticipated.</li> </ul> <p>Minor movements across the Portfolio account for the remainder (£0.014m).</p>

1.11	<p><b>Central and Corporate Finance (£0.403m)</b></p> <p>A further review of the Central Loans and Investment Account includes a further improvement on the position due to continued lower levels of borrowing and additional investment income.</p> <p>This is mitigated in part by additional Coroners and Audit Wales costs.</p>
1.12	<p>Cumulative minor variances across the Council of £0.072m account for the remainder of the total monthly movement.</p>
1.13	<p><b>Carry Forward Requests</b></p> <p><u>Social Services £0.059m</u></p> <p>A carry forward of £0.059m is requested from additional income generated for services delivered to meet Welsh Government programmes including Flying Start childcare.</p> <p>As childcare is registered with Care Inspectorate Wales (CIW) there are certain requirements that must be adheres, keeping sufficient reserves/funding aside in relation to staffing and on-costs, redundancies and notice periods, day-to-day running costs, continuity of service provision and meeting unexpected costs.</p> <p>Welsh Government is yet to confirm their longer-term plans for Flying Start 2-year-old childcare and the funding will enable the Council to meet CIW requirements and to take forward an updated operating model for 12 months.</p> <p><u>Housing &amp; Communities £0.025m</u></p> <p>A carry forward of £0.025m is requested for property condition surveys at various Industrial Units for works which were not able to be carried out to completion before the end of March 2024.</p>
1.14	<p><b>Tracking of In-Year Risks and Emerging Issues</b></p> <p>Members were made aware when setting the budget that there were a number of open risks that would need to be kept under close review. An update on these is provided below.</p>
1.15	<p><b>Council Tax Income</b></p> <p>In 2023/24, the Council collected 97.4% of Council Tax ‘in-year’ which is the same as the previous year.</p> <p>Recently published performance statistics across Wales show that we are ranked in 1<sup>st</sup> place across the North Wales sub-region and 2<sup>nd</sup> place nationally.</p>
1.16	<p><b>Pay Award (Teacher and Non-Teacher)</b></p> <p><u>NJC (Green Book)</u></p>

	The actual impact of the pay offer for 2023/24 was an additional £2.702m which was met from the Contingency Reserve.
1.17	<p><b>Pay Modelling</b></p> <p>A review of the Council's pay model which is needed to address the difficulties currently being experienced in recruitment and retention is continuing. It is due to be completed in the 2024/25 financial year so there was no impact on the 2023/24 budget.</p>
1.18	<p><b>Waste Recycling Infraction Charge</b></p> <p>The Council did not meet the statutory minimum target, (64%) in 2021/22, for the percentage of municipal waste which must be recycled, prepared for re-use and composted, as specified in Section 3 of the Waste (Wales) Measure 2010. Welsh Government can therefore take steps to impose a penalty on the Council by way of an infraction fine. A potential penalty of up to £0.663m has previously been confirmed.</p> <p>The statutory recycling targets were also not achieved in 2022/23 and 2023/24, which means that further infraction fines of £0.356m and £0.184m respectively could be levied. Therefore, the financial risk across all 3 financial years currently totals £1.203m.</p> <p>Further discussions will take place with Welsh Government on all of the above in July 2024.</p>
1.19	<p><b>Homelessness</b></p> <p>There continues to be a significant and growing demand within the Homelessness service. The Council has a statutory duty to provide suitable temporary accommodation for Homeless persons and families who meet the Welsh Government eligibility criteria which are less stringent than in England. The growth in demand commenced in the second half of 2022/23 and continued to accelerate markedly through 2023/24 resulting in a final overspend of £ 2.546m.</p> <p>The mitigations options approved by Cabinet and Community and Housing Overview and Scrutiny Committee are now being actively progressed by a Housing Options officer working group with a view to increasing the supply of accommodation for Homeless persons as alternatives to the more expensive emergency accommodation.</p> <p>The Council will also continue to lobby Welsh Government via the WLGA in conjunction with other Welsh LA's who are experiencing these pressures to seek additional financial support.</p>
1.20	<p><b>Storm Babet</b></p> <p>Storm Babet was an intense extratropical cyclone which affected many parts of the County from 19 October through to the end of 21 October 2023. This was followed rapidly by Storm Ciaran, which although saw less impact, still necessitated significant resources in response.</p>



The storm caused severe disruption to travel with many roads closed, railways flooded, schools closed, and properties being affected by flood water. Storm Ciaran also required a priority response and caused some additional costs.

The Council has been incurring the significant additional costs for the emergency response, assessing damage to infrastructure and arranging the necessary remedial works to be carried out in the aftermath. This is currently estimated at £1.527m which will be incurred over both 2023/24 and 2024/25 financial years, by the time final work is completed.

There is an Emergency Financial Assistance Fund (EFAS) that Welsh Government have in place. However, Authorities are expected to make reasonable provision in their budgets to deal with contingencies, so the authority affected is expected to meet all eligible expenditure up to the level of its threshold.

Thresholds are calculated at 0.2% of authority's annual budget requirement and apply to the whole financial year, not to each incident within the financial year and for Flintshire, this amounts to emergency funding being provided at 85% for costs over and above the threshold of £0.711m.

Welsh Government provided confirmation that the Scheme has been activated by the Minister and that our claim will be met in line with the terms and conditions of the scheme.

There is a Severe Weather Earmarked Reserve totalling £0.250m which will also assist in funding some of the costs, which will be drawn down in 2024/25 when full costs have been incurred.

The financial impact of Storms Babet and Ciaran is estimated as follows: -

Description	Costs to 31/03/2024 £m	Projected 2024/25 costs £m	Total Costs £m
<b>Total Projected Costs</b>	<b>0.959</b>	<b>0.668</b>	<b>1.527</b>
<b>Severe Weather Reserve</b>			<b>-0.250</b>
<b>EFAS Funding @ 85%*</b>			<b>-0.671</b>
<b>Projected net cost of storms</b>			<b>0.606</b>

\*£1.5m original estimate less £0.711m threshold = £0.789m x 85% = £0.671m

#### 1.21 **Out of County Placements**

The risk includes continued high demand for placements where children and young people cannot be supported within in-house provision, and market supply limitation factors and inflationary pressures leading to higher costs. An additional amount of £1m was approved in the 2023/24 budget to reflect this.

The final total of overspend for the current cohort of placements is reported as £1.285m. An additional amount of £1.5m has been included in the 2024/25 budget to reflect current demand.

	<p>The service areas within this pooled budget continue to do everything possible to manage these risks and additional investment has already been made to further develop in-house provision to help to mitigate against such financial pressures.</p>
1.22	<p><b>Streetscene and Transportation</b></p> <p><u>Fleet Contract Renewal</u>  The fleet contract, which had been in operation for 7 years, was renewed for a temporary period of 7 months from October 2023. Unfortunately, the fleet contract provider went into administration in May 2024, and it was then necessary to purchase all the vehicles that were required to maintain service delivery at current market value. This means that the Fleet service will now be provided in-house, and all related costs monitored closely through 2024-25. A budget pressure has been allocated within the 2024/25 budget to allow for cost increases.</p> <p><u>Sustainable Waste Management Grant (SWMG)</u>  The Minister for Climate Change has confirmed that the SWMG grant will be retained at the same level for this financial year. However, those local authorities that are not yet meeting the statutory recycling target of 70% will be required to use the grant to reach 70% and be required to demonstrate this. Confirmation from Welsh Government has recently been provided on the SWMG grant levels for 2024/25 at the current grant value of £0.742m per annum.</p> <p><u>Winter Maintenance</u>  Due to the number of gritting callouts, the level of precautionary gritting required and increased demand on vehicles and workforce, there was an increased cost of Winter Maintenance in 2023/24 of £1.205m. It was, therefore, necessary to utilise the Winter Maintenance reserve of £0.250m in full, increasing the risk of an overspend going forward if another above average winter occurs in 2024/25 and beyond.</p>
1.23	<p><b>Education and Youth (Non-Schools)</b></p> <p><u>Inclusion and Progression</u>  Prior to the pandemic the service had seen increasing numbers of children and young people presenting with an increased level of significant and complex needs, resulting in the council being dependent on non-Flintshire provision.</p> <p>Post pandemic the situation has worsened with increasing numbers of pre-school children needing support and challenging behaviour causing concern across both primary and secondary schools. In addition, there are increased rates of emotionally based school avoidance. As a result, levels of attendance have reduced, whilst all forms of exclusions have increased. All of which contributes to a requirement for more specialist and bespoke intervention.</p>

	<p>The service continues to take steps to actively manage demand, alongside reviewing provision, and seeking to develop and enhance in house provision.</p> <p>The pressures are being experienced across Wales, at a time when schools and central services are implementing the Additional Learning Need (ALN) reforms.</p> <p>Welsh Government have made additional grants available to support schools and councils. However, there are future risks over reliance on temporary grant funding and its ability to meet demand within existing budgets and available grants.</p>
1.24	<p><b>Harpur Trust vs Brazel Case</b></p> <p>The potential financial impacts are still being determined in response to the Employment Appeal Tribunal (EAT) decision in the case of Harpur Trust v Brazel. The Supreme Court upheld the EAT judgment in the Brazel case in July 2022 which impacts on the calculation of holiday pay entitlements for staff who work for part of the year (i.e., term time). An approved carry forward from 2022/23 for £0.254m has provided some funding towards these costs.</p>
1.25	<p><b>Achievement of Planned In-Year Efficiencies</b></p> <p>The 2023/24 budget contained £9.265m of specific efficiencies which were tracked and monitored throughout the year. The Council has achieved its aim of 99% rate in 2023/24 as reflected in the MTFS KPI's and fully achieved all efficiencies. Further details can be seen in Appendix 3.</p>
1.26	<p><b>Unearmarked Reserves</b></p> <p>The final level of Council Fund Contingency Reserve brought forward into 2023/24 was £9.508m as detailed in the 2022/23 outturn report (subject to Audit).</p> <p>The brought forward balance on the COVID-19 Hardship Reserve was £3.743m. Internal claims for the year 2023/24 totalled £0.527m for Holywell Leisure Centre, Cambrian Aquatics, Streetscene &amp; Transportation and Free School Meals covering the Christmas holiday period were approved and the remaining balance of £3.216m will be added to our Base Level of Reserves in 2024/25 as approved by Council.</p> <p>After taking into account the outturn and previously approved allocations the final level of Council Fund Contingency Reserve available as at 31 March, 2024 is £2.972m including those approved as part of the 2024/25 budget, and is shown in Appendix 4.</p>

1.27 **Council Fund Earmarked Reserves 2023/24**

<b>Reserve Type</b>	<b>Balance as at 01/04/23</b>	<b>Balance as at 31/03/24</b>
Service Balances	<b>6,184,486</b>	<b>3,326,381</b>
Workforce Costs	843,190	843,190
Investment in Organisational Change	1,350,875	972,142
County Elections	74,777	374,693
Local Development Plan (LDP)	115,360	0
Warm Homes Admin Fee	315,985	294,835
Waste Disposal	48,771	0
Design Fees	250,000	238,684
Winter Maintenance	250,000	0
Severe Weather	250,000	250,000
Car Parking	88,059	88,059
Insurance Reserves	2,201,372	2,382,509
School HWB ICT Replacement	526,447	789,670
Free School Meals	30,398	0
Flintshire Trainees	562,948	321,614
Rent Income Shortfall	106,118	131,118
Plas Derwen Wave 4	3,560	5,339
Customer Service Strategy	22,468	7,468
Supervision Fees	48,798	48,798
IT COVID Enquiry	142,301	142,301
ICT Servers Reserve	170,000	0
IT Infrastructure HWB	312,442	139,442
Schools Intervention Reserve	705,836	51,251
Organisational Change/ADM	873,546	600,560
NWEAB	330,927	690,685
Solar Farms	62,416	180,192
20 MPH Scheme	111,186	0
Employment Claims	109,846	109,846
Community Benefit Fund NWRWTP	683,164	913,925
<b>Total</b>	<b>10,590,790</b>	<b>9,576,321</b>
Schools Balances	6,716,596	3,336,011
Grants & Contributions	7,066,214	6,768,523
<b>TOTAL</b>	<b>30,558,085</b>	<b>23,007,236</b>

As in previous years a review and challenge of all earmarked reserves will be undertaken over the summer to ensure that they are still relevant and required at the same level.

1.28	<p><b>Operating Surplus/(Deficit) and Contingency Reserve position</b></p> <p>The operating surplus and Contingency Reserve position over the last 5 financial years is as follows:</p> <table border="1" data-bbox="300 309 1342 629"> <thead> <tr> <th colspan="6">Final Outturn and Contingency Reserve</th> </tr> <tr> <th></th> <th>2023/24</th> <th>2022/23</th> <th>2021/22</th> <th>2020/21</th> <th>2019/20</th> </tr> <tr> <th></th> <th>£m</th> <th>£m</th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Revenue Outturn Surplus/ (Deficit)</td> <td>(1.466)</td> <td>3.013</td> <td>5.711</td> <td>2.185</td> <td>0.439</td> </tr> <tr> <td>Contingency Reserve</td> <td>2.972</td> <td>9.508</td> <td>7.098</td> <td>5.973</td> <td>2.370</td> </tr> </tbody> </table>	Final Outturn and Contingency Reserve							2023/24	2022/23	2021/22	2020/21	2019/20		£m	£m	£m	£m	£m	Revenue Outturn Surplus/ (Deficit)	(1.466)	3.013	5.711	2.185	0.439	Contingency Reserve	2.972	9.508	7.098	5.973	2.370
Final Outturn and Contingency Reserve																															
	2023/24	2022/23	2021/22	2020/21	2019/20																										
	£m	£m	£m	£m	£m																										
Revenue Outturn Surplus/ (Deficit)	(1.466)	3.013	5.711	2.185	0.439																										
Contingency Reserve	2.972	9.508	7.098	5.973	2.370																										
1.29	<p><b>Housing Revenue Account</b></p> <p>The 2022/23 Outturn Report to Cabinet on 18th July 2023 showed an un-earmarked closing balance at the end of 2022/23 of £3.786m and a closing balance of earmarked reserves of £2.690m.</p>																														
1.30	<p>The 2023/24 budget for the HRA is £39.418m which includes a movement of (£0.589m) from reserves.</p>																														
1.31	<p>The final outturn for the HRA shows an in-year revenue expenditure (£0.315m) lower than budget with a closing un-earmarked balance as at 31<sup>st</sup> March, 2024 of £3.512m, which at 8.99% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3% - see Appendix 5.</p>																														
1.32	<p>The favourable movement of (£0.773m) is as a result of:</p> <p><b>Income (£0.198m)</b></p> <ul style="list-style-type: none"> <li>a further reduction in the requirement to 'top up' the Bad Debt Provision</li> </ul> <p><b>Capital Financing – Loan Charges (£0.161m)</b></p> <ul style="list-style-type: none"> <li>Reduction in interest charged to the HRA</li> </ul> <p><b>Estate Management (£0.089m)</b></p> <ul style="list-style-type: none"> <li>Vacancy savings (£0.040m)</li> <li>Additional allocation of the Housing Support Grant (£0.040m) and minor variances (£0.009m) account for the remainder.</li> </ul> <p><b>Landlord Service Costs £0.077m</b></p> <ul style="list-style-type: none"> <li>Increase in expenditure on Utilities £0.060m</li> <li>Minor variances £0.017m</li> </ul> <p><b>Repairs and Maintenance (£0.296m)</b></p> <ul style="list-style-type: none"> <li>Offset of spend from Transitional Accommodation Capital Funding (TACP)</li> </ul> <p><b>Management &amp; Support Services (£0.141m)</b></p> <ul style="list-style-type: none"> <li>Staff savings (£0.046m)</li> <li>Reduction in IT costs (£0.052m) and Minor Variances (£0.044m).</li> </ul> <p><b>Minor variances £0.035m account for the remainder</b></p>																														
1.33	<p>The budget contribution towards capital expenditure (CERA) is £12.712m.</p>																														

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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As set out within the report.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	The financial impacts as set out in the report are a combination of actual costs and losses to date and estimates of costs and losses for the future. There is the possibility that the estimates will change over time. The budget will be monitored closely, and mitigation actions taken wherever possible.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	None specific.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1: Council Fund – Movement in Variances from Month 10 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

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Various budget records.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Dave Ledsham Strategic Finance Manager</p> <p><b>Telephone:</b> 01352 704503</p> <p><b>E-mail:</b> <a href="mailto:dave.ledsham@flintshire.gov.uk">dave.ledsham@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Budget:</b> a statement expressing the Council’s policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p><b>Council Fund:</b> the fund to which all the Council’s revenue expenditure is charged.</p>

**Financial Year:** the period of twelve months commencing on 1 April.

**Housing Revenue Account:** the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.

**Projected Outturn:** projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.

**Regional Integration Fund (RIF):** funding provided by Welsh Government to encourage integrated working between local authorities, health and housing.

**Reserves:** these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.

**Revenue:** a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.

**Variance:** difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.

**Virement:** the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.



**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
<b>Social Services</b>		
<b>Older People</b>		
Localities	0.476	Increasing demand for residential care has resulted in an increase of £0.551m. Homecare costs have reduced by £0.037m and demand seems to have become more manageable. Employee costs reduced by £0.034m due to vacancies. There were minor variances of £0.004m.
Resources & Regulated Services	-0.029	In-house homecare reduced by £0.078m due to staffing numbers. Residential care has increased by £0.084m due to increased agency cover. Extra Care has reduced by £0.040m.
Minor Variances	0.013	
<b>Adults of Working Age</b>		
Resources & Regulated Services	0.079	This was from net changes to care packages
Professional and Administrative Support	-0.025	This was due to vacancy savings
Supporting People	-0.060	Additional Supporting People funding was received
Residential Placements	-0.040	This was the net reduction to Mental Health care packages
Substance Misuse	-0.026	Vacancies have meant there have been further cost reductions
Minor Variances	-0.048	
<b>Children's Services</b>		
Family Group Meetings	-0.046	Some eligible costs were reallocated to grant funding
Family Placement	0.067	The increase was due to a high cost, temporary placement
Legal & Third Party	0.038	There has been an increase to legal fees and court costs
Professional Support	-0.267	Eligible costs have been identified which were reallocated to grant funding. The grant funding includes the Childrens Community Grant and Revenue Integration Fund. There has also been a decrease in Direct Payment costs.
Minor Variances	0.009	
<b>Safeguarding &amp; Commissioning</b>		
Commissioning	-0.043	Some employee costs have been capitalised
Management & Support	0.056	There has been an increase in legal costs for Adult Social Services. In addition the central telephone recharge at year end was higher than projections.
Minor Variances	-0.025	
<b>Total Social Services (excl Out of County)</b>	<b>0.129</b>	
<b>Out of County Placements</b>		
Children's Services	-0.145	Ended placements and additional income for Unaccompanied Asylum Seeking children (UASCs)
Education & Youth	-0.161	Due to ended placements
<b>Total Out of County Placements</b>	<b>-0.306</b>	
<b>Education &amp; Youth (Non-Schools)</b>		
Integrated Youth Provision	0.061	Additional service contract costs and repairs and maintenance expenditure
School Improvement Systems	-0.064	£21k of movement relates to the School Improvement Service - minor variances across the Welsh In Education Service and Healthy Schools and an £11k movement relating to additional Shared Prosperity Fund income to offset existing manager time. £0.043m relates to additional underspend within Early Entitlement service due to NMS payments demand being lower and other elements of expenditure utilised against committed grants
Minor Variances	0.028	
<b>Total Education &amp; Youth (Non-Schools)</b>	<b>0.025</b>	
<b>Schools</b>	<b>-0.080</b>	The favourable movement is as a result of flexible retirement exit costs absorbed by schools (£0.046m), actual Free School Meals up-take less than anticipated (£0.029m) and minor variances within specific elements of non-delegated (£0.005m).
<b>Streetscene &amp; Transportation</b>		
Service Delivery	0.044	Traffic Management costs increased
Highways Network	0.104	Winter maintenance Year To Date Recharges Impact on Go Plant Contract Increased
Transportation	-0.196	20 MPH Officer Time Grant release into Transport Strategy
Other Minor Variances	-0.013	
<b>Total Streetscene &amp; Transportation</b>	<b>-0.061</b>	
<b>Planning, Environment &amp; Economy</b>		
Business	-0.028	Supporting People Grant £0.010m received; minor variances across the Service
Community	0.061	Carry forward of 3 and 5 year taxi licences; revised levels of fee income in Licensing
Development	0.068	Carry forward of March Fee income as Receipt in Advance; minor movements across the Service

## MONTH 12 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Shared Services	0.034	Commitment for accommodation with Gwynedd CC not previously committed for
Regeneration	-0.172	Maximisation of Grant Income against budgeted staff costs
Management & Strategy	-0.065	WaterCo expenditure lower than previously anticipated, various commitments revised and removed
Minor Variances	0.018	
<b>Total Planning, Environment &amp; Economy</b>	<b>-0.084</b>	
<b>People &amp; Resources</b>		
HR & OD	0.001	
Corporate Finance	-0.063	Maximisation of Grant Income for budgeted staff costs; minor variances across the Service
<b>Total People &amp; Resources</b>	<b>-0.062</b>	
<b>Governance</b>		
Internal Audit	-0.034	Actual postage expenditure lower than previously anticipated
ICT	-0.082	Revised expenditure on some software packages, staff savings from vacant posts
Customer Services	-0.054	Backdated Rent Increase for Holywell Connects; Registrar Income higher than previously anticipated.
Minor Variances	-0.013	
<b>Total Governance</b>	<b>-0.184</b>	
<b>Assets</b>		
Minor Variances	0.010	
<b>Total Assets</b>	<b>0.010</b>	
<b>Housing and Communities</b>		
Benefits	0.042	Previously understated costs re. Food Poverty
Housing Solutions	-0.097	Reduced cost of hotel payments
Travellers and Refugees	0.068	Mainly due to electricity costs at Riverside site
<b>Total Housing and Communities</b>	<b>0.013</b>	
<b>Chief Executive's</b>	<b>0.021</b>	
<b>Central &amp; Corporate Finance</b>	<b>-0.375</b>	Further improvement in the CLIA by (£0.280m) at Month 11 then (£0.170m) at final outturn, one off income from Education Reserve £0.068m and accounting for the Soft Loan Mitigation (£0.027m), mitigated by additional expenditure on Coroners Fees and Wales Audit Fees
Soft Loan Mitigation	-0.027	IFRS 9 requires that soft loans interest is accrued at the Effective Interest Rate (EIR)
<b>Grand Total</b>	<b>-0.979</b>	

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	In-year Moratorium (£m)	Cause of Major Variances greater than £0.050m	Action Required
<b>Social Services</b>							
<b>Order People</b>							
Localities	23.279	24.153	0.874	0.398	-0.146	Residential care costs for people over the age of 65 was overspent by £0.931m due to service demand. This amount is net of client income from property recharges and any expected reimbursements for deputyship and assets held in trust. Homecare is £0.183m overspent, and was due to meeting care demand. Locality workforce and professional support budgets were underspent by £0.207m and day care was underspent by £0.022m. The minor adaptations budget was £0.011m underspent.	
Resources & Regulated Services	10.265	9.971	-0.294	-0.265	0.000	In-house residential care overspent by £0.136m due to staff and running costs. Homecare was underspent by £0.363m due to recruitment challenges. The Extra Care budget was overspent by £0.039m from staff costs, day care was underspent by £0.105m.	
Minor Variances	1.360	1.342	-0.019	-0.032	0.000		
<b>Adults of Working Age</b>					0.000		
Resources & Regulated Services	33.762	33.912	0.150	0.071	0.000	The PDSI (physically disabled and sensory impaired) budget was £0.554m overspent due to net costs of care packages. The in-house supported living service was £0.229m overspent due to care hours and agency costs, a £0.400m contribution from reserves offset further costs. The care packages for independently provided care for learning disability services was £0.543m underspent. The learning disability day and work provision was £0.090m underspent.	
Children to Adult Transition Services	1.001	0.748	-0.254	-0.248	0.000	This is the overall cost of care packages for young adults transferring from Children's Services to Adult Social Care. Costs are initially based on estimates and precise costs not known until the service required is confirmed. This leads to variances from the initial estimate.	
Professional and Administrative Support	0.435	0.301	-0.134	-0.109	-0.016	This variance is due to in-year vacancies	
Transition & Disability Services Team	0.856	0.736	-0.120	-0.101	-0.050	Delays in recruiting to posts has resulted in the in-year underspend	
Supporting People	-0.386	-0.442	-0.056	0.004	0.000	Additional Supporting People funding was received	
Residential Placements	2.607	2.798	0.192	0.232	0.000	This is the overall cost of care packages for people with mental ill health. This can be a volatile service and additional needs can be identified throughout the year resulting in changes to costs of care packages	
Professional Support	0.859	0.809	-0.050	-0.055	-0.100	The underspend is due to in-year vacancies	
Substance Misuse	0.385	0.285	-0.099	-0.073	-0.097	During the year there were vacant posts which led to the underspend.	
Minor Variances	2.003	1.935	-0.068	-0.040	0.000		
<b>Children's Services</b>					0.000		
Family Placement	3.175	3.109	-0.066	-0.132	0.000	The underspend was due to annual fostering costs being lower than normal. Costs are dependent upon the number of foster care placements available.	
Legal & Third Party	0.262	0.743	0.481	0.443	0.000	Legal costs were overspent by £0.236m due to the number of cases going through the courts and some use of external professionals. Client support and Section 17 costs were overspent by £0.167m and Direct Payments were overspent by £0.078m due to demand.	

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	In-year Moratorium (£m)	Cause of Major Variances greater than £0.050m	Action Required
Residential Placements	1.669	1.368	-0.301	-0.324	0.000	The in-house residential care provision was in receipt of a significant Welsh Government grant which is offsetting costs.	
Professional Support	6.148	6.653	0.505	0.772	-0.227	To support adequate levels of child protection, the established staffing structure needs to be at a sufficient level to meet mandatory safeguarding standards. Vacancies are minimised where possible and additional temporary posts are sometimes required to be able to meet the challenges and demands of Childrens Services. Two managed agency teams were contracted to support the service, reserves were used to mitigate these costs as much as possible, but there was a projected overspend of £0.740m. The Leaving Care budget, which supports young people who are Looked After Children, was overspent by £0.316m due to increased numbers of care leavers which included unaccompanied asylum seeking children. The costs for some external service contracts were £0.096m overspent due to inflationary pressures. Costs of Direct Payments which provide support to children with disabilities were £0.034m overspent from service demand. Aggregate variances, mostly from vacancies, were £0.501m underspent.	
Minor Variances	1.092	1.233	0.140	0.200	0.000		
<b>Safeguarding &amp; Commissioning</b>					0.000		
Business Systems & Financial Assessments	0.988	1.068	0.079	0.089	-0.032	A new social services IT system was implemented which required additional project management and development costs.	
Charging Policy income	-3.385	-3.560	-0.174	-0.158	0.000	This is income from service users who are charged a contribution towards the care received	
Business Support Service	1.304	1.233	-0.070	-0.055	0.000	The underspend was due to cumulative short term vacancy savings	
Commissioning	0.760	0.696	-0.063	-0.021	0.000	The capitalisation of some staff costs resulted in the budget underspending	
Management & Support	-1.645	-1.570	0.076	0.020	0.000	Social Services had to outsource some legal support during the year which resulted in the underspend.	
Minor Variances	2.513	2.539	0.026	0.009	-0.007		
<b>Total Social Services (excl Out of County)</b>	<b>89.306</b>	<b>90.061</b>	<b>0.755</b>	<b>0.626</b>	<b>-0.700</b>		
<b>Out of County Placements</b>							
Children's Services	12.281	13.597	1.316	1.460	0.000	The service faced continued pressures and high demand with 48 new placements made in the year and cost inflation on provider fee levels	
Education & Youth	5.004	4.973	-0.031	0.130	0.000		
<b>Total Out of County Placements</b>	<b>17.285</b>	<b>18.570</b>	<b>1.285</b>	<b>1.591</b>	<b>0.000</b>		
<b>Education &amp; Youth (Non-Schools)</b>							
Inclusion & Progression	5.682	5.548	-0.135	-0.137	-0.110	Variance relates to in year savings within the Additional Learning Needs service and Traveller service - identified in Month 8. Previously committed expenditure was offset by Additional Learning Needs grant funding £0.050m and a budget c/fwd of £0.095m from 2022-23 - not being fully spent.	

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	In-year Moratorium (£m)	Cause of Major Variances greater than £0.050m	Action Required
School Improvement Systems	1.878	1.630	-0.247	-0.183	0.000	Variance relates to unexpected income from several grants - ACL (Adult Community Learning) and the Shared Prosperity Fund to offset manager time. Also secondment work to Estyn for the School Improvement Service. Demand for the Early Entitlement service was less than anticipated due to demography, as well as offsetting core expenditure by utilising grant	
Archives	0.351	0.404	0.054	0.038	0.000	Mainly due to recharges from Denbighshire CC for joint service	
Minor Variances	2.533	2.523	-0.010	-0.083	0.000		
<b>Total Education &amp; Youth (Non-Schools)</b>	<b>10.444</b>	<b>10.105</b>	<b>-0.339</b>	<b>-0.364</b>	<b>-0.140</b>		
<b>Schools</b>	<b>114.005</b>	<b>114.189</b>	<b>0.184</b>	<b>0.264</b>	<b>0.000</b>	The main influences on the overspend relate to the on-going redundancy pressures absorbed by the exit cost budget set-aside, as well as Newydd meal price increases from October 2023.	
<b>Streetscene &amp; Transportation</b>							
Service Delivery	10.843	11.038	0.195	0.151	-0.077	Service Delivery implemented tight controls to the allocation of PPE, materials and receptacles through the in-house stores. Changes to the security provision in the Alltami Depot, Greenfield transfer station and HRC sites generated savings, following a review of the service needs. Cleaning costs were also reviewed and reduced. The service is subject to increasing inflationary pressures and demand for temporary repairs on the road network, largely due to the reduction in WG funding and reduced investment in the highway network and fluctuating costs of tar and traffic management for repairs. The overall overspend is partly offset by performance of the in-house construction team delivering work such as the 20mph scheme rather than contracting the work externally.	
Highways Network	8.594	10.008	1.414	1.311	0.000	The renewal of the fleet contract through contract extension from October 2023 has resulted in an overspend of £0.658m overall, with £0.532m impacting directly to the centralised Fleet budget. A variance of £0.170m is attributable to increases in costs for both fuel and streetlighting energy, increased insurance premiums, and defective highway network infrastructure repairs. Additional costs of £1.645m in relation to the clean up and reinstatement works required following Storms Babet and Ciaran. Emergency Financial Assistance Funding (EFAS) from WG was claimed alongside utilisation of the Severe Weather Reserve, bringing the net cost down to a projected £0.602m.	
Transportation	11.350	10.911	-0.439	-0.243	-0.225	Vacancies of £0.243m within Transport Strategy and moratorium on recruitment contributed to the overall underspend. Remaining underspend of £0.200m due to 20 MPH Officer time grant released into Transport Strategy.	
Regulatory Services	11.440	11.519	0.079	0.093	-0.120	The overspend variance is due to sustained high volumes of residual black waste collected, together with the reduction in income levels for both recyclable materials and a reducing return on electricity generation from gas and solar at the former landfill sites.	
<b>Total Streetscene &amp; Transportation</b>	<b>42.227</b>	<b>43.477</b>	<b>1.250</b>	<b>1.311</b>	<b>-0.422</b>		
<b>Planning, Environment &amp; Economy</b>							

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	In-year Moratorium (£m)	Cause of Major Variances greater than £0.050m	Action Required
Business	2.168	2.110	-0.058	-0.030	0.000	Staff savings from vacant post; expenditure on contaminated land lower than previously anticipated; minor variances across the Service	
Community	1.023	1.121	0.098	0.037	0.000	Shortfall of licence fee income together with the value of 3 and 5 year taxi licence fees paid in advance confirmed as carried forward into 2024 25	
Development	0.138	-0.138	-0.276	-0.343	-0.021	Over recovery of Planning Fee Income	
Access	1.618	1.731	0.113	0.095	-0.047	Ash Die Back costs and Tree works carried out at various Schools	
Climate Change	0.183	0.113	-0.070	-0.070	-0.007	Staff savings from vacant posts	
Shared Services	0.206	0.206	0.000	-0.034	0.000		
Regeneration	0.813	0.528	-0.286	-0.114	-0.040	Budget savings from Wales Rally GB, Economic Ambition Board and maximisation of Grant Income funding budgeted staff costs	
Management & Strategy	1.409	1.104	-0.305	-0.240	-0.081	Staff savings from vacant posts, reduced expenditure with WaterCo and Welsh Government Flood Risk Management Grant received at higher value than budgeted	
Minor Variances	0.206	0.206	0.000	-0.034	-0.082		
<b>Total Planning, Environment &amp; Economy</b>	<b>7.557</b>	<b>6.775</b>	<b>-0.783</b>	<b>-0.699</b>	<b>-0.278</b>		
<b>People &amp; Resources</b>							
HR & OD	2.419	2.401	-0.018	-0.019	-0.069		
Corporate Finance	2.252	2.087	-0.165	-0.103	-0.112	Staff savings from vacant posts, reduced expenditure on Feasibility Studies and maximisation of Grant Income and Recharges	
<b>Total People &amp; Resources</b>	<b>4.672</b>	<b>4.488</b>	<b>-0.184</b>	<b>-0.122</b>	<b>-0.181</b>		
<b>Governance</b>							
Legal Services	0.992	1.177	0.185	0.193	0.000	Additional costs for locum services covering vacant posts	
Internal Audit	1.051	0.948	-0.104	-0.069	-0.053	Staff savings from vacant posts, deferred expenditure on Agency/Consultancy moratorium, postage costs lower than anticipated	
Procurement	0.320	0.271	-0.049	-0.049	-0.027	Contribution to Denbigshire C C for shared service	
ICT	5.328	5.205	-0.123	-0.041	0.000	Staff savings from vacancy posts, deferred expenditure moratorium, some software costs in year lower than previously anticipated	
Customer Services	1.129	1.064	-0.065	-0.011	0.000	Back dated rent increase for Holywell Connects building, Registrar income over recovery	
Revenues	0.655	0.401	-0.253	-0.244	0.000	Council Tax Surplus Fund final outturn	
Minor Variances	2.468	2.501	0.033	0.028	-0.212		
<b>Total Governance</b>	<b>11.943</b>	<b>11.567</b>	<b>-0.376</b>	<b>-0.192</b>	<b>-0.292</b>		
<b>Assets</b>							
Caretaking & Security	0.284	0.234	-0.050	-0.044	0.000	Due to vacancy savings	
CPM & Design Services	0.587	0.406	-0.181	-0.191	0.000	Due to increased fee income from Corporate Property maintenance and salary savings due to vacancies	
Industrial Units	-1.502	-1.556	-0.054	-0.059	0.000	Due to savings on Repair and Maintenance costs	
<b>Total Assets</b>	<b>11.095</b>	<b>10.688</b>	<b>-0.407</b>	<b>-0.418</b>	<b>-0.049</b>		
<b>Housing and Communities</b>							

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	In-year Moratorium (£m)	Cause of Major Variances greater than £0.050m	Action Required
Housing Solutions	2.334	4.881	2.546	2.643	0.000	The Housing Solutions service reflects a net overspend of £2.546m. This is mainly due to a projected overspend of £3.363m on temporary accommodation within Hotels and Bed and Breakfast provision, which is being offset by additional Housing Benefit income of (£0.477m). There are also other underspends and mitigation impacts within the wider Housing Solutions service amounting to a net figure of £0.340m, including additional internal allocation of HSG to fund salary costs, minor salary savings due to vacancies and use of WG grant income. The service are actively implementing a number of mitigation measures, some of which may have operational impacts on other parts of the wider Housing service, which will be incorporated within an action plan to reduce the current level of projected overspend within the Homelessness service.	
Travellers and Refugees	0.039	0.106	0.068	0.000	0.000	The main reason for the overspend is on electricity costs at the Traveller site where maximum amounts are being recovered from the residents but due to the nature of the commercial tariff there is a shortfall in recovery of £0.053m, with other site related costs making up the remainder of the total overspend of £0.068m	
Minor Variances	13.617	13.613	-0.004	-0.047	-0.072		
<b>Total Housing and Communities</b>	<b>15.990</b>	<b>18.600</b>	<b>2.610</b>	<b>2.597</b>	<b>-0.072</b>		
<b>Chief Executive's</b>	<b>1.672</b>	<b>1.660</b>	<b>-0.012</b>	<b>-0.032</b>	<b>-0.010</b>		
<b>Central &amp; Corporate Finance</b>	<b>25.924</b>	<b>23.433</b>	<b>-2.490</b>	<b>-2.115</b>	0.000	The Central Loans and Investment Account (CLIA) reported an over recovery of income of (£2.575m) due to the Council having minimised any new short or long term borrowing and continuing to invest a significant amount of short term cash flow on a day to day basis, which increased gradually through the year. Other net minor variances totalled £0.085m due to additional bank charges and audit fees.	
Soft Loan Mitigation	0.000	-0.027	-0.027	0.000	0.000	IFRS 9 requires that soft loans interest is accrued at the Effective Interest Rate (EIR)	
<b>Grand Total</b>	<b>352.121</b>	<b>353.587</b>	<b>1.466</b>	<b>2.445</b>	<b>-2.144</b>		



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2023/24 Efficiencies Outturn Tracker - Month 12

Efficiency Description	Accountable Officer	Efficiency Target	Projected Efficiency	(Under)/Over Achievement	Efficiency Open/Closed (O/C)	Reason for variation	Mitigating Action if Amber or Red
		2023/24 £m	2023/24 £m	2023/24 £m			
<b>Portfolio</b>							
<b>Corporate</b>							
Reduction In CLIA	Chris Taylor	0.364	0.364	0.000	C		
Actuarial Review	Gary Ferguson	1.874	1.874	(0.000)	C		
NI Reversal	Rachel Parry Jones	0.474	0.474	0.000	C		
<b>Total Corporate Services</b>		<b>2.712</b>	<b>2.712</b>	<b>(0.000)</b>			
<b>Chief Executives / Assets</b>							
Transport Savings	Neal Cockerton	0.010	0.010	0.000	C		
Vacancy Savings	Neal Cockerton	0.048	0.048	0.000	C		
3rd Sector Budget	Neal Cockerton	0.041	0.041	0.000			
<b>Total Chief Executives</b>		<b>0.099</b>	<b>0.099</b>	<b>0.000</b>			
<b>People &amp; Resources</b>							
Modern Apprentices HR&OD	Sharon Carney	0.072	0.072	0.000	C		
Vacancy Savings Corporate Finance	Gary Ferguson	0.086	0.086	0.000	C		
Transport and Training Savings Corporate Finance	Gary Ferguson	0.016	0.016	0.000	C		
<b>Total People &amp; Resources</b>		<b>0.174</b>	<b>0.174</b>	<b>0.000</b>			
<b>Assets - ADMs</b>							
Newydd	Rachael Corbelli	0.019	0.019	0.000	C		
Newydd NI	Rachael Corbelli	0.023	0.023	0.000	C		
<b>Total Assets - ADMs</b>		<b>0.042</b>	<b>0.042</b>	<b>0.000</b>			
<b>Housing &amp; Communities</b>							
CTRS Reduction	Vicky Clark	0.147	0.147	0.000	C		
<b>Total Housing &amp; Communities</b>		<b>0.147</b>	<b>0.147</b>	<b>0.000</b>			
<b>Governance</b>							
Members Support Budget	Gareth Owen	0.016	0.016	0.000	C		
Members Allowances	Gareth Owen	0.060	0.060	0.000	C		
Central Despatch	Gareth Owen	0.022	0.022	0.000	C		
Mold & Buckley Connects	Gareth Owen	0.060	0.060	0.000	C		
<b>Total Governance</b>		<b>0.158</b>	<b>0.158</b>	<b>0.000</b>			
<b>Planning, Environment &amp; Economy</b>							
Vacancy Savings	Andrew Farrow	0.020	0.020	0.000	C		
Fee Income	Andrew Farrow	0.180	0.180	0.000	C		
<b>Total Planning, Environment &amp; Economy</b>		<b>0.200</b>	<b>0.200</b>	<b>0.000</b>			
<b>Streetscene &amp; Transportation</b>							
Enhanced Enforcement for Recycling	Katie Wilby					Side waste enforcement is already taking place with FPNs being issued, but the next steps for enforcing against those who do not habitually recycle will be to take enforcement action if residents place recyclable waste in their black bin. To introduce this will first require a period of education and engagement. Additional x3 recycling officers are currently being recruited and, once appointed, the aim is for these officers to support with door-knocking campaigns and community events in advance of introducing enhanced enforcement	Likely introduction is January 2024.
		0.046	0.046	0.000	C		
Part night Street Lighting	Katie Wilby	0.018	0.000	(0.018)	C	Difficult to implement in year due to the consultation required, and the limited opportunity following previous roll-outs. This will also require investment in the equipment to allow the switch-offs	Discussions being held with an update to come how we can achieve this saving.
Review Provision of Public Conveniences	Katie Wilby	0.012	0.000	(0.012)	C	The efficiency is largely reliant on the review of sites following the implementation of the Local Toilet Strategy and capital investment in FY 24/25-26/27.	
Extend, Repair & Reuse Initiatives	Katie Wilby	0.010	0.000	(0.010)	C	When this was put forward, we stated that the initiative would be dependent on investment funding either from WG Circular Economy grant funding or capital programme. We are still awaiting the outcome of our bid to WG, which is now unlikely given the current economic climate. Without the grant funding the initiative cannot be introduced and the efficiency will not be met.	
Waste & Recycling Round Review	Katie Wilby	0.075	0.075	0.000	C		
In House Highways Service	Katie Wilby	0.025	0.025	0.000	C		
Review of Security Arrangements Alltami Depot	Katie Wilby	0.050	0.050	0.000	C		
Apprenticeship Trainee Scheme Reduction	Katie Wilby	0.035	0.035	0.000	C		

Efficiency Description	Accountable Officer	Efficiency Target	Projected Efficiency	(Under)/Over Achievement	Efficiency Open/Closed (O/C)	Reason for variation	Mitigating Action if Amber or Red	
		2023/24 £m	2023/24 £m	2023/24 £m				
<b>Portfolio</b>								
Increase Car Parking Charges	Income Generation	Katie Wilby	0.187	0.187	0.000	C	Decision approved and new charges will come into effect from October 2023 (original date planned was July 2023). Additional initiatives e.g. Free after Three and extension to parking times will mean that the original efficiency will be difficult to achieve unless the utilisation levels increase beyond current levels. Delays in being implemented.	
Introduce Car Parking Charges on all Council Owned Car Parks	Income Generation	Katie Wilby	0.035	0.000	(0.035)	C		
Fleet Workshop	Income Generation	Katie Wilby	0.010	0.010	0.000	C		
Training Facility	Income Generation	Katie Wilby	0.010	0.010	0.000	C		
Funeral Services	Income Generation	Katie Wilby	0.010	0.010	0.000	C		
<b>Total Streetscene &amp; Transportation</b>			<b>0.523</b>	<b>0.448</b>	<b>(0.075)</b>			
<b>Social Services</b>								
Contribution to Regional Team	Reduction in Contribution	Neil Ayling	0.050	0.050	0.000	C		
Reduced Contribution to EDT	Contract Costs Reduced	Neil Ayling	0.011	0.011	0.000	C		
Retendering of HFT	Contract Costs Reduced	Neil Ayling	0.040	0.040	0.000	C		
<b>Total Social Services</b>			<b>0.101</b>	<b>0.101</b>	<b>0.000</b>			
<b>Education &amp; Youth</b>								
Central Management Budget	Schools Buildings Insurance / Temp	Claire Homard	0.060	0.060	0.000	C		
ALN Advocacy	Offset costs from LAEG ALN Grant	Claire Homard	0.020	0.020	0.000	C		
ALN Legal	Offset costs from LAEG ALN Grant	Claire Homard	0.010	0.010	0.000	C		
ALN Resource Provisions	Offset costs from LAEG ALN Grant	Claire Homard	0.100	0.100	0.000	C		
Early Years Entitlement	Budget Reductions	Claire Homard	0.095	0.095	0.000	C		
Youth Club Buildings	Building Closure	Claire Homard	0.017	0.017	0.000	C		
Youth Services	Vacant Posts (1 FTE 1 PT)	Claire Homard	0.056	0.056	0.000	C		
Youth Justice	Offset costs from Grant	Claire Homard	0.016	0.016	0.000	C		
<b>Total Education &amp; Youth</b>			<b>0.374</b>	<b>0.374</b>	<b>0.000</b>			
<b>Schools</b>								
3% Reduction in Delegated Funding		Claire Homard	3.103	3.103	0.000	C		
NI Reversal (Schools & Teachers)		Claire Homard	0.857	0.857	0.000	C		
Actuarial Review		Claire Homard	0.776	0.776	0.000	C		
<b>Total Schools</b>			<b>4.736</b>	<b>4.736</b>	<b>0.000</b>			
<b>Total 2023/24 Budget Efficiencies</b>			<b>9.265</b>	<b>9.190</b>	<b>(0.075)</b>			

	%	£
<b>Total 2023/24 Budget Efficiencies</b>	<b>100</b>	<b>9.265</b>
<b>Total Projected 2023/24 Budget Efficiencies Underachieved</b>	<b>-1</b>	<b>(0.075)</b>
<b>Total Projected 2023/24 Budget Efficiencies Achieved</b>	<b>99</b>	<b>9.190</b>
<b>Total 2023/24 Budget Efficiencies (Less Previously agreed Decisions)</b>	<b>100</b>	<b>0.000</b>
<b>Total Projected 2023/24 Budget Efficiencies Underachieved</b>	<b>0</b>	<b>0.000</b>
<b>Total Projected 2023/24 Budget Efficiencies Achieved</b>	<b>0</b>	<b>0.000</b>

**Movements on Council Fund Unearmarked Reserves**

	£m	£m
Total Reserves as at 1 April 2023	19.162	
Less - Base Level	(5.769)	
<b>Total Reserves above base level available for delegation to Cabinet</b>		13.393
Less - COVID-19 Hardship Funding Allocation		(3.743)
Less - Children's Services Legal Costs		(0.142)
Add - Transfer to Reserve Budget 2023/24		0.006
Less - Clwyd Theatr Cymru (Month 2)		(0.100)
Less - actual impact of the pay award		(2.702)
Add - Total Balances Released to Reserves (Month 5)		0.648
Add - Council Tax Balance Released to Reserves (Month 7)		0.250
Less - Month 12 projected outturn		(1.466)
Less - Approved "Budget Risk" Reserve 2024/25		(3.000)
Less - Approved Time Limited Pressures 2024/25		(0.172)
<b>Total Contingency Reserve available for use</b>		<b>2.972</b>

£0.527m used in 2023/24

Brought Forward 9.508

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**Budget Monitoring Report**  
**Housing Revenue Account Variances**

**MONTH 12 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Housing Revenue Account</b>						
Income	(38.829)	(38.775)	0.054	0.252	There is a net pressure relating to void properties of £0.236m. This relates to costs such as void rent loss, council tax charges and service charges and is net of additional income relating to new build properties and voids moving to target rent. We are anticipating a variance of £0.026m on garage rents. Reduction in the requirement to top up the Bad Debt Provision of £(0.366)m. £0.158m reduction in Affordable Housing Grant as a result of delays to SHARP scheme.	
Capital Financing - Loan Charges	7.010	6.848	(0.161)		Reduction in interest to be recharged to the HRA (£0.161m).	
Estate Management	3.125	2.832	(0.293)	(0.204)	Favourable variance of (£0.293m). Vacancy savings of approximately (£0.342m) which is being offset by agency costs of £0.214m. Additional allocation of Housing Support Grant (£0.120m). Other minor variances of (£0.034m).	
Landlord Service Costs	1.617	1.563	(0.053)	(0.131)	Favourable variance of (£0.053m). Vacancy savings of approximately (£0.189m). Increased fleet costs of £0.047m and materials and hire of £0.071m. Reduction in subcontractor spend of (£0.030m). There has been an overspend on utility costs of £0.060m.	
Repairs & Maintenance	12.150	12.357	0.206	0.502	Overspend of £0.206m. Vacancy savings of approximately (£0.309m). Increased Fleet Contract renewal costs of £0.074m. Increased costs of Hire of equipment £0.071m. Void Sub Contractor spend £2.800 over budget, offset with TACP Grant funding of (£2.323m) and underspends of (£0.168m) in Responsive repairs. £0.062m Minor variances.	
Management & Support Services	2.678	2.570	(0.109)	0.032	Favourable variance of (£0.109m). Vacancy savings of approximately (£0.085m). Insurance Costs (£0.040m). Additional contribution to SARTH £0.021m.	
Capital Expenditure From Revenue (CERA)	12.712	12.752	0.041			
HRA Projects	0.126	0.126	0.000	0.005		
Contribution To / (From) Reserves	(0.589)	(0.589)	0.000		Reduced contribution to reserves to meet CERA requirements in 2024/25.	
<b>Total Housing Revenue Account</b>	<b>(0.000)</b>	<b>(0.315)</b>	<b>(0.315)</b>	<b>0.458</b>		

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Service	Movement between Periods	Narrative for Movement between Periods greater than £25k
Housing Revenue Account		
Income	(0.198)	Reduction in the Bad Debt (£0.106m), Minor Variances (£0.014m)
Capital Financing - Loan Charges	(0.161)	Reduction in interest to be recharged to the HRA (£0.161m).
Estate Management	(0.089)	Reduction in Salaries (£0.040m), Additional Housing Support
Landlord Service Costs	0.077	Reduction in Salaries (£0.014m), Increased utility costs £0.060m, Minor variances £0.012m
Repairs & Maintenance	(0.296)	TACP Funding utilised to offset spend
Management & Support Services	(0.141)	Reduction in Salaries (£0.046m), Reduction in IT costs (£0.052), Minor variances (£0.047)
Capital Expenditure From Revenue (CERA)	0.041	
HRA Projects	(0.005)	
<b>Total Housing Revenue Account</b>	<b>(0.773)</b>	

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**CABINET**

<b>Date of Meeting</b>	Tuesday 23 <sup>rd</sup> July, 2024
<b>Report Subject</b>	Interim Revenue Budget Monitoring Report 2024/25
<b>Cabinet Member</b>	Cabinet Member for Finance and Social Value
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

**EXECUTIVE SUMMARY**

The report provides the first overview of the budget monitoring position for the 2024/25 financial year. Here we report by exception on potential significant variances which may impact on the financial position in 2024/25.

At this early stage only financial risks have been highlighted within the report.

Our ability to mitigate these risks during the financial year will again centre on review and challenge of delayed and deferred spend, maximising income streams and grant funding. As reported previously, a moratorium on non-contractually committed spend was put in place during 2023/24 alongside a vacancy management process with the aim of reducing in-year expenditure to 'dampen' the projected overspend and this will continue into 2024/25.

The final level of Council Fund Contingency Reserve brought forward into 2024/25 was £2.972m as detailed in the 2023/24 outturn report (subject to audit) elsewhere on this agenda.

The Base Level Reserves have been increased to £8.985m by using the remaining balance of £3.216m of the COVID-19 Hardship Fund Reserve from 2023/24.

In addition, there is an amount of £3m available which was approved as a "Budget Risk" Reserve.

A full detailed monitoring report will be provided in September which will include a projection on the overall financial position for 2024/25.

## RECOMMENDATIONS

1	To note the report and the potential financial risks on the 2024/25 budget.
2	To note the allocations of £0.200m from the Contingency Reserve for Cambrian Aquatics and £0.277m for Free School Meals holiday provision– Paragraph 1.14 refers.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE REVENUE BUDGET MONITORING 2024/25</b>
1.01	<p>The report provides the first overview of the budget monitoring position for the 2024/25 financial year. Here we report by exception on potential significant variances which may impact on the financial position in 2024/25.</p> <p>At this early stage, financial risks only have been highlighted within the report.</p> <p>A full detailed monitoring report will be provided in September which will include a projection on the overall financial position for 2024/25.</p>
1.02	<p><b>OVERVIEW OF THE IN-YEAR BUDGET POSITION</b></p> <p>The following paragraphs set out the significant potential financial risks identified at this early stage by Portfolios.</p>
1.03	<p><b>Social Services – risk of up to £1m overspend</b></p> <p><u>Older People Services</u></p> <p>There continues to be significant demand within Locality Services for both homecare and residential care for older people and there is a risk of an overspend at this early stage of £0.600m.</p> <p>As recruitment challenges within homecare have eased costs have been steadily increasing as demand is now being met. Within residential care the amount of top up fees the Council are paying are increasing due to the funding gap between the Council’s weekly care fees and the fees which some homes charge.</p> <p>The Council’s in-house care services for older people are expected to underspend by approximately (£0.200m), although in-year demand could result in increased spend.</p> <p><u>Adult Social Services, Disability Services and Mental Health</u></p> <p>The Disability Service, which includes social care support for clients with physical and sensory impairments and clients with learning disabilities, is currently projected to overspend. The in-house Supporting Living service</p>

	<p>is projected to overspend by £0.400m due to the number of hours support which are in place for the care settings. This service is going to be reviewed in-year and it is envisaged that much of the overspend will be mitigated.</p> <p>The child to adult transition budget is experiencing some cost pressures as some care packages have been agreed already and three high-cost placements are significantly greater than initially estimated. With planned changes to the charging policy for college placements and future agreement for joint funding from health is likely that this pressure will be mitigated.</p> <p>Mental Health service is not expecting a significant pressure on costs and continued vacancies mean that an underspend of (£0.100m) is projected.</p> <p>There is a risk because some high-cost placements are yet to have inflationary uplifts agreed, and once negotiations have concluded these may have an adverse impact on the financial outturn.</p> <p><u>Children’s Services</u></p> <p>Recruitment and retention of experienced social workers remains challenging within Children’s Services. Safeguarding requirements mean that staffing levels must be maintained which results in temporary staffing arrangements above the establishment and use of some agency work. For this reason, there is a risk of an overspend of £0.600m within the Professional Support Service.</p> <p>Movement of cases through the courts and the expectation of the courts are leading to higher costs than the existing budget with a potential overspend of £0.500m.</p> <p>Family group meetings are a preventative service and demand is high and a £0.100m overspend is projected.</p> <p>The above costs will be partially mitigated through a projected underspend on the in-house residential service of £0.300m which is receiving temporary grant funding and a Fostering Service projected underspend of £0.150m.</p> <p>Overall, within Children’s Services there is a projected overspend of £0.750m.</p> <p><u>Safeguarding and Commissioning</u></p> <p>Historically charging policy income has overachieved the budget target and this is expected to reoccur this year. An underspend of (£0.100m) is projected.</p>
1.04	<p><b>Education and Youth (Non Schools) – risk of up to £0.250m overspend</b></p> <p><u>Inclusion and Progression</u></p>

	<p>The services that the Inclusion and Progression teams provide within Education and Youth portfolio continue to be under significant pressure.</p> <p>Prior to the pandemic the service had seen increasing numbers of children and young people presenting with an increased level of significant and complex needs, resulting in the council being dependent on non-Flintshire based provision.</p> <p>Post pandemic the situation has worsened with increasing numbers of pre-school children needing support and challenging behaviour causing concern across both primary and secondary schools. In addition, there are increased rates of emotionally based school avoidance. As a result, levels of attendance have reduced, whilst all forms of exclusions have increased. All of which contributes to a requirement for more specialist and bespoke intervention.</p> <p>The service is taking steps to actively manage demand, alongside reviewing provision, and seeking to develop and enhance in house provision.</p> <p>The pressures are being experienced across Wales, at a time when schools and central services are implementing the Additional Learning Need (ALN) reforms.</p> <p>Welsh Government have made additional grants available to support schools and councils. However, there are risks over reliance on temporary grant funding and its ability to meet demand within existing budgets and available grants.</p> <p><u>Home Tuition</u></p> <p>Additional costs of up to £0.250m are projected due to the increase in pupil numbers accessing services. There has been a reliance on grant funding and approved budget carry forwards in previous years. However, these funding streams are not available for the 2024/25 financial year.</p>
1.05	<p><b>Schools</b></p> <p><u>Free School Meals</u></p> <p>Based on current demand levels there is a potential underspend of (£0.114m). However, should the take up levels increase from September 2024, the level of this underspend may be reduced.</p>
1.06	<p><b>Assets</b></p> <p><u>Alternative Delivery Model's (ADMS's)</u></p> <p>A reimbursement of (£0.200m) is due from Aura Leisure and Libraries for previous income loss funding provided to them by the Council, due to the fact that they have now received alternative funding for this income loss.</p>
1.07	<p><b>Streetscene and Transportation – risk of up to £1.5m overspend plus the Waste Recycling Infraction Charge</b></p>

### Service Delivery

There is an expected shortfall in cost reduction targets relating to the charging of DIY Waste Streams and trade waste delays at HRC Sites, totalling circa £0.200m, due to the delayed implementation date.

Increased running costs at Alltami Depot from inflationary rises. Ongoing repairs and cyclical service costs have increased by inflation and the overall budget has previously been absorbing these increases of at least £0.100m.

Highway Maintenance costs are unpredictable due to the need to assess the current condition of the road network and deal with repairs as a priority. Reduced grant funding in recent years for investment has resulted in an increased demand for reactive repairs and maintenance. The service is constantly looking for more efficient ways to deliver the work, whilst inflation, material costs and contractor costs are outside our control. There has also been an increase in the need to provide traffic management more frequently to ensure the safety of staff and contractors. Additional costs could be as much as £0.400m.

Food waste bag costs have increased in line with inflation, and with the increased focus on meeting recycling targets, this has resulted in an increased uptake of the compostable food waste bags. Over the pandemic grant funding period, additional costs for compostable bags were able to be claimed. Additional costs in the region of £0.100m are projected.

### Highways

Increases in energy costs for Street Lighting at above inflationary levels are anticipated totalling around £0.100m.

Potential additional vehicle costs, specifically within the Winter Maintenance service, together with all fleet costs being monitored closely as a result of the service coming in-house following the previous fleet contractor going into administration in May 2024.

### Transportation

The average cost for education transport provision from 2023/24 to 2024/25 has increased by an estimated £1,294 per day due to increased contractor costs, which equates to £245,860 (190 average school days per year), plus there are additional operational days in 2024/25 to consider due to Easter falling late in April 2025. Therefore, there is a potential pressure anticipated across Transportation of over £0.300m.

### Regulatory Services

The Parc Adfer contract specifies the base gate fee price for each tonnage banding built into the contract will be indexed each year, based on RPIX Indexation. Currently the budget allocation is insufficient to absorb the additional increase so this will need to be built into future years pressures and budget considerations.

	<p>Household Recycling Centre disposals - Increased tonnages and subsequent costs for disposal of hazardous waste, mattresses and the sweeper waste potentially totalling in excess of £0.100m per annum.</p> <p>Recycling and Electricity generation income - reduction in income levels for both recyclable materials and a reducing return on electricity generation from gas and solar at the former landfill sites. Depending on how prices fluctuate in-year, this could impact income in excess of £0.200m.</p> <p><u>Waste Recycling Infraction Charge</u></p> <p>The Council did not meet the statutory minimum target, (64%) in 2021/22, for the percentage of municipal waste which must be recycled, prepared for re-use and composted, as specified in Section 3 of the Waste (Wales) Measure 2010. Welsh Government can therefore take steps to impose a penalty on the Council by way of an infraction fine. A potential penalty of up to £0.663m has previously been confirmed for 2021/22.</p> <p>The statutory recycling targets were also not achieved in 2022/23 and 2023/24, which means that further infraction fines of £0.356m and £0.184m respectively could be levied. Therefore, the financial risk across all 3 financial years currently totals £1.203m.</p> <p>Further discussions will take place with Welsh Government on all of the above in July 2024.</p>
1.06	<p><b>Planning, Environment and the Economy</b></p> <p><u>Fee Income</u></p> <p>Fee Income levels for Building Control, Pest Control and Licensing Services are at this early stage projecting a shortfall against target. This is mitigated by part year vacancy savings of up to (£0.200m).</p>
1.07	<p><b>Housing and Communities – risk of up to £2.9m overspend</b></p> <p><u>Homelessness</u></p> <p>Due to sustained growth in the numbers of Homeless people needing to be accommodated within hotels and other temporary accommodation, there is a significant projected overspend which is currently expected to be around £4m.</p> <p>The projection allows for the expected growth in numbers continuing throughout the remainder of the year.</p> <p>There are numerous causes for the continued growth in numbers with the main reasons including private rented sector evictions, relationship breakdowns, families/parents being unable to continue accommodating, mortgage repossessions and prisoner discharges.</p>

	<p>A high proportion of the individuals currently in temporary accommodation are single persons below the age of 55. There is an acute shortage of suitable available properties locally both within the Council's own housing stock and with other Registered Social Landlords (RSL's).</p> <p>Potential solutions are being actively explored but may take some time to implement and have a positive impact on the level of overspend.</p> <p>The £4m overspend can be partly mitigated by additional eligible Housing Benefit income being recovered in respect of the people in such accommodation which is currently projected to be around £0.651m in excess of the budgeted sum, together with receipt of the Welsh Government No One Left Out Grant approx. £0.423m, leaving a projected net overspend of £2.9m for Housing Solutions.</p>
1.08	<p><b>Central and Corporate Finance</b></p> <p><u>Central Loans and Investment Account (CLIA)</u></p> <p>During the last financial year, the CLIA had a significant net underspend of £2.680m compared to the budget. This was due to:</p> <ol style="list-style-type: none"> <li>1) significant levels of income generated as a result of increasing bank interest rates throughout the year and</li> <li>2) short- and long-term borrowing being lower than anticipated, resulting in reduced costs.</li> </ol> <p>The 2024/25 budget included an increase to the existing income target for Interest and Investment Income of £1m to account for the previous year underspend and potential reduction in interest rate returns.</p> <p>The first detailed projection will be reported in September taking into account interest rates, capital programme spending profile and levels of reserves.</p>
1.09	<p><b>Council Tax Income</b></p> <p>In 2023/24, the Council collected 97.4% of Council Tax 'in-year', the same outturn as the previous year. The latest outturn is ranked in 1<sup>st</sup> place across the North Wales sub-region and 2<sup>nd</sup> place nationally. Council Tax collections to date in 2024/25 are broadly on track and recovery is progressing in relevant cases.</p>
1.10	<p><b>Pay Awards (Teacher and Non-Teacher)</b></p> <p><u>Teachers Pay</u></p> <p>The 2024/25 budget contained additional funding for a 5% pay award from September 2024. No formal offer has been made at this stage so it is uncertain whether there will be any variation – positive or negative.</p> <p>Confirmation is still awaited on funding for additional Teacher Pay employer pension costs and negotiations are ongoing between UK Government and Welsh Government– no provision was included in the budget.</p>

	<p><u>NJC (Green Book)</u></p> <p>The latest pay offer for NJC (Green Book) employees for the current year (2024/25) is currently in negotiation. The offer made with effect from 1 April 2024 is an increase of £1,290 (pro rata for part-time employees) to be paid as a consolidated, permanent addition on all NJC pay points 2 to 43 inclusive. Together with, an increase of 2.5% on all pay points above the maximum of the pay spine but graded below deputy chief officer.</p> <p>If agreed at this level, there would be an in-year benefit to the budget of around £0.850m. However, if not agreed at this level, any final award in excess of the budgeted amount will need to be met from reserves in the current financial year and would also have the impact of increasing the budget requirement for 2025/26.</p> <p><u>Pay Modelling</u></p> <p>No figures are currently included for any impact of the pay modelling review which is intended to help address the problems being encountered by the Council in the recruitment and retention of staff. It is due to be completed later this year and an amount of £2m has been included in the initial budget forecast for 2025/26.</p>
1.11	<p><b>Teachers Pensions</b></p> <p>Within the Final Welsh Government Funding Settlement for 2024/25, reference was made to the increase in employer teacher pension costs from April 2024. When setting the budget it was assumed that the additional cost would be funded by UK Government and assurances were being sought by Welsh Government. Confirmation is still to be received on the funding outcome of these negotiations, so it remains a significant financial risk.</p>
1.12	<p><b>Out of County Placements</b></p> <p>As in previous years there is potential for significant numbers of new placements. The service areas within this pooled budget continue to do everything possible to manage these risks and additional investment has already been made to further develop in-house provision to help to mitigate against such financial pressures. Expenditure is currently projected to be within the approved budget provision.</p>
1.13	<p><b>Benefits</b></p> <p>Council Tax Reduction Scheme (CTRS) – Based on current demand, costs are currently projected to be £0.778m over budget, although this will be monitored closely throughout the year due to the potential for growth. There is continued high demand across the whole of the Benefits service which is expected to remain the case for the foreseeable future.</p>



	<p>Other pressures within the service such as meeting income targets for recovery of overpayments and related bad debt provision increases are also expected to remain. The £0.778m can be fully mitigated by use of the Reserve previously set aside.</p>
1.14	<p><b>Harpur Trust vs Brazel Case</b></p> <p>The potential financial impacts are still being determined in response to the Employment Appeal Tribunal (EAT) decision in the case of Harpur Trust v Brazel. The Supreme Court upheld the EAT judgment in the Brazel case in July 2022 which impacts on the calculation of holiday pay entitlements for staff who work for part of the year (i.e., term time). An approved carry forward from 2022/23 for £0.254m has provided some funding towards these costs.</p>
1.15	<p><b>Approved allocations from Contingency Reserve</b></p> <p>An amount of up to £0.200m to continue temporary support for Cambrian Aquatics was approved at Cabinet in March.</p> <p>An amount of £0.277m for the provision of Free School Meals in the summer holiday period was approved under delegated powers following approval of a Notice of Motion at County Council.</p>
1.16	<p><b>Unearmarked Reserves</b></p> <p>The Base Level Reserves have increased to £8.985m by transferring the £3.216m balance of the COVID-19 Hardship Fund Reserve from 2023/24.</p> <p>The final level of Council Fund Contingency Reserve brought forward into 2024/25 was £2.972m as detailed in the 2023/24 outturn report (subject to Audit) elsewhere on this agenda. The brought forward figure already took account of £3m approved as a “Budget Risk” Reserve and the time limited pressures of £0.172m which were agreed as part of the 2024/25 budget.</p> <p>This will be reduced by up to £0.477m for the approved allocations in paragraph 1.14 above.</p> <p>However, there is a budgeted transfer to Reserves of £0.437m which was also approved as part of the 2024/25 budget.</p> <p>Taking all of the above into account leaves a projected balance of £2.932m in the contingency reserve (£2.972m + £0.437m - £0.200m - £0.277m).</p> <p>Therefore, the Council has a budget risk reserve of £3m and a contingency reserve of £2.932m available to meet any of the significant costs identified in the report that are unable to be mitigated in full by the end of the financial year. As required by Financial Procedure Rules all Portfolios will be expected to identify solutions in-year to mitigate the risks and potential overspends identified in the report.</p>

1.17	<p><b>Housing Revenue Account (HRA)</b></p> <p>A risk has been identified in respect of loss of rental income on void HRA properties. Void levels are currently 3.52% and if this continues at the same level, we anticipate a net pressure on rental income of approximately £0.285m. There has also been a change of Contractor for grounds maintenance, and a potential pressure of £0.100m has been identified. We will continue to monitor closely and will report on the projected outturn position throughout the year.</p>
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As set out within the report.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	Financial Risks are set out in the report.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	None specific.

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

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Various budget records.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Dave Ledsham Strategic Finance Manager</p> <p><b>Telephone:</b> 01352 704503</p> <p><b>E-mail:</b> <a href="mailto:dave.ledsham@flintshire.gov.uk">dave.ledsham@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
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8.01

**Budget:** a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.

**Council Fund:** the fund to which all the Council's revenue expenditure is charged.

**Financial Year:** the period of twelve months commencing on 1 April.

**Housing Revenue Account:** The Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.

**Projected Outturn:** projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.

**Regional Integration Fund (RIF):** Funding provided by Welsh Government to encourage integrated working between local authorities, health and housing.

**Reserves:** these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.

**Revenue:** a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.

**Variance:** difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.

**Virement:** the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.

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## CABINET

<b>Date of Meeting</b>	Tuesday, 23 <sup>rd</sup> July 2024
<b>Report Subject</b>	Capital Programme Monitoring 2023/24 (Outturn)
<b>Cabinet Member</b>	Cabinet Member for Finance and Social Value
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The report summarises the final outturn position for 2023/24 and changes made to the Capital Programme during the last quarter.

The Capital Programme has seen a net decrease in budget of (£16.834m) during the last quarter which comprises of:-

- Net budget decrease in the programme of (£12.875m) (See Table 2 – Council Fund (CF) (£10.125m), Housing Revenue Account (HRA) (£2.750m));
- Carry Forward to 2024/25 approved at Month 9 of (£1.810m)
- Switch of School Maintenance grant (£0.401m) and Additional Learning Needs grant (£1.575m) (all CF)
- Identified savings at outturn of (£0.173m) (CF)

Actual expenditure for the year was £69.807m (See Table 3).

The final outturn funding surplus from the 2023/24 – 2025/26 Capital Programme is £2.815m which is £0.819m more than the projected £1.996m when the 2024/25 – 2026/27 Capital Programme was approved on the 6<sup>th</sup> December 2023.

Following receipt of the final local government settlement, the Council will receive a reduced allocation of £0.017m per year compared to the estimated funding when the budget was set.

The final outturn for 2023/24 therefore has the impact of a revised opening funding position surplus of £0.820m (compared to £0.052m when the budget was set), prior to the realisation of additional capital receipts and/or other funding sources.

## RECOMMENDATIONS

	Cabinet are requested to:
1	Approve the overall report.
2	Approve the carry forward adjustments, as set out at 1.15.
3	Approve the additional allocation, as set out in 1.19

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING CAPITAL PROGRAMME MONITORING POSITION – OUTTURN 2023/24</b>
1.01	<b>Background</b>  Council approved a Council Fund (CF) Capital Programme of £33.041m and a Housing Revenue Account (HRA) Capital Programme of £29.457m for 2023/24 at its meeting on 24 January 2023.
1.02	For presentational purposes the Capital Programme is shown as a whole, with sub-totals for the Council Fund and HRA. The HRA programme is 'ring fenced' and can only be used for HRA purposes.
1.03	<b>Changes since Budget approval</b>  Table 1 below sets out how the programme has changed during 2023/24. More detailed cumulative information relating to each Portfolio is provided in Appendix A:-

**Table 1**

REVISED PROGRAMME	Original Budget 2023/24	Carry Forward from 2022/23	2023/24 Previously Reported			Savings - This Period	Changes - This Period	Revised Budget 2023/24
			Changes	Carry Forward to 2024/25	Savings			
			£m	£m	£m			
People & Resources	0.350	0.150	(0.136)	0.000	0.000	0.000	0.000	0.364
Governance	0.357	0.294	0.608	(0.188)	(0.055)	(0.098)	0.492	1.410
Education & Youth	3.696	8.462	3.334	(3.747)	(0.120)	0.000	0.039	11.664
Social Services	3.680	0.171	3.179	(1.411)	0.000	(0.010)	(0.538)	5.071
Planning, Environment & Economy	0.040	1.018	1.801	(0.725)	0.000	(0.065)	(0.485)	1.584
Streetscene & Transportation	1.500	5.756	9.396	(0.872)	0.000	0.000	(5.501)	10.279
Housing and Communities	1.660	0.186	0.987	0.000	0.000	0.000	(0.564)	2.269
Capital Programme and Assets	21.758	1.992	0.746	(1.074)	0.000	0.000	(3.568)	19.854
<b>Council Fund Total</b>	<b>33.041</b>	<b>18.029</b>	<b>19.915</b>	<b>(8.017)</b>	<b>(0.175)</b>	<b>(0.173)</b>	<b>(10.125)</b>	<b>52.495</b>
<b>HRA Total</b>	<b>29.457</b>	<b>0.000</b>	<b>(3.177)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(2.750)</b>	<b>23.530</b>
<b>Programme Total</b>	<b>62.498</b>	<b>18.029</b>	<b>16.738</b>	<b>(8.017)</b>	<b>(0.175)</b>	<b>(0.173)</b>	<b>(12.875)</b>	<b>76.025</b>

1.04

**Carry Forward from 2022/23**

Carry forward sums from 2022/23 to 2023/24, totalling £18.029m (all CF), were approved as a result of the quarterly monitoring reports presented to Cabinet during 2022/23.

1.05

**Changes during this period**

Funding changes during this period have resulted in a net decrease in the programme total of £12.875m (CF (£10.125m), HRA (£2.750m)). A summary of the changes, detailing major items, is shown in Table 2 below:-

**Table 2**

<b>CHANGES DURING THIS PERIOD</b>		
	<b>Para</b>	<b>£m</b>
<b><u>COUNCIL FUND</u></b>		
<b>Increases</b>		
Other Aggregate Increases	1.11	1.496
		1.496
<b>Decreases</b>		
Transportation Grants	1.06	(5.280)
Theatr Clwyd	1.07	(3.728)
Affordable Housing	1.08	(0.700)
Other Aggregate Decreases	1.11	(1.913)
		(11.621)
<b>Total</b>		<b>(10.125)</b>
<b><u>HRA</u></b>		
<b>Increases</b>		
Buy Backs	1.09	1.052
Other Aggregate Increases	1.11	0.020
		1.072
<b>Decreases</b>		
Estate Modernisation	1.10	(2.200)
Other Aggregate Decreases	1.11	(1.622)
		(3.822)
<b>Total</b>		<b>(2.750)</b>

1.06	A number of Local Transport Fund grant schemes have been re-profiled to match expenditure across financial years.
1.07	Re-profiling of prudential borrowing and grant funding for in year expenditure in relation to the redevelopment scheme at Theatr Clwyd.
1.08	As part of the Strategic Housing and Regeneration Programme (SHARP), the Council are building and purchasing affordable housing. Re-profiling of prudential borrowing has been carried out due to the purchase of a number of properties identified to be completed in 2024/25.
1.09	Introduction of Transitional Accommodation funding from Welsh Government to purchase existing properties for Homelessness accommodation.
1.10	No schemes have commenced in year. Re-profiling of prudential borrowing for working in 2024/25.
1.11	During the final quarter of the year there have been a number of adjustments made to schemes that are funded from grants, revenue contributions and prudential borrowing, reflecting the need to re-profile funding between financial years to align expenditure incurred with the relevant funding source.



**1.12 Capital Expenditure compared to Budget**

Outturn expenditure, across the whole of the Capital Programme was £69.807m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget.

This shows that 91.82% of the budget has been spent (CF 88.15%, HRA 100%). Corresponding figures for Outturn 2022/23 were 93.51% (CF 88.72%, HRA 100%).

**1.13** The table also shows a projected underspend (pending carry forward and other adjustments) of £6.218m on the Council Fund and a break-even position on the HRA.

**Table 3**

<b>EXPENDITURE</b>	<b>Revised Budget</b>	<b>Outturn Expenditure</b>	<b>Percentage Spend v Budget</b>	<b>Variance Budget v Outturn (Under)/Over</b>
	<b>£m</b>	<b>£m</b>	<b>%</b>	<b>£m</b>
People & Resources	0.364	0.000	0.00	(0.364)
Governance	1.410	1.315	93.26	(0.095)
Education & Youth	11.664	10.266	88.01	(1.398)
Social Services	5.071	5.062	99.82	(0.009)
Planning, Environment & Economy	1.584	1.530	96.59	(0.054)
Streetscene & Transportation	10.279	6.530	63.53	(3.749)
Housing & Communities	2.269	2.240	98.72	(0.029)
Capital Programme & Assets	19.854	19.334	97.38	(0.520)
<b>Council Fund Total</b>	<b>52.495</b>	<b>46.277</b>	<b>88.15</b>	<b>(6.218)</b>
Buy Backs	1.052	1.052	100.00	0.000
Disabled Adaptations	1.120	1.120	100.00	0.000
Energy Schemes	4.427	4.427	100.00	0.000
Major Works	2.768	2.768	100.00	0.000
Accelerated Programmes	0.399	0.399	100.00	0.000
WHQS Improvements	12.417	12.417	100.00	0.000
SHARP Programme	1.347	1.347	100.00	0.000
<b>Housing Revenue Account Total</b>	<b>23.530</b>	<b>23.530</b>	<b>100.00</b>	<b>0.000</b>
<b>Programme Total</b>	<b>76.025</b>	<b>69.807</b>	<b>91.82</b>	<b>(6.218)</b>

**1.14** 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 2024/25 has been identified, this is also included in the narrative.

**1.15 Carry Forward into 2024/25**

During the quarter, carry forward requirements of £6.218m (all CF) have been identified which reflects reviewed spending plans across all

	programme areas. These amounts can be split into two areas, those required to meet the cost of programme works and/or retention payments in 2024/25 and Corporate provisions that are allocated as requested and approved.																																																																		
1.16	<p>The Corporate provisions are as follows:-</p> <ul style="list-style-type: none"> <li>• 'Headroom' – A sum set aside for urgent works for which no other funding is available; and</li> <li>• Community Asset Transfers - Community groups have a number of years to draw down their funding once approved. These sums are set aside to ensure that funds are available when called upon.</li> </ul>																																																																		
1.17	<p>Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:</p> <p><b>Table 4</b></p> <table border="1"> <thead> <tr> <th colspan="3"><b>OUTTURN CARRY FORWARD - ANALYSIS</b></th> </tr> <tr> <th></th> <th><b>£m</b></th> <th><b>£m</b></th> </tr> </thead> <tbody> <tr> <td colspan="3"><b>Contractually Committed</b></td> </tr> <tr> <td>Governance</td> <td>0.095</td> <td></td> </tr> <tr> <td>Education - General</td> <td>1.025</td> <td></td> </tr> <tr> <td>Primary Schools</td> <td>0.228</td> <td></td> </tr> <tr> <td>Secondary Schools</td> <td>0.099</td> <td></td> </tr> <tr> <td>Special Education</td> <td>0.044</td> <td></td> </tr> <tr> <td>Children's Services</td> <td>0.009</td> <td></td> </tr> <tr> <td>Engineering</td> <td>0.027</td> <td></td> </tr> <tr> <td>Town Centre Regeneration</td> <td>0.022</td> <td></td> </tr> <tr> <td>Private Sector Renewal/Improvement</td> <td>0.005</td> <td></td> </tr> <tr> <td>Waste Services</td> <td>3.405</td> <td></td> </tr> <tr> <td>Highways</td> <td>0.344</td> <td></td> </tr> <tr> <td>Play Areas</td> <td>0.026</td> <td></td> </tr> <tr> <td>Administrative Buildings</td> <td>0.457</td> <td></td> </tr> <tr> <td>Disabled Facilities Grants</td> <td>0.029</td> <td>5.815</td> </tr> <tr> <td></td> <td></td> <td><b>5.815</b></td> </tr> <tr> <td colspan="3"><b>Corporate Allocations</b></td> </tr> <tr> <td>'Headroom'</td> <td>0.364</td> <td></td> </tr> <tr> <td>Community Asset Transfers</td> <td>0.039</td> <td>0.403</td> </tr> <tr> <td><b>Total</b></td> <td></td> <td><b>6.218</b></td> </tr> </tbody> </table>	<b>OUTTURN CARRY FORWARD - ANALYSIS</b>				<b>£m</b>	<b>£m</b>	<b>Contractually Committed</b>			Governance	0.095		Education - General	1.025		Primary Schools	0.228		Secondary Schools	0.099		Special Education	0.044		Children's Services	0.009		Engineering	0.027		Town Centre Regeneration	0.022		Private Sector Renewal/Improvement	0.005		Waste Services	3.405		Highways	0.344		Play Areas	0.026		Administrative Buildings	0.457		Disabled Facilities Grants	0.029	5.815			<b>5.815</b>	<b>Corporate Allocations</b>			'Headroom'	0.364		Community Asset Transfers	0.039	0.403	<b>Total</b>		<b>6.218</b>
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1.18	An overall amount of £0.111m which had previously been identified as requiring carry forward has now been reversed due to the expenditure being incurred in the 2023/24 financial year. Information relating to each programme area is contained in Appendix B and summarised in Table 5 below:-																																																																		

**Table 5**

CARRY FORWARD INTO 2024/25								Total
	Month 4	Month 6	Month 9	WG Grant	Reversed	Sub Total	Outturn	
	£m	£m	£m	£m	£m	£m	£m	£m
People & Resources	0.000	0.000	0.000	0.000	0.000	0.000	0.364	0.364
Governance	0.143	0.012	0.088	0.000	(0.055)	0.188	0.095	0.283
Education & Youth	0.197	0.330	1.244	1.976	0.000	3.747	1.398	5.145
Social Services	1.337	0.000	0.074	0.000	0.000	1.411	0.009	1.420
Planning, Environment & Economy	0.508	0.217	0.000	0.000	0.000	0.725	0.054	0.779
Streetscene & Transportation	0.046	0.500	0.326	0.000	0.000	0.872	3.749	4.621
Housing & Communities	0.000	0.000	0.000	0.000	0.000	0.000	0.029	0.029
Capital Programme & Assets	0.898	0.154	0.078	0.000	(0.056)	1.074	0.520	1.594
<b>Council Fund</b>	<b>3.129</b>	<b>1.213</b>	<b>1.810</b>	<b>1.976</b>	<b>(0.111)</b>	<b>8.017</b>	<b>6.218</b>	<b>14.235</b>
<b>TOTAL</b>	<b>3.129</b>	<b>1.213</b>	<b>1.810</b>	<b>1.976</b>	<b>(0.111)</b>	<b>8.017</b>	<b>6.218</b>	<b>14.235</b>

1.19

**Additional Allocations**

Additional allocations have been identified in the programme in the final quarter as follows:

- Ysgol Treffynnon - £0.140m. Commercial agreement resulting in contribution towards the replacement of brise soleil and coloured spandrel panels to all elevations, providing an enhanced specification and longevity of future maintenance at the school.
- A550 Tinkersdale - £0.173m. Funding required for urgent structural works to reinstate the road at Tinkersdale, Hawarden which is currently closed.

These can be funded from within the current 'headroom' provision.

1.20

**Savings**

The following savings have been identified in the programme in the final quarter.

**Table 6**

IDENTIFIED SAVINGS	
	Savings
	£m
Information Technology	0.098
Services to Older People	0.010
Regeneration	0.065
<b>Total</b>	<b>0.173</b>

1.21

**Funding of 2023/24 Approved Schemes**

The funding position at outturn is summarised in Table 7 below for the three year Capital Programme between 2023/24 – 2025/26:-

**Table 7**

<b>FUNDING OF APPROVED SCHEMES 2023/24 - 2025/26</b>		
	<b>£m</b>	<b>£m</b>
Balance carried forward from 2022/23		(0.937)
<b>Increases</b>		
Surplus in 2023/24 to 2025/26 Budget	(0.365)	
		<u>(0.365)</u>
<b>Decreases</b>		
Actual In year receipts	(1.165)	
Savings	(0.348)	<u>(1.513)</u>
<b>Funding - (Available)/Shortfall</b>		<b>(2.815)</b>

1.22

The final outturn funding surplus from the 2023/24 – 2025/26 Capital Programme is £2.815m which is £0.819m more than the projected £1.996m when the 2024/25 – 2026/27 Capital Programme was approved on the 6<sup>th</sup> December 2023.

Following receipt of the final local government settlement, the Council will receive a reduced allocation of £0.017m per year compared to the estimated funding when the budget was set.

The final outturn for 2023/24 therefore has the impact of a revised opening funding position surplus of £0.820m (compared to £0.052m when the budget was set), prior to the realisation of additional capital receipts and/or other funding sources

1.23

**Investment in County Towns**

At its meeting on 12<sup>th</sup> 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 14<sup>th</sup> June 2018.

1.24

Table 8 below shows a summary of the 2022/23 actual expenditure, the 2023/24 revised budget and budgets for future years as approved by Council at its meeting of 6<sup>th</sup> December, 2023. Further detail can be found in Appendix C, including details of the 2023/24 spend.

**Table 8**

<b>INVESTMENT IN COUNTY TOWNS</b>			
	<b>2022/23</b>	<b>2023/24</b>	<b>2024 -</b>
	<b>Actual</b>	<b>Revised</b>	<b>2027</b>
	<b>£m</b>	<b>Budget</b>	<b>Budget</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Buckley / Penyffordd	0.745	5.367	9.288
Connah's Quay / Shotton	2.225	1.150	0.000
Flint / Bagillt	2.135	5.452	27.557
Holywell / Caerwys / Mostyn	4.195	1.894	0.000
Mold / Treuddyn / Cilcain	5.713	17.880	40.373
Queensferry / Hawarden / Sealand	0.520	0.582	0.000
Saltney / Broughton / Hope	1.250	0.835	16.000
Unallocated / To Be Confirmed	0.980	1.200	28.490
<b>Total</b>	<b>17.763</b>	<b>34.360</b>	<b>121.708</b>

1.25 The inclusion of actuals for 2022/23 and approved schemes for future years allows a slightly fuller picture of investment plans. However, expenditure which has occurred in years prior to 2022/23 has not been included, and the expenditure and budgets reported should be considered in that context.

1.26 There are two significant factors which increase allocations to 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.

1.27 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.

1.28 Information on the split between internal and external funding can be found in Appendix C.

1.29 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 9 below, albeit using a slightly different catchment area basis.

**Table 9**

<b>WHQS Programme</b>			
	<b>2022/23 Actual £m</b>	<b>2023/24 Budget £m</b>	<b>2023/24 Actual £m</b>
Holywell	3.380	4.210	5.588
Flint	1.450	1.390	1.610
Deeside & Saltney	2.250	1.390	1.410
Buckley	1.060	1.390	1.360
Mold	3.000	3.451	2.289
Connah's Quay & Shotton	1.970	1.390	0.160
<b>Total</b>	<b>13.110</b>	<b>13.221</b>	<b>12.417</b>

1.30 The 2021 Prudential Code introduced a new requirement that monitoring of prudential indicators should be reported quarterly as part of capital monitoring. As per previous years, a separate Prudential Indicators Actuals report has been produced and is reported elsewhere on this agenda.

## **2.00 RESOURCE IMPLICATIONS**

2.01 Financial implications - As set out in the report.

2.02 Personnel implications - None directly as a result of this report.

## **3.00 IMPACT ASSESSMENT AND RISK MANAGEMENT**

3.01 There are no risks associated with the information contained herein relating to capital outturn.

Grants received will also to be closely monitored to ensure that expenditure is incurred within the terms and conditions of the grant. The capital team will work with project leads to report potential risks of achieving spend within timescales and assist in liaising with the grant provider.

The Council has a prudent policy of allocating its own capital receipts to fund capital projects only when receipts are received rather than when it is anticipated the receipt will be received, and this position continues to be the case. In line with current policy no allowance has been made for these receipts in reporting the Council's capital funding position.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	No consultation is required as a direct result of this report.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A: Capital Programme - Changes during 2023/24
5.02	Appendix B: Variances
5.03	Appendix C: Investment in Towns

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Capital Programme monitoring papers 2023/24.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Chris Taylor, Strategic Finance Manager  <b>Telephone:</b> 01352 703309  <b>E-mail:</b> <a href="mailto:christopher.taylor@flintshire.gov.uk">christopher.taylor@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Budget Re-profiling:</b> 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><b>Capital Expenditure:</b> Expenditure on the acquisition of <b>non-current assets</b> or expenditure which extends the useful life of an existing asset</p> <p><b>Capital Programme:</b> 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><b>Capital Receipts:</b> Receipts (in excess of £10,000) realised from the disposal of assets.</p> <p><b>Carry Forward:</b> 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 2023/24

	Original Budget 2023/24	Carry Forward from 2022/23	2023/24 Previously Reported			Savings (Current)	Changes (Current)	Revised Budget 2023/24
			Changes	Carry Forward to 2024/25	Savings			
	£m	£m	£m	£m	£m	£m	£m	£m
<b>Council Fund :</b>								
<b>People &amp; Resources</b>								
'Headroom'	0.350	0.150	(0.136)	0.000	0.000	0.000	0.000	0.364
	<b>0.350</b>	<b>0.150</b>	<b>(0.136)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.364</b>
<b>Governance</b>								
Information Technology	0.357	0.294	0.585	(0.188)	(0.055)	(0.098)	0.492	1.387
Registry Office	0.000	0.000	0.023	0.000	0.000	0.000	0.000	0.023
	<b>0.357</b>	<b>0.294</b>	<b>0.608</b>	<b>(0.188)</b>	<b>(0.055)</b>	<b>(0.098)</b>	<b>0.492</b>	<b>1.410</b>
<b>Education &amp; Youth</b>								
Education - General	0.650	6.999	1.766	(2.920)	0.000	0.000	0.192	6.687
Primary Schools	1.000	0.813	0.007	0.000	(0.120)	0.000	0.198	1.898
Schools Modernisation	1.546	0.000	0.094	0.000	0.000	0.000	(0.320)	1.320
Secondary Schools	0.000	0.560	1.467	(0.358)	0.000	0.000	(0.031)	1.638
Special Education	0.500	0.090	0.000	(0.469)	0.000	0.000	0.000	0.121
	<b>3.696</b>	<b>8.462</b>	<b>3.334</b>	<b>(3.747)</b>	<b>(0.120)</b>	<b>0.000</b>	<b>0.039</b>	<b>11.664</b>
<b>Social Services</b>								
Services to Older People	1.250	0.097	3.930	(1.337)	0.000	(0.010)	(0.327)	3.603
Learning Disability	2.430	0.000	(1.930)	0.000	0.000	0.000	(0.457)	0.043
Children's Services	0.000	0.074	1.179	(0.074)	0.000	0.000	0.246	1.425
	<b>3.680</b>	<b>0.171</b>	<b>3.179</b>	<b>(1.411)</b>	<b>0.000</b>	<b>(0.010)</b>	<b>(0.538)</b>	<b>5.071</b>
<b>Planning, Environment &amp; Economy</b>								
Closed Landfill Sites	0.000	0.250	0.000	(0.250)	0.000	0.000	0.000	0.000
Engineering	0.000	0.383	0.000	(0.356)	0.000	0.000	0.000	0.027
Energy Services	0.000	0.000	0.340	0.000	0.000	0.000	(0.033)	0.307
Ranger Services	0.000	0.035	0.105	0.000	0.000	0.000	(0.026)	0.114
Town Centre Regeneration	0.000	0.320	1.202	0.000	0.000	(0.065)	(0.491)	0.966
Private Sector Renewal/Improv	0.040	0.030	0.154	(0.119)	0.000	0.000	0.065	0.170
	<b>0.040</b>	<b>1.018</b>	<b>1.801</b>	<b>(0.725)</b>	<b>0.000</b>	<b>(0.065)</b>	<b>(0.485)</b>	<b>1.584</b>
<b>Streetscene &amp; Transportation</b>								
Waste Services	0.000	3.805	0.220	0.000	0.000	0.000	(0.217)	3.808
Cemeteries	0.000	0.259	0.000	(0.259)	0.000	0.000	0.000	0.000
Highways	1.500	1.640	0.412	(0.567)	0.000	0.000	(0.004)	2.981
Local Transport Grant	0.000	0.006	8.764	0.000	0.000	0.000	(5.280)	3.490
Solar Farms	0.000	0.046	0.000	(0.046)	0.000	0.000	0.000	0.000
	<b>1.500</b>	<b>5.756</b>	<b>9.396</b>	<b>(0.872)</b>	<b>0.000</b>	<b>0.000</b>	<b>(5.501)</b>	<b>10.279</b>

	Original Budget 2023/24	Carry Forward from 2022/23	2023/24 Previously Reported			Savings (Current)	Changes (Current)	Revised Budget 2023/24
			Changes	Carry Forward to 2024/25	Savings			
	£m	£m	£m	£m	£m	£m	£m	£m
<b>Housing &amp; Communities</b>								
Affordable Housing	0.000	0.000	0.700	0.000	0.000	0.000	(0.700)	0.000
Disabled Facilities Grants	1.660	0.186	0.287	0.000	0.000	0.000	0.136	2.269
	<b>1.660</b>	<b>0.186</b>	<b>0.987</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(0.564)</b>	<b>2.269</b>
<b>Capital Programme &amp; Assets</b>								
Administrative Buildings	0.663	0.325	0.034	(0.052)	0.000	0.000	0.009	0.979
Community Asset Transfers	0.000	0.597	0.227	(0.541)	0.000	0.000	(0.007)	0.276
Leisure Centres & Libraries	0.395	0.419	0.259	(0.245)	0.000	0.000	0.030	0.858
Play Areas	0.200	0.376	0.226	(0.208)	0.000	0.000	0.128	0.722
Theatr Clwyd	20.500	0.275	0.000	(0.028)	0.000	0.000	(3.728)	17.019
	<b>21.758</b>	<b>1.992</b>	<b>0.746</b>	<b>(1.074)</b>	<b>0.000</b>	<b>0.000</b>	<b>(3.568)</b>	<b>19.854</b>
<b>Housing Revenue Account :</b>								
Buy Backs	0.000	0.000	0.000	0.000	0.000	0.000	1.052	1.052
Disabled Adaptations	1.100	0.000	0.000	0.000	0.000	0.000	0.020	1.120
Energy Schemes	2.311	0.000	2.924	0.000	0.000	0.000	(0.808)	4.427
Major Works	1.836	0.000	(0.122)	0.000	0.000	0.000	1.054	2.768
Accelerated Programmes	1.121	0.000	(0.526)	0.000	0.000	0.000	(0.196)	0.399
WHQS Improvements	13.221	0.000	0.215	0.000	0.000	0.000	(1.019)	12.417
Modernisation / Improvements	2.200	0.000	0.000	0.000	0.000	0.000	(2.200)	0.000
SHARP Programme	7.668	0.000	(5.668)	0.000	0.000	0.000	(0.653)	1.347
	<b>29.457</b>	<b>0.000</b>	<b>(3.177)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(2.750)</b>	<b>23.530</b>
<b>Totals :</b>								
<b>Council Fund</b>	33.041	18.029	19.915	(8.017)	(0.175)	(0.173)	(10.125)	52.495
<b>Housing Revenue Account</b>	29.457	0.000	(3.177)	0.000	0.000	0.000	(2.750)	23.530
<b>Grand Total</b>	<b>62.498</b>	<b>18.029</b>	<b>16.738</b>	<b>(8.017)</b>	<b>(0.175)</b>	<b>(0.173)</b>	<b>(12.875)</b>	<b>76.025</b>

PEOPLE & RESOURCES

Capital Budget Monitoring 2023/24 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
'Headroom'	0.364	0.000	(0.364)	-100	0.000	Corporate provision - to be allocated as requested and approved.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.364m</b> to 2024/25.	
<b>Total</b>	<b>0.364</b>	<b>0.000</b>	<b>(0.364)</b>	<b>-100</b>	<b>0.000</b>			

GOVERNANCE

Capital Budget Monitoring 2023/24 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Information Technology	1.387	1.292	(0.095)	-7	(0.088)	£0.014m for Cyber Security and £0.081m for Laptop Replacement works to continue into 2024/25.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.095m</b> to 2024/25.	Savings identified, £0.098m for Server Replacement and Storage Technology.
Registry Office	0.023	0.023	0.000	0	0.000			
<b>Total</b>	<b>1.410</b>	<b>1.315</b>	<b>(0.095)</b>	<b>-7</b>	<b>(0.088)</b>			

Variance = Budget v Outturn

## EDUCATION &amp; YOUTH

## Capital Budget Monitoring 2023/24 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Education - General	6.687	5.662	(1.025)	-15	(0.747)	Ongoing R&M Programme £0.926m, fire alarm upgrade and health and safety works £0.099m to progress in to 2024/25.	<b>Carry Forward</b> - Request approval to move funding of <b>£1.025m</b> to 2024/25.	
Primary Schools	1.898	1.670	(0.228)	-12	0.000	£0.090m for Ysgol Penyffordd classroom extensions along with £0.138m for ongoing R&M works.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.228m</b> to 2024/25.	
Schools Modernisation	1.320	1.320	0.000	0	0.000			
Secondary Schools	1.638	1.538	(0.100)	-6	(0.358)	Ongoing R&M and kitchen ventilation rolling programme works to fall into 2024/25.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.100m</b> to 2024/25.	
Special Education	0.121	0.076	(0.045)	-37	(0.139)	DDA schemes to be delivered in the 2024/25 financial year.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.045m</b> to 2024/25.	
<b>Total</b>	<b>11.664</b>	<b>10.266</b>	<b>(1.398)</b>	<b>-12</b>	<b>(1.244)</b>			

Variance = Budget v Outturn

## SOCIAL SERVICES

## Capital Budget Monitoring 2023/24 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Services to Older People	3.603	3.603	0.000	0	0.000			Savings identified, £0.010m for Marleyfield Residential Care Home
Learning Disability Services	0.043	0.043	0.000	0	0.000			
Children's Services	1.425	1.416	(0.009)	-1	(0.074)	£0.009m relating to foster care extensions with works progressing into 2024/25.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.009m</b> to 2024/25.	
<b>Total</b>	<b>5.071</b>	<b>5.062</b>	<b>(0.009)</b>	<b>-0</b>	<b>(0.074)</b>			

Variance = Budget v Outturn

## PLANNING, ENVIRONMENT &amp; ECONOMY

## Capital Budget Monitoring 2023/24 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Closed Landfill Sites	0.000	0.000	0.000	0	0.000			
Engineering	0.027	0.000	(0.027)	-100	0.000	Works are likely to progress in 2024/25 following the inspection reports now being received.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.027m</b> to 2024/25.	
Energy Services	0.307	0.307	0.000	0	0.000			
Ranger Services	0.114	0.114	0.000	0	0.000			
Townscape Heritage Initiatives	0.966	0.944	(0.022)	-2	0.000	The Historic Building Repair Grant expenditure is incurred as and when suitable grant applications are received.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.022m</b> to 2024/25.	Savings identified, £0.065m for residual funding in relation to the Levelling Up Fund and Safer Streets projects.
Private Sector Renewal/Improvement	0.170	0.165	(0.005)	-3	0.000	The capitalised salaries funding will be used in 2024/25 towards the anticipated pay award.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.005m</b> to 2024/25.	
<b>Total</b>	<b>1.584</b>	<b>1.530</b>	<b>(0.054)</b>	<b>-3</b>	<b>0.000</b>			

Variance = Budget v Outturn

**STREETSCENE & TRANSPORTATION**

**Capital Budget Monitoring 2023/24 - Outturn**

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Waste Services	3.808	0.403	(3.405)	-89	0.000	A feasibility study will be carried out in 2024/25 in relation to the Waste Transfer Station Project to help determine the direction of the project. The project is being supported by Welsh Government, who have commissioned Local Partnerships and WRAP Cymru to work with the Council to review its waste & recycling infrastructure and develop the outline business case.	<b>Carry Forward</b> - Request approval to move funding of <b>£3.405m</b> to 2024/25.	
Cemeteries	0.000	0.000	0.000		(0.259)			
Highways	2.981	2.637	(0.344)	-12	(0.067)	Funding has been requested to be rolled into 2024/25 to progress works scheduled in relation to the Highways Asset Management Plan.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.344m</b> to 2024/25.	
Local Transport Grant	3.490	3.490	0.000	0	0.000			
Solar Farms	0.000	0.000	0.000		0.000			
<b>Total</b>	<b>10.279</b>	<b>6.530</b>	<b>(3.749)</b>	<b>-36</b>	<b>(0.326)</b>			

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Variance = Budget v Outturn

## HOUSING &amp; COMMUNITIES

## Capital Budget Monitoring 2023/24 - Outturn

Programme Area	Total Budget	Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	%	£m			
Affordable Housing	0.000	0.000	0.000		0.000			
Disabled Facilities Grants	2.269	2.240	(0.029)	-1	0.000	Residual funding is required to be rolled into 2024/25 to help fund ongoing DFG works.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.029m</b> to 2024/25.	DFG spend is customer driven and volatile.
<b>Total</b>	<b>2.269</b>	<b>2.240</b>	<b>(0.029)</b>	<b>-1</b>	<b>0.000</b>			

Variance = Budget v Outturn

## CAPITAL PROGRAMME &amp; ASSETS

## Capital Budget Monitoring 2023/24 - Outturn

Programme Area	Total Budget	Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	%	£m			
Administrative Buildings	0.979	0.522	(0.457)	-47	0.000	Programme of works to progress into 2024/25.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.457m</b> to 2024/25.	
Community Asset Transfers	0.276	0.237	(0.039)	-14	0.000	Remaining works at Mynydd Isa Community Centre are expected to progress in 2024/25.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.039m</b> to 2024/25.	
Leisure Centres & Libraries	0.858	0.858	0.000	0	0.000			
Play Areas	0.722	0.697	(0.025)	-3	(0.078)	Continuing programme of works to upgrade play areas	<b>Carry Forward</b> - Request approval to move funding of <b>£0.025m</b> into 2024/25.	
Theatr Clwyd	17.019	17.019	0.000	0	0.000			
<b>Total</b>	<b>19.854</b>	<b>19.333</b>	<b>(0.521)</b>	<b>-3</b>	<b>(0.078)</b>			

Variance = Budget v Outturn



## HOUSING REVENUE ACCOUNT

## Capital Budget Monitoring 2023/24 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Buy Back / Strategic Acquisition	1.052	1.052	(0.000)	-0	0.000	TACP Grant funding from WG secured to purchase existing properties for Homelessness accommodation.		
Disabled Adaptations	1.120	1.120	0.000	0	0.000			
Energy Services	4.427	4.427	0.000	0	0.000			
Major Works	2.768	2.768	0.000	0	0.000			
Accelerated Programmes	0.399	0.399	0.000	0	0.000			
WHQS Improvements	12.417	12.417	0.000	0	0.000	Void rewires and damp proofing works within the Major Works expenditure.		
Modernisation/Improvements	0.000	0.000	0.000		0.000	No schemes identified in year.		
SHARP	1.347	1.347	(0.000)	-0	0.000			
<b>Total</b>	<b>23.530</b>	<b>23.530</b>	<b>(0.000)</b>	<b>-0</b>	<b>0.000</b>			

Variance = Budget v Outturn

## SUMMARY

## Capital Budget Monitoring 2023/24 - Outturn

Programme Area	Total Budget	Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	%	£m			
People & Resources	0.364	0.000	(0.364)	-100	0.000			
Governance	1.410	1.315	(0.095)	-7	(0.088)			
Education & Youth	11.664	10.266	(1.398)	-12	(1.244)			
Social Services	5.071	5.062	(0.009)	-0	(0.074)			
Planning, Environment & Economy	1.584	1.530	(0.054)	-3	0.000			
Streetscene & Transportation	10.279	6.530	(3.749)	-36	(0.326)			
Housing & Communities	2.269	2.240	(0.029)	-1	0.000			
Capital Programme & Assets	19.854	19.333	(0.521)	-3	(0.078)			
<b>Sub Total - Council Fund</b>	<b>52.495</b>	<b>46.277</b>	<b>(6.218)</b>	<b>-12</b>	<b>(1.810)</b>			
Housing Revenue Account	23.530	23.530	(0.000)	-0	0.000			
<b>Total</b>	<b>76.025</b>	<b>69.807</b>	<b>(6.218)</b>	<b>-8</b>	<b>(1.810)</b>			

Variance = Budget v Outturn

INVESTMENT IN COUNTY TOWNS - 2022/23 ACTUAL SPEND

APPENDIX C

TOWN FUNDING	22/23 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	
<b>EXPENDITURE</b>																					
<b>HOUSING - HRA</b>																					
SHARP	4,278	32		402		255		3,456		10		33				90		4,278	0	4,278	
<b>EDUCATION &amp; YOUTH</b>																					
Ysgol Glanrafon	428									332	96							332	96	428	
Ysgol Croes Atti, Flint	431					128	303											128	303	431	
Ysgol Croes Atti, Shotton	556			297	259													297	259	556	
<b>SOCIAL SERVICES</b>																					
Ty Nyth, Children's Residential Care	1,408									812	596							812	596	1,408	
Croes Atti Newydd Residential Care Home, Flint	913					913												913	0	913	
Relocation of Tri-Ffordd Day Service provision	239												239					239	0	239	
<b>PLANNING, ENVIRONMENT &amp; ECONOMY</b>																					
Solar PV Farms	759			759														759	0	759	
<b>STREETSCENE &amp; TRANSPORTION</b>																					
Improvements to Standard Yard Waste Transfer Station	249		249															0	249	249	
Highways Maintenance	2,312	331		309				545		595		286		68		179		2,313	0	2,313	
Transport Grant	2,992		133		199	15	521	11	183		75		201	70	873	711		96	2,896	2,992	
<b>CAPITAL PROGRAMME &amp; ASSETS</b>																					
Theatr Clwyd - Redevelopment	3,197										3,197							0	3,197	3,197	
	17,762	363	382	1,767	458	1,311	824	4,012	183	1,749	3,964	319	201	377	873	269	711	10,167	7,596	17,763	
<b>AREAS TOTAL</b>			745		2,225		2,135		4,195		5,713		520		1,250		980				

INVESTMENT IN COUNTY TOWNS - 2023/24 REVISED BUDGET

APPENDIX C (Cont)

TOWN FUNDING	REVISED 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		
<b>EXPENDITURE</b>																						
<b>HOUSING - HRA</b>																						
SHARP / Buy Backs	2,399		273	158	644	131		619	50				99		126		299			1,207	1,192	2,399
<b>EDUCATION &amp; YOUTH</b>																						
Ysgol Croes Atti, Flint	847						847													0	847	847
Ysgol Penyffordd Extension	1,105	762	343																	762	343	1,105
<b>SOCIAL SERVICES</b>																						
Croes Atti Newydd Residential Care Home, Flint	3,294						3,294													0	3,294	3,294
Relocation of Tri-Ffordd Day Service provision	43										43									0	43	43
<b>STREETSCENE &amp; TRANSPORTION</b>																						
Improvements to Standard Yard Waste Transfer Station	3,405	3,405																		3,405	0	3,405
Highways Maintenance	2,694	395		222		420		343		392		244		243		435				2,694	0	2,694
Transport Grant	3,490		189		126		760	5	877		426		175		466	4	462			9	3,481	3,490
<b>CAPITAL PROGRAMME &amp; ASSETS</b>																						
Theatr Clwyd - Redevelopment	17,019									1,747	15,272									1,747	15,272	17,019
	34,296	4,562	805	380	770	551	4,901	967	927	2,139	15,741	244	274	243	592	738	462			9,824	24,472	34,296
<b>AREA TOTAL</b>			5,367	1,150	5,452	1,894	17,880	518	835	1,200												

INVESTMENT IN COUNTY TOWNS - 2023/24 - OUTTURN

APPENDIX C (Cont)

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	
<b>EXPENDITURE</b>																					
<b>HOUSING - HRA</b>																					
SHARP / Buy Backs	2,399		273	158	644	131		619	50				99		126	299			1,207	1,192	2,399
<b>EDUCATION &amp; YOUTH</b>																					
Ysgol Croes Atti, Flint	847						847												0	847	847
Ysgol Penyffordd Extension	1,015	672	343																672	343	1,015
<b>SOCIAL SERVICES</b>																					
Croes Atti Newydd Residential Care Home, Flint	3,294						3,294												0	3,294	3,294
Relocation of Tri-Ffordd Day Service provision	43										43								0	43	43
<b>STREETSCENE &amp; TRANSPORTION</b>																					
Highways Maintenance	2,350	395		222		420		343		392		244		243		91			2,350	0	2,350
Transport Grant	3,490		189		126		760	5	877		426		175		466	4	462		9	3,481	3,490
<b>CAPITAL PROGRAMME &amp; ASSETS</b>																					
Theatr Clwyd - Redevelopment	17,019									1,747	15,272								1,747	15,272	17,019
	30,457	1,067	805	380	770	551	4,901	967	927	2,139	15,741	244	274	243	592	394	462		5,985	24,472	30,457

AREA TOTAL

1,872

1,150

5,452

1,894

17,880

518

835

856

INVESTMENT IN COUNTY TOWNS - 2024- 2027 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	Total £000			
<b>EXPENDITURE</b>																					
<b>EDUCATION &amp; YOUTH</b>																					
Joint Archive Facility, FCC and DCC	12,800									3,079	9,721								3,079	9,721	12,800
Ysgol Croes Atti, Flint	12,501					4,672	7,829												4,672	7,829	12,501
Drury County Primary	4,800	1,680	3,120																1,680	3,120	4,800
Elfed High School	4,488	1,571	2,917																1,571	2,917	4,488
Sallney/Broughton Area	16,000												5,600	10,400					5,600	10,400	16,000
<b>SOCIAL SERVICES</b>																					
Croes Atti Newydd Residential Care Home, Flint	15,056					6,050	9,006												6,050	9,006	15,056
Relocation of Tri-Ffordd Day Service provision	4,845									1,885	2,960								1,885	2,960	4,845
<b>STREETSCENE &amp; TRANSPORTION</b>																					
Highways Asset Management Plan	4,980																4,980		4,980	0	4,980
<b>CAPITAL PROGRAMME &amp; ASSETS</b>																					
Theatr Clwyd - Redevelopment	22,728									7,000	15,728								7,000	15,728	22,728
<b>HOUSING &amp; COMMUNITIES</b>																					
Affordable Housing	23,510																23,510		23,510	0	23,510
	121,708	3,251	6,037	0	0	10,722	16,835	0	0	11,964	28,409	0	0	5,600	10,400	28,490	0	60,027	61,681	121,708	
<b>AREA TOTAL</b>			9,288	0	0	27,557	0	0	40,373	0	16,000	28,490									



## CABINET

<b>Date of Meeting</b>	Tuesday 23 <sup>rd</sup> July 2024
<b>Report Subject</b>	Prudential Indicators - Actuals 2023/24
<b>Cabinet Member</b>	Cabinet Member for Finance and Social Value
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

Under the Prudential Code for Capital Finance in Local Authorities (the Prudential Code), as updated in 2021, Councils are required to set a range of prudential indicators.

This report provides details of the Council's actual prudential indicators for the 2023/24 financial year compared with the estimates set for:-

- Prudential indicators for Prudence
- Prudential indicators for Affordability

### RECOMMENDATIONS

1	That Members approve the prudential indicators within this report.
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## **REPORT DETAILS**

<b>1.00</b>	<b>EXPLAINING THE PRUDENTIAL INDICATORS</b>
1.01	<b>Background</b>  The Prudential Code has been developed by the Chartered Institute of Public Finance & Accountancy (CIPFA) as a professional code of practice to support local authorities in determining their programmes for capital investment in fixed assets. Local authorities are required by regulation to have regard to the Prudential Code when carrying out duties under Part 1 of the Local Government Act 2003.
1.02	The framework established by the Prudential Code is intended to support local strategic planning, local asset management planning and robust option appraisal. The objectives of the Code are to ensure, within a clear framework, that the capital investment plans of local authorities are <b>affordable, prudent and sustainable</b> , and that treasury management decisions are taken in accordance with good professional practice.
1.03	The Prudential Code sets out the indicators that must be used, and the factors that must be considered in preparing them.
1.04	<p>Actual prudential indicators for 2023/24 have been calculated in respect of the following: -</p> <ul style="list-style-type: none"><li>• Estimates of capital expenditure</li><li>• Estimates of capital financing requirement</li><li>• Gross debt and the capital financing requirement</li><li>• Authorised limit</li><li>• Estimates of net income from commercial and service investment to net revenue stream</li><li>• Estimates of financing costs to net revenue stream</li></ul> <p>The Code does not specify how the Council should have regard to these factors, but instead concentrates on the means by which the Council demonstrates that the proposals are affordable, prudent and sustainable.</p>
1.05	<b><u>Prudential Indicators for Prudence</u></b>  <b>Estimates of Capital Expenditure</b>  The prudential indicators for capital expenditure are based on the Council's capital programme (that takes into account the Council's asset management and capital investment strategies). These are supplemented (for capital accounting purposes) by the value of finance leases held. The capital expenditure totals are the starting point for the calculation of the prudential



indicators and essentially provide the base financial data from which all other indicators follow.

1.06 Actual 2023/24 capital expenditure for the Council Fund and the Housing Revenue Account (HRA) is £69.807m as shown in Table 1 below. Actual expenditure for 2022/23, and the 2024/25 and 2025/26 estimates are included for information.

The increase in expenditure in 2023/24 mainly relates to the significant works at Theatr Clwyd and Croes Atti Residential Care Home.

**Table 1**

<b>ESTIMATES OF CAPITAL EXPENDITURE</b>				
	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate*</b>	<b>Estimate</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Council Fund	30.016	46.277	28.626	29.737
Housing Revenue Account	24.997	23.530	29.498	24.664
<b>Total</b>	<b>55.013</b>	<b>69.807</b>	<b>58.124</b>	<b>54.401</b>

\* £3.3m of capital expenditure in 2024/25 arises from a change in the accounting for leases and does not represent cash expenditure.

1.07 Detailed analysis and commentary for 2023/24 is provided in the Capital Programme Monitoring 2023/24 (Outturn) report elsewhere on this agenda.

**1.08 Estimates of Capital Financing Requirement**

The actual (average) capital financing requirement for 2023/24 is £352.855m as shown in Table 2 below. This is a measure of the Council's underlying need to finance capital expenditure by borrowing or other long term liabilities. This increases with new debt-financed capital expenditure and reduces with Minimum Revenue Provision (MRP) and capital receipts used to replace debt.

**Table 2**

<b>ESTIMATES OF CAPITAL FINANCING REQUIREMENT</b>				
	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate*</b>	<b>Estimate</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Council Fund	218.939	219.706	318.425	325.603
Housing Revenue Account	133.623	133.149	139.369	141.665
<b>Total</b>	<b>352.563</b>	<b>352.855</b>	<b>457.795</b>	<b>467.268</b>

\* £75m of the CFR increase in 2024/25 arises from a change in the accounting for leases.

1.09 The increase in estimated CFR between 2023/24 and 2024/25 in the main, relates to the change in accounting for leases under IFRS 16. This means that under the new rules, the lease of any assets must be recognised on the Council's balance sheet.

In addition to this, is estimated expenditure for the HRA and NEW Homes, Supported Borrowing, and Council Fund schemes including the Sustainable Communities for Schools programme, Theatr Clwyd and Croes Atti Residential Care Home.

1.10 **Gross Debt and the Capital Financing Requirement**

Statutory guidance is that debt should remain below the capital financing requirement, except in the short term. The Council has complied and expects to continue to comply with this requirement in the medium term as is shown below in Table 3.

**Table 3**

<b>GROSS DEDT AND THE CAPITAL FINANCING REQUIREMENT</b>				
	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Estimate</b>	<b>Estimate</b>
Debt (Incl Leases)	297.951	334.743	403.781	419.685
Capital Financing Requirement	352.563	352.855	457.795	467.268

1.11 **Authorised Limit**

The Council is legally obliged to set an affordable borrowing limit (also termed the Authorised Limit for external debt) each year. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

Actual external debt for 2023/24 was £335m. It is compared with the Authorised Limit for borrowing, which allows ‘headroom’ to absorb unforeseen unfunded expenditure. As can be seen, the actual position was well within the limit.

**Table 4**

<b>AUTHORISED LIMIT FOR EXTERNAL DEBT</b>		
	<b>2023/24</b>	<b>31.03.24</b>
	<b>Limit</b>	<b>Actual</b>
Operational Boundary - Total	403	335
Authorised Limit - Total	438	335

1.12	<p><b><u>Prudential Indicators for Affordability</u></b></p> <p><b>Ratio of Net Income from Commercial and Service Investments to Net Revenue Stream</b></p> <p>The Council's income from commercial and service investments as a proportion of its net revenue stream has been and is expected to be as indicated in Table 5 below.</p> <p><b>Table 5</b></p> <table border="1" data-bbox="300 510 1385 757"> <thead> <tr> <th colspan="5">RATIO OF NET INCOME FROM COMMERCIAL &amp; SERVICE INVESTMENT TO NET REVENUE STREAM</th> </tr> <tr> <th></th> <th>2022/23</th> <th>2023/24</th> <th>2024/25</th> <th>2025/26</th> </tr> <tr> <th></th> <th>Actual</th> <th>Actual</th> <th>Estimate</th> <th>Estimate</th> </tr> </thead> <tbody> <tr> <td>Total net income from service and commercial investment</td> <td>1.672</td> <td>1.705</td> <td>1.652</td> <td>1.652</td> </tr> <tr> <td>Proportion of net revenue stream</td> <td>0.51%</td> <td>0.48%</td> <td>0.45%</td> <td>0.45%</td> </tr> </tbody> </table>	RATIO OF NET INCOME FROM COMMERCIAL & SERVICE INVESTMENT TO NET REVENUE STREAM						2022/23	2023/24	2024/25	2025/26		Actual	Actual	Estimate	Estimate	Total net income from service and commercial investment	1.672	1.705	1.652	1.652	Proportion of net revenue stream	0.51%	0.48%	0.45%	0.45%					
RATIO OF NET INCOME FROM COMMERCIAL & SERVICE INVESTMENT TO NET REVENUE STREAM																															
	2022/23	2023/24	2024/25	2025/26																											
	Actual	Actual	Estimate	Estimate																											
Total net income from service and commercial investment	1.672	1.705	1.652	1.652																											
Proportion of net revenue stream	0.51%	0.48%	0.45%	0.45%																											
1.13	<p><b>Ratio of Financing Costs to Net Revenue Stream</b></p> <p>The actual ratio of financing costs to net revenue stream for 2023/24 are shown in Table 6 below.</p> <p><b>Table 6</b></p> <table border="1" data-bbox="316 1003 1369 1301"> <thead> <tr> <th colspan="5">RATIO OF FINANCING COSTS TO NET REVENUE STREAM</th> </tr> <tr> <th></th> <th>2022/23</th> <th>2023/24</th> <th>2024/25</th> <th>2025/26</th> </tr> <tr> <th></th> <th>Actual</th> <th>Actual</th> <th>Estimate</th> <th>Estimate</th> </tr> <tr> <th></th> <th>%</th> <th>%</th> <th>%</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Council Fund</td> <td>3.9%</td> <td>3.8%</td> <td>4.1%</td> <td>4.2%</td> </tr> <tr> <td>Housing Revenue Account</td> <td>17.1%</td> <td>17.0%</td> <td>16.2%</td> <td>16.7%</td> </tr> </tbody> </table>	RATIO OF FINANCING COSTS TO NET REVENUE STREAM						2022/23	2023/24	2024/25	2025/26		Actual	Actual	Estimate	Estimate		%	%	%	%	Council Fund	3.9%	3.8%	4.1%	4.2%	Housing Revenue Account	17.1%	17.0%	16.2%	16.7%
RATIO OF FINANCING COSTS TO NET REVENUE STREAM																															
	2022/23	2023/24	2024/25	2025/26																											
	Actual	Actual	Estimate	Estimate																											
	%	%	%	%																											
Council Fund	3.9%	3.8%	4.1%	4.2%																											
Housing Revenue Account	17.1%	17.0%	16.2%	16.7%																											
1.14	<p>As can be seen in Table 6 above, the actual ratios are lower than the previous year due to the Councils expected borrowing levels for both short and long term, being lower than anticipated during the year.</p>																														

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	There are no resource implications as a result of this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	No consultation is required or carried out.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Decisions made which involve the Council's assets and its Capital Programme often have very large and long term financial implications which

	carry a variety of risks. This report assesses the affordability, prudence and sustainability of the capital plans to manage those associated risks.
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<b>5.00</b>	<b>APPENDICES</b>
5.01	None.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Council Report on 24 <sup>th</sup> January 2023 - Capital Strategy including Prudential Indicators 2023/24 to 2025/26 Cabinet Report 18 <sup>th</sup> July 2023- Prudential Indicators Actuals 2022/23 Council Report on 6 <sup>th</sup> December 2023 - Capital Strategy including Prudential Indicators 2024/25 to 2026/27 Various Welsh Government papers

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Chris Taylor – Strategic Finance Manager <b>Telephone:</b> (01352) 703309 <b>E-mail:</b> <a href="mailto:christopher.taylor@flintshire.gov.uk">christopher.taylor@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Capital Expenditure</b> - Expenditure on the acquisition of <b>Non-current Assets</b> or expenditure that extends the life or value of an existing asset</p> <p><b>Council Fund</b> - The fund to which all the Council's revenue and capital expenditure is charged</p> <p><b>Financing</b> - 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</p> <p><b>Housing Revenue Account</b> - The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.</p> <p><b>Minimum Revenue Provision (MRP)</b> – A charge made to the <b>Council Fund</b> to repay borrowing taken out for <b>capital expenditure</b>. Councils must determine their own prudent MRP charge each year, taking into consideration statutory guidance issued by the Welsh Government.</p> <p><b>Non-current Asset:</b> 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>

**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.

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## CABINET

<b>Date of Meeting</b>	Tuesday, 23 <sup>rd</sup> July 2024
<b>Report Subject</b>	Annual Review of Fees and Charges 2024
<b>Cabinet Member</b>	Cabinet Member for Finance and Social Value
<b>Report Author</b>	Corporate Finance Manager and Chief Executive
<b>Type of Report</b>	Operational

### **EXECUTIVE SUMMARY**

The 2024 review of fees and charges has been completed in line with the Council's Income Generation Policy, which sets out the rationale and process for an annual review of fees and charges.

The outcome of this review is set out in Appendix A and will apply from 1<sup>st</sup> October 2024.

Applying the principles contained within the Council's Income Generation Policy has ensured that any changes to charging has been appropriately managed and the latest version of the policy is attached as Appendix B.

This report also outlines the ongoing requirements of the annual review of fees and charges for 2024, particularly for those fees and charges who are still to demonstrate that they achieve full cost recovery.

### **RECOMMENDATIONS**

1	That Cabinet approves the schedule of fees and charges documented in Appendix A for implementation on 1 <sup>st</sup> October 2024.
2	That Cabinet agrees that a customer friendly version of the schedule of fees and charges, documented in Appendix A, be produced and published.

## **REPORT DETAILS**

<b>1.00</b>	<b>EXPLAINING THE LATEST POSITION ON FEES AND CHARGES</b>
1.01	<p><b>Background</b></p> <p>The Council provides a wide array of services, for some of which customers are required to pay a fee or charge. The income generated from these fees and charges forms part of the budget strategy of options that contribute to the Medium Term Financial Strategy (MTFS).</p>
1.02	<p>Applying the principles contained within the Council's Income Generation Policy has ensured that any changes to charging has been appropriately managed and the latest version of the policy is attached as Appendix B.</p>
1.03	<p>The Policy requires an annual review of all fees and charges to be reported to Cabinet in July of each year in advance of implementation on 1<sup>st</sup> October.</p>
1.04	<p><b>Annual Review of Fees and Charges 2024</b></p> <p>The 2024 annual review of fees and charges has been completed and the results of this review are presented in Appendix A, as a collated schedule of fees and charges to be applied from 1<sup>st</sup> October 2024 (unless otherwise stated).</p>
1.05	<p>In alignment with the Council's Income Generation Policy the review:</p> <ul style="list-style-type: none"><li>• Is linked to the Medium Term Financial Strategy, work for which is running concurrently;</li><li>• Has been conducted annually and is being reported to Cabinet in July prior to implementation; and</li><li>• Had a default position of increasing in line with inflation for all applicable fees and charges.</li></ul>
1.06	<p>The Income Generation Policy refers to the need for all fees and charges to achieve full cost recovery or market comparable rate wherever possible.</p> <p>Services have been asked to consider this as part of this year's review, and information has been updated within the schedule accordingly.</p> <p>The Corporate Finance Team will continue to support services in developing fees and charges to meet full cost recovery as part of ongoing reviews, and further work will be undertaken throughout the financial year.</p>
1.07	<p>One of the principles of the Council's Policy on fees and charges is that charges are transparent and communicated to customers with reasonable notice. To fulfil this principle, it is proposed that a customer friendly version of the 2024 schedule of fees and charges, containing the key information presented in Appendix A, is produced and published on our website.</p>



<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The generation of income from fees and charges is part of the budget strategy of options that contributes to meet the challenge of the Medium Term Financial Strategy.
2.02	Estimations of income generated through the application of fees and charges, and any increases to them, is monitored and factored into the budget setting process.. The 2024 review is estimated to generate an additional £0.085m per annum, with £0.050m of that already built into 2024/25 budgets, so this is an additional contribution of £0.035m to the 2025/26 budget.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	As this report presents an annual, operational update report on progress against the process and policy for conducting the annual review of fees and charges, no Integrated Impact Assessment (IIA) has been completed.
3.02	In line with the Council's Income Generation Policy, applicable fees and charges have been subject to an annual inflation uplift using one of the three agreed inflation indices: the normative Consumer Prices Index including owner occupier Housing costs (CPIH) 12 month rolling rate as of March (3.8% for March 2024); market rate comparable changes; or the Council's inflation rate. This ensures that relative increases are applied and managed responsibly.
3.03	Whilst it is not the purpose of this report to outline the impact of the COVID-19 pandemic on income generation through fees and charges, it should be noted that demand for some services may not have fully recovered. The Councils aim to achieve full cost recovery by 2022 was prior to the COVID19 pandemic which will have had an impact on services achieving full cost recovery, and work will continue with services to achieve that throughout this financial year.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	The principles and process for the annual review of fees and charges were considered and endorsed by the Corporate Resources and Overview Scrutiny Committee and Cabinet in July 2019. These were included within the Council's Income Generation Policy (version two), which was endorsed by Cabinet in July 2020. An update to that Policy was endorsed by Cabinet in July 2022 and this is attached as Appendix B.
4.02	New discretionary fees and charges are approved under Delegated Powers/Authority processes, prior to which an IIA should have been completed considering the Sustainable Development Principles, Wellbeing Goals and Council's Wellbeing Objectives, along with any potential equality and/or diversity issues.

4.03	For the purposes of transparency, it is recommended we publish a customer friendly version of the schedule of fees and charges, which shows the frequency of charging (one off, weekly, monthly, etc.) for 2024.
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<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A: 2024 Schedule of Fees and Charges Appendix B: Income Generation Policy (Version 3)

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	The 2019 Fees and Charges Report to Cabinet, along with recommendations and decisions, can be accessed online: <a href="https://committeemeetings.flintshire.gov.uk/ieIssueDetails.aspx?Id=27693&amp;PlanId=0&amp;Opt=3#A19191&amp;LLL=0">https://committeemeetings.flintshire.gov.uk/ieIssueDetails.aspx?Id=27693&amp;PlanId=0&amp;Opt=3#A19191&amp;LLL=0</a>
6.02	The 2020 Fees and Charges Report to Cabinet, along with version two of the Income Generation Policy can be accessed online: <a href="https://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&amp;MId=4462&amp;Ver=4&amp;LLL=0">https://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&amp;MId=4462&amp;Ver=4&amp;LLL=0</a>
6.02	The 2021 Fees and Charges Report to Cabinet can be accessed online: <a href="https://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&amp;MId=4913&amp;Ver=4&amp;LLL=0">https://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&amp;MId=4913&amp;Ver=4&amp;LLL=0</a>
6.03	The 2022 Fees and Charges Report to Cabinet can be accessed online: <a href="https://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&amp;MId=5078&amp;Ver=4&amp;LLL=0">https://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&amp;MId=5078&amp;Ver=4&amp;LLL=0</a>
6.04	The 2023 Fees and Charges Report to Cabinet can be accessed online: <a href="https://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&amp;MId=5321&amp;Ver=4&amp;LLL=0">https://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&amp;MId=5321&amp;Ver=4&amp;LLL=0</a>

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Dave Ledsham, Strategic Finance Manager <b>Telephone:</b> 01352 704503 <b>E-mail:</b> <a href="mailto:dave.ledsham@flintshire.gov.uk">dave.ledsham@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<b>Full cost recovery:</b> the fees and charges applied for services cover both the direct and indirect costs of service delivery/provision <ul style="list-style-type: none"> <li>• Direct costs: costs that are completely associated with the delivery of a service or production of a product.</li> <li>• Indirect costs: also known as overheads these are the costs that are incurred by organisations as part of their operations but which are not directly attributable to a specific service or product.</li> </ul>

**Income Generation Policy:** the Council's Policy which sets the rationale for income generation, including the setting and review of fees and charges

**Inflation index:** is a tool that measures the rate of inflation (rises in prices).

**Inflation uplift:** increase in price based on an inflation index

**Integrated Impact Assessment (IIA):** systematic analysis of a service or policy to identify the potential effects on different groups and/or the environment with an aim to then minimise any negative impacts and enhance any positive impacts.

**Market rate:** is the usual price charged for goods and services.

**Medium Term Financial Strategy (MTFS):** 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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## Fees and Charges Schedule 2024

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Building Conservation - Pre-Application and Pre-Purchase	General Advice	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -	£ -	n	Andy Roberts	n	General Advice is a free service
Planning, Environment and Economy	Building Conservation - Pre-Application and Pre-Purchase	Advice Meeting	Discretionary	Outside scope	£ 63.49	Yes	£ 65.90	None	£ 65.90	£ -	n	Andy Roberts	n	
Planning, Environment and Economy	Building Conservation - Pre-Application and Pre-Purchase	Detailed Advice Site Visit	Discretionary	Outside scope	£ 109.66	Yes	£ 113.83	None	£ 113.83	£ -	n	Andy Roberts	n	
Planning, Environment and Economy	Building Conservation - Pre-Application and Pre-Purchase	Written Report - small/medium site	Discretionary	Outside scope	£ 57.72	Yes	£ 59.91	None	£ 59.91	£ -	n	Andy Roberts	n	
Planning, Environment and Economy	Building Conservation - Pre-Application and Pre-Purchase	Written Report - large site	Discretionary	Outside scope	£ 75.03	Yes	£ 77.88	None	£ 77.88	£ -	n	Andy Roberts	n	
Planning, Environment and Economy	Building Conservation - Pre-Application and Pre-Purchase	Technical Advice (per hour)	Discretionary	Outside scope	£ 46.17	Yes	£ 47.92	None	£ 47.92	£ -	n	Andy Roberts	n	
Planning, Environment and Economy	Building Control	Site history/compliance check (per hour)	Discretionary	Outside scope	£ 75.78	Yes	£ 78.66	None	£ 78.66	£ -	n	Matthew Parry-Davies	n	
Planning, Environment and Economy	Buy with Confidence Scheme	Application Fee - 0 to 5 employees	Statutory	Standard Rate	£ 176.42	Yes	£ 152.61	£ 30.52	£ 183.13	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Buy with Confidence Scheme	Annual Subscriptions fee - 0 to 5 employees	Statutory	Standard Rate	£ 335.84	Yes	£ 290.51	£ 58.10	£ 348.61	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Buy with Confidence Scheme	Application Fee - 6 to 20 employees	Statutory	Standard Rate	£ 244.37	Yes	£ 211.38	£ 42.28	£ 253.65	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Buy with Confidence Scheme	Annual Subscriptions fee - 6 to 20 employees	Statutory	Standard Rate	£ 503.12	Yes	£ 435.20	£ 87.04	£ 522.24	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Buy with Confidence Scheme	Application Fee - 21 to 49 employees	Statutory	Standard Rate	£ 311.02	Yes	£ 269.03	£ 53.81	£ 322.83	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Buy with Confidence Scheme	Annual Subscription fee - 21 to 49 employees	Statutory	Standard Rate	£ 670.39	Yes	£ 579.89	£ 115.98	£ 695.87	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Buy with Confidence Scheme	Application Fee - 50 plus employees	Statutory	Standard Rate	£ -	Yes	£ -	£ -	£ -	£ -	n	Sian Jones	n	Price on Application
Planning, Environment and Economy	Buy with Confidence Scheme	Annual Subscription fee - 50 plus employees	Statutory	Standard Rate	£ -	Yes	£ -	£ -	£ -	£ -	n	Sian Jones	n	Price on Application
Planning, Environment and Economy	Countryside	Hire of Wepre field	Discretionary	Outside scope	£ 473.35	Yes	£ 491.34	None	£ 491.34	£ -	n	Tom Woodall	n	
Planning, Environment and Economy	Countryside	Hire of Buckley field	Discretionary	Outside scope	£ 473.35	Yes	£ 491.34	None	£ 491.34	£ -	n	Tom Woodall	n	
Planning, Environment and Economy	Countryside	Hire of Garden Room (per hour)	Discretionary	Outside scope	£ 18.34	Yes	£ 19.04	None	£ 19.04	£ 466.00	n	Tom Woodall	n	
Planning, Environment and Economy	Countryside	Hire of Garden Room Half Day (4 hours)	Discretionary	Outside scope	£ 60.94	Yes	£ 63.26	None	£ 63.26		n	Tom Woodall	n	
Planning, Environment and Economy	Countryside	Hire of Garden Room Full Day (8 hours)	Discretionary	Outside scope	£ 97.63	Yes	£ 101.34	None	£ 101.34		n	Tom Woodall	n	
Planning, Environment and Economy	Countryside	Education Visit Wepre Half Day - per child Minimum £60 for 2 hours	Discretionary	Outside scope	£ 3.54	Yes	£ 3.67	None	£ 3.67		n	Tom Woodall	n	Uplift to be applied every three years with the first uplift from 2022
Planning, Environment and Economy	Countryside	Education Visit Wepre Full Day - per child Minimum £80 for 4 hours	Discretionary	Outside scope	£ 4.73	Yes	£ 4.91	None	£ 4.91		n	Tom Woodall	n	
Planning, Environment and Economy	Countryside	Evening ranger talk	Discretionary	Outside scope	£ 39.05	Yes	£ 40.53	None	£ 40.53	£ -	n	Tom Woodall	n	
Planning, Environment and Economy	Domestic Energy Efficiency Project (DEEP)	LA Flex Declarations	Discretionary	Standard Rate	£ 144.00	Yes	£ 124.56	£ 24.91	£ 149.47	£ 25,770.00	n	Niall Waller	n	
Planning, Environment and Economy	Environmental Permitting	The local authority permits for part B installations and mobile plant and solvent emission activities (fees and charges)(Wales) scheme 2016	Statutory	Outside scope	£ -	Yes	£ -	None	£ -	£ -	n	Sian Jones	n	Up to date information on fees is available online at: <a href="https://gov.wales/local-authority-permits-part-b-installations-and-mobile-plant-and-solvent-emission-activities-fees">https://gov.wales/local-authority-permits-part-b-installations-and-mobile-plant-and-solvent-emission-activities-fees</a>
Planning, Environment and Economy	Explosives and Petroleum	Storage of explosives up to 2000kg	Statutory	Outside scope	£ -	Yes	£ -	None	£ -	£ 2,827.00	n	Sian Jones	n	The schedule of fees can be found under Schedule 7; Part 3; of the Health and Safety and Nuclear Fees Regulations 2016. Available from: <a href="http://www.legislation.gov.uk/uksi/2016/253/made">http://www.legislation.gov.uk/uksi/2016/253/made</a>
Planning, Environment and Economy	Explosives and Petroleum	Petroleum (Consolidation) Regulations 2014	Statutory	Outside scope	£ -	Yes	£ -	None	£ -	£ 5,019.00	n	Sian Jones	n	The schedule of fees can be found under Schedule 7; Part 5; Regulation 6 and 14 of the Health and Safety and Nuclear Fees Regulations 2016. Available from: <a href="http://www.legislation.gov.uk/uksi/2016/253/made">http://www.legislation.gov.uk/uksi/2016/253/made</a>

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPIH, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Food Export Certificate	Food Export Certificate	Discretionary	Outside scope	£ 59.46	Yes	£ 61.72	None	£ 61.72	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Food Export Certificate	Food Export Certificate visit (if required) - per hour	Discretionary	Outside scope	£ 79.28	Yes	£ 82.29	None	£ 82.29	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Food Hygiene Rating Scheme - Re-rating	Re-rating inspection	Statutory	Outside scope	£ 196.02	Yes	£ 255.00	None	£ 255.00	£ 1,080.00	n	Sian Jones	n	Increased Charge - All Wales Food Safety
Planning, Environment and Economy	Food Safety Business Advice	Food Safety Business Advice - up to two hours	Discretionary	Outside scope	£ 177.51	Yes	£ 184.26	None	£ 184.26	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Food Voluntary Surrender Certificate	Food Voluntary Surrender Certificate	Discretionary	Outside scope	£ 59.46	Yes	£ 61.72	None	£ 61.72	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Food Voluntary Surrender Certificate	Food Voluntary Surrender Certificate visit (required) - per hour	Discretionary	Outside scope	£ 79.28	Yes	£ 82.29	None	£ 82.29	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Health and Safety	Factual Statement - per hour	Discretionary	Outside scope	£ 78.11	Yes	£ 81.08	None	£ 81.08	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Land Charges	Land Charges - LLC1 only (whole part of register)	Statutory	Outside scope	£ 6.00	No	£ 6.00	None	£ 6.00	£ 261,172.00	n	Lynne Fensome	n	
Planning, Environment and Economy	Land Charges	Full Official Search £6 LLC1 fee included, for which VAT is not applicable	Statutory	Standard Rate	£ 126.00	No	£ 106.00	£ 20.00	£ 126.00		n	Lynne Fensome	n	
Planning, Environment and Economy	Land Charges	CON29 enquiries only	Statutory	Standard Rate	£ 120.00	No	£ 100.00	£ 20.00	£ 120.00		n	Lynne Fensome	n	
Planning, Environment and Economy	Land Charges	CON29 optional enquiries (each)	Statutory	Standard Rate	£ 12.00	No	£ 10.00	£ 2.00	£ 12.00		n	Lynne Fensome	n	
Planning, Environment and Economy	Land Charges	Applicant's additional question	Statutory	Standard Rate	£ 25.20	No	£ 21.00	£ 4.20	£ 25.20		n	Lynne Fensome	n	
Planning, Environment and Economy	Land Charges	Additional Parcel of land (each) £1 LLC1 element included, for which VAT is not applicable	Statutory	Standard Rate	£ 14.20	No	£ 12.00	£ 2.20	£ 14.20		n	Lynne Fensome	n	
Planning, Environment and Economy	Land Charges	Expedited Search (official search)	Statutory	Standard Rate	£ 30.00	No	£ 25.00	£ 5.00	£ 30.00		n	Lynne Fensome	n	
Planning, Environment and Economy	HMO/Housing	HMO Licence application fee for the first five units:	Discretionary	Outside scope	£ 377.75	Yes	£ 392.10	None	£ 392.10	£ 365.00	n	Jenny Prendergast	n	
Planning, Environment and Economy	HMO/Housing	HMO each additional unit:	Discretionary	Outside scope	£ 36.14	Yes	£ 37.51	None	£ 37.51		n	Jenny Prendergast	n	
Planning, Environment and Economy	HMO/Housing	Service of an Improvement/Prohibition/Emergency Prohibition Notice under Housing Act 2004	Discretionary	Outside scope	£ 369.59	Yes	£ 383.63	None	£ 383.63		n	Jenny Prendergast	n	
Planning, Environment and Economy	HMO/Housing	Immigration Housing Inspections	Discretionary	Outside scope	£ 123.58	Yes	£ 128.28	None	£ 128.28		n	Jenny Prendergast	n	
Planning, Environment and Economy	Caravan and Residential Licences Non-principle residence	New Site Licences Application 0-14 units	Discretionary	Outside scope	£ 405.73	Yes	£ 421.15	None	£ 421.15	£ -	y	Jenny Prendergast	n	
Planning, Environment and Economy	Caravan and Residential Licences Non-principle residence	New Site Licences Application 15-49 units	Discretionary	Outside scope	£ 481.51	Yes	£ 499.81	None	£ 499.81	£ -	y	Jenny Prendergast	n	
Planning, Environment and Economy	Caravan and Residential Licences Non-principle residence	New Site Licences Application 50+ units	Discretionary	Outside scope	£ 507.16	Yes	£ 526.43	None	£ 526.43	£ -	y	Jenny Prendergast	n	
Planning, Environment and Economy	Caravan and Residential Licences Non-principle residence	Variation of existing licence	Discretionary	Outside scope	£ 253.00	Yes	£ 262.61	None	£ 262.61	£ -	y	Jenny Prendergast	n	
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	All Pre Licensing Checks	Discretionary	Outside scope	£ 225.68	Yes	£ 234.26	None	£ 234.26	£ 104,578.00	y	Gemma Potter	n	renamed and recosted - amended 2023 figure to calculate inflation
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Grant of 3 year Joint Driver Licence	Discretionary	Outside scope	£ 131.99	Yes	£ 137.01	None	£ 137.01		y	Gemma Potter	n	
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Grant of 12 month Joint Driver Licence	Discretionary	Outside scope	£ 70.39	Yes	£ 73.06	None	£ 73.06		y	Gemma Potter	n	
Planning, Environment and Economy	Knowledge Test	Additional Resit - from 4th time onward per resit	Discretionary	Outside scope	£ 20.00	Yes	£ 20.76	None	£ 20.76					
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Renewal 1 year	Discretionary	Outside scope	£ 171.58	Yes	£ 178.10	None	£ 178.10	£ 12,078.00	y	Gemma Potter	n	
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Renewal 3 year	Discretionary	Outside scope	£ 233.18	Yes	£ 242.04	None	£ 242.04		y	Gemma Potter	n	

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPIH, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes	
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Vehicle Plate Deposit	Discretionary	Outside scope	£ 16.50	Yes	£ 17.13	None	£ 17.13	£ 19,174.00	y	Gemma Potter	n		
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Replacement Plate	Discretionary	Outside scope	£ 16.50	Yes	£ 17.13	None	£ 17.13		y	Gemma Potter	n		
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Enhanced DBS Check (Set by DBS)	Discretionary	Outside scope	£ 38.00	No	£ 53.00	None	£ 53.00		y	Gemma Potter	n		
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Online Document Verification (DBS) set by Taxi Plus	Discretionary	Outside scope		No	£ 5.00	None	£ 5.00						Service now outsourced to Taxi Plus, charge to be paid to FCC and then recharged from Taxi Plus
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	DBS Update Service	Discretionary	Outside scope		No	£ 6.00	£ 1.20	£ 7.20						
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	DVLA Check	Discretionary	Outside scope		No	£ 4.00	None	£ 4.00						
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Change of Vehicle Reg.	Discretionary	Outside scope	£ 33.00	Yes	£ 34.25	None	£ 34.25		y	Gemma Potter	n		
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Missed Appointment	Discretionary	Outside scope	£ 28.60	No	£ 28.60	None	£ 28.60		y	Gemma Potter	n	Request that this charge be fixed at £20	
Planning, Environment and Economy	Private Hire and Hackney Carriages	Private Hire Operator Licence (grant or renewal) 5 year	Discretionary	Outside scope	£ 680.83	Yes	£ 706.70	None	£ 706.70	£ 1,875.00	y	Gemma Potter	n		
Planning, Environment and Economy	Private Hire and Hackney Carriages	Private Hire Operator Licence (grant or renewal) 1 year	Discretionary	Outside scope	£ 276.07	Yes	£ 286.56	None	£ 286.56		y	Gemma Potter	n		
Planning, Environment and Economy	Private Hire and Hackney Carriages	Transfer of Licence (vehicle)	Discretionary	Outside scope	£ 89.09	Yes	£ 92.48	None	£ 92.48		y	Gemma Potter	n		
Planning, Environment and Economy	Private Hire and Hackney Carriages	Administration Fee Operator Licence	Discretionary	Outside scope	£ 103.39	Yes	£ 107.32	None	£ 107.32		y	Gemma Potter	n		
Planning, Environment and Economy	Private Hire and Hackney Carriages	New vehicle - six monthly	Discretionary	Outside scope	£ 113.29	Yes	£ 117.60	None	£ 117.60		y	Gemma Potter	n		
Planning, Environment and Economy	Private Hire and Hackney Carriages	Renewal vehicle - six monthly	Discretionary	Outside scope	£ 95.69	Yes	£ 99.33	None	£ 99.33		y	Gemma Potter	n		
Planning, Environment and Economy	Animal Licensing	Animal Boarding	Discretionary	Outside scope	£ 187.58	Yes	£ 194.71	None	£ 194.71		£ 10,407.00	y	Gemma Potter	n	
Planning, Environment and Economy	Animal Licensing	Home Boarding of Dogs	Discretionary	Outside scope	£ 146.74	Yes	£ 152.32	None	£ 152.32			y	Gemma Potter	n	
Planning, Environment and Economy	Animal Licensing	Animal Breeding	Discretionary	Outside scope	£ 262.17	Yes	£ 272.13	None	£ 272.13	£ -	y	Gemma Potter	n		
Planning, Environment and Economy	Animal Licensing	Dangerous Wild Animals Vet fees for first inspection are charged for in addition	Discretionary	Outside scope	£ 248.33	Yes	£ 257.77	None	£ 257.77		y	Gemma Potter	n		
Planning, Environment and Economy	Animal Licensing	Pet Shops Vet fees for first inspection are charged for in addition	Discretionary	Outside scope	£ 318.66	Yes	£ 330.77	None	£ 330.77	£ -	y	Gemma Potter	n		
Planning, Environment and Economy	Animal Licensing	Riding Establishments	Discretionary	Outside scope	£ 205.56	Yes	£ 213.37	None	£ 213.37	£ 1,890.00	y	Gemma Potter	n		
Planning, Environment and Economy	Animal Licensing	Zoos Vet fees for first inspection are charged for in addition	Discretionary	Outside scope	£ 183.04	Yes	£ 190.00	None	£ 190.00	£ -	y	Gemma Potter	n		
Planning, Environment and Economy	Other Licences	Sex Establishments and Sexual Entertainment Venues	Discretionary	Outside scope	£ 1,142.57	No	£ 1,142.57	None	£ 1,142.57	£ -	y	Gemma Potter	n	Regionally/Nationally set fee	
Planning, Environment and Economy	Other Licences	Scrap Metal Dealer 3 year - Site (not due until 2020)	Discretionary	Outside scope	£ 696.03	Yes	£ 722.48	None	£ 722.48	£ -	y	Gemma Potter	n		
Planning, Environment and Economy	Other Licences	Scrap Metal Dealer 3 year - Collector (not due until 2020)	Discretionary	Outside scope	£ 269.32	Yes	£ 279.55	None	£ 279.55	£ -	y	Gemma Potter	n		
Planning, Environment and Economy	Other Licences	Sunday Trading - Loading Control Area	Discretionary	Outside scope	£ 92.10	Yes	£ 95.60	None	£ 95.60	£ -	y	Gemma Potter	n		
Planning, Environment and Economy	Bingo Premises Licence fees	New	Statutory	Outside scope	£ 3,811.50	No	£ 3,811.50	None	£ 3,811.50		n	Gemma Potter	n	Regionally/Nationally set fee	
Planning, Environment and Economy	Bingo Premises Licence fees	Annual Fee	Statutory	Outside scope	£ 871.20	No	£ 871.20	None	£ 871.20		n	Gemma Potter	n	Regionally/Nationally set fee	
Planning, Environment and Economy	Bingo Premises Licence fees	Variation	Statutory	Outside scope	£ 1,524.60	No	£ 1,524.60	None	£ 1,524.60		n	Gemma Potter	n	Regionally/Nationally set fee	

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Bingo Premises Licence fees	Transfer	Statutory	Outside scope	£ 1,045.44	No	£ 1,045.44	None	£ 1,045.44		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Bingo Premises Licence fees	Re-instatement Fee	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Bingo Premises Licence fees	Provisional Statement	Statutory	Outside scope	£ 3,811.50	No	£ 3,811.50	None	£ 3,811.50		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Bingo Premises Licence fees	Provisional Statement Holders	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Bingo Premises Licence fees	Copy Licence	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Bingo Premises Licence fees	Notification of Change	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	New	Statutory	Outside scope	£ 2,178.00	No	£ 2,178.00	None	£ 2,178.00		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Annual Fee	Statutory	Outside scope	£ 871.20	No	£ 871.20	None	£ 871.20		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Variation	Statutory	Outside scope	£ 871.20	No	£ 871.20	None	£ 871.20		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Transfer	Statutory	Outside scope	£ 1,045.44	No	£ 1,045.44	None	£ 1,045.44		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Re-instatement Fee	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Provisional Statement	Statutory	Outside scope	£ 2,178.00	No	£ 2,178.00	None	£ 2,178.00		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Provisional Statement Holders	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Copy Licence	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Notification of Change	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	New	Statutory	Outside scope	£ 2,722.50	No	£ 2,722.50	None	£ 2,722.50		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Annual Fee	Statutory	Outside scope	£ 871.20	No	£ 871.20	None	£ 871.20		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Variation	Statutory	Outside scope	£ 1,089.00	No	£ 1,089.00	None	£ 1,089.00		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Transfer	Statutory	Outside scope	£ 827.64	No	£ 827.64	None	£ 827.64		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Re-instatement Fee	Statutory	Outside scope	£ 1,034.55	No	£ 1,034.55	None	£ 1,034.55		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Provisional Statement	Statutory	Outside scope	£ 2,722.50	No	£ 2,722.50	None	£ 2,722.50		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Provisional Statement Holders	Statutory	Outside scope	£ 1,034.55	No	£ 1,034.55	None	£ 1,034.55		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Copy Licence	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Notification of Change	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	New	Statutory	Outside scope	£ 3,267.00	No	£ 3,267.00	None	£ 3,267.00		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Annual Fee	Statutory	Outside scope	£ 522.72	No	£ 522.72	None	£ 522.72		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Variation	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Transfer	Statutory	Outside scope	£ 1,045.44	No	£ 1,045.44	None	£ 1,045.44		n	Gemma Potter	n	Regionally/Nationally set fee



Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Betting Shop Premises Licence fees	Re-instatement Fee	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80	£ 11,830.00	n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Provisional Statement	Statutory	Outside scope	£ 3,267.00	No	£ 3,267.00	None	£ 3,267.00		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Provisional Statement Holders	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Copy Licence	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Notification of Change	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	New	Statutory	Outside scope	£ 2,178.00	No	£ 2,178.00	None	£ 2,178.00		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Annual Fee	Statutory	Outside scope	£ 653.40	No	£ 653.40	None	£ 653.40		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Variation	Statutory	Outside scope	£ 871.20	No	£ 871.20	None	£ 871.20		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Transfer	Statutory	Outside scope	£ 827.64	No	£ 827.64	None	£ 827.64		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Re-instatement Fee	Statutory	Outside scope	£ 1,034.55	No	£ 1,034.55	None	£ 1,034.55		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Provisional Statement	Statutory	Outside scope	£ 2,178.00	No	£ 2,178.00	None	£ 2,178.00		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Provisional Statement Holders	Statutory	Outside scope	£ 1,034.55	No	£ 1,034.55	None	£ 1,034.55		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Copy Licence	Statutory	Outside scope	£ 27.53	No	£ 27.53	None	£ 27.53		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Notification of Change	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	New	Statutory	Outside scope	£ 326.70	No	£ 326.70	None	£ 326.70		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Fast Track (Clubs)	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Annual Fee	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Renewal	Statutory	Outside scope	£ 326.70	No	£ 326.70	None	£ 326.70		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Renewal if holder of CPC	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Variation	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Transfer	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Change of name	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Copy of permit	Statutory	Outside scope	£ 16.34	No	£ 16.34	None	£ 16.34		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	New	Statutory	Outside scope	£ 217.80	No	£ 217.80	None	£ 217.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Fast Track (Clubs)	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Annual Fee	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Renewal	Statutory	Outside scope	£ 217.80	No	£ 217.80	None	£ 217.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Renewal if holder of CPC	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Club Gaming Permit	Variation	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Transfer	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Change of name	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Copy of permit	Statutory	Outside scope	£ 16.34	No	£ 16.34	None	£ 16.34		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	New	Statutory	Outside scope	£ 217.80	No	£ 217.80	None	£ 217.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Fast Track (Clubs)	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Annual Fee	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Renewal	Statutory	Outside scope	£ 217.80	No	£ 217.80	None	£ 217.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Renewal if holder of CPC	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Variation	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Transfer	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Change of name	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Copy of permit	Statutory	Outside scope	£ 16.34	No	£ 16.34	None	£ 16.34		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	New	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Fast Track (Clubs)	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Annual Fee	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Renewal	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Renewal if holder of CPC	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Variation	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Transfer	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Change of name	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Copy of permit	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises More than 2	New	Statutory	Outside scope	£ 163.35	No	£ 163.35	None	£ 163.35		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises More than 2	Fast Track (Clubs)	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises More than 2	Annual Fee	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises More than 2	Renewal	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises More than 2	Renewal if holder of CPC	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises More than 2	Variation	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Licensed Premises More than 2	Transfer	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises More than 2	Change of name	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises More than 2	Copy of permit	Statutory	Outside scope	£ 16.35	No	£ 16.35	None	£ 16.35		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Prize Gaming	New	Statutory	Outside scope	£ 326.70	No	£ 326.70	None	£ 326.70		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Prize Gaming	Fast Track (Clubs)	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Prize Gaming	Annual Fee	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Prize Gaming	Renewal	Statutory	Outside scope	£ 326.70	No	£ 326.70	None	£ 326.70		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Prize Gaming	Renewal if holder of CPC	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Prize Gaming	Variation	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Prize Gaming	Transfer	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Prize Gaming	Change of name	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Prize Gaming	Copy of permit	Statutory	Outside scope	£ 16.34	No	£ 16.34	None	£ 16.34		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Markets	Cannahs Quay - Thursday	Discretionary	Outside scope	£ 5.46	No	£ 5.46	None	£ 5.46	£ 179.00	n	Peter Hayes	n	Market charges which are not uplifted annually are subject to a three yearly uplift, with the last uplift being in 2022
Planning, Environment and Economy	Markets	Holywell - Thursday up to 3m x 3m	Discretionary	Outside scope	£ 8.12	No	£ 8.12	None	£ 8.12	£ 2,101.00	n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Holywell - Thursday up to 6m x 3m	Discretionary	Outside scope	£ 11.50	No	£ 11.50	None	£ 11.50		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Holywell - Thursday over 6m x 3m	Discretionary	Outside scope	£ 15.09	No	£ 15.09	None	£ 15.09		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Mold High St - Weds & Sat	Discretionary	Outside scope	£ 16.66	No	£ 16.66	None	£ 16.66	£ 86,524.00	n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Mold Daniel Owen Sq - Weds & Sat	Discretionary	Outside scope	£ 14.88	No	£ 14.88	None	£ 14.88		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Public Liability Insurance	Discretionary	Outside scope	£ 4.16	No	£ 4.16	None	£ 4.16		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Community Pitch	Discretionary	Outside scope	£ 5.46	No	£ 5.46	None	£ 5.46		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Registration Fee (all markets)	Discretionary	Outside scope	£ 9.36	No	£ 9.36	None	£ 9.36	£ 2,831.00	n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Car Boot Space, Love Lane, Mold - Car	Discretionary	Outside scope	£ 6.24	No	£ 6.24	None	£ 6.24		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Car Boot Space, Love Lane, Mold - Van	Discretionary	Outside scope	£ 10.40	No	£ 10.40	None	£ 10.40		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Car Boot Space, Love Lane, Mold - Charity (Car)	Discretionary	Outside scope	£ 2.08	No	£ 2.08	None	£ 2.08		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Mold Indoor - Unit 1	Discretionary	Outside scope	£ 120.35	No	£ 122.76	None	£ 122.76		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Mold Indoor - Unit 2	Discretionary	Outside scope	£ 190.08	No	£ 193.88	None	£ 193.88		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Mold Indoor - Unit 3	Discretionary	Outside scope	£ 52.84	No	£ 53.90	None	£ 53.90		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Mold Indoor - Unit 4	Discretionary	Outside scope	£ 92.06	No	£ 93.90	None	£ 93.90		n	Peter Hayes	n	



Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes	
Planning, Environment and Economy	Pest Control	Rats, Mice, Wasps, Ants, Fleas – Commercial Business Premises & Internal Council Debits	Discretionary	Standard Rate	£ 69.29	Yes	£ 59.93	£ 11.99	£ 71.92	£ 13,365.00	n	Sian Jones	y		
Planning, Environment and Economy	Pest Control	Missed calls Home Owner / Tenant not available at appointment	Discretionary	Standard Rate	£ 42.90	Yes	£ 37.11	£ 7.42	£ 44.53		n	Sian Jones	y		
Planning, Environment and Economy	Pest Control	Concessionary rate	Discretionary	Standard Rate	£ 41.80	Yes	£ 36.15	£ 7.23	£ 43.38		n	Sian Jones	y		
Planning, Environment and Economy	Planning	Planning Pre -Application (Cat A - major development up to 10 dwellings) Plus £160 per additional dwelling	Discretionary	Outside scope	£ 1,284.72	Yes	£ 1,333.54	None	£ 1,333.54	£ 13,365.00	n	Matthew Parry-Davies	n	The Planning, Environment and Economy Portfolio requires any applicant, agent or relevant third party to pay for any costs incurred by the portfolio when commissioning specialist consultant's to appraise evidence submitted to justify a development proposal	
Planning, Environment and Economy	Planning	Planning Pre -Application (single dwelling)	Discretionary	Outside scope	£ 85.65	Yes	£ 88.90	None	£ 88.90		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Planning Pre -Application (two to nine dwellings) - per dwelling	Discretionary	Outside scope	£ 128.47	Yes	£ 133.35	None	£ 133.35		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Planning Pre-Application (non-residential)	Discretionary	Outside scope	£ 85.65	Yes	£ 88.90	None	£ 88.90		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Planning Pre-Application (householder)	Discretionary	Outside scope	£ 69.59	Yes	£ 72.23	None	£ 72.23		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Compliance and confirmation letter - per hour	Discretionary	Outside scope	£ 139.18	Yes	£ 144.47	None	£ 144.47		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Planning research - per hour	Discretionary	Outside scope	£ 139.18	Yes	£ 144.47	None	£ 144.47		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Rights of Way legal order	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		£ 13,365.00	n	Matthew Parry-Davies	n	Fees variable to cover full costs
Planning, Environment and Economy	Planning	Road adoption Section 38 agreement	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -			n	Matthew Parry-Davies	n	10% bond
Planning, Environment and Economy	Planning	Section 278	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -			n	Matthew Parry-Davies	n	10% bond
Planning, Environment and Economy	Planning	Vehicular Crossings	Discretionary	Outside scope	£ 214.12	Yes	£ 222.26	None	£ 222.26	n		Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Stopping Up Orders (minimum charge)	Discretionary	Outside scope	£ 1,927.08	Yes	£ 2,000.31	None	£ 2,000.31	n		Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Road & Traffic Scheme Info	Discretionary	Outside scope	£ 3.26	Yes	£ 3.38	None	£ 3.38	£ 1,074,163.00	n	Matthew Parry-Davies	n	Three yearly inflation uplift with the first uplift applicable in 2022	
Planning, Environment and Economy	Planning	Search Highways	Discretionary	Outside scope	£ 48.18	Yes	£ 50.01	None	£ 50.01		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Other Planning fees	Statutory	Outside scope	£ -	Yes	£ -	None	£ -	n	Matthew Parry-Davies	n	All other Planning fees are set in legislation. Details of current fees can be found at: <a href="https://ecab-planningportal.co.uk/uploads/welsh_application_fees.pdf">https://ecab-planningportal.co.uk/uploads/welsh_application_fees.pdf</a>		
Planning, Environment and Economy	Primary Authority	Primary Authority - hourly rate	Discretionary	Outside scope	£ 72.80	Yes	£ 75.57	None	£ 75.57	£ -	n	Sian Jones	n		
Planning, Environment and Economy	Private Water Supply	Private water supply sampling and testing	Statutory	Outside scope	£ -	Yes	£ -	None	£ -	£ -	n	Sian Jones	n	Individually priced on the basis of cost recovery including officer time, testing, and all other associated activities. Details of the statutory upper fee levels can be found at: <a href="http://www.legislation.gov.uk/wsi/2017/1041/schedule/6/made">http://www.legislation.gov.uk/wsi/2017/1041/schedule/6/made</a>	
Planning, Environment and Economy	Quarry's and Landfill	Inspection/monitoring	Statutory	Outside scope	£ -	No	£ -	None	£ -	£ 7,205.00	n	Hannah Parish	n	Fees are set in legislation and price per site is dependent on the number of visits required. Fee legislation can be found at: <a href="http://www.legislation.gov.uk/wsi/2015/1522/regulation/14/made">http://www.legislation.gov.uk/wsi/2015/1522/regulation/14/made</a> (paragraph 14)	
Planning, Environment and Economy	Rights of Way	Temporary closures and extensions by Order	Discretionary	Outside scope	£ 2,096.93	Yes	£ 2,176.61	None	£ 2,176.61	£ 8,263.00	n	Derrick Charlton	n		
Planning, Environment and Economy	Rights of Way	Closure by notice	Discretionary	Outside scope	£ 627.19	Yes	£ 651.02	None	£ 651.02		n	Derrick Charlton	n		
Planning, Environment and Economy	Rights of Way	Permanent closures and diversions Advert costs are charged in addition	Discretionary	Outside scope	£ 1,882.74	Yes	£ 1,954.28	None	£ 1,954.28		n	Derrick Charlton	n		
Planning, Environment and Economy	Rights of Way	Follow up Property Search queries - per request	Discretionary	Outside scope	£ 87.57	Yes	£ 90.90	None	£ 90.90		n	Derrick Charlton	n		
Planning, Environment and Economy	Rights of Way	Authorisation for rallies - per request	Discretionary	Outside scope	£ 125.44	Yes	£ 130.21	None	£ 130.21		n	Derrick Charlton	n		

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Planning, Environment and Economy	Roundabout Sponsorship	Sponsorship of a Roundabout	Discretionary	Standard Rate	£ 3,550.12	Yes	£ 3,070.85	£ 614.17	£ 3,685.02	£ 19,231.00	n	Peter Hayes	n	
Planning, Environment and Economy	Ship Sanitation Certificate	Up to 1,000 tonnes	Statutory	Outside scope	£ 125.00	Yes	£ 135.00	None	£ 135.00	£ -	n	Sian Jones	n	Fee increase
Planning, Environment and Economy	Ship Sanitation Certificate	Up to 3,000 tonnes	Statutory	Outside scope	£ 170.00	Yes	£ 185.00	None	£ 185.00	£ -	n	Sian Jones	n	Fee increase
Planning, Environment and Economy	Ship Sanitation Certificate	Up to 10,000 tonnes	Statutory	Outside scope	£ 250.00	Yes	£ 270.00	None	£ 270.00	£ -	n	Sian Jones	n	Fee increase
Planning, Environment and Economy	Ship Sanitation Certificate	Up to 20,000 tonnes	Statutory	Outside scope	£ 325.00	Yes	£ 355.00	None	£ 355.00	£ -	n	Sian Jones	n	Fee increase
Planning, Environment and Economy	Ship Sanitation Certificate	Up to 30,000 tonnes	Statutory	Outside scope	£ 415.00	Yes	£ 450.00	None	£ 450.00	£ -	n	Sian Jones	n	Fee increase
Planning, Environment and Economy	Ship Sanitation Certificate	Over 30,000 tonnes	Statutory	Outside scope	£ 480.00	Yes	£ 520.00	None	£ 520.00	£ -	n	Sian Jones	n	Fee increase
Planning, Environment and Economy	Ship Sanitation Certificate	Vessels with 50 – 1000 persons	Statutory	Outside scope	£ 480.00	Yes	£ 520.00	None	£ 520.00	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Ship Sanitation Certificate	Vessels with over 1000 persons	Statutory	Outside scope	£ 820.00	Yes	£ 890.00	None	£ 890.00	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Ship Sanitation Certificate	Extensions	Statutory	Outside scope	£ 95.00	Yes	£ 105.00	None	£ 105.00	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Skin Piercing Registration	Skin Piercing Registration - Premises	Discretionary	Outside scope	£ 142.70	Yes	£ 148.12	None	£ 148.12	£ 3,086.00	n	Sian Jones	n	
Planning, Environment and Economy	Skin Piercing Registration	Skin Piercing Registration - Person	Discretionary	Outside scope	£ 71.35	Yes	£ 74.06	None	£ 74.06		n	Sian Jones	n	
Planning, Environment and Economy	Skin Piercing Registration - Conventions	Discretionary	Outside scope	Outside scope	£ 15.00	None	£ 15.57	None	£ 15.57		n	Sian Jones	n	New Charge
Planning, Environment and Economy	Stray Dogs	Return direct to Owners	Discretionary	Outside scope	£ 35.50	Yes	£ 36.85	None	£ 36.85	£ 90.00	n	Sian Jones	n	
Planning, Environment and Economy	Stray Dogs	Taken to approved kennels	Discretionary	Standard Rate	£ 53.26	Yes	£ 46.07	£ 9.21	£ 55.28		n	Sian Jones	n	
Planning, Environment and Economy	Stray Dogs	Kennelling Fee (per day)	Discretionary	Standard Rate	£ -	Yes	£ -	£ -	£ -		n	Sian Jones	n	
Planning, Environment and Economy	Street Naming and Numbering	House Name Change	Discretionary	Outside scope			£ 12.00	None	£ 12.00		n	Gemma Potter	n	New Charge
Planning, Environment and Economy	Street Naming and Numbering	Re-name of street where requested by residents Plus £36 per additional property	Discretionary	Outside scope	£ 130.58	Yes	£ 135.54	None	£ 135.54		n	Matthew Parry-Davies	n	
Planning, Environment and Economy	Street Naming and Numbering	Re-numbering Houses/Buildings Plus £36 per additional property	Discretionary	Outside scope	£ 130.58	Yes	£ 135.54	None	£ 135.54		n	Matthew Parry-Davies	n	
Planning, Environment and Economy	Street Naming and Numbering	Confirmation of addresses for Conveyancing purposes	Discretionary	Outside scope	£ 40.81	Yes	£ 42.36	None	£ 42.36		n	Matthew Parry-Davies	n	
Planning, Environment and Economy	Street Naming and Numbering	Conversion of Buildings to form Dwelling/Flats Plus £10 per additional unit	Discretionary	Outside scope	£ 116.59	Yes	£ 121.02	None	£ 121.02		n	Matthew Parry-Davies	n	
Planning, Environment and Economy	New road	Single Dwelling, Self Build plots on existing Road/Street Plus £10 per additional unit	Discretionary	Outside scope	£ 116.59	Yes	£ 121.02	None	£ 121.02	£ 12,981.00	n	Matthew Parry-Davies	n	
Planning, Environment and Economy	New road	New Development 2-5 plots Plus £25 per additional unit	Discretionary	Outside scope	£ 174.88	Yes	£ 181.53	None	£ 181.53		n	Matthew Parry-Davies	n	
Planning, Environment and Economy	New road	New Development 6-10 plots Plus £20 per additional unit	Discretionary	Outside scope	£ 291.47	Yes	£ 302.55	None	£ 302.55		n	Matthew Parry-Davies	n	
Planning, Environment and Economy	New road	New Development over 10 plots Plus £15 per additional unit	Discretionary	Outside scope	£ 582.94	Yes	£ 605.09	None	£ 605.09		n	Matthew Parry-Davies	n	
Planning, Environment and Economy	New road	Industrial - Allocation of addresses to commercial units (1 unit) Plus £25 per additional unit	Discretionary	Outside scope	£ 174.88	Yes	£ 181.53	None	£ 181.53		n	Matthew Parry-Davies	n	
Planning, Environment and Economy	Sustainable Drainage Systems (SuDS) Pre-Application	Early Engagement Advice	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		n	Matthew Parry-Davies	n	
Planning, Environment and Economy	Detailed advice and review	Single dwelling (householder)	Discretionary	Outside scope	£ 116.59	Yes	£ 121.02	None	£ 121.02		n	Andy Roberts	n	Free

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Detailed advice and review	0.01 to 0.5 hectare	Discretionary	Outside scope	£ 233.18	Yes	£ 242.04	None	£ 242.04	£ 32,470.00	n	Andy Roberts	n	
Planning, Environment and Economy	Detailed advice and review	>0.5 to 1.0 hectare	Discretionary	Outside scope	£ 466.35	Yes	£ 484.07	None	£ 484.07		n	Andy Roberts	n	
Planning, Environment and Economy	Detailed advice and review	>1.0 to 5.0 hectare	Discretionary	Outside scope	£ 699.53	Yes	£ 726.11	None	£ 726.11		n	Andy Roberts	n	
Planning, Environment and Economy	Detailed advice and review	>5.0 hectare	Discretionary	Outside scope	£ 1,165.88	Yes	£ 1,210.18	None	£ 1,210.18		n	Andy Roberts	n	
Planning, Environment and Economy	Detailed advice and review	Additional Services (per hour)	Discretionary	Outside scope	£ 46.64	Yes	£ 48.41	None	£ 48.41		n	Andy Roberts	n	
Planning, Environment and Economy	Sustainable Drainage Systems (SuDS)	Application	Statutory	Outside scope	£ -	Yes	£ -	None	£ -		n	Andy Roberts	n	
Planning, Environment and Economy	Talks and Presentations	Environmental Health, Trading Standards and Licensing	Discretionary	Outside scope	£ 79.29	Yes	£ 82.30	None	£ 82.30		n	Andy Roberts	n	Fees are set in legislation: <a href="http://www.legislation.gov.uk/wsi/2018/1075/contents/made">http://www.legislation.gov.uk/wsi/2018/1075/contents/made</a>
Planning, Environment and Economy	Measuring Instruments Directive	Automatic discontinuous totalisers, automatic rail weighbridges, automatic catchweighers, automatic gravimetric	Statutory	Standard Rate	£ 123.90	Yes	£ 107.17	£ 21.43	£ 128.61		n	Sian Jones	n	
Planning, Environment and Economy	Measuring Instruments Directive	Cold water meters	Statutory	Standard Rate	£ 118.06	No	£ 111.51	£ 22.30	£ 133.81	£ 7,761.00	n	Sian Jones	n	
Planning, Environment and Economy	Measuring Instruments Directive	Measuring instruments for liquid fuel and lubricants	Statutory	Standard Rate	£ -	No	£ 111.51	£ 22.30	£ 133.81		n	Sian Jones	n	
Planning, Environment and Economy	Measuring Instruments Directive	Measuring instruments for liquid fuel delivered from road tankers	Statutory	Standard Rate	£ -	No	£ -	£ -	£ -		n	Sian Jones	n	10% surcharge on top of officer hourly rate (minimum 1 hour)
Planning, Environment and Economy	Special Weighing and Measuring Equipment	Examining, testing, certifying, stamping, authorising or reporting on special weighing or measuring equipment at the	Statutory	Standard Rate	£ 122.65	No	£ 102.21	£ 20.44	£ 122.65		n	Sian Jones	n	10% surcharge on top of officer hourly rate (minimum 1 hour)
Planning, Environment and Economy	Measures	Linear Measures not exceeding 3m, for each scale	Statutory	Standard Rate	£ -	No	£ 111.51	£ 22.30	£ 133.81		n	Sian Jones	n	
Planning, Environment and Economy	Measures	Capacity Measures, without divisions, not exceeding 1 litre	Statutory	Standard Rate			£ 13.89	£ 2.78	£ 16.67			Sian Jones		NEW
Planning, Environment and Economy	Measures	Cubic ballast measures (other than brim measures)	Statutory	Standard Rate			£ 10.97	£ 2.19	£ 13.16			Sian Jones		NEW
Planning, Environment and Economy	Measures	Liquid capacity measures for making up and checking average quantity packages	Statutory	Standard Rate			£ 245.54	£ 49.11	£ 294.65			Sian Jones		NEW
Planning, Environment and Economy	Measures	Templets - per scale - first item	Statutory	Standard Rate			£ 38.82	£ 7.76	£ 46.58			Sian Jones		NEW
Planning, Environment and Economy	Measures	Templets - second and subsequent items	Statutory	Standard Rate			£ 67.48	£ 13.50	£ 80.98			Sian Jones		NEW
Planning, Environment and Economy	Weighing Instruments Non-NAWI	Not exceeding 1 tonne - per item	Statutory	Standard Rate			£ 25.53	£ 5.11	£ 30.64			Sian Jones		New Charge
Planning, Environment and Economy	Weighing Instruments Non-NAWI	Exceeding 1 tonne to 10 tonne - per item	Statutory	Standard Rate	£ 157.06	No	£ 88.14	£ 17.63	£ 105.77		n	Sian Jones	n	
Planning, Environment and Economy	Weighing Instruments Non-NAWI	Exceeding 10 tonnes	Statutory	Standard Rate	£ 328.01	No	£ 142.78	£ 28.56	£ 171.34		n	Sian Jones	n	
Planning, Environment and Economy	Weighing Instruments NAWI	Not exceeding 1 tonne - per item	Statutory	Standard Rate	£ 161.39	No	£ 298.18	£ 59.64	£ 357.82		n	Sian Jones	n	
Planning, Environment and Economy	Weighing Instruments NAWI	Exceeding 1 tonne to 10 tonne - per item	Statutory	Standard Rate	£ 249.76	No	£ 146.74	£ 29.35	£ 176.09		n	Sian Jones	n	
Planning, Environment and Economy	Weighing Instruments NAWI	Exceeding 10 tonnes - per item	Statutory	Standard Rate	£ 546.74	No	£ 227.05	£ 45.41	£ 272.46		n	Sian Jones	n	
Planning, Environment and Economy	Weighing Instruments NAWI	When testing instruments incorporating remote display or printing facilities, and where completion of the test requires a	Statutory	Standard Rate	£ -	No	£ 497.04	£ 99.41	£ 596.45		n	Sian Jones	n	
Planning, Environment and Economy	Measuring Instruments for Intoxicating Liquor	Not exceeding 150ml	Statutory	Standard Rate	£ -	No	£ -	£ -	£ -		n	Sian Jones	n	50% surcharge on officer hourly rate plus travel costs
Planning, Environment and Economy	Measuring Instruments for Intoxicating Liquor	Other Planning fees	Statutory	Standard Rate			£ 24.19	£ 4.84	£ 29.03	n	Sian Jones	n	NEW	
Planning, Environment and Economy	Measuring Instruments for Liquid Fuel and Lubricants	Container type	Statutory	Standard Rate			£ 27.95	£ 5.59	£ 33.54	n	Sian Jones	n	NEW	

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPIH, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Measuring Instruments for Liquid Fuel and Lubricants	First nozzle tested, per site	Statutory	Standard Rate	£ 181.82	No	£ 101.34	£ 20.27	£ 121.61		n	Sian Jones	n	
Planning, Environment and Economy	Measuring Instruments for Liquid Fuel and Lubricants	Each additional nozzle tested	Statutory	Standard Rate	£ 111.71	No	£ 165.29	£ 33.06	£ 198.35		n	Sian Jones	n	
Planning, Environment and Economy	Measuring Instruments for Liquid Fuel and Lubricants	Testing of peripheral electronic equipment on a separate visit (per site)	Statutory	Standard Rate	£ 122.65	No	£ 111.70	£ 22.34	£ 134.04		n	Sian Jones	n	
Planning, Environment and Economy	Measuring Instruments for Liquid Fuel and Lubricants	Testing of credit card acceptor (per unit, regardless of no. of slots/nozzles/pumps)	Statutory	Standard Rate	£ 122.65	No	£ 111.51	£ 22.30	£ 133.81		n	Sian Jones	n	
Planning, Environment and Economy	Road Tanker Fuel Measuring Equipment (Above 100 Litres)	Wet hose with two testing liquids - per item	Statutory	Standard Rate	£ 390.28	No	£ 111.51	£ 22.30	£ 133.81		n	Sian Jones	n	
Planning, Environment and Economy	Road Tanker Fuel Measuring Equipment (Above 100 Litres)	Wet hose with three testing liquids - per item	Statutory	Standard Rate	£ 455.33	No	£ 354.80	£ 70.96	£ 425.76		n	Sian Jones	n	
Planning, Environment and Economy	Road Tanker Fuel Measuring Equipment (Above 100 Litres)	Dry hose with two testing liquids - per item	Statutory	Standard Rate	£ 433.58	No	£ 413.93	£ 82.79	£ 496.72		n	Sian Jones	n	
Planning, Environment and Economy	Road Tanker Fuel Measuring Equipment (Above 100 Litres)	Dry hose with three testing liquids - per item	Statutory	Standard Rate	£ 498.89	No	£ 394.17	£ 78.83	£ 473.00		n	Sian Jones	n	
Planning, Environment and Economy	Road Tanker Fuel Measuring Equipment (Above 100 Litres)	Wet/dry hose with two testing liquids - per item	Statutory	Standard Rate	£ 607.07	No	£ 453.54	£ 90.71	£ 544.25		n	Sian Jones	n	
Planning, Environment and Economy	Road Tanker Fuel Measuring Equipment (Above 100 Litres)	Wet/dry hose with three testing liquids - per item	Statutory	Standard Rate	£ 648.97	No	£ 551.89	£ 110.38	£ 662.27		n	Sian Jones	n	
Planning, Environment and Economy	Certificate of errors	For supplying a certificate containing results of errors found on testing	Statutory	Standard Rate	£ 79.09	No	£ 589.97	£ 117.99	£ 707.96		n	Sian Jones	n	
Planning, Environment and Economy	Certificate of errors	For supplying a certificate containing results of errors found on testing	Statutory	Standard Rate	£ 79.09	No	£ 71.60	£ 14.32	£ 85.92		n	Sian Jones	n	
Governance	Electoral Services	Full register of electors and the notice of alteration (data format)	Statutory	Outside scope	£ 20.00	Yes	£ 20.76	None	£ 20.76		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	For each 1,000 entries (or part thereof) of full register (data format)	Statutory	Outside scope	£ 1.50	Yes	£ 1.56	None	£ 1.56		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Full register of electors and the notice of alteration (printed format)	Statutory	Outside scope	£ 10.00	Yes	£ 10.38	None	£ 10.38		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	For each 1,000 entries (or part thereof) of full register (printed format)	Statutory	Outside scope	£ 5.00	Yes	£ 5.19	None	£ 5.19		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	List of overseas electors (data format)	Statutory	Outside scope	£ 20.00	Yes	£ 20.76	None	£ 20.76		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	For each 100 entries (or part thereof) overseas electors (data format)	Statutory	Outside scope	£ 1.50	Yes	£ 1.56	None	£ 1.56		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	List of overseas electors (printed format)	Statutory	Outside scope	£ 10.00	Yes	£ 10.38	None	£ 10.38		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	For each 100 entries (or part thereof) of overseas electors (printed format)	Statutory	Outside scope	£ 5.00	Yes	£ 5.19	None	£ 5.19		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Edited register (data format)	Statutory	Outside scope	£ 20.00	Yes	£ 20.76	None	£ 20.76		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	For each 1,000 entries (or part thereof) edited register (data format)	Statutory	Outside scope	£ 1.50	Yes	£ 1.56	None	£ 1.56		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Edited register (printed format)	Statutory	Outside scope	£ 10.00	Yes	£ 10.38	None	£ 10.38		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	For each 1,000 entries (or part thereof) edited register (printed format)	Statutory	Outside scope	£ 5.00	Yes	£ 5.19	None	£ 5.19		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Marked electoral registers and absent voters' lists	Statutory	Outside scope	£ 10.00	Yes	£ 10.38	None	£ 10.38		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Per 1,000 entries (or part thereof) marked electoral registers (printed)	Statutory	Outside scope	£ 2.00	Yes	£ 2.08	None	£ 2.08		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Per 1,000 entries (or part thereof) marked electoral registers (data)	Statutory	Outside scope	£ 1.00	Yes	£ 1.04	None	£ 1.04		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Overseas pensions - proof of life confirmation (at County Hall)	Statutory	Outside scope	£ 21.78	Yes	£ 22.61	None	£ 22.61		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.



Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPIH, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Governance	Electoral Services	Overseas pensions - proof of life confirmation (at home)	Statutory	Outside scope	£ 43.56	Yes	£ 45.22	None	£ 45.22		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Enforcement Agent fees	Compliance Notice	Statutory	Outside scope	£ 75.00	No	£ 75.00	None	£ 75.00		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOI and unfortunately, we are unable to levy any inflationary increase.
Governance	Enforcement Agent fees	Enforcement Visit	Statutory	Outside scope	£ 235.00	No	£ 235.00	None	£ 235.00		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOI and unfortunately, we are unable to levy any inflationary increase.
Governance	Enforcement Agent fees	Enforcement Visit - debt over £1,500	Statutory	Outside scope	£ -	No	£ -	None	£ -		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOI and unfortunately, we are unable to levy any inflationary increase.
Governance	Enforcement Agent fees	Removal Fee	Statutory	Outside scope	£ 110.00	No	£ 110.00	None	£ 110.00		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOI and unfortunately, we are unable to levy any inflationary increase.
Governance	Enforcement Agent fees	Removal Fee - debt over £1,500	Statutory	Outside scope	£ -	No	£ -	None	£ -		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOI and unfortunately, we are unable to levy any inflationary increase.
Governance	Liability Orders	Council Tax	Statutory	Outside scope	£ 70.00	No	£ 70.00	None	£ 70.00		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOI and unfortunately, we are unable to levy any inflationary increase.
Governance	Liability Orders	Business Rates	Statutory	Outside scope	£ 70.00	No	£ 70.00	None	£ 70.00		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOI and unfortunately, we are unable to levy any inflationary increase.
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Change of forename added within 12 months of birth registration	Statutory	Outside scope	£ 40.00	No	£ 44.00	None	£ 44.00	£ -	No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Consideration by Registrar / Superintendent Registrar of a correction	Statutory	Outside scope	£ 75.00	No	£ 83.00	None	£ 83.00	£ -	No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Consideration by the Registrar General of a correction	Statutory	Outside scope	£ 90.00	No	£ 99.00	None	£ 99.00	£ -	No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Standard certificate for birth, death, marriage or civil partnership	Statutory	Outside scope	£ 11.00	No	£ 12.50	None	£ 12.50		No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Certificate issued after registration from an archived register - priority service (24 hours)	Statutory	Outside scope	£ 35.00	No	£ 38.50	None	£ 38.50		No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Certificate postage and packaging	Discretionary	Outside scope	£ 3.00	No	£ 3.00	None	£ 3.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Fee for Notice of Marriage or Civil Partnership - per person	Statutory	Outside scope	£ 35.00	No	£ 42.00	None	£ 42.00		No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Deposit for Register Office Ceremonies (non refundable but deducted from full ceremony fee)	Discretionary	Outside scope	£ 30.00	No	£ 30.00	None	£ 30.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Deposit for Ceremony Room (non refundable but deducted from full ceremony fee)	Discretionary	Outside scope	£ 100.00	Yes	£ 115.00	None	£ 115.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Deposit for Approved Premises Ceremonies (non refundable but deducted from full ceremony fee)	Discretionary	Outside scope	£ 100.00	Yes	£ 115.00	None	£ 115.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Advance Booking Fee for all ceremonies between 12-24 months in advance	Discretionary	Outside scope	£ 75.00	Yes	£ 78.00	None	£ 78.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at Flintshire Register Office, Mold - Superintendent Registrars Office (Mon - Wed only)	Statutory	Outside scope	£ 46.00	No	£ 56.00	None	£ 56.00		No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at The Ceremony Room Llynegryn Hall (Mon - Thurs)	Discretionary	Outside scope	£ 230.00	Yes	£ 235.00	None	£ 235.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at The Ceremony Room Llynegryn Hall (Fri)	Discretionary	Outside scope	£ 275.00	Yes	£ 320.00	None	£ 320.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at The Ceremony Room Llynegryn Hall (Sat)	Discretionary	Outside scope	£ 300.00	Yes	£ 345.00	None	£ 345.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at The Ceremony Room Llynegryn Hall (Sun or Bank Hol)	Discretionary	Outside scope	£ 360.00	Yes	£ 370.00	None	£ 370.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at Secular Approved Premises (Mon - Thurs)	Discretionary	Outside scope	£ 435.00	Yes	£ 445.00	None	£ 445.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at Secular Approved Premises (Fri)	Discretionary	Outside scope	£ 525.00	Yes	£ 555.00	None	£ 555.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at Secular Approved Premises (Sat)	Discretionary	Outside scope	£ 565.00	Yes	£ 600.00	None	£ 600.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at Secular Approved Premises (Sun or Bank Hol)	Discretionary	Outside scope	£ 610.00	Yes	£ 645.00	None	£ 645.00	£ -	yes	Rebecca Jones	No	

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPIH, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Marriage at Place of Worship (Registrars attendance to register marriage)	Statutory	Outside scope	£ 86.00	No	£ 104.00	None	£ 104.00		no	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at the Ceremony Room (Mon - Thur)	Discretionary	Outside scope	£ 140.00	Yes	£ 235.00	None	£ 235.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at the Ceremony Room (Fri)	Discretionary	Outside scope	£ 165.00	Yes	£ 320.00	None	£ 320.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at the Ceremony Room (Sat)	Discretionary	Outside scope	£ 220.00	Yes	£ 345.00	None	£ 345.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at the Ceremony Room (Sun or Bank Hol)	Discretionary	Outside scope	£ 320.00	Yes	£ 370.00	None	£ 370.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at an Approved Premises (Mon - Thur)	Discretionary	Outside scope	£ 265.00	Yes	£ 530.00	None	£ 530.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at an Approved Premises (Fri)	Discretionary	Outside scope	£ 320.00	Yes	£ 610.00	None	£ 610.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at an Approved Premises (Sat)	Discretionary	Outside scope	£ 345.00	Yes	£ 645.00	None	£ 645.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at an Approved Premises (Sun or Bank Hol)	Discretionary	Outside scope	£ 450.00	Yes	£ 685.00	None	£ 685.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Approved Premises Applications - Secular Premises - New application	Discretionary	Outside scope	£ 1,685.00	Yes	£ 1,780.00	None	£ 1,780.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Approved Premises Applications - Secular Premises - Renewal application	Discretionary	Outside scope	£ 1,480.00	Yes	£ 1,560.00	None	£ 1,560.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Approved Premises Applications - Religious Premises - New application	Discretionary	Outside scope	£ 123.00	No	£ 136.00	None	£ 136.00	£ -	No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Approved Premises Applications - Religious Premises - Renewal	Discretionary	Outside scope	£ 64.00	No	£ 71.00	None	£ 71.00	£ -	No	Rebecca Jones	No	
Social Services	Social Care	Day Care - flat rate meal chargeMeals for r	Discretionary	Outside scope	£ 7.70	Yes	£ 8.40	None	£ 8.40		No	Jane Davies	No	
Social Services	Social Care	Non-residential Care (domiciliary) - Per week	Statutory	Outside scope	£ -	Yes	£ -	None	£ -		No	Jane Davies	No	
Social Services	Social Care	Night care (non-residential) - per week	Statutory	Outside scope	£ -	Yes	£ -	None	£ -		No	Jane Davies	No	
Social Services	Social Care	Adult placement scheme	Statutory	Outside scope	£ -	Yes	£ -	None	£ -		No	Jane Davies	No	
Social Services	Social Care	Short-term care (Stays less than 8 weeks)	Statutory	Outside scope	£ -	Yes	£ -	None	£ -		No	Jane Davies	No	
Social Services	Social Care	Residential care - Local Authority	Statutory	Outside scope	£ 727.55	Yes	£ 762.01	None	£ 762.01		No	Jane Davies	No	
Social Services	Social Care	Residential EMI care - Local Authority	Statutory	Outside scope	£ 821.58	Yes	£ 865.07	None	£ 865.07		No	Jane Davies	No	
Social Services	Social Care	Nursing	Statutory	Outside scope	£ 852.94	Yes	£ 899.42	None	£ 899.42		No	Jane Davies	No	
Social Services	Social Care	EMI Nursing	Statutory	Outside scope	£ 915.61	Yes	£ 968.17	None	£ 968.17		No	Jane Davies	No	
Social Services	Social Care	Temporary Residential Care - Local Authority/Private	Statutory	Outside scope	£ -	Yes	£ -	None	£ -		No	Jane Davies	No	
Social Services	Social Care	Day Care Older People	Discretionary	Outside scope	£ 49.67	Yes	£ 51.68	None	£ 51.68		No	Jane Davies	No	
Social Services	Social Care	Day Care LD/PD	Discretionary	Outside scope	£ 60.00	Yes	£ 62.43	None	£ 62.43		No	Jane Davies	No	
Social Services	Social Care	Day Care Autism Shared Rate	Discretionary	Outside scope	£ 77.70	Yes	£ 88.53	None	£ 88.53		No	Jane Davies	No	
Social Services	Social Care	Day Care Autism 1:1 Rate	Discretionary	Outside scope	£ 181.13	Yes	£ 206.37	None	£ 206.37		No	Jane Davies	No	
Social Services	Social Care	Day Care Autism 2:1 Rate	Discretionary	Outside scope	£ 284.55	Yes	£ 324.20	None	£ 324.20		No	Jane Davies	No	

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPIH, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Social Services	Social Care	Deferred Payment Agreed Charges - Valuations (one-off)	Discretionary	Outside scope	£ 85.00	No	£ 85.00	None	£ 85.00		No	Jane Davies	No	Fees are based on statutory rates
Social Services	Social Care	Deferred Payment Agreed Charges - Legal Fees (one-off)	Discretionary	Outside scope	£ 400.00	No	£ 400.00	None	£ 400.00		No	Jane Davies	No	Fees are based on statutory rates
Social Services	Social Care	Deferred Payment Agreed Charges - Set Up Fees (one-off)	Discretionary	Outside scope	£ 250.00	No	£ 250.00	None	£ 250.00		No	Jane Davies	No	Fees are based on statutory rates
Social Services	Social Care	Deferred Payment Agreed Charges - Annual Administration Fee	Discretionary	Outside scope	£ 92.00	No	£ 92.00	None	£ 92.00		No	Jane Davies	No	Fees are based on statutory rates
Social Services	Social Care	Deferred Payment Agreed Charges - Interest Charge	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		No	Jane Davies	No	
Social Services	Social Care	Court of Protection fees - Set up fee (One off)	Statutory	Outside scope	£ 745.00	No	£ 745.00	None	£ 745.00		No	Jane Davies	No	All Court Of Protection fees are set by the Office of the Public Guardian
Social Services	Social Care	Court of Protection fees - Annual Management Fee	Statutory	Outside scope	£ 650.00	No	£ 650.00	None	£ 650.00		No	Jane Davies	No	All Court Of Protection fees are set by the Office of the Public Guardian
Social Services	Social Care	Court of Protection fees - Preparation and Lodgement of COP Report	Statutory	Outside scope	£ 216.00	No	£ 216.00	None	£ 216.00		yes	Jane Davies	No	All Court Of Protection fees are set by the Office of the Public Guardian
Social Services	Social Care	Court of Protection fees - Annual Property Management Fee	Statutory	Outside scope	£ 300.00	No	£ 300.00	None	£ 300.00		yes	Jane Davies	No	All Court Of Protection fees are set by the Office of the Public Guardian
Social Services	Social Care	Court of Protection fees - Capital Under 16k	Statutory	Outside scope	£ -	No	£ -	None	£ -		yes	Jane Davies	No	
Social Services	Social Care	Training - non-attendance charge half day	Discretionary	Outside scope	£ 29.58	Yes	£ 30.70	None	£ 30.70		No	Jane Davies	No	
Social Services	Social Care	Training - non-attendance charge full day	Discretionary	Outside scope	£ 59.17	Yes	£ 61.42	None	£ 61.42		yes	Jane Davies	No	
Streetscene	Earth Graves - Resident	Plot Reservation/Cost	Discretionary	Outside scope	£ 346.20	Yes	£ 359.36	None	£ 359.36	£ 265,500.00	No	Richard Blake	No	Unable to determine actual income as budget code covers all grave types. New Cemetery Management System will rectify this from 2023 onwards
Streetscene	Earth Graves - Resident	New Grave single depth 4'6"	Discretionary	Outside scope	£ 953.81	Yes	£ 990.05	None	£ 990.05		Yes	Richard Blake	No	
Streetscene	Earth Graves - Resident	New Grave double depth 6'0"	Discretionary	Outside scope	£ 1,049.19	Yes	£ 1,089.06	None	£ 1,089.06		Yes	Richard Blake	No	
Streetscene	Earth Graves - Resident	New Grave triple depth 8'0"	Discretionary	Outside scope	£ 1,123.38	Yes	£ 1,166.07	None	£ 1,166.07		Yes	Richard Blake	No	
Streetscene	Earth Graves - Resident	Re-open Existing Grave to depth 4'6"	Discretionary	Outside scope	£ 678.26	Yes	£ 704.03	None	£ 704.03		No	Richard Blake	No	Working towards Full Cost Recovery of £632.65
Streetscene	Earth Graves - Resident	Re-open Existing Grave to depth 6'0"	Discretionary	Outside scope	£ 779.53	Yes	£ 809.15	None	£ 809.15		No	Richard Blake	No	Working towards Full Cost Recovery Fee of £771.96
Streetscene	Earth Graves - Resident	Re-open Existing Grave to depth 8'0"	Discretionary	Outside scope	£ 876.09	Yes	£ 909.38	None	£ 909.38		No	Richard Blake	No	Working towards Full Cost Recovery Fee of £901.27
Streetscene	Earth Graves - Non-Resident	Plot Reservation/Cost	Discretionary	Outside scope	£ 694.76	Yes	£ 721.16	None	£ 721.16		Yes	Richard Blake	No	Unable to determine actual income as budget code covers all grave types. New Cemetery Management System will rectify this from 2023 onwards
Streetscene	Earth Graves - Non-Resident	New Grave single depth 4'6"	Discretionary	Outside scope	£ 1,916.07	Yes	£ 1,988.88	None	£ 1,988.88		Yes	Richard Blake	No	
Streetscene	Earth Graves - Non-Resident	New Grave double depth 6'0"	Discretionary	Outside scope	£ 2,108.07	Yes	£ 2,188.18	None	£ 2,188.18		Yes	Richard Blake	No	
Streetscene	Earth Graves - Non-Resident	New Grave triple depth 8'0"	Discretionary	Outside scope	£ 2,257.35	Yes	£ 2,343.13	None	£ 2,343.13		No	Richard Blake	No	
Streetscene	Earth Graves - Non-Resident	Re-open Existing Grave to depth 4'6"	Discretionary	Outside scope	£ 1,362.70	Yes	£ 1,414.48	None	£ 1,414.48		Yes	Richard Blake	No	
Streetscene	Earth Graves - Non-Resident	Re-open Existing Grave to depth 6'0"	Discretionary	Outside scope	£ 1,567.47	Yes	£ 1,627.03	None	£ 1,627.03		Yes	Richard Blake	No	
Streetscene	Earth Graves - Non-Resident	Re-open Existing Grave to depth 8'0"	Discretionary	Outside scope	£ 1,760.05	Yes	£ 1,826.93	None	£ 1,826.93		Yes	Richard Blake	No	
Streetscene	Burial of Casket After Cremation - Resident	Plot Reservation/Cost	Discretionary	Outside scope	£ 137.73	Yes	£ 142.96	None	£ 142.96			Richard Blake	No	
Streetscene	Burial of Casket After Cremation - Resident	New Cremation Plot/Burial	Discretionary	Outside scope	£ 276.68	Yes	£ 287.19	None	£ 287.19			Richard Blake	No	

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPIH, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Streetscene	Burial of Casket After Cremation - Resident	Each ashes interment (re-open)	Discretionary	Outside scope	£ 171.86	Yes	£ 178.39	None	£ 178.39		No	Richard Blake	No	Working towards Full Cost Recovery Fee of £205.27
Streetscene	Burial of Casket After Cremation - Non-Resident	Plot Reservation/Cost	Discretionary	Outside scope	£ 275.47	Yes	£ 285.94	None	£ 285.94		No	Richard Blake	No	Unable to determine actual income as budget code covers all grave types. New Cemetery Management System will rectify this from 2023 onwards
Streetscene	Burial of Casket After Cremation - Non-Resident	New Cremation Plot/Burial	Discretionary	Outside scope	£ 553.37	Yes	£ 574.40	None	£ 574.40		No	Richard Blake	No	
Streetscene	Burial of Casket After Cremation - Non-Resident	Each ashes interment (re-open)	Discretionary	Outside scope	£ 343.72	Yes	£ 356.78	None	£ 356.78		Yes	Richard Blake	No	
Streetscene	Interments for Persons of No Fixed Abode	Common grave space (no exclusive right of burial) Resident	Discretionary	Outside scope	£ 364.44	Yes	£ 378.29	None	£ 378.29		No	Richard Blake	No	Cost Recovery will not happen when these Graves are used, as they are for people with no funds only
Streetscene	Interments for Persons of No Fixed Abode	Common grave space (no exclusive right of burial) Non Resident	Discretionary	Outside scope	£ 728.89	Yes	£ 756.59	None	£ 756.59		No	Richard Blake	No	Cost Recovery will not happen when these Graves are used, as they are for people with no funds only
Streetscene	Bricked Graves - Resident	Plot Reservation	Discretionary	Outside scope	£ 366.85	Yes	£ 380.79	None	£ 380.79		Yes	Richard Blake	No	Unable to determine actual income as budget code covers all grave types. New Cemetery Management System will rectify this from 2023 onwards
Streetscene	Bricked Graves - Resident	New Bricked Single Depth 4' 6"	Discretionary	Outside scope	£ 1,094.62	Yes	£ 1,136.22	None	£ 1,136.22		Yes	Richard Blake	No	
Streetscene	Bricked Graves - Resident	New Bricked Double Depth 6'	Discretionary	Outside scope	£ 1,196.39	Yes	£ 1,241.85	None	£ 1,241.85		Yes	Richard Blake	No	
Streetscene	Bricked Graves - Resident	Re Open Bricked Single Depth 4' 6"	Discretionary	Outside scope	£ 766.82	Yes	£ 795.96	None	£ 795.96		Yes	Richard Blake	No	
Streetscene	Bricked Graves - Resident	Re Open Bricked Double Depth 6'	Discretionary	Outside scope	£ 954.98	Yes	£ 991.27	None	£ 991.27		No	Richard Blake	No	
Streetscene	Bricked Graves - Resident	Bricking of Whole Chamber & Concrete Slab (in addition to above excavation) Breeze Block - Single Depth 4' 6"	Discretionary	Outside scope	£ 1,407.03	Yes	£ 1,460.50	None	£ 1,460.50		No	Richard Blake	No	External Contractor now used so actual costs incurred are recovered in full
Streetscene	Bricked Graves - Resident	Bricking of Whole Chamber & Concrete Slab (in addition to above excavation) Breeze Block - Double Depth 6'	Discretionary	Outside scope	£ 1,629.50	Yes	£ 1,691.42	None	£ 1,691.42		Yes	Richard Blake	No	External Contractor now used so actual costs incurred are recovered in full
Streetscene	Bricked Graves - Resident	Conventional Brick - Single Depth 4' 6"	Discretionary	Outside scope	£ 1,720.62	Yes	£ 1,786.00	None	£ 1,786.00		Yes	Richard Blake	No	External Contractor now used so actual costs incurred are recovered in full
Streetscene	Bricked Graves - Resident	Conventional Brick - Double Depth 6'	Discretionary	Outside scope	£ 2,063.80	Yes	£ 2,142.22	None	£ 2,142.22		Yes	Richard Blake	No	External Contractor now used so actual costs incurred are recovered in full
Streetscene	Bricked Graves Non-Resident	Plot Reservation	Discretionary	Outside scope	£ 733.76	Yes	£ 761.64	None	£ 761.64		Yes	Richard Blake	No	
Streetscene	Bricked Graves Non-Resident	New Bricked Single Depth 4' 6"	Discretionary	Outside scope	£ 2,189.10	Yes	£ 2,272.29	None	£ 2,272.29		No	Richard Blake	No	Working towards Full Cost Recovery Fee of £2134.43
Streetscene	Bricked Graves Non-Resident	New Bricked Double Depth 6'	Discretionary	Outside scope	£ 2,391.43	Yes	£ 2,482.30	None	£ 2,482.30		No	Richard Blake	No	Working towards Full Cost Recovery Fee of £2387.61
Streetscene	Bricked Graves Non-Resident	Re Open Bricked Single Depth 4' 6"	Discretionary	Outside scope	£ 1,534.56	Yes	£ 1,592.87	None	£ 1,592.87		Yes	Richard Blake	No	
Streetscene	Bricked Graves Non-Resident	Re Open Bricked Double Depth 6'	Discretionary	Outside scope	£ 1,908.75	Yes	£ 1,981.28	None	£ 1,981.28		Yes	Richard Blake	No	
Streetscene	Bricked Graves Non-Resident	Bricking of Whole Chamber & Concrete Slab (in addition to above excavation) Breeze Block - Single Depth 4' 6"	Discretionary	Outside scope	£ 1,406.58	Yes	£ 1,460.03	None	£ 1,460.03		Yes	Richard Blake	No	Unable to determine actual income as budget code covers all grave types. New Cemetery Management System will rectify this from 2023 onwards
Streetscene	Bricked Graves Non-Resident	Bricking of Whole Chamber & Concrete Slab (in addition to above excavation) Breeze Block - Double Depth 6'	Discretionary	Outside scope	£ 1,629.63	Yes	£ 1,691.56	None	£ 1,691.56		Yes	Richard Blake	No	
Streetscene	Bricked Graves Non-Resident	Conventional Brick - Single Depth 4' 6"	Discretionary	Outside scope	£ 1,721.05	Yes	£ 1,786.45	None	£ 1,786.45		No	Richard Blake	No	
Streetscene	Bricked Graves Non-Resident	Conventional Brick - Double Depth 6'	Discretionary	Outside scope	£ 2,063.55	Yes	£ 2,141.96	None	£ 2,141.96		Yes	Richard Blake	No	
Streetscene	Bricked Graves - Resident and Non-Resident	Whitewash Charges - Single Depth 4' 6"	Discretionary	Outside scope	£ 95.07	Yes	£ 98.68	None	£ 98.68		Yes	Richard Blake	No	
Streetscene	Bricked Graves - Resident and Non-Resident	Whitewash Charges - Double Depth 6'	Discretionary	Outside scope	£ 118.23	Yes	£ 122.72	None	£ 122.72		Yes	Richard Blake	No	
Streetscene	Other Fees	Right to erect headstone	Discretionary	Outside scope	£ 174.30	Yes	£ 180.92	None	£ 180.92		Yes	Richard Blake	No	
Streetscene	Other Fees	Right to erect tablet	Discretionary	Outside scope	£ 90.20	Yes	£ 93.63	None	£ 93.63		Yes	Richard Blake	No	

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Streetscene	Other Fees	Additional inscription	Discretionary	Outside scope	£ 42.66	Yes	£ 44.28	None	£ 44.28		No	Richard Blake	No	Working towards Full Cost Recovery Fee of £53.09
Streetscene	Other Fees	Saturday burials (in addition to normal charge) Resident	Discretionary	Outside scope	£ 420.51	Yes	£ 436.49	None	£ 436.49		Yes	Richard Blake	No	Unable to determine actual income as budget code covers all grave types. New Cemetery Management System will rectify this from 2023 onwards
Streetscene	Other Fees	Saturday burials (in addition to normal charge) Non Resident	Discretionary	Outside scope	£ 841.02	Yes	£ 872.98	None	£ 872.98		Yes	Richard Blake	No	
Streetscene	Other Fees	Saturday ashes interment (in addition to normal charge) Resident	Discretionary	Outside scope	£ 109.70	Yes	£ 113.87	None	£ 113.87		Yes	Richard Blake	No	
Streetscene	Other Fees	Saturday ashes interment (in addition to normal charge) Non Resident	Discretionary	Outside scope	£ 219.40	Yes	£ 227.74	None	£ 227.74		Yes	Richard Blake	No	
Streetscene	Other Fees	Use of chapel (1 hr)	Discretionary	Outside scope	£ 158.45	Yes	£ 164.47	None	£ 164.47		Yes	Richard Blake	No	
Streetscene	Other Fees	Exclusive Right of Burial Transfer of Ownership	Discretionary	Outside scope	£ 38.68	Yes	£ 40.15	None	£ 40.15		Yes	Richard Blake	No	Unable to determine actual income as budget code covers all grave types. New Cemetery Management System will rectify this from 2023 onwards
Streetscene	Other Fees	Exclusive Right of Burial Transfer of Ownership (Statutory Declaration)	Discretionary	Outside scope	£ 54.44	Yes	£ 56.51	None	£ 56.51		Yes	Richard Blake	No	
Streetscene	Other Fees	Supply & Fix Memorial Bench (Monmouth)	Discretionary	Outside scope	£ 980.18	Yes	£ 1,017.43	None	£ 1,017.43		Yes	Richard Blake	No	
Streetscene	Other Fees	Supply & Fix Memorial Bench (Colwyn)	Discretionary	Outside scope	£ 980.18	Yes	£ 1,017.43	None	£ 1,017.43		Yes	Richard Blake	No	
Streetscene	Other Fees	Supply & Fix Memorial Bench (Cavendish)	Discretionary	Outside scope	£ 1,031.98	Yes	£ 1,071.20	None	£ 1,071.20		Yes	Richard Blake	No	
Streetscene	Other Fees	Supply & Fix Memorial Bench (Westminster)	Discretionary	Outside scope	£ 1,119.33	Yes	£ 1,161.86	None	£ 1,161.86		Yes	Richard Blake	No	
Streetscene	Other Fees	Memorial Plaque (Kelsterton Garden of Remembrance)	Discretionary	Outside scope	£ 200.10	Yes	£ 207.70	None	£ 207.70		Yes	Richard Blake	No	
Streetscene	Other Fees	Memorial Plaque (space reservation)	Discretionary	Outside scope	£ 145.25	Yes	£ 150.77	None	£ 150.77		Yes	Richard Blake	No	
Streetscene	Other Fees	Child's Memorial Plaque (Row 1)	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -			Richard Blake		Now free of charge under WG Grant Scheme
Streetscene	Other Fees	Child's Memorial Plaque (Row 2)	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -			Richard Blake		Now free of charge under WG Grant Scheme
Streetscene	Other Fees	Child's Memorial Plaque (Row 3)	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -			Richard Blake		Now free of charge under WG Grant Scheme
Streetscene	Other Fees	Child's Memorial Plaque (Row 4)	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -			Richard Blake		Now free of charge under WG Grant Scheme
Streetscene	Other Fees	Child's Memorial Plaque (Row 5)	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -			Richard Blake		Now free of charge under WG Grant Scheme
Streetscene	Civil Parking Enforcement	Higher rate Penalty Charge Notice	Statutory	Outside scope	£ 70.00	No	£ 70.00	None	£ 70.00	£ 77,160.00	No	Ruth Tulley	N/A	The PCN charge is set by legislation so cannot be changed.
Streetscene	Civil Parking Enforcement	Higher rate Penalty Charge Notice - payment within 14 days	Statutory	Outside scope	£ 35.00	No	£ 35.00	None	£ 35.00		No	Ruth Tulley	N/A	
Streetscene	Civil Parking Enforcement	Higher rate Penalty Charge Notice - Charge Certificate	Statutory	Outside scope	£ 105.00	No	£ 105.00	None	£ 105.00		No	Ruth Tulley	N/A	
Streetscene	Civil Parking Enforcement	Lower rate Penalty Charge Notice	Statutory	Outside scope	£ 50.00	No	£ 50.00	None	£ 50.00		No	Ruth Tulley	N/A	
Streetscene	Civil Parking Enforcement	Lower rate Penalty Charge Notice - payment within 14 days	Statutory	Outside scope	£ 25.00	No	£ 25.00	None	£ 25.00		No	Ruth Tulley	N/A	
Streetscene	Civil Parking Enforcement	Lower rate Penalty Charge Notice - Charge Certificate	Statutory	Outside scope	£ 75.00	No	£ 75.00	None	£ 75.00		No	Ruth Tulley	N/A	
Streetscene	Highway Network	Section 50 licence	Statutory	Outside scope	£ 608.00	Yes	£ 631.10	None	£ 631.10	£ 10,678.00	Yes	Sam Tulley	No	Highways Network fees and charges are subject to review and change in April of each year. Prices shown are correct for April 2022 to March 2023 inclusive.
Streetscene	Highway Network	Emergency road closure	Statutory	Outside scope	£ 893.00	Yes	£ 926.93	None	£ 926.93	£ 293,939.00	Yes	Sam Tulley	No	
Streetscene	Highway Network	Temporary traffic order	Statutory	Outside scope	£ 2,172.00	Yes	£ 2,254.54	None	£ 2,254.54	£ 42,088.00	Yes	Sam Tulley	No	

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Streetscene	Highway Network	Switching off of traffic lights (during working day)	Statutory	Outside scope	£ 144.00	Yes	£ 149.47	None	£ 149.47	£ 3,962.00	Yes	Sam Tulley	No	
Streetscene	Highway Network	Switching off of traffic lights (out of hours)	Statutory	Outside scope	£ 216.00	Yes	£ 224.21	None	£ 224.21	£ 3,600.00	Yes	Sam Tulley	No	
Streetscene	Highway Network	Bus stop closure (during working day)	Statutory	Outside scope	£ 144.00	Yes	£ 149.47	None	£ 149.47	£ 12,159.00	Yes	Sam Tulley	No	
Streetscene	Highway Network	Bus stop closure (out of hours)	Statutory	Outside scope	£ 216.00	Yes	£ 224.21	None	£ 224.21	£ 1,200.00	Yes	Sam Tulley	No	
Streetscene	Highway Network	Skip and Scaffold Licence	Statutory	Outside scope	£ 63.60	Yes	£ 66.02	None	£ 66.02	£ 13,650.00	Yes	Sam Tulley	No	
Streetscene	Highway Network	Skip and Scaffold for extended period	Statutory	Outside scope	£ 25.00	Yes	£ 25.95	None	£ 25.95					
Streetscene	Highway Network	Unauthorised Scaffolding/Skip	Statutory	Outside scope	£ 163.24	Yes	£ 169.44	None	£ 169.44	£ -	Yes	Sam Tulley	No	
Streetscene	Highway Network	Consent to temporarily deposit building materials etc.	Statutory	Outside scope	£ 46.64	Yes	£ 48.41	None	£ 48.41	£ -	Yes	Sam Tulley	No	
Streetscene	Highway Network	Unauthorised consent to temporarily deposit building materials etc.	Statutory	Outside scope	£ 163.24	Yes	£ 169.44	None	£ 169.44	£ -	Yes	Sam Tulley	No	
Streetscene	Pay and Display Car Parking	Pay and Display Charges	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -	£ 349,621.50	No	Ruth Tulley	N/A	No inflation uplift in line with annual review of fees and charges. Parking charges are reviewed in line with the Car Parking Strategy.
Streetscene	Permits	Trader Parking Permit (per annum)	Discretionary	Standard Rate	£ 48.00	No	£ 40.00	£ 8.00	£ 48.00		No	Ruth Tulley	N/A	No inflation uplift in line with annual review of fees and charges. Parking charges are reviewed in line with the Car Parking Strategy.
Streetscene	Permits	Designated and Other Parking Permit (per annum)	Discretionary	Standard Rate	£ 300.00	No	£ 250.00	£ 50.00	£ 300.00		No	Ruth Tulley	N/A	
Streetscene	Permits	Resident Parking Permit (per annum)	Discretionary	Standard Rate	£ 25.00	No	£ 20.83	£ 4.17	£ 25.00	£ 13,008.50	No	Ruth Tulley	N/A	
Streetscene	Permits	Staff Parking Permit (per annum)	Discretionary	Standard Rate	£ 48.00	No	£ 40.00	£ 8.00	£ 48.00		No	Ruth Tulley	N/A	
Streetscene	Parking Dispensations	Daily Permit - per day	Discretionary	Standard Rate	£ 12.00	Yes	£ 10.38	£ 2.08	£ 12.46	£ 52.00	No	Ruth Tulley	N/A	Charges are reviewed in line with the Car Parking Strategy.
Streetscene	Parking Dispensations	Weekly Permit - per week	Discretionary	Standard Rate	£ 35.00	Yes	£ 30.28	£ 6.06	£ 36.33	£ -	No	Ruth Tulley	N/A	
Streetscene	Traffic Regulation Orders	Traffic Regulation Orders - Internal Minimum Charge	Discretionary	Outside scope	£ 2,520.58	Yes	£ 2,616.36	None	£ 2,616.36	£ -	Yes	Anthony Stanford	Staff time not charged	There were 0 Traffic regulation Orders completed (Apr 23 to March 24) for other Council Departments or to any external clients.
Streetscene	Traffic Regulation Orders	Traffic Regulation Orders - Internal Maximum Charge	Discretionary	Outside scope	£ 3,727.62	Yes	£ 3,869.27	None	£ 3,869.27	£ -	Yes	Anthony Stanford	Staff time not charged on internal TRO's	
Streetscene	Traffic Regulation Orders	Traffic Regulation Orders - External Minimum Charge	Discretionary	Standard Rate	£ 5,119.26	Yes	£ 4,428.16	£ 885.63	£ 5,313.79	£ -	Yes	Anthony Stanford	No	
Streetscene	Traffic Regulation Orders	Traffic Regulation Orders - External Maximum Charge	Discretionary	Standard Rate	£ 6,539.32	Yes	£ 5,656.51	£ 1,131.30	£ 6,787.81	£ -	Yes	Anthony Stanford	No	
Streetscene	Transport	Concessionary Seat - per annum Payments split across three terms	Discretionary	Outside scope	£ 477.00	Yes	£ 495.13	None	£ 495.13	£ 11,700.00	No	Anthony Stanford	No	The cost of concessionary seats was agreed by Cabinet therefore any changes / increase would also need to be agreed
Streetscene	Transport	Replacement concessionary Bus Pass	Discretionary	Outside scope	£ 10.60	Yes	£ 11.00	None	£ 11.00	£ -	N/A	Anthony Stanford	No	Applications for replacement Concessionary passes are now directed to TW
Streetscene	Transport	Arriva Scholar Passes	Discretionary	Outside scope	£ 26.50	Yes	£ 27.51	None	£ 27.51	£ 75.00	Yes	Anthony Stanford	No	
Streetscene	Transport	Adult Social Services - concessionary Seat (per day)	Discretionary	Outside scope	£ 8.08	Yes	£ 8.39	None	£ 8.39	£ -	N/A	Anthony Stanford	No	
Streetscene	Waste	Bulky Waste Collection - Collection of 1 - 5 Items	Statutory	Outside scope	£ 40.00	No	£ 40.00	None	£ 40.00	£ 74,389.00	No	Ruth Tulley	N/A	A full review of the bulky waste collection charge has been requested via the Environment and Economy Overview and Scrutiny Committee. Following a retender exercise of the service.
Streetscene	Waste	Bulky Waste Collection - Each additional item	Statutory	Outside scope	£ 5.00	No	£ 5.00	None	£ 5.00		No	Ruth Tulley	N/A	
Streetscene	Waste	Bulky Waste Collection - Concessions for persons in receipt of benefits/OAPs *	Statutory	Outside scope	£ 20.00	No	£ 20.00	None	£ 20.00		No	Ruth Tulley	N/A	
Streetscene	Waste	Garden Waste Collection - online payments	Discretionary	Outside scope	£ 35.00	No	£ 35.00	None	£ 35.00	£ 1,097,000.00	No	Ruth Tulley	N/A	Annual uplifts to be applied every three years, this will be further reviewed for 2024/25.

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Streetscene	Waste	Garden Waste Collection - payments made on or before 29th February	Discretionary	Outside scope	£ 35.00	No	£ 35.00	None	£ 35.00		No	Ruth Tulley	N/A	
Streetscene	Waste	Garden Waste Collection - payments made on or after 1st March	Discretionary	Outside scope	£ 38.00	No	£ 38.00	None	£ 38.00		No	Ruth Tulley	N/A	
Streetscene	Waste	Greenfield Household Recycling Centre - small trader green waste tipping gate fee	Discretionary	Outside scope	£ 39.00	Yes	£ 40.48	None	£ 40.48		No	Ruth Tulley	N/A	Uplift to be reviewed in 2024/25
Assets	Allotments	Allotments 1/2 Plot	Discretionary	Outside Scope	£ 30.75	Yes	£ 31.92	None	£ 31.92		Yes	Lisa McLellan	No	
Assets	Allotments	Allotments - Full Plot	Discretionary	Outside scope	£ 61.51	Yes	£ 63.85	None	£ 63.85		Yes	Lisa McLellan	No	
Assets	Property Rental	Licence to allow farmers to use land	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	
Assets	Property Rental	Rental of adhoc plots of land	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		No	Lisa McLellan	No	
Assets	Property Rental	Adhoc buildings that are rented out to external clients	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	
Assets	Property Rental	Recharge of services from Enterprise Centre	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	
Assets	Property Rental	Rental from industrial units	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	
Assets	Property Rental	Service charges for industrial units	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	
Assets	Property Rental	Building Insurance for industrial units	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	
Assets	Property Rental	Rental from farms	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	
Assets	Property Rental	Charge for setting up Tenancies	Discretionary	Standard Rate	£ 99.99	Yes	£ 86.49	£ 17.30	£ 103.79		No	Lisa McLellan	No	
Assets	Valuation & Estates	Licences for Filming	Discretionary	Outside scope	£ -	£ -	£ 250.00	None	£ 250.00		Yes	Lisa McLellan	No	2024 New Charge - Fees vary depending on where filming is and for how long. A commercial view is undertaken but generally ranges between £250 and £500.
Assets	Greenfield Enterprise Centre	Mill Suite	Discretionary	Standard Rate	£ 36.54	Yes	£ 31.61	£ 6.32	£ 37.93			Lisa McLellan	No	
Assets	Greenfield Enterprise Centre	Abbey Room	Discretionary	Standard Rate	£ 48.72	Yes	£ 42.14	£ 8.43	£ 50.57			Lisa McLellan	No	
Assets	Greenfield Enterprise Centre	Room 80 & 81	Discretionary	Standard Rate	£ 48.72	Yes	£ 42.14	£ 8.43	£ 50.57		Yes	Lisa McLellan	No	
Assets	Greenfield Enterprise Centre	Chater Room	Discretionary	Standard Rate	£ 97.44	Yes	£ 84.29	£ 16.86	£ 101.14			Lisa McLellan	No	
Assets	Deeside Enterprise Centre	Gloucester Room	Discretionary	Standard Rate	£ 97.44	Yes	£ 84.29	£ 16.86	£ 101.14			Lisa McLellan	No	
Assets	Deeside Enterprise Centre	Meeting Room 1	Discretionary	Standard Rate	£ 36.54	Yes	£ 31.61	£ 6.32	£ 37.93		Yes	Lisa McLellan	No	
Assets	Deeside Enterprise Centre	Meeting Room 2	Discretionary	Standard Rate	£ 36.54	Yes	£ 31.61	£ 6.32	£ 37.93			Lisa McLellan	No	
Assets	Deeside Enterprise Centre	Meeting Room 33	Discretionary	Standard Rate	£ 54.81	Yes	£ 47.41	£ 9.48	£ 56.89			Lisa McLellan	No	
Housing & Communities	Carelink	Alarm installation Unless relief applies	Discretionary	Outside scope	£ 25.38	Yes	£ 26.34	None	£ 26.34		No	Claire Flint	No	
Housing & Communities	Carelink	Alarm Monitoring - weekly charge Unless relief applies	Discretionary	Outside scope	£ 3.18	Yes	£ 3.30	None	£ 3.30		No	Claire Flint	No	
Education & Youth	Youth and Community Services - Room Hire	Room Hiring - 11-25 age group organisations - per session	Discretionary	Outside scope	£ 3.99	Yes	£ 23.00	None	£ 23.00		No	Mathew Hayes	No	
Education & Youth	Youth and Community Services - Room Hire	Room Hiring - Organisations outside 11-25 per session	Discretionary	Outside scope	£ 5.26	Yes	£ 23.00	None	£ 23.00		No	Mathew Hayes	No	Agreement has been made to change the fees for the centres from an hourly cost to a session cost this is to cover the costs that are required for cleaning the premises after their use. The new costs are £23 per session (no limit on hours within the sessions). All user groups have been informed of this rate
Education & Youth	Youth and Community Services - Room Hire	Room Hiring - Profit making organisations per session	Discretionary	Outside scope	£ 8.71	Yes	£ 23.00	None	£ 23.00		No	Mathew Hayes	No	

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Education & Youth	Youth and Community Services - Room Hire	Room Hiring - Hire on Saturdays - per session	Discretionary	Outside scope	£ 11.25	Yes	£ 23.00	None	£ 23.00		No	Mathew Hayes	No	change. Further inflationary increases to be applied from October 2025.
Education & Youth	Youth and Community Services - Room Hire	Room Hiring - Hire on Sundays - per session	Discretionary	Outside scope	£ 14.52	Yes	£ 23.00	None	£ 23.00		No	Mathew Hayes	No	
Education & Youth	Records Office	Photocopying, scans, permits, reproductions and other services	Discretionary	Outside scope	£ -	No	£ -	None	£ -		No	Claire Harrington	No	North East Wales Archives (NEWA) launched in April 2020. A list of services provided by North East Wales Archives, along with their associated charges, can be found the Council's website. All fees and charges are set jointly, but are currently awaiting confirmation of what the situation is with NEWA reviewing its fees and charges.





# Flintshire County Council

## Income Generation Policy

Version 3: June 2022

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# 1. Approach and Objectives

## 1.1 Approach

The Council provides a range of services to residents, the community and visitors for which it can apply a fee or charge and generate income accordingly.

Good practice suggests that local authorities should have a clear rationale for charging, which should include what services are charged for, how much is charged and how charging supports the delivery of corporate priorities<sup>1</sup>.

This policy outlines the Council's rationale for fees and charges. It establishes the process by which fees and charges will be set and reviewed, sets out the key principles that should be used in setting them and outlines how charging for services supports the Council to deliver its corporate priorities.

The Council's high level aim is to maximise income generation wherever possible to contribute towards the delivery of key frontline services. Achieving full cost recovery for discretionary services, where the Council has a power but not a duty to provide the service, is a necessity for service sustainability. As, where the charge applied for these services does not cover the cost of service delivery, or it is not permitted to, this raises strategic questions for the Council to consider, such as if and how the services should be funded.

The setting of fees and charges must be linked to the Council's annual budget planning and Medium Term Financial Strategy (MTFS) planning process to create a strategic and coherent approach.

Any approach to income generation will by necessity need to be flexible, as this is a complex area and maximising income generation is not just about increasing fees and charges. For example, increasing fees/charges for services that operate in a commercial market to above the market rate may reduce demand for services, negatively impacting on income. Raising fees/charges to a level where customers can no longer afford them is likely to have a similar effect. Therefore, in some instances, it may be more appropriate to reduce fees and charges to gain a greater share of the market.

The Council may choose to offer subsidies to promote access to services for those who otherwise could not afford them. Such subsidies (often referred to as concessions) must

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<sup>1</sup> Wales Audit Office (2016) Charging for services and generating income by local authorities. Available from: <https://www.audit.wales/system/files/publications/income-generation-2016-eng.pdf>

be transparent, properly understood and have a clear rationale, as each time a service user is not paying the full cost of a service, the council tax payer is providing a subsidy.

By strategically using charging and concessions, the Council can influence the behaviour of residents in line with wider Council policy goals. The Council can also demonstrate the value of its services and discourage the abuse of such services.

This policy document aims to support Council Members and Officers to strike the appropriate balance between these conflicting pressures and priorities.

## **1.2 Objectives**

The objectives of this policy are to ensure that the Council:

- Maximises revenue generation through full cost recovery wherever possible;
- Ensures that a clear and consistent set of principles and criteria underpin all decision making;
- Ensures that fees and charges are set in a way that complements the Council's wider policy goals;
- Sets prices as part of the approach to marketing the service, setting fees and charges that are comparable with our own and/or broader commercial market and which reflect the ability of customers to pay for them;
- Adopts differential pricing for some specific services where warranted;
- Puts in place a consistent process and governance structures;
- Takes into account any competition to deliver the service from the public, private or voluntary/third sectors; and
- Collects payment of fees and charges as efficiently as possible, utilising digital mechanisms and in advance of the point of delivery where possible whilst providing alternative options for customers to make payment where needed.

## 2. Principles

This section sets out the overarching principles that should be applied when setting fees and charges across the Council.

Flintshire County Council's fees and charges should:

- Maximise the level of income generated from the service within the appropriate legal framework that governs those fees/charges;
- Ensure charges are transparent and communicated to customers with reasonable notice;
- Take into account the nature of demand for the service and any market intelligence available;
- Complement the Council's wider policy goals and objectives;
- Be reviewed annually, overseen by Programme Boards, and reported to Cabinet in July of each year prior to implementation of any changes on 1<sup>st</sup> October;
- Achieve full cost recovery or market rate comparison wherever possible, with a phased approach to achieving by October 2022 for those not already operating at full cost recovery;
- As a minimum increase in line with inflation each year, where permitted, using one of the agreed inflation indices, unless there is a clear rationale for not doing so, or for reducing the level of the fee in real terms; and
- Take into account equality and diversity issues.

It is acknowledged that a number of these principles are contradictory in nature and that there should be a clear mechanism for deciding the prevailing priorities for each instance where conflicts arise.

### **3. Process for reviewing and setting fees and charges**

#### **3.1 Overview**

This section of the policy sets out the process for the setting of fees and charges across the Council. It aims to put in place a transparent process that will take place annually, ensuring that all areas of the Council are taking into account the same principles and criteria in making decisions on the level of fees and charges.

#### **3.2 Monitoring and governance**

A governance and oversight structure is required to standardise the process of setting fees and charges and ensure that service areas are consistently basing their decisions on the appropriate criteria. For this purpose income generation will be monitored through current portfolio Programme Boards and the annual review of fees and charges reported to Cabinet in July each year prior to any changes being implemented on 1<sup>st</sup> October.

Changes to fees and charges at other times during the year can be made in some circumstances, such as statutory fee changes, which are set by government/in legislation and in other extenuating circumstances.

In relation to income management Programme Boards will:

- Receive proposals for adjusting fees and charges on an annual basis, which must be considered in light of the Council's overarching MTFS;
- Review income related business case investment proposals and proposals to introduce new fees or charges;
- Review these proposals to ensure that the appropriate criteria underpin the proposals;
- Recommend the appropriate process for approval for new fees/charges and changes to existing fees/charges where changes are not aligned to the agreed process and principles outlined in this policy and accompanying guidance; and
- Monitor the income generation performance of services against set targets.

#### **3.3 Approval of fees and charges**

Programme Boards do not have the authority to approve the setting of fees and charges. The responsibility for this remains with individual Chief Officers in consultation with their respective Cabinet Member under delegated powers/authority and/or Cabinet or Full Council, where necessary.

### 3.4 Process for annual review of fees and charges

#### **Step 1**

Fees and charges should be reviewed annually and this review will commence in April each year, instigated and overseen by the Council's Corporate Finance Team. Service areas will be required to review current levels of fees and charges for all chargeable services.

When reviewing and setting fees and charges the service should ensure it understands the full cost of providing the service, including overheads (indirect costs), and the demand for the service. Services should be prepared to provide supporting information to demonstrate full cost recovery or market rate comparison is being achieved, where permitted.

Services should also take into consideration the following when reviewing and setting fees and charges:

- Intelligence on the nature and elasticity of demand;
- Benchmarking with other local authorities or alternative suppliers in more commercial markets;
- An understanding of the market in which the service operates, including alternative service providers in the private, public and voluntary sectors;
- Any applicable income targets for the service;
- The implications of the level of fees and charges on the total income generated by the service, and the impact of this on the service and Council budget;
- The impact of any increases on customers;
- Whether concessions should be offered/continued, including :
  - The rationale for providing a concession to customers
  - Evidence that the concession is promoting take up of the service and benefiting customers most in need and at risk
  - The financial implications of offering concessions
- The Council's wider policy goals, aims and objectives;
- The impact on communities; and
- Equality and diversity issues.

## **Step 2**

Having reviewed and updated their fees and charges accordingly, service areas will need to report these to their Programme Board.

The Programme Board will assess whether the right balance between competing interests has been struck given the wider financial context and will advise the service area on any changes that may be required. The Programme Board will also determine whether the proposals should be sent for approval. In particular the Programme Board will expect that:

- As a minimum the value of fees and charges should be maintained in real terms over time and increased annually in line with one of the agreed inflation indices;
- Any discretionary services that are not achieving full cost recovery will explain why they are operating at a deficit and more importantly how they will achieve full cost recovery with an accompanying plan for doing so; and
- All concessions will be justified, with evidence that the concession is benefitting the target community and the financial implications of the concession for the wider service budget made clear.

## **Step 3**

When proposals have been supported in principle by the Programme Board they can be returned to Corporate Finance who will collate returns from service areas/Portfolios.

The output of this review will be a collated schedule of all fees and charges applied by the Council which will be reported to Cabinet in July for approval prior to any changes being implemented on 1<sup>st</sup> October.

Changes to fees and charges at other times of the year are permitted for statutory fee changes and under other extenuating circumstances. However, the processes, principles and approvals outlined in this policy should still be followed and adhered.

Estimates of additional income from increases to fees and charges should be passed to Corporate Finance, agreed and factored into the final budget setting process/MTFS.

Further information and supporting guidance for the annual review of fees and charges will be circulated to service areas at commencement of the annual review.

### **3.5 Annual inflation uplift**

The normative annual inflation index to be used as part of the annual review of fees and charges is the Consumer Prices Index, including owner occupiers' housing costs (CPIH) 12 month inflation rate, as of March in the calendar year of the review. However, the local or Council's inflation rate, which requires a calculation of the annual increases in



direct and indirect costs for each service where a fee/charge is applied, or a market rate comparison inflation rate can be used.

Where the Council has the power to alter fees and charges it is assumed that one of these inflation indices will be used to apply an annual inflation uplift.

### 3.6 Timescales and responsibilities

The annual review of fees and charges will commence in April each year, instigated by Corporate Finance.

Service areas/Portfolios will be responsible for reviewing their fees and charges in consultation with their Principal Accountant and for submitting these to Programme Boards for consideration, in line with the process detailed in this policy.

Portfolios should return their fees and charges to Corporate Finance by late May/early June. Corporate Finance will then collate the schedule of fees and charges ready to circulate to Cabinet, with an accompanying report, for approval at their July meeting.

Any changes to fees and charges resulting from the annual review will be implemented on 1<sup>st</sup> October, allowing adequate time for service areas to communicate changes to customers and other stakeholders in advance of their implementation.

Service areas are responsible for setting any new fees and charges, ensuring these fully recover costs wherever permitted, apply VAT where applicable and go through the appropriate approval processes, as detailed in this policy.

Where there are identified areas of non-compliance with the above responsibilities, Principal Accountants within Corporate Finance can escalate any identified non-compliance to the appropriate Chief Officer.

Roles and responsibilities in relation to fees and charges are summarised in the following table.

<b>Role</b>	<b>Responsibility</b>
Annual review of fees and charges, ensuring compliance with relevant regulation/legislation as applicable to those fees and charges and the Council's Income Generation Policy	Service areas/Portfolios
Developing proposals/business cases for new fees and charges, ensuring compliance with relevant regulation/legislation as applicable to those fees and charges and the Council's Income Generation Policy	Service areas/Portfolios

To provide checks of calculations, highlight inaccuracies and to raise to service areas any identified non-compliance with Policy	Management Accounting Team (Principal Accountants)
Resolution of any identified non-compliance	Service areas/Portfolios
Authority to approve fees and charges	Chief Officers in consultation with the appropriate Cabinet Member; or Cabinet; or Full Council
Monitoring income generation, including proposals for adjusting fees and charges	Portfolio Programme Boards (as outlined in sections 3.2 and 3.4 of this Policy)
Instigation of the annual review of fees and charges, to include producing draft schedule of fees and charges for review and supporting guidance/documents	Corporate Finance
Collation of annual schedule of fees and charges and reporting to Cabinet	Corporate Finance
Notifying customers (or potential customers) of fees and charges and/or changes to these	Service areas/Portfolios

**3.7 In year changes**

As noted earlier in this policy, the Council’s Constitution provides Chief Officers, in conjunction with their respective Portfolio Cabinet Members, a mechanism to set fees and charges in accordance with any policy or strategy approved by the Cabinet or Council, i.e. this policy.

With prior approval charges can be varied on an in year basis, i.e. to manage demand as part of demand management, or ensure costs are fully recovered if these increase significantly in year.

**3.8 New opportunities for income generation and the process for introducing new fees or charges**

Each year the Members, Chief Officers and Service Managers from across the Council should actively consider new opportunities for income generation. However, this process should not simply be viewed as an annual activity and opportunities to generate additional income should be explored proactively throughout the year.

The purpose of these reviews should be to go beyond the usual paradigms of service delivery and create a more commercial culture within the organisation testing the boundaries of what is possible and exploring new ideas. They should discuss individual services in turn, assess latest development and best practice in income generation nationally, consider new ideas, and establish whether any can be taken forward.

If ideas are identified Chief Officers and Service Managers will be tasked with their exploration, development and implementation.

The process and considerations for introducing any associated new fees or charges is broadly the same as that for the review of fees and charges outlined in section 3.4 above. That is fees and charges should be set to achieve full cost recovery and the Council has developed a cost recovery template to assist service areas with this. In addition, intelligence should be gathered about anticipated demand and the market more broadly to understand the market in which the service will operate, benchmarking against other local authorities and/or the wider market should be undertaken, and the ability of customers to pay, including the use of concession should be considered, alongside the fit with the Council's wider policy goals, aims and objectives. An Integrated Impact Assessment (IIA) should also be completed for any new fees/charges, which will incorporate considerations around equality and diversity issues.

Service areas should seek support from their Principal Accountant when looking to calculate new fees and charges and should seek advice regarding the VAT status of any new proposed fees or charges, i.e. if they are standard rated, exempt, etc.

As outlined in section 3.2 above, Programme Boards should consider any proposals for new fees and charges. When agreement in principle is sought from Programme Boards, the Board will recommend whether the proposals should be sent for approval under the process of delegated powers/authority.

The following principles and guidelines will apply here:

- The presumption should be that the proposal will be sent for approval under delegated powers as outlined in the Council's Constitution.
- If the proposal raises concerns that it will be politically controversial, it should, in the first instance, be referred to the Cabinet Member with responsibility for the service in conjunction with the Chief Officer for further consideration and approval, who may choose subsequently to refer to Cabinet for approval.

All proposals will be sent for approval using the methods supported by the Programme Board and, if approved, will be enacted by services.

Estimates of additional income from the introduction of new fees and charges should be passed to Corporate Finance, agreed and factored into the final budget setting process/MTFS.

### **3.9 Communications**

The schedule of fees and charges resulting from the annual review will be published. However, service areas should put in place arrangements to communicate clearly any changes in fees and charges, or the introduction of new fees/charges, to customers.

A segmented approach should be used to ensure that the right messages are communicated to the right stakeholders, which should include, where applicable:

- Council staff;
- Customers/service users’;
- Taxpayers;
- The media;
- Local businesses; and
- Community groups.

A corporate approach will be taken to managing and approving these communications, where considered necessary, in order to ensure consistency of message across the Council. This approach will include the following principles:

- All communications issued should make clear the reason for the change in the fee or charges (e.g. in line with inflation, increases costs, etc.);
- Where there is an increased fee or charge, communications should provide clear advice to customers on the concessions available (if any) to make sure those who are entitled to discounts receive them; and
- The timing of communications should be co-ordinated in line with when the change is implemented.

Any communications proposed to be issued out in respect to this should be cleared by the respective Portfolio Cabinet Member before being sent.

## **4. Payments**

It is vital that the Council receives payment for its chargeable services. Wherever possible customers should be required to pay charges in advance of delivery of services, or at the point of delivery, to minimise the risk of non-payment and to assist customers to manage their own liabilities to the Council.

To facilitate payment, and provide a customer centred service, multiple payment methods should be available to the customer. However, online and direct debits should be promoted as preferred methods.

Each year a review should also be undertaken of the means by which payments are made to all services. As part of the annual review of fees and charges, and when setting new fees and charges, services should consider how payment is collected and how this can be made (more) efficient, using less expensive channels of payment collection and how this will be promoted and signposted to. This work should be consistent with the objectives set out in within the Council's Digital Strategy.

## 5. Concessions

A concession is applied when a local authority chooses to set a charge below the actual cost of service provision.

Concession setting is a careful balancing act. The Council may wish to target certain services at a specific group of residents and in doing so it may decide to apply a concession. For example, it may wish to offer assistance to the elderly, or those on benefits. However, every time a customer is not paying the full cost of a service, the council tax payer is in effect providing a subsidy. It is therefore important that efforts are made to ensure that subsidies are targeted at those customers whom the Council has made a conscious policy decision to help.

Certain principles are therefore important when determining the need for a concession:

- The Council should be wary of extending concessions to those who may be able or willing to pay the full fee/charge for a service;
- Concessions should not be applied to services which are lower priority for the Council;
- Concessions should be focused on those groups most in need and at risk;
- Concessions must be transparent, properly understood and have a clear rationale for their application;
- The implications of each concession for the Council's overall financial position must be understood;
- There should be evidence that the concession is promoting take up of the service and benefitting customers; and
- Concessions should be non-discriminatory in nature and effect.

Concessions are likely to exist on a service specific level. It is therefore important that when reviewing concessions a consistent approach has been taken. Programme Boards will undertake this role as a part of the process outlined in section 3 of this policy, along with an assessment of whether services proposals for concessions should be supported.

In order to this the Board will:

- Collect information available on subsidies provided for chargeable services;

- Ask finance staff to map the overall financial consequences of current subsidies for the Council's budget;
- Assess the information provided by service areas and consider the financial consequences for the Council's budget submitted by finance. The Board's presumption will be that all concessions need to be justified, and the financial implications of the concession for the wider service budget must be clear;
- As part of this process the Board should compare the need for and cost of subsidies that exist in different services. To do this the Board should rate the chargeable services prioritising who should pay for the service by asking the following questions:
  - Should the council tax payer pay for the services? (in which case the service is free to customers/service users)
  - Or should the service user pay for the service? (in which case there will be no subsidy and the customer will pay the full cost of the service)
  - How much will each of these options cost the taxpayer?

Based on the above, the Board can decide which service proposals and subsidies should be approved. This process will enable the prioritisation of subsidies within a clear financial context, to feed into the Board's decision as to whether to send service proposals for approval.

The Council will undertake this process on an annual cycle.

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## CABINET REPORT

<b>Date of Meeting</b>	Tuesday, 23 <sup>rd</sup> July 2024
<b>Report Subject</b>	Sheltered Housing Review Update Report
<b>Cabinet Member</b>	Cabinet Member for Housing
<b>Report Author</b>	Chief Officer (Housing and Communities)
<b>Type of Report</b>	Strategic

### **EXECUTIVE SUMMARY**

The Council's Housing Revenue Account (HRA) housing stock consists of circa 7,300 properties with approximately 2,500 of those being classified and designated as sheltered stock.

The average age of the Council's housing stock is considered to be some of the oldest in the United Kingdom and they are also considerably older than many nearby local register social landlord's stock.

The Welsh Housing Quality Standards (WHQS) are increasing alongside Welsh Government's ambitious aims in relation to decarbonisation. This means that we need to ensure:

- sheltered properties continue to meet our tenant's needs.
- identify and plan for the costs associated with investment and future maintenance.
- appropriately allocate future expenditure.

This report provides an update on the progress of the sheltered housing review which adopts a holistic approach to the sustainability of the sheltered housing stock and is designed to review each scheme from:

- An asset management perspective - to identify the current and future investment needs of each scheme, WHQS works, de-carbonisation and compliance considerations;
- A housing management perspective - to address any demand / turnover and desirability issues and to determine the sustainability of each scheme.

## RECOMMENDATIONS

1	To note the progress of the Sheltered Housing Review.
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## REPORT DETAIL

1.00	BACKGROUND TO THE SHELTERED HOUSING REVIEW
1.01	<p>The Council's Housing Revenue Account (HRA) housing stock consists of circa 7,300 properties with approximately 2,500 of those being classed as sheltered stock.</p> <p>The average age of the Council's housing stock is considered to be some of the oldest in the United Kingdom and they are also considerably older than many nearby local registered social landlord's stock.</p>
1.02	<p>The Welsh Housing Quality Standards are increasing alongside Welsh Government's ambitious aims in relation to decarbonisation. This means that we need to ensure:</p> <ul style="list-style-type: none"><li>• sheltered properties continue to meet the needs of our tenants.</li><li>• identify and plan for the costs associated with investment and future maintenance.</li><li>• appropriately allocate future expenditure</li></ul>
1.03	<p>The review adopts a holistic approach to the sustainability of the sheltered housing stock and is designed to review each scheme from:</p> <ul style="list-style-type: none"><li>• An asset management perspective - to identify the current and future investment needs of each scheme, WHQS works, de-carbonisation and compliance considerations.</li><li>• A housing management perspective - to address any demand/turnover and desirability issues and to determine the sustainability of each scheme.</li></ul>
1.04	<p>Each scheme will be assessed against an approved sustainability matrix which will result in it being awarded one of 4 possible recommendations:</p> <p><b><u>Option 1</u></b> – Scheme is sustainable with no recommended changes.</p> <p><b><u>Option 2</u></b> – Refurbishment / regeneration – scheme has some issues requiring intervention – for example, additional works required to make the scheme more attractive to existing and future tenants.</p> <p><b><u>Option 3</u></b> – Redesignation - scheme has some issues requiring intervention – for example, may benefit from re-designation to a more sustainable client group.</p> <p><b><u>Option 4</u></b> - Demolition / re-development – scheme potentially requires significant intervention to address more fundamental demand / sustainability issues and not be able to achieve compliance and therefore considered for demolition / re-development. A full options appraisal will be undertaken to explore all options and associated costs.</p>

	It is important for the Council to ensure that its offer to sheltered housing tenants and prospective tenants is attractive, competitive and meets current expectations and aspirations.
1.05	This approach was endorsed following a Member Task and Finish Group at the end of 2023.
<b>Progress to date</b>	
1.06	<p>There are 142 schemes in Flintshire which provides a total of 2,641 units of accommodation. The schemes are categorised as:</p> <ul style="list-style-type: none"> <li>• 64 sheltered schemes (2,107 units)</li> <li>• 78 mini group schemes (534 units)</li> </ul> <p>A thorough desktop and kerbside review has been carried out over the last couple of months which has provided more detailed information in relation to the location and layout of our schemes.</p>
1.07	<p>From this information, we have been able to break this down into several workstreams:</p> <ul style="list-style-type: none"> <li>• Large scale asset review – where the concerns from an asset perspective are largely known.</li> <li>• Schemes to be considered for redesignation – mini group to sheltered.</li> <li>• Schemes to be considered for redesignation – sheltered to general needs.</li> <li>• Schemes to be considered for redesignation – sheltered to general needs with an accessible attribute.</li> <li>• Flint Heights</li> <li>• All remaining schemes</li> </ul> <p>Each workstream will be assessed using the asset and housing management matrix and the process for review will follow the agreed communication plan.</p>
1.08	The action plans and outcomes from the work streams will have varying timeframes and associated costs, which is why we need to work the review in a controlled and organised way.
1.09	<p>We will complete the reviews for all schemes by the end of March 2026.</p> <p>However, as the outcomes of each review will vary in terms of the range and scale of work required, the time frame for the overall completion of any actions or works identified will be proportionate to this.</p> <p>For example, the works to complete the actions required for the large scale asset reviews could take many years.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p>The actions identified as a result of scheme reviews shall ensure that the housing stock is utilised most effectively and is sustainable over the longer term.</p> <p>No decant costs have been accounted for as the scheme re-designation proposals shall be delivered through letting void properties to general needs applicants rather than decanting existing tenants.</p> <p>The options appraisal process shall involve a detailed technical assessment of schemes and whilst most of this work can be conducted in house there may be a need for some specialist support and input when assessing potential for scheme reconfiguration or new build options.</p> <p>The decision to redesignate schemes or undertake options appraisals shall necessitate a significant investment in staff time particularly from the housing management service which shall lead on any decant process which can be intensive, challenging, and sensitive work. Any decision to de-commission schemes shall present a significant challenge to the housing asset service to ensure the scheme remains safe and secure throughout the decanting process.</p>

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	<p>There is a significant risk that a small number of sheltered housing schemes will become increasingly difficult to let as a result of changes in aspirations and expectations. Furthermore, it is essential that a strategic review of the future investment and compliance costs for sheltered schemes is undertaken to ensure that all stock can meet safety and compliance standards and de-carbonisation requirements.</p> <p>The review that has been undertaken to date provides the Council with up-to-date intelligence and insight regarding the performance of the sheltered housing stock and has identified a small number of schemes further appraisal or intervention may be required.</p> <p>It should be noted that where schemes are re-designated from sheltered housing to general needs accommodation there is a risk that those properties may become eligible for the right to buy should the current restrictions on buying Council housing be lifted. There are no signs that Welsh Government is considering lifting the restriction on the right to buy and should it do so then the Council should be consulted and may wish to discuss the potential for re-designated stock to be exempt from such proposals.</p>
3.02	<p>Integrated impact assessments will be carried out as part of each scheme review.</p>

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	The approved communications plan includes the consultation process. Consultation will be an ongoing on a scheme-by-scheme basis.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Communication and Engagement Plan

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	N/A

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officers:</b></p> <p>Jen Griffiths, Service Manager, Housing Welfare and Communities</p> <p><b>Telephone:</b> 01352 702929</p> <p><b>E-mail:</b> <a href="mailto:Jen.griffiths@flintshire.gov.uk">Jen.griffiths@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Capital Programme:</b> 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><b>The Welsh Housing Quality Standard (WHQS):</b> is a national standard of quality for homes. This is set by the Welsh Government. It means that all tenants in Wales should have the opportunity to live in good quality homes which meet the requirements of that household.</p> <p><b>Energy Performance Certificate (EPC):</b> utilised to measure an assets energy performance in terms of energy used and thermal retention.</p> <p><b>Standard Assessment Procedure (SAP):</b> A SAP rating is the calculation that is required in order to produce a Predicted Energy Assessment.</p> <p><b>Budget:</b> a statement expressing the Council’s policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p><b>Financial Year:</b> the period of 12 months commencing on 1 April</p>

**HRA:** The Housing Revenue Account is a ring fenced account derived from rental income and in the main, Welsh Government funding.

**Components:** A part or element such as an assets amenities (Kitchen Bathroom, Boiler, Roof, Windows, Doors etc.)

**Sheltered Stock:** Housing for tenants aged 55 and over who may or may not have support needs.

**General Needs:** Housing for tenants which applies to general family housing and dwellings for singles and couples who may or may not have support needs.

**Anti-social behaviour (ASB):** Antisocial behaviour is defined as behaviour by a person which causes, or is likely to cause, harassment, alarm or distress to persons not of the same household as the person.

**Scheme Re-designation/classification** – changing the eligibility criteria for a scheme so that it can accommodate a different client group than that for which the scheme was originally developed.

## Sheltered Housing Review

### Communications & Engagement Plan

Where a sheltered scheme is identified for review via the agreed matrix and methodology, it will be recommended for either:

- Refurbishment / regeneration – Scheme has some issues requiring intervention – for example, additional works required to make the scheme more attractive to existing and future tenants.
- Redesignation - Scheme has some issues requiring intervention – for example, may benefit from re-designation to a more sustainable client group.
- Demolition / re-development – Scheme potentially requires significant intervention to address more fundamental demand / sustainability issues and not be able to achieve compliance and therefore considered for demolition / re-development. A full options appraisal will be undertaken to explore all options and associated costs.

It is vital to communicate across all stakeholders effectively.

Contract Holders in particular must be fully engaged through the process as we recognise the potential sensitivities and strong emotions that may be provoked when looking to address changes to homes and indeed those communities.

If involvement and consultation is effective, Contract Holders will need to be kept fully informed, feel they have participated, contributed, and been listened to. As we know it is not always possible to provide exactly the solution Contract Holders want but we should listen to and consider their views. It is then vital that Contract Holders know and understand how the final decision was reached.

We are fully committed to the following:

- Identify stakeholders for each scheme – this will always include Contract Holders, Cabinet Member for Housing and Regeneration and local members associated with the scheme.
- Honesty and openness – where changes are necessary set this out from the start and be clear about what Contract Holders and stakeholders can, and cannot, influence.
- Share new information with stakeholders as soon as possible.
- Adopt and tailor a range of methods of communication, engagement and consultation as appropriate to each project and scheme.
- Engage Contract Holders where possible on finding innovative or creative solutions.
- Ensure Contract Holders are central to the review of their scheme from the start and not ignore their fears.
- Work with Contract Holders to build confidence and trust.
- Identify a key single point of contact throughout the process to ensure continuity.

- Review processes and effectiveness of methodology on a regular basis to ensure it is effective and meeting the needs of the relevant stakeholders.

DRAFT



Scheme Identified

- Type of project identified as either refurbishment, demolition or redesignation.
- Identify our stakeholders for the project - Contract Holders, Cabinet Member for Housing and Regeneration, Local Members, staff and any others e.g. family members, other building users as appropriate
- Single point of contact member of staff identified
- Type of communication identified for information and consultation depending on scheme outcome to be implemented along with required timescales
- All information will be provided via written communication in letters, newsletters, surveys etc.
- Face to face meetings, drop-in session and consultation sessions will be held on site where appropriate or in the vicinity of the scheme so all Contract Holders may attend if they so wish. Prior notice will be provided

Review of Consultation Response

- Upon completion of any consultation activity a review of the findings will be undertaken
- Proposals will be updated/amended as necessary (and where required will be sent for formal approval)
- Final plans presented to stakeholders. This will be done by written communication to all Contract Holders in the first instance giving details of next steps, timeframe and their consultation responses

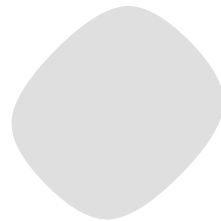
Implementation Project Plan

- Once project is due to commence stakeholders will be given sufficient notice and information by written communication.
- Depending on the type of scheme identified, this may include details of the contractor, timeframes for any work, where they can access further support and any other key contacts they may require
- Information sessions may be held either on the scheme or in the vicinity for tenants to ask any questions they may have or to view any plans
- If refurbishment - regular newsletters will be produced with updates on the work being undertaken
- For all types of project (depending on complexity of refurb) it may be necessary to refer to the decant policy and work with contract holders to ensure smooth transition

- Upon project completion, all Contract Holders will be asked to provide feedback via a survey on their experiences of the project overall and communications they will have received
- Final communications will be sent with confirmation, feedback on the survey and information on final outcomes

- All feedback will be reviewed and lessons learnt identified and communicated to relevant stakeholders

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## CABINET

<b>Date of Meeting</b>	Tuesday, 23 <sup>rd</sup> July 2024
<b>Report Subject</b>	Childcare and Early Years Capital Programme 2022-2025
<b>Cabinet Member</b>	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
<b>Report Author</b>	Chief Officer (Social Services)
<b>Type of Report</b>	Operational

### **EXECUTIVE SUMMARY**

The Welsh Government's (WG) Childcare and Early Years (phase 1) Capital Programme was completed at the end of March 2024. Planning for the next phase of the WG Childcare and Early Years Capital programme investment has already commenced and the projects feasibility studies are coming to an end.

£70 million capital funding is available to Authorities across Wales for the Childcare and Early Years Capital (phase 2) Programme 2022 to 2025. The capital build programme is 100% funded by Welsh Government.

This report outlines two proposed projects for phase 2 of the Childcare and Early Years Capital Programme 2022-2025 and the potential building locations that have been identified. The projects within the programme have been selected using Childcare Sufficiency Assessments, and Welsh Government funding criteria.

The projects, if approved, will deliver new Childcare facilities, and increase childcare provision across Flintshire in various locations. The focus is on early years, however, the buildings can be used for childcare wrap-around, after school and holiday provision.

The first project is Cornist Park Flint and, subject to Cabinet approval, the Flintshire Childcare and Early Years Capital Team would like to progress this project onto the next stage of a 'design and build' request to Welsh Government.

The second project is at Ysgol Terrig/Ysgol Parc Y Llan, Treuddyn. Feasibility options have been identified for this site and further work is required with partners

to finalise the preferred scheme before seeking approval to proceed with a 'design and build' request to Welsh Government .

## RECOMMENDATIONS

1	Cabinet are asked to approve a submission to the Childcare and Early Years Capital Programme 2022-2025 for the Cornist Park Flint, scheme to proceed from the 'starting a project' stage and to request agreement to the 'design and build' phase of the programme from Welsh Government.
2	Cabinet approves a Direct Award process to appoint an experienced contractor to meet the WG deadline of 31 March 2025. The award will be through the existing Pagoba framework.
3	Cabinet notes the identification of the Ysgol Terrig/Ysgol Parc Y Llan, Treuddyn as a potential second project, subject to further work with partners. If options are viable within the timescales prescribed by Welsh Government approval will be sought from Cabinet to proceed based on the timelines, costings and partnership agreement.

## REPORT DETAIL

<b>1.00</b>	<b>BACKGROUND</b>
1.01	Welsh Government (WG) have made available capital grants to councils for the purposes of providing seamless childcare provision to children in the early years, supported through several WG programmes including Flying Start childcare for 2–3-year-olds, the 3–4-year-old Childcare Offer and early learning. A key policy driver is that the early learning, Flying Start and Childcare Offer is as clear and easy as possible for children to access and there is a seamless pathway into early education.
1.02	The 3–4-year-old Childcare Offer is a WG funded programme which provides up to 30 hours of funded childcare and early learning for up to 48 weeks of the year to 3–4-year-olds of eligible working and training parents. During term time the 30 hours is made up of 10 hours of early education (Early Entitlement) and up to 20 hours of childcare or 12.5 hours of nursery education and 17.5 hours of childcare with a CIW registered childcare provider and/or school.
1.03	The Flying Start programme helps progress children under 4 years of age, who live in the more disadvantaged areas of Flintshire. The aim is to ensure all children are healthy and thriving, that their families are capable and coping and finally that these children are reaching their full potential. The primary focus will be to ensure all 2–4-year-olds have access to quality part-time childcare, with the phased roll-out of the 2-year-old funded childcare for all children.
1.04	Feedback from parents, gathered through the most recent Childcare Sufficiency Assessment (CSA), revealed that parents want to be able to

	<p>drop their children off and pick them up from the same site, with a seamless transition from childcare to education or vice versa.</p> <p>For some parents, wrap around provision between schools and non-maintained childcare providers continues to be an important part of their childcare needs.</p>
1.05	<p>The CSA also identified areas in Flintshire that are most in need of further childcare provisions, and this has been included within the scoring system to ensure that the expansion of childcare services is being placed in the priority areas. Other criteria included in the scoring system, based on WG funding criteria are:</p> <ul style="list-style-type: none"> <li>• Welsh medium</li> <li>• bilingual</li> <li>• co-location of sites</li> <li>• number of childcare places that will be created</li> <li>• the project expands the Flying Start programme</li> <li>• the setting supports the Childcare Offer</li> <li>• the setting aligns with WESP (Welsh in Education Strategic Plan).</li> </ul>
1.06	<p>The primary purpose of the education capital programme is to facilitate and support the co-location of the Curriculum for Wales and childcare provision wherever possible. This is in line with the Prosperity for All commitment to “introduce a new model of Community Learning Centres, providing extended services with childcare, parenting support, family learning and community access to facilities built around the school day”.</p>
1.07	<p>The completion of the proposed phase 2 projects will help to further the Council’s and WG’s commitment to create a more equal Wales through the Well-Being of Future Generations Act (2015) by ensuring all children, regardless of socio-economic background, have access to high quality childcare that meets their needs to ensure that they are given every opportunity to reach their full potential. It also supports parents with training and work opportunities and commitments.</p>
1.08	<p>The commitment to and completion of these Childcare and Early Years projects, supports the statutory duty for providing sufficient childcare places within Flintshire, and to consider the future needs of children and their families.</p>
1.09	<p>The legal framework will include commissioning for building the schemes, and a management agreement with respective school Governing Bodies to ensure that the settings continue to remain operational for a minimum 10-year period or if this is no longer feasible due to a change in circumstances to comply with the arrangements set out in the Agreement, as required by WG.</p>
1.10	<p>Following the completion of the Phase 1 Capital Projects, the Council has been able to expand the number of quality childcare places available for children eligible for childcare through the Flying Start Programme and/or the Childcare Offer. By expanding the reach of these programmes more families now have access to more government funded accessible</p>

	<p>childcare, which enables parents/carers the additional time to either re-enter the workforce or to seek additional training that would eventually lead them into employment. For many children this has meant they have gained quality childcare to support their development needs and prepare them for school.</p>						
1.11	<p><b><u>Phase 1 Childcare and Early Years Capital Programme</u></b></p> <p>Phase 1 of the Childcare and Early Years Capital Programme ran between 2019-2022 and saw the delivery of nine new modular buildings and the refurbishment of an existing building. One capital project was extended into 2024, with Welsh Government approval. Phase 1 projects were completed within the allocated budget of £7,209,253 excluding VAT.</p> <p>The sites that were completed were:</p> <ul style="list-style-type: none"> <li>• Ysgol Bro Carmel</li> <li>• Ysgol Croes Atti, Shotton</li> <li>• Ysgol Sychdyn</li> <li>• Ysgol Caerwys</li> <li>• Ysgol Maes Y Felin</li> <li>• Ysgol Merllyn</li> <li>• Ysgol Derwen</li> <li>• Ysgol Y Llan, Whitford</li> <li>• Westwood School, Buckley</li> <li>• Aston Family Centre (Flying Start modular building)</li> </ul>						
1.12	<p>The completion of the above projects has enhanced childcare provision in these areas. The settings have custom built buildings that have been designed with the needs of the children at the heart, improving facilities for childcare, which in turn attracts both parents and children to the setting/school and creates seamless pathways for children from childcare to early education.</p>						
1.13	<p>The completion of the phase 1 Childcare and Early Years programme has seen 163 childcare spaces, in a modernised and purpose-built building, become available within the County.</p>						
1.14	<p><b><u>Proposed Phase 2 Childcare and Early Years Capital</u></b></p> <p>The following projects have been prioritised based on FCC's, CSA and the Welsh Government funding criteria and have been submitted to the WG for approval. The WG have agreed to explore the options for both the Flint and Treuddyn areas for a capital project and have provided FCC with development grants to complete the required feasibility studies.</p>						
1.15	<table border="1"> <thead> <tr> <th>Priority</th> <th>Setting</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Cornist Park, Flint</td> <td>This project will provide 40 additional childcare places in a location that does not have any available childcare provision on site. Furthermore, the Flint area in general is</td> </tr> </tbody> </table>	Priority	Setting	Description	1	Cornist Park, Flint	This project will provide 40 additional childcare places in a location that does not have any available childcare provision on site. Furthermore, the Flint area in general is
Priority	Setting	Description					
1	Cornist Park, Flint	This project will provide 40 additional childcare places in a location that does not have any available childcare provision on site. Furthermore, the Flint area in general is					



			lacking in childcare provision as a whole and needs investment to provide sufficient childcare. Cornist Park will be a bilingual setting, co-located setting and will expand the Flying Start programme to an additional 18 children in the area.
	2	Ysgol Terrig/Ysgol Parc Y Llan, Treuddyn	This project is on a shared site between Ysgol Terrig (Welsh Medium) and Ysgol Parc Y Llan (English Medium). The original scope for this project was Ysgol Terrig, however, due to site constraints, the scope for this project has had WG approval to extend to include Ysgol Parc Y Llan to provide more workable options. Both schools are in a need of early years childcare provision, and a seamless pathway between childcare and education.
1.16	The feasibility studies have been completed and informed options for both sites. The site at Flint is ready to proceed from the 'starting a project' stage to the 'design and build' stage. The associated options are set out below. Further work is required with partners for the Treuddyn site to ensure that the most appropriate option is identified to balance a range of needs and factors relating to the site.		
1.17	<p><b><u>Scheme - Flint – Costing</u></b> <b><u>Cornist CP</u></b></p> <p>Option 1 – The construction cost for this option would be £787,858.83. However, this option has a major drawback as it is located in a zone that Education would seek to use for a school expansion should the need ever arise.</p> <p>Option 2 – The construction cost for this option would be £811,730.08. This is the school and Education's preferred choice as whilst there is additional cost, due to having to relocate a playing field, it is removed from the main school buildings and would not affect any further expansion plans.</p>		
1.18	Subject to approval, the Childcare and Early Years Capital Team would progress the Programme from the 'starting a project' stage to the 'design and construction' stage of the programme. The projects are fully funded by Welsh Government.		
1.19	Given the very tight deadlines for the work to completed by 31 March 2025 we are seeking approval for a Direct Award process to appoint an experienced contractor. It is proposed that the award is made through the existing Pagoba framework which provides an appropriate route to bring the experience that is required within the time constraints placed.		

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The funding for the Childcare and Early Years Capital Programme will be agreed by Welsh Government and is funded by the Welsh Government on approval.
2.02	The programme can be managed within existing Council staffing resource.
2.03	There are no revenue impacts on the Council.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>								
3.01	The timelines set by Welsh Government of completion by 31 March 2025 are very ambitious and tight. There is a risk that schemes may not be delivered within requisite timelines, particularly for the Treuddyn project where further work is required. We will continue to work with Welsh Government to ensure they are sighted on any challenges with project timelines and our associated risk management and mitigation plans. As with any funding application there is a risk that the projects do not secure Welsh Government approval.								
3.01	<p>All projects are managed using a risk register. Financial risks are managed through a project contingency, with regular meetings with the Capital Finance Team to ensure compliance with the WG capital grant award and that all costs are allocated to the correct scheme.</p> <p>Any high-level risk which cannot be managed with the projects/programme will be incorporated into the risk register for the Project Team to consider. Governance arrangements are in place for this process.</p>								
3.02	<p>Well-being Principle Impacts</p> <p>Under the five delivery principles of the Well-being of Future Generations Act this report will have the following impacts:</p> <table border="1"> <thead> <tr> <th>Ways of Working Principle</th> <th>Impact</th> </tr> </thead> <tbody> <tr> <td>Long-term</td> <td>Positive – ensures that high quality and affordable childcare will be available to communities with demand.</td> </tr> <tr> <td>Prevention</td> <td>Positive – will improve parents employment opportunities due to available and affordable childcare. It will provide positive transitions for children from childcare to education as the settings will be built on the school's grounds.</td> </tr> <tr> <td>Integration</td> <td>Positive – the new childcare settings will integrate children from varying social backgrounds and allow them to develop friendship groups in their early years, in-line</td> </tr> </tbody> </table>	Ways of Working Principle	Impact	Long-term	Positive – ensures that high quality and affordable childcare will be available to communities with demand.	Prevention	Positive – will improve parents employment opportunities due to available and affordable childcare. It will provide positive transitions for children from childcare to education as the settings will be built on the school's grounds.	Integration	Positive – the new childcare settings will integrate children from varying social backgrounds and allow them to develop friendship groups in their early years, in-line
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Integration	Positive – the new childcare settings will integrate children from varying social backgrounds and allow them to develop friendship groups in their early years, in-line								

		with the Wellbeing and Future Generations Act (2015).
	Collaboration	Positive – partnership arrangements in-house and with external parties including school governing bodies through Project Plan and Communication Strategy.
	Involvement	Positive - The proposed projects will help promote greater community integration/use/involvement and many parents have reported improvement in friendships both for themselves and their children.
3.03	Against the seven well-being goals of the Act, the potential impact of the report and its recommendations would be evaluated as follows:	
	<b>Well-being Principle</b>	<b>Impact</b>
	Prosperous Wales	Positive impact - Capital investment directly benefits local supply chain/economy as a percentage of local expenditure is a requirement of the grant funding. The completion of projects will lead to an increase in employment opportunities for those seeking to enter construction, childcare, cleaning services and maintenance.
	Resilient Wales	Positive impact - Use of sustainable and recycled materials during construction, more energy efficient, potential reduction in carbon emissions.
	Healthier Wales	Positive impact – modular buildings will have both indoor and outdoor play areas for children to play and staff will work with healthy pre-school colleagues in line with governmental schemes to promote and impart wisdom on what a healthy diet consists of. As well as early years advisory teachers/officers to support play and a healthy and thriving childhood.
	More Equal Wales	Positive impact – completion of modular buildings will help to ensure suitable childcare is available across all of Flintshire, including areas of need (as identified through the CSA) that have been given priority due to the

		lack of childcare provision available in those areas.
	Cohesive Wales	Positive Impact – quality childcare provides further opportunities.
	Vibrant culture and thriving Welsh language	Positive impact – childcare settings will offer opportunities to promote the Welsh Language and culture through the use of Welsh phrases, songs and storytelling, introducing children early.
	Globally Responsible Wales	Positive - Capital investment, delivers a more sustainable product, local spend and added benefits for apprenticeships and work experience in construction. The settings are encouraged to recycle all waste that occurs from the day to day running of the settings and to engage the children in the importance of recycling waste for a more sustainable future.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	Consultation has been undertaken with colleagues within Education's School Modernisation Team and the umbrella childcare organisation CWLWM.
4.02	Consultation will be undertaken through the planning application process for each individual project.
4.03	Consultation has been undertaken with the Headteacher, Governing Bodies and childcare providers for each individual project. Further work is required to ensure a collaborative and partnership agreement for the preferred scheme in Treuddyn.
4.04	Consultation has taken place between the project team and FCC's financial team.
4.05	Consultation has taken place with colleagues from FCC's Design and Build Team.
4.06	Consultation has taken place with colleagues from FCC's Legal Team.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 - EY2 Cornist Option 1 Indicative Outline Cost Plan Appendix 2 - EY2 Cornist Option 2 Indicative Outline Cost Plan

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Childcare and Early Years Capital Programme 2022-2025 - Cabinet Paper, 17 October 2023.
6.02	Childcare and Early Years Capital Programme 2022-2025 - Capital and Assets Programme Board, 08 August 2023.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officers:</b></p> <p>Gail Bennett, Early Years and Family Support Service Manager  Byra Foulkes, Early Years Support Manager  Joseph Penlington, Capital and Projects Officer</p> <p>Telephone:  01352 703953 (Gail Bennett)  01352 703934 (Byra Foulkes)  01352 703551 (Joseph Penlington)</p> <p>E-mail:  <a href="mailto:gail.bennett@flintshire.gov.uk">gail.bennett@flintshire.gov.uk</a>  <a href="mailto:byra.foulkes@flintshire.gov.uk">byra.foulkes@flintshire.gov.uk</a>  <a href="mailto:joseph.penlington@flintshire.gov.uk">joseph.penlington@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Childcare Sufficiency Assessment (CSA)</b> - The CSA is a questionnaire that was sent out to families living in the Flintshire area that enquired about what improvements they would like to see made to the childcare provisions that are offered in the Flintshire area.</p> <p><b>Risk Register</b> - A logbook that is kept of all the risks that could impact on the completion of a project.</p> <p><b>Capital Funding</b> - Capital funding is usually linked to acquiring or improving a long-term asset such as equipment or buildings.</p> <p><b>Revenue Funding</b> - 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)</p>

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**INDICATIVE OUTLINE COST PLAN (Feasibility Stage)**

<b>CORNIST CP SCHOOL EARLY YEARS CENTRE OPTION 1 - Feasibility Stage 1 Cost Plan - (RIBA Work Stage 1)</b>			177 m <sup>2</sup> GIFA	
Costs based on Market Data & Evidence from previous EYC phase with inflation allowance for construction period included.				
Element	Total GIFA m <sup>2</sup>	Cost per m <sup>2</sup>	New Build Cost	External Works
<b>0.0 Facilitating Works</b>				
0.1 Site Strip	177	58.90	10,425.00	
<b>Facilitating Works (Sub-Total)</b>	<b>177</b>	<b>58.90</b>	<b>10,425.00</b>	
<b>Substructure</b>				
1.1 Foundations & Ground Floor Slab Construction	177	298.02	52,750.00	
1.2 Drainage below ground	177	20.00	3,540.00	
<b>Substructure (Sub-Total)</b>	<b>177</b>	<b>318.02</b>	<b>56,290.00</b>	
<b>2.0 Superstructure</b>				
2.1 SIP Envelope	177	390.54	69,125.00	
2.2 Upper Floor	177	-	-	
2.3 Roof & Associated works	177	248.25	43,940.00	
2.4 Stairs & Ramps	177	-	-	
2.5 External Walls & Canopy	177	368.93	65,300.00	
2.6 Windows & External Doors	177	130.76	23,145.00	
2.7 Internal Walls & Partitions	177	158.19	28,000.00	
2.8 Internal Doors	177	43.22	7,650.00	
<b>Superstructure (Sub-Total)</b>	<b>177</b>	<b>1,339.89</b>	<b>237,160.00</b>	
<b>3.0 Internal Finishes</b>				
3.1 Wall Finishes	177	35.88	6,350.00	
3.2 Insulated Floor Screeds & Floor Finishes	177	112.97	19,995.00	
3.3 Ceiling Finishes	177	52.60	9,310.20	
3.4 Internal Joinery & Associated Works	177	50.28	8,900.00	
<b>Internal Finishes (Sub-Total)</b>	<b>177</b>	<b>251.72</b>	<b>44,555.20</b>	
<b>4.0 Fittings, Furnishings and Equipments</b>				
4.1 Fittings, Furnishings and Equipment - fixed & Loose	177	24.29	4,300.00	
4.2 General Fittings & fixtures	177	36.10	6,390.00	
<b>Fittings, Furnishings and Equipment (Sub-Total)</b>	<b>177</b>	<b>60.40</b>	<b>10,690.00</b>	
<b>5.0 Services</b>				
5.1 Mechanical Services	177	178.67	31,625.00	
5.2 Electrical Services	177	278.39	49,275.00	
5.3 Sanitary Installations	177	15.82	2,800.00	
5.4 Commissioning, testing, O&M, Service Log, 12 Month Maintenance	177	8.47	1,500.00	
5.5 Builders Work in Connection	177	8.47	1,500.00	
5.6 Incoming Services/possible diversion	177	112.99	20,000.00	
<b>Services (Sub-Total)</b>	<b>177</b>	<b>602.82</b>	<b>106,700.00</b>	
<b>6.0 External Works</b>				
6.1 Site Preparation/Reduced Level Excavation				22,400.00
6.2 Roads, Paths, Pavings and Surfacing				51,850.00
6.3 Soft Landscaping, planting (reconfiguration of football pitches)				7,750.00
6.4 Fencing, Railings, Gates				17,500.00
6.5 External Fixtures				900.00
6.6 External Drainage, Services & Infrastructure works				36,000.00
<b>External Works (Sub-Total)</b>				<b>136,400.00</b>
<b>Building (Sub-Total)</b>	<b>177</b>	<b>2,631.75</b>	<b>465,820.20</b>	
<b>Indicative Total Construction Cost</b>				<b>602,220.20</b>

Design Fees, Project Fees, Surveys & Investigations (RIBA Stage 2-7)	40,000.00
Construction Stage Management, Preliminaries & General Conditions	50,000.00
Other development/project costs: Planning, Building Control etc	5,000.00

<b>Overall Net Estimate (as at Q2 2024)</b>	<b>697,220.20</b>
Overall Net Estimate RIBA Stage 2/3	697,220.20
Main contractors % for O/heads & Profit @ 8%	55,777.62
Allowance for Risk/Design Development	34,861.01
<b>Overall Gross Estimate</b>	<b>787,858.83</b>

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**INDICATIVE OUTLINE COST PLAN (Feasibility Stage)**

<b>CORNIST CP SCHOOL EARLY YEARS CENTRE OPTION 2 - Feasibility Stage 1 Cost Plan - (RIBA Work Stage 1)</b>			177 m <sup>2</sup> GIFA	
Costs based on Market Data & Evidence from previous EYC phase with inflation allowance for construction period included.				
Element	Total GIFA m <sup>2</sup>	Cost per m <sup>2</sup>	New Build Cost	External Works
<b>0.0 Facilitating Works</b>				
0.1 Site Strip	177	91.81	16,250.00	
<b>Facilitating Works (Sub-Total)</b>	<b>177</b>	<b>91.81</b>	<b>16,250.00</b>	
<b>Substructure</b>				
1.1 Foundations & Ground Floor Slab Construction	177	294.07	52,050.00	
1.2 Drainage below ground	177	20.00	3,540.00	
<b>Substructure (Sub-Total)</b>	<b>177</b>	<b>314.07</b>	<b>55,590.00</b>	
<b>2.0 Superstructure</b>				
2.1 SIP Envelope	177	390.54	69,125.00	
2.2 Upper Floor	177	-	-	
2.3 Roof & Associated works	177	248.25	43,940.00	
2.4 Stairs & Ramps	177	-	-	
2.5 External Walls & Canopy	177	368.93	65,300.00	
2.6 Windows & External Doors	177	130.76	23,145.00	
2.7 Internal Walls & Partitions	177	158.19	28,000.00	
2.8 Internal Doors	177	43.22	7,650.00	
<b>Superstructure (Sub-Total)</b>	<b>177</b>	<b>1,339.89</b>	<b>237,160.00</b>	
<b>3.0 Internal Finishes</b>				
3.1 Wall Finishes	177	35.88	6,350.00	
3.2 Insulated Floor Screeds & Floor Finishes	177	112.97	19,995.00	
3.3 Ceiling Finishes	177	52.60	9,310.20	
3.4 Internal Joinery & Associated Works	177	50.28	8,900.00	
<b>Internal Finishes (Sub-Total)</b>	<b>177</b>	<b>251.72</b>	<b>44,555.20</b>	
<b>4.0 Fittings, Furnishings and Equipments</b>				
4.1 Fittings, Furnishings and Equipment - fixed & Loose	177	24.29	4,300.00	
4.2 General Fittings & fixtures	177	36.10	6,390.00	
<b>Fittings, Furnishings and Equipment (Sub-Total)</b>	<b>177</b>	<b>60.40</b>	<b>10,690.00</b>	
<b>5.0 Services</b>				
5.1 Mechanical Services	177	178.67	31,625.00	
5.2 Electrical Services	177	278.39	49,275.00	
5.3 Sanitary Installations	177	15.82	2,800.00	
5.4 Commissioning, testing, O&M, Service Log, 12 Month Maintenance	177	8.47	1,500.00	
5.5 Builders Work in Connection	177	8.47	1,500.00	
5.6 Incoming Services/possible diversion	177	124.29	22,000.00	
<b>Services (Sub-Total)</b>	<b>177</b>	<b>614.12</b>	<b>108,700.00</b>	
<b>6.0 External Works</b>				
6.1 Site Preparation/Reduced Level Excavation				23,000.00
6.2 Roads, Paths, Pavings and Surfacing				50,500.00
6.3 Soft Landscaping, planting (reconfiguration of football pitches)				10,800.00
6.4 Fencing, Railings, Gates				20,800.00
6.5 External Fixtures				900.00
6.6 External Drainage, Services & Infrastructure works				44,400.00
<b>External Works (Sub-Total)</b>				<b>150,400.00</b>
<b>Building (Sub-Total)</b>	<b>177</b>	<b>2,672.01</b>	<b>472,945.20</b>	
<b>Indicative Total Construction Cost</b>				<b>623,345.20</b>

Design Fees, Project Fees, Surveys & Investigations (RIBA Stage 2-7)	40,000.00
Construction Stage Management, Preliminaries & General Conditions	50,000.00
Other development/project costs: Planning, Building Control etc	5,000.00

<b>Overall Net Estimate (as at Q2 2024)</b>	<b>718,345.20</b>
Overall Net Estimate RIBA Stage 2/3	718,345.20
Main contractors % for O/heads & Profit @ 8%	57,467.62
Allowance for Risk/Design Development	35,917.26
<b>Overall Gross Estimate</b>	<b>811,730.08</b>

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## CABINET

<b>Date of Meeting</b>	Tuesday, 23 <sup>rd</sup> July 2024
<b>Report Subject</b>	National Residents Survey
<b>Cabinet Member</b>	Cabinet Member for Corporate Services
<b>Report Author</b>	Chief Officer (Governance)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

Data Cymru and the WLGA Improvement Programme have developed a modular, resident survey that is being offered free of charge to all local councils in Wales from July 2024.

The survey will collect high level local intelligence identifying people's perceptions of Flintshire and the Council (*the 'what'*). The data collected will, in turn, inform areas where the Council may need to undertake further, more in-depth, research to better understand those perceptions (*the 'why'*).

Councils across the whole of the UK continue to face unprecedented financial challenges and it is becoming ever more difficult to balance budgets with public expectation. With the growing need to make difficult, often unpalatable, financial decisions it is important to understand the views and opinions of residents and provide people with opportunities to have their say in helping to deliver improvements wherever possible.

In addition to core module questions, two additional question modules are being developed with the intention of making them available in year two (July 2025). These will be part of the free offer and a collaborative approach with local councils to develop questions will continue to be adopted.

From 2025, individual councils will be able to commission additional bespoke question modules relevant to their own business need at a small cost. Members are asked to approve the Council's recommendation to accept this offer to participate in the free core modules of the National Resident Survey.

## RECOMMENDATIONS

1	That Members approve Flintshire's acceptance of the offer to participate in the free core modules of the National Resident Survey.
2	That Members support Flintshire's implementation of the National Resident Survey before the end of the summer 2024.
3	That Members champion supplementary consultation and engagement activity based on the findings of the National Resident Survey to better understand the 'why' behind the data collected.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE NATIONAL RESIDENT SURVEY</b>
1.01	Data Cymru and the WLGA Improvement Programme have developed a modular resident survey that is being offered to all local councils in Wales. This centralised approach is free to all local councils and enhances comparability through standardisation. Data will be collected at a postcode level, allowing councils to understand trends at various geographies. In addition, this is an ongoing offer, meaning that trend data will be collected and analysed.
1.02	This comprises of: <ul style="list-style-type: none"><li>• a 'core' set of questions that form a standard resident survey;</li><li>• an analysis and dissemination dashboard;</li><li>• question modules that can be added to the 'core' survey (where local councils want to examine particular topics in detail e.g. climate change, cost of living etc.)</li></ul>
1.03	Following an invitation for feedback from all local authorities, Data Cymru have now reviewed and finalised the set of core module questions, for implementation from July 2024.
1.04	<b>The core survey</b>  The core survey will be a bi-lingual digital survey and will be accessible via direct links, email links, and QR codes. Residents in need of support to complete the survey online will be signposted to Flintshire Connects Centres. Local councils will be responsible for translation into languages other than English and Welsh. Whilst the survey will be available to implement locally from 15 July 2024, local councils can decide when, and how often, to run their surveys. The core survey will focus on the following themes: <ul style="list-style-type: none"><li>• About your local area</li><li>• About your local council</li><li>• About you</li><li>• About the survey</li></ul>

	<p>The survey will not include open text questions, however their inclusion will be reviewed after two survey cycles (2026).</p> <p>The survey will collect high level quantitative data identifying people’s perceptions of Flintshire and the Council (<i>the ‘what’</i>) which will inform areas where the Council may need to undertake further, more in-depth, qualitative research to better understand those perceptions (<i>the ‘why’</i>).</p>
1.05	<p><b>The analysis and dissemination dashboard</b></p> <p>The analysis and dissemination dashboard is being built using Data Cymru’s existing PowerBI skills, infrastructure, and licenses. There is no need for local councils to have local PowerBI skills or licenses. This dashboard will hold each participating local council’s survey data and will be used to support benchmarking and improvement activity. All results will be held in one dashboard, which will comprise two sections:</p> <ul style="list-style-type: none"> <li>• A raw data section, which is accessible only to named officers within each participating local council. In this area, each participating local council’s raw data will be presented back to them via tables and charts, including identifiable data provided by residents in their local council area only.</li> <li>• A benchmarking section, which is accessible to named officers in all participating local councils. In this area, each participating local council’s disclosure-controlled data will be presented in tables and charts for comparison and benchmarking purposes. This data will therefore be visible to all participating local councils, but no identifiable information will be shared.</li> </ul> <p>This dashboard will not be publicly available and will be mounted on a secure web page managed by Data Cymru. Alongside access to this dashboard, each local council will also receive a copy of their raw data in csv format.</p> <p>It is expected that local councils will publish the results of their surveys to ‘close the loop’ and therefore build trust and transparency in the process.</p>
1.06	<p><b>Additional question modules</b></p> <p>Acknowledging that a ‘core’ offer may not be expansive enough for some local councils, in addition to the 2024 core module questions, Data Cymru are working on the development of two additional modules to be available in year two of the project (2025). This will include a section on volunteering along with other relevant topics. These will be available as part of the free offer and a collaborative approach with local councils to question development will continue to be adopted. Additionally, as part of their preparatory work, WLGA and Data Cymru will engage elected members on the purpose of the additional modules and invite feedback on question design. As yet, no timescale for this engagement programme has been received, although we would expect it to be late 2024 or early 2025.</p>

	<p>From 2025, it will also be possible for individual councils to commission bespoke additional question modules relevant to their own business need at a small cost.</p>									
1.07	<p><b>Benefits</b></p> <p>By taking up this offer, local councils will:</p> <ol style="list-style-type: none"> <li>1. Easily and efficiently gather robust local intelligence. <ul style="list-style-type: none"> <li>○ Council areas are not homogenous so understanding local trends is key to developing local solutions;</li> <li>○ Taking a standardised approach to data collection allows long-term trends and impacts to be observed and understood.</li> </ul> </li> <li>2. Undertake sector-led improvement through benchmarking. <ul style="list-style-type: none"> <li>○ Collecting the same data over time and across Wales will facilitate continuous improvement based on evidence of outcomes and performance;</li> <li>○ Where data is available, benchmarking can take place at sub-LA geographies, such as ward and lower super output area (LSOA), meaning only the ‘most similar’ comparators need be included in the process.</li> </ul> </li> <li>3. Contribute to meeting various legislative requirements around engagement and consultation: <ul style="list-style-type: none"> <li>○ Wellbeing of Future Generations (Wales) Act 2015</li> <li>○ Local Government and Elections (Wales) Act 2021</li> </ul> </li> </ol>									
1.08	<p><b>Funding</b></p> <p>The core offer is free to all local councils:</p> <ul style="list-style-type: none"> <li>• Development funding was secured via the WLGA Improvement Programme</li> <li>• Ongoing running of the survey is secured through Data Cymru</li> </ul> <p>The option to develop bespoke additional question modules will have a small charge due to the extra data cleaning and analysis required.</p>									
1.09	<p><b>Timeline:</b></p> <p>Data Cymru’s project timeline can be found below, however, as per the recommendation above, Flintshire can ‘sign up’ at any point.</p> <table border="1" data-bbox="320 1800 1262 2054"> <thead> <tr> <th data-bbox="320 1800 676 1839">Item</th> <th data-bbox="676 1800 995 1839">Date</th> <th data-bbox="995 1800 1262 1839">Status</th> </tr> </thead> <tbody> <tr> <td data-bbox="320 1839 676 1951">Complete alpha version of the core survey</td> <td data-bbox="676 1839 995 1951">31 March 2024</td> <td data-bbox="995 1839 1262 1951">Complete</td> </tr> <tr> <td data-bbox="320 1951 676 2054">Complete alpha version of the dashboard</td> <td data-bbox="676 1951 995 2054">31 March 2024</td> <td data-bbox="995 1951 1262 2054">Complete</td> </tr> </tbody> </table>	Item	Date	Status	Complete alpha version of the core survey	31 March 2024	Complete	Complete alpha version of the dashboard	31 March 2024	Complete
Item	Date	Status								
Complete alpha version of the core survey	31 March 2024	Complete								
Complete alpha version of the dashboard	31 March 2024	Complete								

	Complete final version of the core survey	12 July 2024	Complete
	Complete final version of the dashboard	12 July 2024	On track  Final output to be presented end of June 2024
	Go live: Roll out the core survey and dashboard to interested local councils	From 15 July 2024	On track
	Complete final versions of two additional question modules	31 July 2025	On track
1.10	In anticipation of Cabinet approval, it is recommended that Flintshire implement the survey before the end of the summer 2024.		

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p><b>Revenue:</b> there are no implications for the approved revenue budget for the implementation of the core survey for the current or future financial years. Flintshire will utilise existing channels to communicate and inform residents when the survey is launched e.g., website, social media.</p> <p>From 2025, it will be possible for individual councils to commission bespoke additional question modules relevant to their own business need, at a small cost. Should this be considered beneficial at that time a further report will be presented to Cabinet for approval.</p> <p><b>Capital:</b> there are no implications for the approved capital programme for either the current financial year or for future financial years.</p> <p><b>Human Resources:</b> High level analysis will be provided by Data Cymru free of charge as part of the core module package, however, the Council may need to undertake further, more in-depth research to better understand people's perceptions (<i>the 'why'</i>) which will require services to take ownership of this additional work as part of their consultation and engagement activities.</p>

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	An Integrated Impact Assessment (IIA) has been completed with a positive result (Appendix 1).

3.02	<b>Potential risk – public benchmarking of results</b> All results will be held in one dashboard mounted on a secure web page managed by Data Cymru. The dashboard will not be publicly available. It will hold each participating local council’s survey data and will be used to support benchmarking and improvement activity. Alongside access to this dashboard, each local council will also receive a copy of their raw data in csv format.
3.02	Data Cymru has completed Data Protection Impact Assessment and draft data governance documentation is currently being compiled, ahead of a presentation to local council Data Protection leads on 18 June 2024.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	At its meeting on 13 <sup>th</sup> June 2024 Corporate Resources Overview and Scrutiny Committee recommended that council should consult annually with residents via a survey sent out with council tax bills. This survey, whilst not being posted with council tax bills, would meet that recommendation.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 - Integrated Impact Assessment

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Hayley Mallon, Customer Service & Communications Manager <b>Telephone:</b> 01352 702122 <b>E-mail:</b> <a href="mailto:Hayley.mallon@flintshire.gov.uk">Hayley.mallon@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	None.



## Recommendation - Key points for decision-makers

Insert text

## Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Welsh Language	G	
Health	G	
Resilience and Adaptation	G	
Housing	G	
Economy	G	
Mobility and Connectivity	G	
Carbon, Nature and Environment		
Consumption and Production	G	

Contribution to achieving your local authority's Net Zero target

### Further Assessment(s):

Carbon Assessment. Equalities Assessment. Welsh Language Impacts.

### Legend:

G	Positive impacts overall, whether long or short term.
A	Mix of positive and negative impacts. Trade-offs to consider.
R	Mostly negative, with at least one positive aspect. Trade-offs to consider.
RR	Negative impacts overall.

## Carbon Assessment

**Overall Score** #####

Buildings	Result	Justification/Mitigation
New Build residential	N/A	
Residential building(s) renovation/maintenance	#####	
New build non-residential (including public) buildings	N/A	

### Transport

Active travel and public transport	N/A	
Roads, Parking and Vehicle Access	N/A	
Access to amenities	#####	
Vehicle procurement	N/A	

### Land Use

Land use	N/A	
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**Legend:**

	No associated carbon impacts expected.
	High standard in terms of practice and awareness on carbon.
	Mostly best practice with a good level of awareness on carbon.
	Partially meets best practice/ awareness, significant room to improve.
	Does not meet best practice and/ or insufficient awareness of carbon impacts.



## CABINET

<b>Date of Meeting</b>	Tuesday, 23 <sup>rd</sup> July 2024
<b>Report Subject</b>	Business Rates - Write Offs
<b>Cabinet Member</b>	Cabinet Member for Corporate Services
<b>Report Author</b>	Chief Officer (Governance)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

Three Business Rate debts, relating to liquidated companies, and totalling £99,085.39, are deemed to be irrecoverable and the writing off the debts is now a necessary step. The debts relate to:

- Ace Rotomould Ltd £40,986.72
- Premier English Manufacturing Ltd £33,062.00
- Premier Grip Trading Ltd £25,036.67

### RECOMMENDATIONS

1	Write off the sums of £40,986.72 for Ace Rotomould Ltd, £33,062 for Premier English Manufacturing Ltd, and £25,036.87 for Premier Grip Trading Ltd.
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## REPORT DETAILS

1.00	EXPLAINING THE BACKGROUND TO THE WRITE OFF REQUESTS
1.01	<p><b>ACE Rotomould Limited</b>, a manufacturer of plastics, is registered on Companies House (12918595) and was liable to pay ongoing business rates from December 2021 to February 2024 for commercial premises listed at Unit 5 and Unit 6, Bromfield Industrial Estate, Mold.</p> <p>The units had been vacant for a period more than 6 months prior ACE Rotomould taking on the lease, so the full empty business rates were payable, even though the company did not initially start trading from either unit.</p>
1.02	The company defaulted with their Business Rate payments on their initial bills leading to a Liability Order being applied for and granted in July 2022, for a total of £21.2K.
1.03	Following contact with the directors of the company in September 2022, a non-statutory payment arrangement was set up to support the company to and reflect their intention to commence trading from October 2022.
1.04	The company made the first two payments and then requested further deferment of the remaining balance which the Council agreed to. A nominal payment of £4k was duly paid with the remainder being spread evenly over February and March 2023.
1.05	The financial position of the company did not improve, nor did trading commence and the February instalment was not paid. The Council continued to work with the business to agree a payment plan and in light that the business indicated full trading would commence by the end of March 2023, it was agreed the balance could be paid in full by 31 <sup>st</sup> March 2023.
1.06	A payment only of £1.4k was received in March 2023. Dialogue continued with the business to support repayment into the new financial year, and this resulted in the successful recovery of a further £11.9k up to June 2023.
1.07	In September 2023, the director confirmed that the company closed on 30 <sup>th</sup> June 2023 and business was going to be placed into a voluntary liquidation. Further attempts were made to collect the unpaid balance, but such action proved unsuccessful with the units being unoccupied and with no engagement from the directors.
1.08	Insolvency Practitioners (Clarke Bell Ltd) were appointed in January 2024, and they immediately disclaimed the lease for both units in February 2024, which had the effect of ceasing the liability of business rates even though ACE Rotomould had not actively traded from either unit.

1.09	<p>With assets of just £367 and total deficiency for creditors of £0.62m, there is no prospect of the Council receiving payment in respect of the £40.9k outstanding Business Rates and a write off is now necessary.</p> <p>The sole Director of ACE Rotomould was also one of the Directors of a separate business, A.C Canoe Products (Chester) Ltd, which was previously also subject to a £37.8k business rate write off due to insolvency.</p>
1.10	<p><b>Premier English Manufacturing Ltd</b> was a bar soap and personal care products manufacturing company trading from Minerva House, Chester West Employment Park, Chester. The company had occupied the unit for a period over 20 years. Business Rates liabilities were always paid by the business in full and on time throughout their period of occupation until December 2022.</p>
1.11	<p>In January 2023, the company contacted the Council to confirm their direct debit for December and January would be unpaid due to the business having cashflow difficulties.</p>
1.12	<p>Dialogue continued with the Directors, but no payment was able to be made and in April the Council received confirmation the company was insolvent, and a new business Premier Grip Trading Ltd were responsible for business rates for the unit from April 2023.</p>
1.13	<p>Insolvency Practitioners (Leonard Curtis) were appointed in April 2023 to oversee the liquidation of the company and in March 2024 confirmed to the Council that there would no dividend payable to any class of creditor due to a deficiency of £0.75m. There is no prospect of the Council receiving payment in respect of the £32k outstanding Business Rates and a write off is now necessary.</p>
1.14	<p><b>Premier Grip Trading Limited</b>, was stationery items and textiles manufacturing company and trading from Minerva House, Minerva Avenue, Chester West Employment Park, Chester CH1 4QL from 1<sup>st</sup> April 2023 following a demise of the previous occupier, Premier English Manufacturing Ltd.</p>
1.15	<p>Payments of business rates were always made in full and on time by the company up to November 2023, totalling £64,200.</p>
1.16	<p>The Council resorted to taking steps to recover business rates following a period of defaulting with payments, but in April 2024, Insolvency Practitioners (also Leonard Curtis) were appointed to liquidate Premier Grip Trading Ltd.</p>
1.17	<p>The Insolvency Practitioners have confirmed that there are very limited assets and an estimated deficiency for creditors of £0.47m. There is no prospect of the Council receiving payment in respect of the £25k outstanding Business Rates and a write off is now necessary.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	There are no direct financial implications for the Council or local taxpayers by writing off the three debts as business rate losses are picked up by the National Collection Pool for Wales. As the Collection Pool is supported by Welsh Government, non-payment of rates does though have a wider impact on the Welsh taxpayer.
2.02	Writing off the three debts amounting to a total loss of £99,085 income to the National Collection Pool, is being recommended as a last resort and only on the basis that there is no realistic chance of successfully recovering the debts.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	For those businesses who fail to pay, recovery action is always taken to secure payment. Measures include taking legal action to secure a Liability Order at the Magistrates Court, and in certain circumstances, the use of enforcement agents/bailiffs to take control of goods.
3.02	On some occasions, the cost of taking legal action, such as 'winding-up' a company in the High Court, is not appropriate on the grounds of the cost to the public purse, especially if there is still no prospect of recovering the outstanding debt.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	All write offs must be approved by the Corporate Finance Manager, but in the case of write offs over £25k, Cabinet must be consulted before a decision is taken.

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

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<ul style="list-style-type: none"> <li>• Local Government Finance Act 1988</li> <li>• Financial Procedure Rules (section 5.2)</li> <li>• Ace Rotomould Ltd (12223464) <a href="https://find-and-update.company-information.service.gov.uk/company/12918595/filing-history">https://find-and-update.company-information.service.gov.uk/company/12918595/filing-history</a></li> <li>• Premier English Manufacturing Ltd (05395987) <a href="https://find-and-update.company-information.service.gov.uk/company/05395987">https://find-and-update.company-information.service.gov.uk/company/05395987</a></li> <li>• Premier Grip Trading Ltd (01661940) <a href="https://find-and-update.company-information.service.gov.uk/company/01661940">https://find-and-update.company-information.service.gov.uk/company/01661940</a></li> </ul>

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> David Barnes, Revenues &amp; Procurement Manager</p> <p><b>Telephone:</b> 01352 703652</p> <p><b>E-mail:</b> <a href="mailto:david.barnes@flintshire.gov.uk">david.barnes@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Business Rates:</b> are a property based local tax on businesses calculated on the rateable value of the property. Although the rate of tax is set by Welsh Government, rates are administered and collected locally by each local authority and paid into a national collection pool for Wales.</p> <p><b>National Collection Pool for Wales:</b> all business rates are collected and paid into the Welsh Government's Non-Domestic Rates Collection Pool. Councils in Wales receive a redistributed share based on a formula set by Welsh Government called the Local Government Funding Formula. The formula makes a theoretical comparative judgement on what each council needs according to its population size, its wealth and poverty, and its rurality.</p> <p><b>Liquidation:</b> is the legal process that occurs when a company becomes insolvent, meaning it cannot meet its payment obligations as and when they become due. The purpose of liquidation is for an appointed liquidator/Insolvency practitioner to look into the financial affairs of the company, realise all the assets and then pay a return to creditors so they receive some or all of their money back. However, not all liquidations result in creditors getting money back in the form of a dividend.</p>

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<b>CABINET</b>	
<b>Date of Meeting</b>	Tuesday, 23 <sup>rd</sup> July 2024
<b>Report Subject</b>	Enforcement of Closure Notices and Closure Orders under The Anti-Social Behaviour, Crime and Policing Act 2014
<b>Cabinet Member</b>	Cabinet Member for Planning, Public Health and Public Protection
<b>Report Author</b>	Chief Officer (Planning, Economy and Environment)
<b>Type of Report</b>	Operational

## **EXECUTIVE SUMMARY**

The purpose of the report is to request authority for the Chief Officer for Planning, Environment and Economy to be delegated to exercise the Council's powers in relation to Closure Notices and Orders, under the Anti-Social Behaviour, Crime and Policing Act 2014.

A Closure Notice can be issued for up to 48 hours if the Council or Police are satisfied on reasonable grounds:

- that the use of a particular premises has resulted, or (if the notice is not issued) is likely soon to result in nuisance to members of the public; or
- that there has been, or (if the notice is not issued) is likely soon to be, disorder near those premises associated with the use of those premises and that the notice is necessary to prevent the nuisance or disorder from continuing, recurring or occurring.

## **RECOMMENDATIONS**

1	That the Chief Officer for Planning, Environment and Economy on behalf of Flintshire County Council be given delegated authority to issue Closure Notices under section 76 of The Anti-Social Behaviour, Crime and Policing Act 2014 and authorise officers to enforce, closure orders, in accordance with the Anti-social Behaviour, Crime and Policing Act 2014.
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## **REPORT DETAILS**

<b>1.00</b>	<b>EXPLAINING THE BACKGROUND TO THE PROPOSALS</b>
1.01	The Anti-Social Behaviour Crime and Policing Act 2014 came into effect on the 20 <sup>th</sup> October 2014. It proposed several reforms to the existing legislation that sought to put the victim at the heart of the response to anti-social behaviour, by providing professionals and organisations with greater flexibility to deal with any given situation.
1.02	In March 2015 Cabinet supported recommendations that the then Chief Officer for Planning and Environment and the Chief Officer for Community and Enterprise be given delegated authority to authorise officers to serve Community Protection Notices and, Fixed Penalty Notices in the event of a breach, in accordance with the 2014 Act . Furthermore, it supported the recommendation that the Chief Officer for Planning and Environment be given delegated authority to designate and approve Public Space Protection Orders on behalf of Flintshire County Council and authorise officers to enforce, identified prohibited activities in areas designated by such Orders, in accordance with the Act.
1.03	Part 4 of the Act includes powers for Local Authorities and Police to issue Closure Notices and Closure Orders on premises that are deemed to be causing nuisance and or disorder. These are entirely separate to the other powers that come under the Act.
1.04	To date no delegated powers have been given to any officers in relation to Closure Notices and Closure Orders, although the legislation already confers the power to the Chief Executive (Head of Paid Service).
1.05	<p>A Closure Notice can be issued for up to 48 hours if the Council or Police Officer (of at least the rank of Inspector) is satisfied on reasonable grounds:</p> <ul style="list-style-type: none"> <li>• that the use of particular premises has resulted, or (if the notice is not issued) is likely soon to result, in nuisance to members of the public; or</li> <li>• that there has been, or (if the notice is not issued) is likely soon to be, disorder near those premises associated with the use of those premises and that the notice is necessary to prevent the nuisance or disorder from continuing, recurring or occurring.</li> </ul> <p>A Closure Notice can be issued in the first instance for up to a maximum of 48 hours by the Council's Chief Executive (Head of Paid Service) or designate thereof, or by a Police Superintendent.</p>
1.06	<p>A Closure Order can subsequently be issued if the court is satisfied:</p> <ul style="list-style-type: none"> <li>• that a person has engaged, or (if the order is not made) is likely to engage, in disorderly, offensive, or criminal behaviour on the premises; or</li> </ul>

	<ul style="list-style-type: none"> <li>• that the use of the premises has resulted, or (if the order is not made) is likely to result, in serious nuisance to members of the public; or</li> <li>• that there has been, or (if the order is not made) is likely to be, disorder near those premises associated with the use of those premises, and that the order is necessary to prevent the behaviour, nuisance, or disorder from continuing, recurring or occurring.</li> </ul>
1.07	<p>Closure Notices can last for either 24 or 48 hours. In relation to the issuing of Closure Notices, the Government guidance states:</p> <p><i>The level or role of employee within the Council who can issue a notice for up to 24 hours has not been specified due to the different structures in place in different areas. In considering who should be authorised as designates of the chief executive officer for the issuing of the 48-hour notice, councils will also want to consider who is delegated to issue the Closure Notice for 24 hours and consider whether the extension to 48 hours should be authorised by an officer of greater seniority, as is the case for the Police. This may take into consideration the need for the power to be used quickly, its flexible nature, and equivalent requirement for a police inspector to issue a Closure Notice for 24 hours.</i></p>
1.08	<p>Once a 48-hour Closure Notice has been issued to a premises the Local Authority or Police have 48 hours in which to put the matter before a magistrate’s court to apply for a closure order on the premises. The Closure order, if granted, will last for three months, but a further application for an extra three months can be applied for.</p>
1.09	<p>A Closure Notice cannot prohibit access in respect of anyone who habitually lives on the premises. This means that the Notice cannot prohibit those who routinely or regularly live at those premises. It is therefore unlikely to disallow access to, for example, students who live away from the family home for part of the year, but routinely return to the family home or those who spend most of the week living at the pub in which they work. However, a Closure Order, granted by the court, can prohibit access to those who routinely live at the premises.</p>
1.10	<p>A Closure <i>Notice</i> cannot be appealed; however, a Closure <i>Order</i> can be appealed. Appeals are to the Crown Court and must be made within 21 days, beginning with the date of the decision to which the appeal relates. For example, if an Order is made on 1<sup>st</sup> of the month, then an appeal would have to be lodged with the court by 22<sup>nd</sup> of the month.</p>
1.11	<p>The power to issue Closure Notices and Orders on premises where there is anti-social behaviour is an effective alternative enforcement tool that the authority can use to combat such behaviour. It can be used in relation to shops selling illicit goods such as tobacco, vapes or alcohol, licensed premises that fail to address bad behaviour caused by their customers and any other premises where there is persistent anti-social behaviour.</p> <p>the Act states that “premises” includes:</p>

	<p>(a) any land or other place (whether enclosed or not);</p> <p>(b) any outbuildings that are, or are used as, part of premises;</p> <p>Which means that Closure Notices and Orders can be placed on outdoor areas but the practicalities of trying to enforce such an order on an outdoor area would have to be considered.</p>
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	Officer time gathering and compiling the evidence. There is a fee of £260 to be paid to the Court to hear the application for a Closure Order, which would also require assistance from Legal Services. The cost of the application fee is non recoverable. Any appeals against closure orders are heard in the Crown Court and will incur legal costs.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	<p>The recommendation has been considered and endorsed by the Environment and Economy Overview and Scrutiny Committee on 16<sup>th</sup> July 2024. At the committee members asked a number of questions and these have been addressed in this amended report. The questions members asked were :</p> <p>Could the committee wait to approve the report until after the issue with the Dog Control PSPO had been resolved? This has been addressed in section 1.03.</p> <p>Who can sign Closure Notices if the Chief Officer for Planning, Environment and Economy is absent for a length of time? This is addressed in section 1.04.</p> <p>Can Closure Notices and Orders be issued to areas such as children’s play areas or market stalls? This is addressed in section 1.11.</p> <p>Is the court cost of applying for Closure Order recoverable by the County Council? This is addressed in section 2.01.</p>

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Any risks could be financial and reputational should an order be successfully appealed in the Crown Court. Officers with enforcement experience would consult with Legal, other relevant Council services and North Wales Police before a decision was made to pursue a closure notice and order. Experienced, competent officers will be carrying out these duties and will liaise with Legal well in advance of any action. Legal have been consulted and confirmed they are able to give the support required with proper notice.

<b>6.00</b>	<b>APPENDICES</b>
6.01	Statutory Guidance  <a href="https://assets.publishing.service.gov.uk/media/6422a19b60a35e00120cae63/2023_Update_ASB_Statutory_Guidance_-_FINAL_1_.pdf">https://assets.publishing.service.gov.uk/media/6422a19b60a35e00120cae63/2023_Update_ASB_Statutory_Guidance_-_FINAL_1_.pdf</a>

<b>7.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
7.01	<b>Contact Officer:</b> Richard Powell Trading Standards Investigations & Community Safety Manager <b>Telephone:</b> 01352 703198

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	None.

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## CABINET

<b>Date of Meeting</b>	Tuesday, 23 <sup>rd</sup> July 2024
<b>Report Subject</b>	Open Access Agreements
<b>Cabinet Member</b>	Cabinet Member for Climate Change and Economy
<b>Report Author</b>	Chief Officer (Planning, Environment and Economy)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The Council Plan and Digital Strategy highlight the importance of improving digital connectivity in Flintshire for residents and businesses. Connectivity has grown in importance over recent years to enable social interaction, access to information and services, education, and employment whether from home or in other locations. Despite this, mobile connectivity remains poor in many areas of the County.

UK Government is encouraging local government to use Open Access Agreements to make it easier for the Mobile Network Operators to invest in improved connectivity through the use of the Council's Street furniture assets.

This report proposes the development of Open Access Agreements in Flintshire with the first one to be signed with Freshwave Facilities Limited and others to follow.

### RECOMMENDATIONS

1	That Members support the proposed development of Open Access Agreements as a tool to improve digital connectivity in Flintshire.
2	That delegated authority is given to the Chief Officer (Planning, Environment and Economy) and the Head of Legal and Democratic Services to sign the proposed Open Access Agreement with Freshwave Facilities Limited and to amend the agreement in the future as required.
3	That delegated authority is given to the Chief Officer (Planning, Environment and Economy) and the Head of Legal and Democratic

	Services to develop and amend further Open Access Agreements with other companies.
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## **REPORT DETAILS**

<b>1.00</b>	<b>EXPLAINING THE OPEN ACCESS AGREEMENT</b>
	<u>Background</u>
1.01	The Council Plan and Digital Strategy highlight the importance of improving digital connectivity in Flintshire for residents and businesses. Connectivity has grown in importance over recent years to enable social interaction, access to information and services, education and employment whether from home or in other locations.
1.02	Although fixed broadband speeds have improved dramatically in Flintshire in recent years, mobile connectivity is of variable quality with only 22% of properties having 5G coverage from at least one operator (outdoor) compared to 74% for Wales and 85% for the UK as a whole (Source: Ofcom Connected Nations 2024).
1.03	Although it is not the local authority's responsibility to directly improve the private mobile network, the UK Government is keen to see local authorities playing a role. There are technical solutions that can improve mobile phone signal strength and this report includes a proposal for a means of support that can be provided through the Council to enable the Mobile Network Operators to maximise their response to rectifying issues in Flintshire.
	<u>Improving mobile phone coverage and capacity</u>
1.04	Mobile Network Operators are increasingly investing in small cell infrastructure to fill the gaps in their networks. Macro cells use large phone masts and cover large geographic areas with signal but can be prone to signals being weaker where they are blocked by topography or buildings. They are also expensive to deploy and, other than in some rural areas, the main mast infrastructure is now in place. Small cells, by contrast, are cheap to deploy, have a short range and are used to fill gaps in the network. This can be either in terms of coverage or capacity. In the latter, for example, a busy location with more users trying to share the signal than the rest of the network will lead to an unsatisfactory experience for users unless extra signal capacity is added.
1.05	Small cell equipment can be readily attached to street furniture where power and data connections are available and enables the Mobile Network Operators to improve connectivity in a responsive way.
	<u>The proposed Open Access Agreement</u>



1.06	UK Government is encouraging local government to play an active role in facilitating the improvement of digital connectivity for their residents and businesses and making it easier for Mobile Network Operators to make the investments necessary to improve infrastructure. UK Government is encouraging local government to use Open Access Agreements as a key tool in this work. The presence of Open Access Agreements in a county sends a clear message to Mobile Network Operators that the area is one in which investment will be cost and time effective and can increase the chances of that area being prioritised for investment over others.
1.07	Ambition North Wales, as part of its programme to improve digital connectivity across the region, is encouraging and supporting local authorities to develop Open Access Agreements with a range of companies. Wrexham County Borough Council has already done so and they are under development in all of the other counties.
1.08	Open Access Agreements are signed between the local authority and an intermediary company who will liaise with the Mobile Network Operators and facilitate their use of street furniture to boost their signals thus increasing the strength and quality of the network connection available to its subscribers.
1.09	Open Access Agreements: <ol style="list-style-type: none"> <li>1. are non-exclusive so can be signed with as many companies as the Council wants;</li> <li>2. are fully flexible so the Council can retain full control of the asset and can determine which assets can be used, as and when necessary;</li> <li>3. are cost neutral to the Council with all costs (including legal fees, repairs, maintenance, officer time, asset inspection) being met by the other party; and</li> <li>4. do not require procurement as no financial benefit accrues to the other party and they are non-exclusive.</li> </ol>
1.10	Once the open access agreement is in place, the other party would work with Mobile Network Operators to identify where services could be improved. The actual location of small cell technology is a commercial decision determined by the Mobile Network Operators. The Council will, however, have the ability to suggest locations to the intermediary companies for consideration for future investment.
	<u>The Open Access Agreement with Freshwave Facilities Limited</u>
1.11	The intention is to sign Open Access Agreements with as many companies as is practicable to ensure the greatest access to Council assets for Mobile Network Operator investment. In developing this process, the Council has reached an advanced stage of discussion with Freshwave Facilities Limited and proposes to sign an Open Access Agreement with them initially and use the learning developed through the process to make similar agreements with other companies, supported by learning from other local authorities and by Ambition North Wales.
1.12	The draft Freshwave Open Access Agreement has been reviewed from a legal and technical perspective and it is considered that signing the

	Agreement would place no significant risks upon the Council and would not have a detrimental impact upon the Council's management of its street furniture and other assets.
1.13	The agreement is primarily focussed upon the use of street furniture. The agreement is able to be amended to include wider Council infrastructure should the need for this be identified but this would require further technical consideration and negotiation at that point in time.
	<u>Next steps</u>
1.14	Following approval, the Council would conclude the discussion process with Freshwave Facilities Limited and the Open Access Agreement would be given a final review and signed. Discussions with further companies would then commence on the development of further Open Access Agreements.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	No resource implications arise directly from this report. The operation of Open Access Agreements is fully cost neutral to the Council with all reasonable costs, including administration and officer time, met by the other party to each agreement.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>																				
3.01	<p><b>Ways of Working (Sustainable Development) Principles Impact</b></p> <table border="1"> <tr> <td>Long-term</td> <td>None</td> </tr> <tr> <td>Prevention</td> <td>None</td> </tr> <tr> <td>Integration</td> <td>None</td> </tr> <tr> <td>Collaboration</td> <td>None</td> </tr> <tr> <td>Involvement</td> <td>None</td> </tr> </table> <p><b>Well-being Goals Impact</b></p> <table border="1"> <tr> <td>Prosperous Wales</td> <td>Digital connectivity is a critical factor in the economic success of an area and is becoming more and more vital in terms of education, home and mobile working and business operation.</td> </tr> <tr> <td>Resilient Wales</td> <td>None</td> </tr> <tr> <td>Healthier Wales</td> <td>None</td> </tr> <tr> <td>More equal Wales</td> <td>Encouraging improved digital connectivity helps to improve access to digital services for currently underserved communities.</td> </tr> <tr> <td>Cohesive Wales</td> <td>None</td> </tr> </table>	Long-term	None	Prevention	None	Integration	None	Collaboration	None	Involvement	None	Prosperous Wales	Digital connectivity is a critical factor in the economic success of an area and is becoming more and more vital in terms of education, home and mobile working and business operation.	Resilient Wales	None	Healthier Wales	None	More equal Wales	Encouraging improved digital connectivity helps to improve access to digital services for currently underserved communities.	Cohesive Wales	None
Long-term	None																				
Prevention	None																				
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Resilient Wales	None																				
Healthier Wales	None																				
More equal Wales	Encouraging improved digital connectivity helps to improve access to digital services for currently underserved communities.																				
Cohesive Wales	None																				

Vibrant Wales	None
Globally responsible Wales	None
<b>Risk</b>	<b>Mitigation</b>
No significant risks identified.	

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	Internal consultation taken place with technical Highways, Assets and Legal teams.

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

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Niall Waller (Enterprise and Regeneration Manager) <b>Telephone:</b> 07342 093133 (English) / 01267 224923 (Cymraeg) <b>E-mail:</b> <a href="mailto:niall.waller@flintshire.gov.uk">niall.waller@flintshire.gov.uk</a> / <a href="mailto:niall.waller@siryfflint.gov.uk">niall.waller@siryfflint.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
	<p><b>5G</b> is the fifth-generation technology standard for cellular networks, which cellular phone companies began deploying worldwide in 2019, and is the successor to 4G technology that provides connectivity to most current mobile phones. (Wikipedia).</p> <p><b>Ambition North Wales</b> is the partnership of local authorities across North Wales delivering the UK and Welsh Government funded Growth Deal capital investment programme and related economic interventions.</p> <p>A <b>macrocell</b> ... is a cell in a mobile phone network that provides radio coverage served by a high power cell site (tower, antenna or mast). Generally, macrocells provide coverage larger than microcell. The antennas for macrocells are mounted on ground-based masts, rooftops and other existing structures, at a height that provides a clear view over the surrounding buildings and terrain. (Wikipedia).</p>

**Mobile Network Operators** are the four (Virgin Media / O2, Vodafone, Three, EE) companies licensed to operator mobile networks across the UK.

**Small cells** are low-powered cellular ... nodes ... that have a range of 10 meters to a few kilometers. They are base stations with low power consumption and cheap cost. They can provide high data rates by being deployed densely ... (Wikipedia).



## CABINET

<b>Date of Meeting</b>	Tuesday, 23 <sup>rd</sup> July 2024
<b>Report Subject</b>	Investment Zone for Flintshire and Wrexham
<b>Cabinet Member</b>	Leader of the Council
<b>Report Author</b>	Chief Officer (Planning, Environment and Economy)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The UK Government Autumn Statement 2023 included the announcement of a proposed Investment Zone for Flintshire and Wrexham, to be led by the North Wales Corporate Joint Committee (NWCJC). The Investment Zone will focus on the nationally important cluster of advanced manufacturing businesses in Flintshire and Wrexham to enable the sector to thrive, expand, increase skills and wages and increase their contribution to the economy of the region.

This report provides a summary of the Investment Zone programme and the progress made to date on its development in Flintshire and Wrexham. Whilst the announcement of a General Election has created a degree of uncertainty to the process, development work on the Investment Zone has continued in readiness for further discussion with the two governments post-election.

### RECOMMENDATIONS

1	That Members recognise the progress of work on the Investment Zone and supports the Council to work with Wrexham County Borough Council and the Corporate Joint Committee to work at risk through the required Gateways outlined over the next six months, to secure the funding of £160m over the next 10 years.
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## **REPORT DETAILS**

<b>1.00</b>	<b>Explaining the Investment Zone</b>
1.01	The approach to developing Investment Zones in Wales has been co-produced by the UK Government and the Welsh Government, as set out in the Investment Zone Policy Prospectus, which was published in March 2023.
1.02	Investment Zones are intended to “boost productivity” and “increase innovation” through interventions that grow “knowledge-intensive clusters” that are underpinned and leveraged by research activity. Investment Zones are targeted at areas with a significant cluster of employment and research capability in one of the priority sectors, advanced manufacturing in the case of Flintshire and Wrexham.
1.03	The UK Government announced two Investment Zones for Wales in the Spring Budget of 2023. The Autumn Statement in November 2023, subsequently confirmed that Flintshire and Wrexham would join the Cardiff City Region as the second Investment Zone. This followed a period of significant work, which was driven by local business leaders, to highlight how the potential of the functional economic area of Flintshire and Wrexham, aligned with the assessment of both governments of the strategic fit with the policy intervention.
1.04	Subject to the Investment Zone proposal meeting specific requirements, a funding envelope of up to £160m is available to that Investment Zone for a period of 10 years. This was an enhancement to the initial announcement earlier in 2023 that indicated a package of £80m over five years.
1.05	The £160m is made up of a Flexible Spend element, which is split between revenue and capital spends (40:60) and must be match funded 70:30; and Tax Incentives, which can be applied to clearly defined, under-developed sites up to a maximum of 600ha.
1.06	Investment Zones can determine the appropriate mix of Flexible Spend and Tax Incentives, within the total envelope. For example, if tax incentives were not deemed to be the appropriate approach, the equivalent value can be moved to the Flexible Spend element.
1.07	Welsh Government have also agreed that a proportion of the Non Domestic Rates (NDR), specifically some of the extra NDR generated as a result of the success of the Investment Zone, will be returned to the NWCJC for a period of 25 years to continue the support for the priority sector.
1.08	Following the intensive period of work undertaken by local business leaders, the formal process of securing the approval for the Flintshire and Wrexham Investment Zone has passed to the North Wales Corporate Joint Committee (NWCJC). The NWCJC has been charged with developing the business case, through a series of “Gateways”, which are signed off by the UK Government and Welsh Government.

1.09	The Gateway process was expected to be set out in a Wales Technical Guidance document, jointly agreed by the two governments. This document had not been released at the point of the general election being called and as a result was expected to be delayed until after 4 July 2024. The CJs in Wales have been advised to refer to the Scotland Technical Guidance, which is considered similar but by nature, will not cover matters relating to the Welsh context.
1.10	Prior to the announcement of the general election, the NWCJC had worked with both councils to submit the Gateway 1 document (Appendix 1). This Gateway document was not formally scored as part of the approval process, but set a high level vision and general approach to the business case that would be expanded on through the remaining four Gateways. This work was resourced from within the existing economic development teams of the Councils and the NWCJC.
1.11	Advanced Manufacturing has been selected as the sector that the Flintshire and Wrexham Investment Zone will support, based on the available data and analysis from the two governments showing the scale and importance of this existing cluster. In doing so, it was noted that there has been significant interest locally in the growth of the Creative and Digital Sector. The UK Government and Welsh Government have confirmed that only one sector can be put forward but work will continue to identify how interventions to support Creative & Digital industries can be facilitated.
1.12	The work required to collate, analyse and present the information necessary for Gateways 2-5 is understood to be considerably more involved and will require more specialist knowledge and capacity than would be available within the Council and NWCJC teams.
1.13	It was the expectation of the UK Government and the Welsh Government, that the gateway process would be concluded within the 2024 calendar year. Despite the general election, this expectation remains unchanged, so continued momentum and clear progress needs to be demonstrated to the incoming government to increase the chance of securing formal approval for the Flintshire & Wrexham Investment Zone.
1.14	Along with other CJs in the UK charged with developing Investment Zone proposals, the NWCJC has identified the need to commission specialist resource(s) to lead on the creation and submission of the remaining gateways, with work needing to continue through the pre and post-election period.
1.15	<p>This approach was not without a level of risk.</p> <ol style="list-style-type: none"> <li>1. The change of Government could result in changes in the UK Government's policy or investment approach.</li> <li>2. The timing of the pre-election period had further delayed the receipt of the Wales Technical Guidance required to inform the process and UK Government Civil Servants were unable to engage with the NWCJC until after 4 July 2024. The absence of the guidance meant that future governance arrangements had not been published, and</li> </ol>

	<p>specific details required to respond to the Wales-context had not been set out.</p> <p>3. Commissioning of external support incurred costs, which were budgeted in the region of £50,000 to complete Gateway 2. It was expected that this milestone would align with opportunities to re-engage with UK Government following the general election. Whilst the costs could be recovered from the 4% management fee, this would only be available to the NWCJC if / when the Investment Zone is approved.</p>
1.16	<p>There were believed to be some mitigations to the risks.</p> <ol style="list-style-type: none"> <li>1. An in-principle agreement between Leaders and Chief Executives of the two councils to indemnify the NWCJC for costs incurred in the commissioning of external support. This to be limited to £25,000 per council, set within the context of ultimately securing £160m for the Investment Zone.</li> <li>2. The fact that Investment Zones in Wales are co-produced by UK Government and the Welsh Government. The Welsh Government was not subject to the same pre-election restrictions, which created an environment where a level of activity could continue.</li> <li>3. Despite any post-election uncertainty, the best form of action was to progress work and complete Gateway 2 and commence Gateways 3, 4 and 5, as soon as was practically possible. This would strengthen the position of the Flintshire and Wrexham Investment Zone and allowing engagement with the incoming UK Government on that basis.</li> </ol>
1.17	<p>The senior leadership of the NWCJC and the two Councils, considered that any failure of the Flintshire &amp; Wrexham Investment Zone to make progress through the Gateway process and therefore not secure the £160m funding envelope, outweighed the presence of these risks. It was agreed that this would be reported to the leadership of each Council at the earliest opportunity.</p>
1.18	<p>The proposed Investment Zone was discussed at Environment and Economy Overview and Scrutiny Committee on 16<sup>th</sup> July 2024. A number of Members were concerned that direct investment in businesses, where it occurs, should be prioritised towards businesses that can show the strongest local social benefit. This is likely to be a mandatory element of the programme in line with Welsh Government's approach to economic contracting, with businesses expected to demonstrate how they will contribute to:</p> <ol style="list-style-type: none"> <li>1. providing secure employment, productivity and local supply chains;</li> <li>2. fair work;</li> <li>3. promoting well-being; and</li> <li>4. low carbon and climate resilience.</li> </ol>



<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	In the short term, the only direct financial cost to the Council is the £25,000 indemnity to NWCJC highlighted above. In addition, there will be a significant call on officer time from a number of teams to support NWCJC in developing the package of interventions and information needed to progress through the Gateway process.
2.02	The Gateway process is designed to allow the NWCJC, the two Councils, and wider stakeholders to identify the package of interventions that they wish to deliver over the ten years of the Investment Zone programme and the 25 years of the NNDR retention period. The operating costs of the Investment Zone can be reclaimed through a specific budget of up to 4% of programme value.
2.03	The Investment Zone provides an opportunity for the Council to identify priority projects that would contribute to the success of the advanced manufacturing cluster and to secure significant capital and revenue funding towards their delivery. Match funding, from Council as well as wider funding sources would be required and could include borrowing to enable capital investment. The availability of the NDR retention income for 25 years provides an opportunity to, for example, cover the costs of borrowing.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>	
3.01	<b>Ways of Working (Sustainable Development) Principles Impact</b>	
	Long-term	The Investment Zone programme is a long term (25 year) funded approach to supporting the priority employment sector in Flintshire and Wrexham.
	Prevention	No impact
	Integration	Development of the Investment Zone will require a wide range of opportunities and challenges to be considered in an integrated way to have the maximum impact on the priority sector and the wider economy.
	Collaboration	The Investment Zone will be delivered in by the NWCJC in conjunction with the two Councils, research institutions, and wider stakeholders.
	Involvement	No impact

<b>Well-being Goals Impact</b>	
Prosperous Wales	The Investment Zone will support and grow the most significant employment sector in Flintshire and Wrexham, creating and safeguarding jobs, increasing wages and growing skill levels.
Resilient Wales	No impact.
Healthier Wales	No impact.
More equal Wales	No impact.
Cohesive Wales	No impact.
Vibrant Wales	No impact.
Globally responsible Wales	The Investment Zone will be able to support the decarbonisation of businesses and may be able to invest in new infrastructure to support this and to support sustainable transport.
<b>Risk</b>	<b>Mitigation</b>
Uncertainty created by UK General Election	As set out in section 1.16
Capacity to implement Gateway process	The Councils are able to draw down, at risk, against the 4% administrative budget for the programme to create additional capacity as required.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
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4.01	There was considerable consultation undertaken with the private sector in the period up to the announcement of the Investment Zone for Flintshire and Wrexham. Since then, there have been two further discussions with private sector representatives to provide an update on progress and ensure that the development of the Investment Zone is responsive to business priorities.
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<b>5.00</b>	<b>APPENDICES</b>
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5.01	Appendix 1 – Gateway 1 submission document
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<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Investment Zones policy prospectus <a href="https://www.gov.uk/government/publications/investment-zones/investment-zones-policy-prospectus">https://www.gov.uk/government/publications/investment-zones/investment-zones-policy-prospectus</a>

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Niall Waller (Enterprise and Regeneration Manager) <b>Telephone:</b> 07342 093133 <b>E-mail:</b> <a href="mailto:niall.waller@flintshire.gov.uk">niall.waller@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	NDR (Non Domestic Rates) – the property tax paid on business premises, collected by each local authority on behalf of Welsh Government and redistributed across Wales.  NWCJC (North Wales Corporate Joint Committee) – the formal structure being established to lead regional economic development, strategic land use planning and strategic transport planning.

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## Name of Place: North East Wales Investment Zone

### Primary Contact Details

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Organisation Name: Bwrdd Uchelgais Gogledd Cymru / North Wales Economic Ambition Board

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Phone Number:

Organisation Name: Bwrdd Uchelgais Gogledd Cymru / North Wales Economic Ambition Board

## **The Vision**

### **WHAT VISION DO YOU HAVE FOR YOUR INVESTMENT ZONE? (1,500 words)**

Outline your initial strategic pitch for your proposed Investment Zone, with reference to how it will support the stated programme objectives. Please draw on existing evidence as appropriate.

#### **Introduction**

The North East Wales Investment Zone builds upon our nationally important cluster of advanced manufacturing, growing and transforming the sector to meet the needs of the future and increasing its economic benefits to the UK; increasing employment and driving up productivity and pay. The Investment Zone will harness its excellent research base to accelerate business research, development and innovation and use strong and collaborative local leadership and sustained private investment to level-up and close the gap with other top-performing areas.

Early grass roots local work with businesses confirmed that an Investment Zone for North East Wales, covering the counties of Wrexham and Flintshire, with Fair Work, Net Zero, Future Generations and the Environment at its heart, could drive productivity and business growth with increased innovation whilst supporting deprivation reduction and Levelling Up.

#### **North East Wales**

The unitary authorities of Wrexham and Flintshire in North East Wales are located on the border with England and form part of a cohesive Mersey Dee sub-region where three regional economic zones overlap; North Wales, Liverpool City Region and Greater Manchester. The Mersey Dee subregion has an economy greater in size than that of Cardiff and a population equivalent to

Belfast. The sub-region functions as a single economic area with the population largely living and working within it and a critical mass of high value businesses operating either side of the functional invisible border including a wide range of global brands, with embedded supply chains.

The economy is strongly dominated by manufacturing with one of the most important sectoral clusters in the UK with global brands and their suppliers operating alongside a dynamic SME sector. Our manufacturing sector employs 31,000 people and includes major international businesses including JCB, Airbus, Toyota, Eren, Tata, Knauf, Hydro, Convatec, Ipsen, Kelloggs, Kronospan, Prysmian, Hoya, Ardagh Metal, Belfield Group and Plastipak. The area has exports of £5.5bn in goods and a manufacturing GVA of £3.12bn representing 40% of the North East Wales economy.

The advanced manufacturing sector in Wrexham and Flintshire is characterised by collaboration, innovation, and specialisation, with each sub-sector playing a critical role. It includes, for example:

- Raw material suppliers.
- Component manufacturers including precision machining, injection moulding, and 3D printing.
- Sub-assembly suppliers assembling smaller components into larger modules or subsystems, which are then integrated into final products by manufacturers.
- Suppliers of advanced manufacturing equipment and machinery, including robotics, CNC machines, and automation systems.
- Food and drink manufacturers.
- Pharmaceuticals manufacturers or companies producing basic and speciality consumer chemicals and products using chemical processes.
- Logistics companies.
- Quality assurance and certification services ensuring that products meet industry standards and regulatory requirements and maintaining the integrity and reliability of the supply chain.
- Research and technology development organisations.

Aerospace is a particularly important sub-sector in the Investment Zone with Airbus, its supply chain and a range of other companies in operation.

### **Challenges and opportunities**

The Investment Zone will be able to capitalise upon the strengths of the sub-region:

- A skilled workforce with expertise in engineering, machining, and advanced manufacturing technologies.
- Proximity to major transportation networks, including road, rail, and air links, facilitates the efficient movement of goods and materials, enhancing the competitiveness of local manufacturers.
- Collaboration between businesses, academic institutions, and government agencies fostering innovation, knowledge sharing, and technology transfer within the advanced manufacturing ecosystem.

## [DRAFT TO SUPPORT CO-DEVELOPMENT BETWEEN THE UK GOVERNMENT AND WELSH GOVERNMENT]

- Home to a diverse range of advanced manufacturing businesses spanning aerospace, automotive, electronics, and other high-tech industries, diversifying the local economy and mitigating sector-specific risks.
- Wrexham is Wales' newest city, with high international profile due to Wrexham AFC coverage.
- Local Development Plan land allocations for employment In North East Wales.

In addition to a small number of very large multi-national owned companies in the Investment Zone, there is a very wide range of SMEs in the advanced manufacturing sector. Recent projects to engage them and build their innovation capacity through the Community Renewal Fund and Shared Prosperity Fund programmes have revealed a considerable untapped potential and appetite to grow further. North East Wales is an area where businesses want to locate and there is healthy investment interest.

Several constraints limit this growth potential:

- Advanced manufacturing businesses need to meet the challenges of net-zero especially in the more energy-intensive sub-sectors.
- There is very limited availability of investment-ready sites and premises.
- Businesses face significant skills gaps exacerbated by an aging workforce.
- Penetration of advanced technology remains very limited.
- There is very limited non-car access to employment sites.
- Older employment sites have outdated infrastructure and poor physical environments which can make them unappealing to investors and limits business growth potential.
- Many of the largest businesses in North East Wales are multi-nationals which must compete internally for investment and strategic decisions are taken elsewhere.
- Digital connectivity is still uneven in coverage especially 4G and 5G networks.

Despite the economic strengths of North East Wales, there are pockets of deprivation which remain. In Flintshire, there are three areas within the top 10% of WIMD (Higher Shotton, Holywell Central and Sealand 2) located close to the main employment sites. In Wrexham there are 7 areas within the top 10% of WIMD, with 5 located on the Caia Park Estate (Queensway 1 & 2, Wynnstay, Cartrefle 2, Smithfield 3), located within less than a 10 min drive of Wrexham Industrial Estate.

Gross disposable income in Wrexham is £17,661 vs national average of £20,445. This is £19,212 in Flintshire. Weekly pay in Wrexham is £548 vs national average of £571. This is £569 in Flintshire.

Wrexham and Flintshire's GVA per hour worked shows we are 12.3% less 'productive' than neighbouring Cheshire West & Chester and our Per Capita emissions are 66% higher than the UK average at around 10.1 tCO<sub>2</sub>e vs. 6.1 tCO<sub>2</sub>e.

There is also an educational divide to overcome as skills levels in business and particularly advanced manufacturing rise over time potentially leaving less-skilled individuals further behind. Only 52.6% of adults in Wrexham have Level 3 qualification or higher vs national average of 60.4. It is 55.8% in Flintshire.

### **Strategic contribution**

The Investment Zone will deliver interventions and outcomes under the three pillars of the UK Government *Build Back Better: Our Plan for Growth 2021* with a focus on infrastructure, skills and innovation.

The Investment Zone will make a significant contribution towards delivering the Welsh Government *A Manufacturing Future for Wales 2021* framework for action and the Welsh Government *Innovation Strategy 2023* economy and climate and nature priorities in one of Wales' most important manufacturing clusters.

The Investment Zone will also contribute toward the delivery of a wide range of the *North Wales Regional Economic Framework 2022* priorities.

Finally, the Investment Zone will be delivered within the context of the Welsh Government *Well-being of Future Generations Act 2015* with a focus on the wider determinants of well-being as well as on economic growth.

### **Potential interventions**

The high-level mix of interventions for the North East Wales Investment Zone are expected to include:

#### 1) Research and Innovation

Develop dedicated pop-up factory workspace for new businesses to scale up the production of innovative sustainable product lines.

Build configurable research capacity to support businesses in finding innovative solutions their future needs.

#### 2) Skills

Transform the links between the advanced manufacturing sector and children and young people – growing aspirations, building innovative pathways into the sector and creating exciting higher skill opportunities. Harness the power of the creative sector to engage people in careers in advanced manufacturing.

Create new social partnerships with businesses to widen access to employment especially from deprived or disadvantaged communities.

Work closely with the North Wales Regional Skills Partnership and learning providers to build the learning capacity of the region and the workforce to serve the rapidly accelerating technical skills needs of businesses especially adopting Industry 4.0 and 5.0.

#### 3) Infrastructure

Develop the next generation of specialist learning facilities to upskill advanced manufacturing workforces.

Reshape transport networks and infrastructure to connect employment clusters with areas of population and of deprivation.

Accelerate the development of high-quality sites and premises ready for business investment.

#### 4) Regional Enterprise and Business Support



[DRAFT TO SUPPORT CO-DEVELOPMENT BETWEEN THE UK GOVERNMENT AND WELSH GOVERNMENT]

Create a dedicated frontline service to advanced manufacturing businesses enabling seamless navigation through the support and regulatory ecosystem and business to business supply-chain connectivity and learning.

Provide leading-edge specialist advice to businesses to encourage investment in new technologies; transition to low carbon; and research, development and innovation with financial incentives where needed.

Engage high growth potential start-up and scale-up businesses in the sector to facilitate their routes to growth.

5) Planning and Development

Provide a responsive single point of contact service to accelerate planning processes.

Create ambitious high-quality masterplans for key sites to accelerate development and build investor confidence.

NNDR retention will help to sustain some of these investments, especially in revenue-based activities, beyond the initial 10 year period of the programme and may facilitate public sector borrowing to support infrastructure development.

The partnership has, for now, proposed the inclusion of two tax sites as part of the Investment Zone but further discussion and modelling work is needed to understand whether these will form part of the final mix of interventions.

## Tax Sites

TAX SITES
Will you be proposing tax sites?
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
If yes, how many tax sites are you proposing?
One <input type="checkbox"/> Two <input checked="" type="checkbox"/> Three <input type="checkbox"/>
What is the estimated size and location of this site/each of these sites, where known. If you already have specific locations in mind please provide maps and/or postcodes, this will be purely to inform our initial discussions.
Site 1 tbc
Site 2 tbc
Site 3 n/a

## Non-Domestic Rates Retention (NDR retention)

[DRAFT TO SUPPORT CO-DEVELOPMENT BETWEEN THE UK GOVERNMENT AND WELSH GOVERNMENT]

Non-Domestic Rates Retention
Will you be proposing sites within which 50% of non-domestic rates growth is retained over an agreed baseline for 25-years?
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
If yes, how many NDR retention sites are you proposing? (2 maximum)
Two
What is the provisional location and estimated size of these sites?
Deeside 300ha Wrexham Industrial Estate 20ha
Have you engaged the relevant billing authorities? If yes, what was their initial feedback to your proposals?
Yes, authorities engaged and no significant barriers identified. Clarity needed from Welsh Government on how collection and repatriation of funds will work.
Do you intend for these NDR retention sites to be located on the same location as your tax sites?
Need to have further discussion and modelling to determine.

## Planning

PLEASE OUTLINE YOUR EARLY THINKING ON THE PROSPECTIVE PLANNING OFFER FOR THE INVESTMENT ZONE (250 words)
You should briefly set out what planning you intend to take forward as part of the Investment Zone and how you will ensure it accelerates progress.
<p>The Investment Zone in North East Wales will not be characterised by the development of a small number of large sites. Instead, the focus will be on making a number of smaller and medium sized sites ready for investment and realising the potential of suitable land. The sites will be capable of conforming with the Local Development Plans in principle, but may require investment or other interventions to become development-ready. The support that businesses will need is therefore complex and it is proposed that this will take the form of:</p> <ul style="list-style-type: none"><li>• A dedicated single point of contact for the Investment Zone for businesses and investors who will co-ordinate support functions across the two counties.</li><li>• Dedicated planning officer resource in each County to accelerate planning processes for Investment Zone proposals.</li><li>• Dedicated resource in each County to help businesses and investors to navigate wider regulatory and support functions including flood risk, conservation, biodiversity, highways and land and property.</li><li>• Considering dedicated officer resources within Natural Resources Wales to accelerate biodiversity and flood advice and consenting.</li><li>• Development of masterplans for key sites where this will increase the quality of final development, accelerate development and provide investor confidence.</li></ul> <p>Although this approach will seek to accelerate development, the focus will be on achieving high quality and sustainable development outcomes linked, where appropriate, into wider placemaking.</p>

## Partner Research Institutions

### WHICH RESEARCH INSTITUTION(S) WILL CO-SIGN YOUR PROPOSAL? (250 words)

Please provide details of proposed partner research institution(s), why they are appropriate and how you envisage they could support the proposal.

There are three research institutions that operate in the North East Wales Enterprise Zone, each with their own specialities. Each has a valuable role to play in the delivery of the Investment Zone.

AMRC Cymru, which is part of the University of Sheffield Advanced Manufacturing Research Centre (AMRC) innovation cluster and a member of the High Value Manufacturing (HVM) Catapult, is a £20m state-of-the-art applied research centre, which was fully funded by the Welsh Government. AMRC Cymru's focus is to turn world-leading research into practical improvements for industry, helping to boost productivity, sharpen their competitive edge and save time, money and energy. AMRC Cymru focuses on advanced manufacturing sectors including aerospace, automotive, nuclear and food in the key research areas of future propulsion, sustainability and digital manufacturing. As a cutting-edge R&D facility, AMRC Cymru is driven by industry, for industry. It provides an open innovation platform accessible to all manufacturers in the whole of Wales.

Bangor University has operations in North East Wales and a strong research based related to advanced manufacturing including: telecommunications and sensing; photonics and imaging; life sciences and medical devices and low carbon. Bangor University is the second highest performing research-intensive University in Wales after Cardiff University with a research portfolio of around £90-100m running at any one time.

Wrexham University has a history of developing higher level skills and knowledge working collaboratively to use research and partitional experience to inform its learning and teaching, meeting the needs of industry and enriching the communities it serves.

Wrexham University has identified the strategic importance of Knowledge Transfer and commercialisation and works with industry partners to develop their capacity. The university is also aiming for Research Degree Awarding Powers (RDAP) based on its performance in the 2021 Research Excellence Framework (REF) exercise.

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## CABINET

<b>Date of Meeting</b>	Tuesday, 23 <sup>rd</sup> July 2024
<b>Report Subject</b>	Care Closer to Home: Placement Commissioning Strategy for Looked After Children
<b>Cabinet Member</b>	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
<b>Report Author</b>	Chief Officer (Social Services)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

Flintshire County Council has a strategic vision to provide sufficient local good quality accommodation to meet the needs of our looked after children. Our 'Care Closer to Home: Placement Commissioning Strategy' sets out our intention to invest in the development of in house fostering, residential care and to forge effective partnerships with high quality providers that operate not for profit principles. This approach is consistent with Welsh Government's commitment to:

- eliminate private profit from the care of looked after children
- grow the Foster Wales public sector fostering brand

This report confirms progress in delivering the first phase of our 'Care Closer to Home' strategy and proposes our approach to updating the 'Care Closer to Home' Strategy within the context of the Health and Social Care (Wales) Bill that was laid before the Senedd Cymru on 20 May 2024.

The Health and Social Care (Wales) Bill contains eliminating profit provisions which will restrict the making of profit in the provision of care home services provided wholly or mainly to children, secure accommodation services, and fostering services. This will necessitate local authorities to upscale internal provision to meet demand and sustained collaborative working with existing and new 'not for profit' providers as the landscape for supporting looked after children in Wales changes.

The report proposes a workshop for Elected Members to outline the new legislation, the context of current placement commissioning (often referred to as Out of County Placements) and to explore options for developing our strategic approach for placement commissioning and further development of in-house

placement provision. The outcome will inform the development of an updated phase 2 'Care Closer to Home' Strategy.

## RECOMMENDATIONS

1	Cabinet approves progress to deliver phase one of our 'Care Closer to Home' strategy.
2	Cabinet supports a workshop for Elected Members in September/ October 2024 to outline the new legislation, the context of current placement commissioning (often referred to as Out of County Placements) and to explore options for developing a strategic approach for placement commissioning and further development of in-house placement provision.

## REPORT DETAILS

<b>1.00</b>	<b>The National Context</b>
1.01	The Welsh Government's Programme for Government contains a number of commitments relating to a new vision for Children's Social Care. At its heart, Welsh Government wants to see fewer children and young people entering care. For those children in care, the ambition is for them to remain close to home so they can continue to be part of their community and for their stay in care to be as short as possible, consistent with meeting the needs of the young person.
1.02	The Programme for Government contains a commitment to eliminate private profit from the care of looked after children. Welsh Government is of the view that it is not right that some private companies who run services for looked after children can make significant profits from the children they care for. Eliminating profit from care is about transitioning to a not-for-profit model of care in Wales, focussing on values and not finances. It is about fundamentally changing how we care for children and their families as part of a network of local, community-based services that have the welfare of the young person as the absolute priority. The aim is to ensure that public money invested in accommodation for care experienced children is not extracted as profit, but instead is reinvested back into the system to support better outcomes, services, and professional development.
1.03	On 20 May 2024 the Health and Social Care (Wales) Bill was laid before the Senedd Cymru. The intention is for the relevant provisions of the Bill to be brought into effect so that independent providers of children's homes and fostering agencies must be registered with Care Inspectorate Wales (CIW) as a 'not for profit entity'. Under the Bill no new for-profit provider would be able to register with CIW after April 2026. All current providers would have to move to a not-for-profit position by April 2027.
1.04	A not-for-profit entity will be defined as:

	<p>(a) a charitable company limited by guarantee without a share capital,  (b) a charitable incorporated organisation,  (c) a charitable registered society, or  (d) a community interest company limited by guarantee without a share capital</p>
1.05	<p>These models all satisfy the principle that there must be no payment of dividends to shareholders or members and that the trading surpluses should be reinvested into the service (including building appropriate reserves and capital expenditure). A not-for-profit entity will also be required to have objects or purposes that primarily relate to the welfare of children or such other public good as the Welsh Ministers determine.</p> <p>To ensure the policy is not undermined by practices which go against its spirit and intention, thus defeating the purpose of the legislative changes, the Bill will also provide that unreasonable or inappropriate payments made by a not-for-profit entity can be taken into account by Welsh Ministers when deciding if a provider is a fit and proper person to be registered.</p>
1.06	<p>To mitigate disruption to the lives of children in existing residential and foster care placements, transitional arrangements will allow a registered for-profit provider of a restricted children's service (a legacy provider) to continue operating after the provisions have come into force, subject to conditions imposed by regulations. Welsh Ministers will have a power, exercised through regulations, to bring the registration of legacy providers to an end at an appropriate time.</p>
1.07	<p>A national Programme Board has been established to take forward the implementation of the Health and Social Care (Wales) Bill with workstreams and associated task and finish groups. Flintshire are an active member of the 'local authority' workstream.</p>
1.08	<p>The Health and Social Care (Wales) Bill will fetter our ability to commission freely with providers of certain business models outside of Wales as well as in country and locally. This policy will, and is already, changing the landscape of placement options for our children and young people, therefore, local authorities must proactively identify opportunities for change and manage the emerging risks. The Council is committed to the national policy intent. The implementation timeline is, however, very challenging and will necessitate significant planning to transition safely for our children and young people.</p>
1.09	<p>Funding has been made available to local authorities to support the development of in house fostering and residential care. Locally this funding has been used to support the delivery of phase one of our care Closer to Home Strategy and will contribute to phase two. However, it is clear local authorities will require significant investment to underpin this ambitious generational change management programme. Ensuring the allocation of sufficient funding for this programme is set within the context of extreme budgetary pressures across local government.</p>

1.10	<b>The Local Context</b>
1.11	It is an explicit expectation of national policy that local authorities upscale their internal service provision to rebalance and reduce reliance on externally commissioned services. Flintshire's 'Care Closer to Home' strategy sets our ambition to develop high quality services, in a sustainable way, whilst recognising that we will still commission externally where there is lack of sufficiency or where the best interests of our children looked after require an alternative model of care to best meet their needs.
1.12	<p>The Care Closer to Home Strategy was developed to respond to specific challenges in commissioning placements and has been updated to reflect current and, anticipated, service needs. These can be summarised as:</p> <ul style="list-style-type: none"> <li>• Gaps in foster care provision particularly in relation to support for older children, sibling groups, and parent and child placements</li> <li>• Gaps in local residential care include placements for teenagers who often have complex needs, underlying trauma, and can show behaviours of concern</li> <li>• The need for independent supported living for young people and care leavers aged 16-25. Placement options for children 16+ are extremely limited and can necessitate bespoke arrangements that operate without registration</li> <li>• The need for immediate placements for young people who have been remanded to local authority accommodation</li> <li>• Sufficient placements for disabled children as part of a wider support and respite package</li> <li>• Sourcing residential placements that provide appropriate specialist provision to meet educational needs</li> <li>• Significant workforce recruitment and retention pressures which can impede the scale and pace of in-house residential expansion</li> </ul>
1.13	The introduction of the Health and Social Care (Wales) Bill will require the local authority to refresh and update its Care Closer to Home Placement Commissioning Strategy to consider the impact of what will be a fundamental shift, from an open market to a restricted market. As part of this work it is proposed that in September / October 2024 we hold a focused workshop for Elected Members to outline the new legislation, the context of current placement commissioning (often referred to as Out of County Placements) and to explore options for developing our strategic approach for placement commissioning and further development of in-house placement provision. The outcome will inform the development of an updated phase 2 'Care Closer to Home' Strategy.
1.14	<p><b>Care Closer to Home – Phase One Delivery</b></p> <p>The Care Closer to Home strategy sets our ambition to expand local authority fostering and residential care placements. Progress in year one is summarised below.</p>
1.15	<b>Fostering</b>



	<p>Our priority is that our internal capacity and range of fostering services will grow significantly to rebalance our reliance on external commissioning. We will offer children looked after families who will care for them well, allowing them to feel loved, with a sense of belonging.</p>
1.16	<p>The current foster carer profile is that as of the 31st of March 2024 we have 98 Foster Carers in total which consists of:</p> <ul style="list-style-type: none"> <li>• 36 Connected Persons Foster Carers Approved. (with 5 being assessed).</li> <li>• 45 General Foster Carers (2 being assessed)</li> <li>• 17 Respite and Emergency Foster Carers (1 being assessed)</li> </ul> <p>This is an increase from 88 Foster Carers as of the 31<sup>st</sup> March 2023.</p> <p>However, we know that placement demand exceeds placement capacity. Our data forecasting identifies that to be self-sufficient we would need to recruit 59 foster carers over the next three years within a highly competitive market with finite foster carers.</p>
1.17	<p>To support the development of Foster Care in Flintshire we will:</p> <ol style="list-style-type: none"> <li>a) recruit more fosters carers with a particular focus on supporting children aged 10-15 and parent and expanding child placements</li> <li>b) continue to grow and develop our Special Guardian offer</li> <li>c) expand our Foster Bear initiative</li> <li>d) work with quality providers that are seeking to transition to not-for-profit models to maximise local placement stability and choice</li> <li>e) work with third sector providers to identify how we can work in partnership to support children with specific needs locally</li> </ol>
1.18	<p>Flintshire is proud to be part of the local authority Maethu Cymru: Foster Wales family. Maethu Cymru is a collaborative network of fostering services from all 22 Local Authorities across Wales. At a national level, Maethu Cymru aims to build the presence and processes that will help all Local Authorities recruit more foster carers.</p>
1.19	<p>The Maethu Cymru approach brings together national, regional and local resources to enhance our capacity and expertise to recruit and support local authority foster carers. The approach is supported through strong regional working. In North Wales we have created an integrated regional approach which compliments local expertise. Across the region the number of people making enquiries about becoming a foster carer has reduced and we have therefore focused on increasing interest and improving the quality of enquiries. To achieve this, we worked with specialist marketing and digital agencies to develop integrated marketing campaigns and digital media plans for the North Wales region.</p>
1.20	<p>Welsh Government grant funding has been provided to support enhanced marketing and recruitment activity within local authorities. In November 2023 we were able to use this grant funding to enhance workforce capacity to support our marketing and recruitment work to increase the number of general foster carers aligned to service need.</p>

1.21	An area of significant growth for the Fostering team is work relating to connected persons. Connected persons are a relative, friend or another person connected with a child who are assessed and approved by the local authority as a foster carer for the child(ren). Connected persons carers are provided full parity with our general foster carers.
1.22	Positively, there has been a continued increase in the number approved of connected persons, who now make up 40% of approved foster carers in Flintshire. The number of viability assessments for connected persons has to be met within existing resources and can impact on our capacity to recruit and assess general foster carers. The increase in connected person has also necessitated our Special Guardianship work to grow and expand to meet the increasing demand.
1.23	<b>Special Guardianship</b>
1.24	Special Guardianship is an order made by the Family Court that places a child or young person to live with someone other than their parent(s) on a long-term basis. The person(s) with whom a child is placed will become the child's Special Guardian.
1.25	The support provided through Special Guardianship Orders (SGO) has continued to grow and develop, with 11 SGO's granted last financial year. A dedicated SGO support service has been implemented with an inbox to direct support needs for a more streamlined response.
1.26	The service developed a bilingual website which provides in-depth information and a contact form for any queries. The service is involved in discussions about Special Guardianship from the outset of the Local Authority's involvement with children and families, identifying whether Special Guardianship is appropriate prior to the child(ren) becoming "looked after".
1.27	We have developed a bi-lingual fact sheet which embeds the information we provide to families. The service has two full-time social workers who undertake assessments and a Childrens Services Assistant who provides support to the families in the following 12 months. The support has proved helpful, with several minor issues being resolved quickly.
1.28	The SGO service provides information and support to Special Guardian's with a Newsletter developed twice a year providing information about upcoming training events, contact details for the team and literature/ articles of importance. The finance team maintain annual contact with Special Guardian's to ensure accurate financial support to families. Dedicated coffee mornings or support groups have been considered however feedback to date is that this would not be utilised, this offer will be kept under review.
1.29	The Team is developing relationships with other agencies and neighbouring Local Authorities for the support needs of families who reside outside Flintshire. Social workers attend bi-monthly Special Interest Groups and are actively involved in the development of Special Guardianship support in Wales.

1.30	<b>Foster Bear</b>  Flintshire have developed and launched an innovative approach to raise awareness, educate and recruit foster carers through Foster Bear.
1.31	The aim of the Foster Bear campaign is to raise awareness of local authority fostering and outline the urgency to recruit more foster carers in Flintshire. The initiative involves strong partnership working with schools to introduce the concept of being looked after and the important role of fostering is supporting children and young people.
1.32	Working with Education, lesson plans have been developed to introduce foster bear and children are given the opportunity to take Foster Bear home for a weekend during which they will look after and care for the bear. The children also receive a Foster Bear Booklet full of fun activities for them to complete in class and in which to record their weekend adventures.
1.33	Children's families have the opportunity to participate in the campaign by sharing photographs and stories on social media to show how Foster Bear has experienced life in their family, using the hashtag <b>#fosterbear</b> .
1.34	To date we have worked with 13 primary schools on our foster bear initiative. This has led to one family becoming approved foster carers, another case in the final stages of determination and a third family have recently expressed an interest. The initiative is having the dual outcome of raising awareness and understanding about being looked after as well as reaching out to potential foster carers in our local communities.
1.35	<b>Working with Fostering Providers to Meet Local Need</b>
1.36	Our assessment is that third sector fostering services and those who plan to move to 'not for profit' models will remain part of strategy to provide high quality placements for Flintshire looked after children. Over the next 12 months we will develop initial tentative conversations with Providers about their intentions, within the context of the eliminating profit agenda. These will explore where there may be opportunities to work collaboratively, including where we may need specialist services.
1.37	<b>Priority for Residential Care</b>
1.38	The priority area for all young people who need residential care is that they are looked after, close to home, in high quality settings where they can thrive, and that they are looked after by a stable, resilient, skilful and well supported staff group of carers.
1.39	As of the 31 <sup>st</sup> March 2024 there were 35 children supported in commissioned residential care and seven supported through in-house provision. During 2023/2024 we have seen an overall increase in the number of independent residential care homes operating in Flintshire but a continued shortage of residential care homes that:

	<ul style="list-style-type: none"> <li>• deliver models of care targeted at the needs of children and young people at the highest end of the continuum of need, with undiagnosed learning disabilities, neurodiversity, complex trauma, and mental health needs,</li> <li>• offer integrated health, education, and social care packages, delivered through evidence-based models of care,</li> <li>• take emergency same day admissions,</li> <li>• are resilient to physical violence and aggression, high levels of property damage, frequent absconding linked to criminalisation and/or exploitation and self-harm.</li> </ul>
1.40	<p>It is clear that we need to align need and provision. Our priorities are to:</p> <ol style="list-style-type: none"> <li>i) develop clear expansion plans for in house residential care and the associated therapeutic model</li> <li>ii) work with local providers who wish to move to not for profit models and seek opportunities for maximising placement choice for Flintshire children</li> <li>iii) develop the workforce to ensure sufficient numbers of well trained and supported staff</li> </ol>
1.41	<b>Expanding In House Residential Care</b>
1.42	<p>In 2023/2024 we have registered and opened:</p> <ul style="list-style-type: none"> <li>• Tŷ Nyth – a home supporting family reunification</li> <li>• Y Dderwen – a home providing long term placements</li> <li>• 2 Small Group Home – providing bespoke solo placements for children with complex needs</li> </ul>
1.43	This is in addition to the two long terms beds that we developed as part of our support at Arosfa Residential Home for children with disabilities.
1.44	We also have Mesen Fach which has been developed as an emergency placement and we are in the process of recruiting the workforce to enable us to move forward with our registration application to CIW.
1.45	Currently we have seven looked after children supported through our in House provision and our ambition is to expand our capacity. This will require integrated work with Health to ensure we develop an appropriate therapeutic model that will meet the support needs of children in the new developments. We will also work with Education to ensure that the pathways for accessing locally based education and training is fully developed.
1.46	<b>Working with Local Providers</b>
1.47	<p>There are four steps we will be taking to inform our expansion programme:</p> <ol style="list-style-type: none"> <li>1. Forecast the number of children requiring residential care in the next three to five years through our Care Closer to Home Placement Strategy</li> <li>2. Quantify the anticipated capacity within current local authority provision over this timeline</li> </ol>

	<p>3. Engage with Providers to ascertain who will move to a not-for-profit model, or who will cease operation, and the associated impact for our looked after children, taking account of any transitional and 'best interest' exemptions that are made by Welsh Government for children already placed.</p> <p>4. Deduct outcomes from 2 and 3 from 1 (above) to ascertain the number of children who will not have provision as the priority cohort for developing services to meet their needs.</p>
1.48	Initial need analysis suggests that the expansion model will need to centre on provision where children with challenging needs are admitted into solo / small group home services, stabilised through support and then moved on to a long-term placement with other children. However, we need to have the opportunity to review the content of the Social Care Bill, which has not yet been shared, and work with Providers to understand the impact on the market to inform our gap analysis and service development plans.
1.49	<b>Workforce Recruitment and Development</b>
1.50	Strong, value-based leadership is integral to ensuring a compassionate, high quality and nurturing culture with Children's residential care. We have invested in recruiting, and developing, a management team to lead our service development in an area of service provision that is new to the local authority.
1.51	We have successfully recruited a specific Responsible Individual (RI) for Children's Services who leads our residential service and will oversee any further expansion of provision. They are leading a proactive workforce recruitment and development strategy to ensure that we have workforce sufficiency to meet CIW registration requirements.
1.52	Workforce pressures across social care and health services are well versed. Ensuring our workforce is sufficient, receive the right training and have the right skills to provide our children with the best care and support is a key issue for us. This includes foster carers and residential care staff.
1.53	We recognise that for some of our children and young people with the most complex blend of needs and presenting behaviours, models of care with high fidelity delivery models are required. Resilience across workforce to presenting behaviours is crucial to placement stability. During 2022/23 Flintshire have had to manage more young people displaying high levels of dysregulated behaviour. We are working hard to build resilience through training and support and mitigating risk of placement disruption. We have a comprehensive training offer for foster carers and have invested significant resource to upskill residential care staff in trauma informed care recovery models.
1.54	Maintaining and improving quality of service, alongside our rapid expansion of service offer will require a sustained and consistent focus on workforce recruitment and development to build the skills and knowledge of existing workforce and new recruits/carers.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>												
2.01	<p>A combination of Welsh Government grant programmes and financial investment through the Council's Medium Term Financial (MTF) Plan are being used to fund the development of the Residential Homes. The following funding was allocated from Welsh Government:</p> <table border="1"> <thead> <tr> <th>Financial Year</th> <th>Eliminate Grant allocation</th> <th>Radical Reform Grant allocation</th> </tr> </thead> <tbody> <tr> <td>2022/23</td> <td>£350,000.00</td> <td>£85,877.50</td> </tr> <tr> <td>2023/24</td> <td>£501,212.00</td> <td>£85,878.00</td> </tr> <tr> <td>2024/25</td> <td>£561,000.00</td> <td>£85,878.00</td> </tr> </tbody> </table>	Financial Year	Eliminate Grant allocation	Radical Reform Grant allocation	2022/23	£350,000.00	£85,877.50	2023/24	£501,212.00	£85,878.00	2024/25	£561,000.00	£85,878.00
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2.02	<p>An allocation of £1m has been identified for further expansion of residential care through the local authority's Capital funding. However, we will require significant additional capital and revenue support from Welsh Government if we are to realise the scale of the rebalancing of care envisaged through their Programme for Government. We await clarity and confirmation of further funding streams beyond the current national three year programme which ends in 2024/2025. Any expansion plans will be informed by available funding and resources.</p>												

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	<p>The development of additional in-house residential provision will require significant funding and workforce recruitment and staff development. Further Welsh Government funding will be critical to support the further development of in-house residential care.</p>
3.02	<p>Recruitment within the social care sector is challenging and we must maintain minimum staffing ratios linked to care plans and statement of purpose, ensuring staff have the skills, training, and support to deliver quality of care. We are taking an innovative approach towards both recruitment and retention will be necessary in a competitive employment market. This will include recruiting for 'values', funding intensive training on therapeutic models for support, investment in senior residential roles to provide visible and accessible role modelling with each provision and a programme of leadership development and coaching for managers.</p>

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	<p>The North Wales Population Needs Assessment (April 2022) collated stakeholder feedback relating to children's services and service providers.</p>
4.02	<p>Proposals for residential expansion will be shared at an early point with Young Voices Out Loud Group, which consists of young people who are looked after as well as care leavers, to look at the options and seek their expertise on what young people would want.</p>

4.03	We have held three workshops with local residential care providers to commence the discussions about the implications of the eliminating profit agenda and their emerging intentions to help with constructive market assessment. Providers are eager to understand the detail of the Health and Social Care (Wales) Bill to enable them to assess the implications for their operating model and to inform their intentions as to whether they move to a not-for-profit entity, focus on provision under a specific exemption, or exit the market. Once we have a clearer picture of the future of the local market, we can form our strategic developments to meet known market gaps.
4.04	It proposed that we hold a workshop for Elected Members to outline the new legislation, the context of current placement commissioning (often referred to as Out of County Placements) and to explore options for developing our strategic approach for placement commissioning and further development of in-house placement provision. This will be a joint Education and Social Services workshop. The outcome will inform the development of an updated phase 2 'Care Closer to Home' Strategy.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 - Flintshire County Council Care Closer to Home Strategy

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Health and Social Care (Wales) Bill Explanatory Memorandum <a href="https://senedd.wales/media/xiwnjbgf/pri-ld16500-em-e.pdf">https://senedd.wales/media/xiwnjbgf/pri-ld16500-em-e.pdf</a>
6.02	Health and Social Care (Wales) Bill <a href="https://senedd.wales/media/c2cpcwp4/pri-ld16500-e.pdf">https://senedd.wales/media/c2cpcwp4/pri-ld16500-e.pdf</a>

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Craig Macleod, Senior Manager: Children <b>Telephone:</b> 01352 701313 <b>E-mail:</b> <a href="mailto:craig.macleod@flintshire.gov.uk">craig.macleod@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<b>The Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA):</b> The Act became law on 18 <sup>th</sup> January 2016 and provides the statutory framework for the regulation and inspection of social care in Wales.  <b>Responsible Individual (RI):</b> The Regulation and Inspection of Social Care (Wales) Act 2016 requires providers to designate a Responsible

Individual (RI) for each place at, from or in relation to which a regulated service is provided as part of the registration process.

**Regional Integrated Fund:** The Health & Social Care Regional Integration Fund is a five year fund from April 2022-March 2027. The fund is intended to enable integration of health and social care services.

**Medium Term Financial Strategy (MTFS):** A strategy that provides a financial framework within which financial stability can be achieved and sustained in the medium term to deliver the Council's key strategic outcomes, priorities and sustainable services.



# Care Closer to Home Placement Commissioning Strategy

## Care Closer to Home Flintshire County Council's Placement Commissioning Strategy

From 2022 to 2025  
(Version\_6)

23/6/2022



Consortiwm Comisiynu  
Cymru ar gyfer Plant  
Childrens' Commissioning  
Consortium Cymru  
Cydwethio Er Gwell • All Together Better

## Section 1: The Background & Context

- Executive Summary
- Introduction
- Social Care and Policy Context

## Section 2: The Data, Facts & Feedback

- Looked After Children Data and Trends
- Placements Profile
- Current Placement Provision
- Outcomes of Stakeholders Consultation

## Section 3: The Analysis, Gaps & Options

- Projection of our Future Needs
- Financial Analysis
- Gap Analysis
- Options for Future Provision

## Section 4: The Decisions, Planning & Strategy

- Commissioning Intentions
- Action Plans for Implementation

**This is the initial Strategy outlining our strategic ambition. The Strategy has been written within a tight time frame and will be a live document subject to further work in consultation with the 4C's, North Wales Regional Commissioning Board and local review.**

# SECTION 1

## 1. Executive Summary

This strategy details Flintshire County Council’s intentions to deliver safe, high quality, supportive placements that support children and young people to develop the skills and resilience to lead fulfilled lives.

The strategy is set out in 4 sections. The following table provides a summary of the main themes within each section:

Executive Summary	
Section 1 The Background and Context	Our ambition is to ensure every child has a safe, stable and loving home. Our main aim is to support families to safely care for their own children. However, we recognise that family and friends may not always be appropriate carers. This Strategy: i) sets out the actions we will take over the next 3 years to enable more children to live closer to home and ii) outlines the resources that we need to deliver this ambitious programme.
Section 2 The Data, Facts & Feedback	As of March 2022: <ul style="list-style-type: none"> <li>• There are 248 children looked after in Flintshire</li> <li>• There are 38 children placed with independent foster carers</li> <li>• There are 2 children placed with 3<sup>rd</sup> sector foster carers</li> <li>• There are 34 children placed in independent residential care</li> <li>• There are 7 children in supported accommodation</li> <li>• Flintshire's comparative rate of children looked after is below the Wales average figure</li> <li>• The majority of children in care are aged between 5-15</li> <li>• 83% live with their parents or foster carers or kinship carers</li> <li>• 60% of looked after children live in placements in Flintshire</li> <li>• 23% live outside Flintshire but in Wales</li> <li>• Over the previous 3 years, an average of 94 children were placed into foster care. With 27%, 34% and 20% placed with external fostering providers</li> <li>• National benchmark for external foster placement utilisation is 23%</li> </ul>
Section 3 The Analysis, Gaps & Options	Foster care <ul style="list-style-type: none"> <li>• Gaps in foster care provision include support for older children, sibling groups, and parent and child placements</li> <li>• Our data forecasting identifies that we need to recruit 59 foster carers over the next 3 years within a highly competitive market with finite foster carers</li> <li>• Realistically demand will need to be met through in house expansion and new innovative partnerships</li> </ul> Residential care

	<ul style="list-style-type: none"> <li>• Gaps in local residential care include placements for teenagers who often have complex needs, underlying trauma, and can show behaviours of concern</li> <li>• Placement options for children 16+ are extremely limited and can necessitate bespoke arrangements that operate outside of RISCA registration</li> <li>• We have some excellent Providers, with specialist skills and resources, and clear values and principles that place children at the heart of their work</li> <li>• There are significant workforce recruitment and retention pressures</li> </ul>						
<p>Section 4 The Decisions, Planning &amp; Strategy</p>	<p>Flintshire’s strategic commitments are to:</p> <table border="1" data-bbox="464 674 1374 1816"> <tr> <td data-bbox="464 674 639 1010"><b>Expand</b></td> <td data-bbox="639 674 1374 1010"> <p>Targeted Intensive Family Support:</p> <ul style="list-style-type: none"> <li>➤ further investing in Family Group Conferencing</li> <li>➤ commissioning parent advocacy</li> <li>➤ working with Health and Education to provide targeted support for children and families with neuro diversity</li> </ul> <p>Maethu Flintshire / Foster Flintshire:</p> <ul style="list-style-type: none"> <li>➤ recruiting more foster carers</li> <li>➤ creating an additional Mockingbird Hub</li> </ul> </td> </tr> <tr> <td data-bbox="464 1010 639 1581"><b>Build</b></td> <td data-bbox="639 1010 1374 1581"> <p>In house residential care including:</p> <ul style="list-style-type: none"> <li>➤ an assessment and support home with MST therapy</li> <li>➤ 4 bedroom Homes providing permanent homes</li> <li>➤ a crisis flat</li> <li>➤ small group Homes supporting 1 or 2 children</li> <li>➤ provision for unaccompanied asylum seeking children</li> <li>➤ independent supported living for 16/17 year olds</li> </ul> <p>Our workforce capacity and skills including:</p> <ul style="list-style-type: none"> <li>➤ social work capacity to assess and support more foster carers</li> <li>➤ recruiting a Children’s RI, Registered Managers, Deputy Managers and Therapists</li> <li>➤ recruiting and developing residential care staff</li> <li>➤ providing training on DBT and PBS</li> </ul> </td> </tr> <tr> <td data-bbox="464 1581 639 1816"><b>Embrace</b></td> <td data-bbox="639 1581 1374 1816"> <p>Work with high quality Providers who deliver positive outcomes and are committed to the values and principles of ‘not for profit’. This includes:</p> <ul style="list-style-type: none"> <li>- developing a partnership approach to specialist, therapeutic fostering</li> <li>- working with local quality providers who have specialist expertise and resources</li> </ul> </td> </tr> </table>	<b>Expand</b>	<p>Targeted Intensive Family Support:</p> <ul style="list-style-type: none"> <li>➤ further investing in Family Group Conferencing</li> <li>➤ commissioning parent advocacy</li> <li>➤ working with Health and Education to provide targeted support for children and families with neuro diversity</li> </ul> <p>Maethu Flintshire / Foster Flintshire:</p> <ul style="list-style-type: none"> <li>➤ recruiting more foster carers</li> <li>➤ creating an additional Mockingbird Hub</li> </ul>	<b>Build</b>	<p>In house residential care including:</p> <ul style="list-style-type: none"> <li>➤ an assessment and support home with MST therapy</li> <li>➤ 4 bedroom Homes providing permanent homes</li> <li>➤ a crisis flat</li> <li>➤ small group Homes supporting 1 or 2 children</li> <li>➤ provision for unaccompanied asylum seeking children</li> <li>➤ independent supported living for 16/17 year olds</li> </ul> <p>Our workforce capacity and skills including:</p> <ul style="list-style-type: none"> <li>➤ social work capacity to assess and support more foster carers</li> <li>➤ recruiting a Children’s RI, Registered Managers, Deputy Managers and Therapists</li> <li>➤ recruiting and developing residential care staff</li> <li>➤ providing training on DBT and PBS</li> </ul>	<b>Embrace</b>	<p>Work with high quality Providers who deliver positive outcomes and are committed to the values and principles of ‘not for profit’. This includes:</p> <ul style="list-style-type: none"> <li>- developing a partnership approach to specialist, therapeutic fostering</li> <li>- working with local quality providers who have specialist expertise and resources</li> </ul>
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## **Eliminating Profit from Care**

This Strategy has been produced within the context of Welsh Government's commitment to *'eliminate private profit from the care of looked after children during the next Senedd term.'* This commitment is about rebalancing the market so that the duties on local authorities in relation to looked after children are not contracted out to for-profit companies and remain with public sector or not-for-profit providers.

The intention of this commitment is to remove all private profit from the care of children in relation to children's care homes, foster care, supported accommodation for young people up to the age of 25 and specialist care at home for children including disabled children. An important element of this work is a strong focus on ensuring children are cared for and supported closer to their communities.

## **Delivering this Strategy**

There are currently 38 children placed with independent foster carers and an additional 2 children placed with 3<sup>rd</sup> sector foster carers. There are also 39 looked after children supported in residential care. Rebalancing the children's care market within Flintshire in accordance with the stated aims of Welsh Government to eliminate profit will necessitate significant investment in support across from children on the 'edge of care', foster care and residential care.

Our analysis is that to rebalance the market over the next 3 years we would need to recruit 59 foster carers and develop in-house residential care for 20 children. We are realistic about the challenge and the interrelationship with working in partnership with Providers to develop a shared approach.

## **Our Ambition: Foster Care**

Flintshire is proud to be part of the local authority Maethu Cymru: Foster Wales family. As part of the national approach a Flintshire Recruitment and Retention strategy has been developed. The strategy outlines our approach to ensure the sufficiency of in-house foster carers to meet the needs of children looked after in Flintshire County Council. It also outlines the actions undertaken and those planned to ensure foster carer retention. The Recruitment and Retention strategy complements and enables the delivery of this wider Placement Commissioning Strategy.

## **Our Ambition: Residential Care**

Flintshire County Council has commenced an ambitious programme of developing in house Residential Children's Care Homes as part of its Care Closer to Home programme. During 2022/2023 we will be opening 4 registered provisions in Flintshire each with its own individual offer and focus. Where appropriate we are working on a sub-regional level with 2 of

our local provisions forming a partnership with Wrexham and our Health Board. These are being funded through the new RIF funding programme. These provisions are Tŷ Nyth and a crisis flat.

### **Tŷ Nyth: Assessment and Support Centre & Crisis Flat**

Tŷ Nyth will provide short term, accommodation for 8-16 weeks with an intensive MST Therapeutic team on site to support safe family/carer reunification. In addition we are developing a separate provision on the Tŷ Nyth site to provide regulated short term placements in emergencies

We have sought Regional Integrated Fund (RIF) revenue funding to support this development.

### **Park Avenue and Bromfield park (temporary names)**

We have 2 Homes currently under development for Flintshire children – Park Avenue and Bromfield Road. A combination of grant funding has supported the capital development costs associated with these provisions (ICF and Safe Accommodation Grant). However, there are significant revenue costs associated with developing the infrastructure for these provisions as we recruit, and develop staff, prepare our policies and procedures for CIW registration and then commence a careful process of placement matching. This process requires financial ‘front loading’ as the service builds up to run at its optimum and reach a position where we can reduce our reliance on the independent sector, and out of county/ out of Wales placements and begin to realign placement costs to fund local authority based provision. We have used the framework for costing developed by 4C’s to inform the financial forecasting for Bromfield Park which amounts to £345k.

### **Supporting unaccompanied asylum seeking children**

We are about to embark on the refurbishment of a 3 bedroom property to provide long term independent supported living accommodation for UASC. Given the level of work that is required it is likely that this provision will open in 2023/24.

### **Ambition for 2023- 2025**

If additional funding was available our plans for residential care could be extended to develop a further 2 registered provisions. We have identified 2 further properties that have the potential for refurbishment and registration as residential Care Homes for children. One could provide support as a general residential care home and the other have a focus on supporting 16-17 year olds who need support with independent living. We have found

particular challenges with supporting this latter group of children and are increasingly reliant on bespoke arrangements that are operating outside of RISCA registration.

We have employed an architect to undertake a feasibility study with costings for these properties to inform a business case for consideration. It is clear that to take the developments forward capital funding would be required for the 2023/24 financial year and revenue funding for the 2024/25 financial year and beyond. It is anticipated that subject to business case approval, indicatively each prospective development would require approximately £0.8-1.0 M in initial capital funding and additionally continued revenue funding of approximately £0.345m per annum when the services become operational.

### **Working with local providers**

If funding was provided the developments would give us a total of 17 placements for our young people. This would not enable to us completely remove our reliance on the independent sector. Our intention would be to work with high quality local providers in Flintshire to develop partnerships that support the principles of not for profit, with surpluses being re-invested into caring for children recognising that this will be a journey, delivered in phases, to reach a position where care services are locally based, locally designed and locally accountable.

### **Workforce infrastructure**

It is also clear that we would require investment to employ a specific Children's RI to become RISCA compliant. This post will need to be recruited and funded with immediacy to help drive this strategic programme.

### **Financial ask**

<b>Year</b>	<b>Capital</b>	<b>Revenue</b>	<b>Total</b>
2022/23	£50k	£350k	£400k
2023/24	£1.8m	£350k	£2.150m
2024/25		£350k	£350k
<b>Total</b>	<b>£1.850</b>	<b>£1.050m</b>	<b>£2.900m</b>

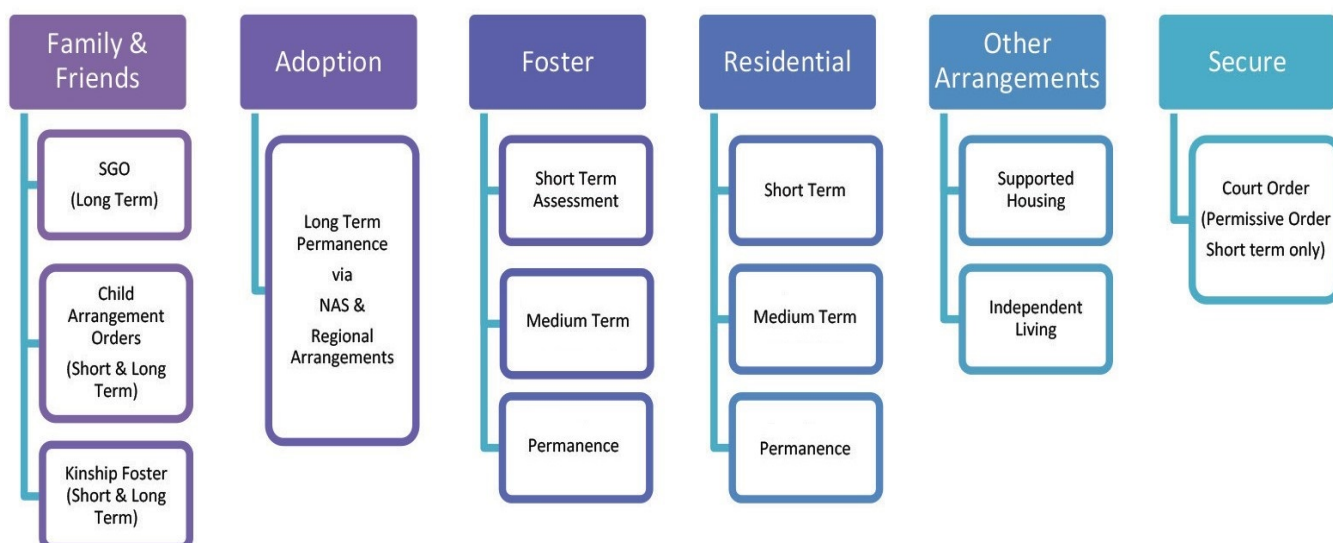
## 2 Introduction

Looked After Children are those children and young people aged between 0 to 18 years who cannot safely remain with their family and are cared for by the Local Authority. Children are accommodated by the Local Authority either through parental agreement or as a result of court proceedings because they are at significant risk of being harmed. A significant proportion of children coming into care have a history of neglect or abuse. Some may have experienced the death of a parent or have parents who are unable to care for them because of illness or disabilities.

The majority of children and young people looked after by Flintshire County Council are placed in foster care. However, there is a growing proportion of young people who need residential care, usually due to their more complex needs.

Our main aim is to support families to care for their own children. This is what the majority of families want and where most children will best achieve their potential. This document is therefore aimed at those children who will only thrive where intervention is needed and placements need to be arranged in the best interests of the child.

For the purpose of this strategy, placement types are represented as follows:



### 2.1 Purpose of the Strategy

Our ambition is to ensure every child has a safe, stable and loving home. Our main aim is to support families to safely care for their own children. However, we recognise that family and friends may not always be appropriate carers. This Strategy: i) sets out the actions we will take over the next 3 years to enable more children to live closer to home and ii) outlines the resources that we need to deliver this ambitious programme.



This strategy:

- **Shapes** our internal services to support children locally and to maximise the benefits of public sector provision in terms of quality and value for money;
- **Commits** to collaborative working with public sector partners across the Regional footprint where this offers identifiable benefits;
- **Requires** us to increase placement choice, supplemental to our sufficiency duty to enable good matching;
- **Defines** our relationship to be based on the co-production of outcome focused services, acknowledging that there are a range of different methods for strategic commissioning with multiple partners who may be co-operatives, charities or commercial partners who can work with us to deliver models where surpluses are re-invested into caring for children

The six Local Authority partners in North Wales are signed up to the 'Children's Commissioning Consortium Cymru (4Cs)' National Frameworks for Foster Care and for C&YP Residential Care services.

Representatives from each of the six Local Authority partners participate in the evaluation of potential providers when the 4Cs opens each of the National Frameworks and also in the 4Cs Annual Quality Performance Assessment (AQPA) review of providers on the frameworks. This ensures that the commissioning requirements of the Local Authority partners are addressed when the 4Cs opens each framework, and that through the AQPA the Local Authority partners are actively involved in working with providers to ensure that the type and quality of support meets the needs of LAC&YP.

Representatives from each Local Authority partner meet regularly with the 4Cs to ensure that there is a shared understanding of local need and that any identified gaps in services are understood / addressed.

The 4Cs worked with Local Authority partners to develop the 'Children and Young People's Residential Care and Fostering North Wales Market Position Statement (April 2021 to April 2023) ('the MPS')' which has been published. The purpose of the MPS is to provide an update to providers explaining the current demand and projected future need for foster care and C&YP residential care services in North Wales.

The North Wales Partnership Children's Services Group (which consists of the six Local Authority Heads of Children's Services and strategic leads from Betsi Cadwaladr University Health Board (BCUHB)) has regional oversight and responsibility for the MPS. The Group is committed to working with providers to ensure that there is sufficient provision locally (of acceptable quality) to meet the Local Authority partners sufficiency duty.

## 2.2 Priorities and Desired Outcomes

Flintshire County Council is committed to deliver safe, high quality, supportive placements that support children and young people to develop the skills and resilience to lead fulfilled lives.

Flintshire will seek to support children to remain with their parents, or connected persons, where it is safe and appropriate to do so.

Appendix 1 sets out the factors that will be considered when making placements. Where placements are commissioned we will seek to support locally based provision wherever possible, and where this is consistent with the needs, circumstances and wishes of the child/young person. Where local based provision is not available we will seek to provide support in North Wales and within third sector and not-for-profit provision before then considering the rest of Wales and England.

A consistent message from many respondents who took part in the consultation for the '**North Wales Population Needs Assessment**' (Published in April 2022) was that there is a significant gap in children's mental health services, waiting lists are too long and families are struggling.

Specific recommendations for improvements were:

- Better access to Child and Adolescent Mental Health Services (CAMHS) and the neurodevelopmental team for young people. (Please note these are two separate teams).
- Integrating mental health services into schools, especially counselling for primary school children and raised awareness of trauma amongst staff.
- Increasing the number of Looked-after Children nurses.
- Joint working between mental health services and other children's services to streamline care.
- Increasing psychological support for children, especially those in care and less reliance on medication as an intervention.
- More counsellors, especially male counsellors and counsellors speaking Welsh, Polish and other languages.
- One stop shops to find out about and access all services in a local area.
- Making the transition from child to adult services more user-friendly for young people and tailored to the individual's developmental needs.

The work to date on developing the '**North Wales Market Stability Report**' has identified the following:

### **The number of children receiving care and support has increased**

In 2020, there were almost 2,900 children receiving care and support across North Wales. This is 2,300 children for each 100,000 children in the population, which is slightly lower than the rate for Wales as whole of 2,550 children in need for each 100,000 children in the population. The numbers vary across North Wales and over time with no clear trend.

In 2018-19, there were 575 children on the child protection register in North Wales. Although the numbers vary year to year for each local authority, overall for North Wales, the level has remained similar, with a small decrease of 3% (15 children). Due to the small numbers involved it is not possible to identify clear trends as, for example, a dramatic change from one year to the next may be due to one family moving to or from an area.

### **The number of looked after children is not expected to continue to increase**

Although the overall figures for all looked after children have shown a steady increase year-on-year to date this is not expected to continue in the future (Regional Partnership Board, 2019).

### **Children who are care experienced were more vulnerable to the pandemic**

The Rapid Review of the Population Needs Assessment (Regional Partnership Board, 2020) highlighted the impact of the pandemic on care experienced children which included isolation and loneliness and disruptions in access to services. In North Wales, there was an initial dip in child protection referrals but then the rate of referrals returned to expected levels. An increased level of monitoring visits took place to households where there were children on the child protection register – weekly visits instead of the 10-day timescale.

### **There is an increase in newly accommodated looked after children and young people**

In 2021 there were 1,470 local children and young people looked-after by North Wales local authorities which is similar to the national picture across the whole of Wales. The number of children looked after in North Wales has increased by 350 during the time frame between 2017 and 2021. North Wales has a lower number of children looked after per 100,000 population than the rest of Wales, however there are significant variations across the region, from 800 in Flintshire to 1,300 in Wrexham. It is important to note that the number is currently fluctuating rapidly with a significant increase in newly accommodated young people.

### **Market overview**

Despite a shared commitment to prevention and early intervention, there will always be a small proportion of looked after children who need residential placements. Depending on care needs this may be in a:

- Residential Care Homes with paid care staff
- Secure Accommodation Unit
- Residential Family Unit

The updated Market Position Statement (Regional Partnership Board, 2019) provided a breakdown of residential care provision in North Wales. As at 31st March 2020, there were 70 North Wales children living in a care home. The total number of children living in a children's home increased by 133% in North Wales

between 2016 (30 children) and 2020 (70 children).

### **There is a shortage of local residential providers**

In August 2020, ADSS Cymru published a report which examined the case for rebalancing social care provision in Children's Services (ADSS Cymru, 2020). The report identified a significant imbalance of power in the children's residential care market, which is affecting placements and choice, the ability to make the best match to a child's needs, the workload, and the outcomes for children. Without rebalancing, there will be a continued reliance on private providers with, in some cases, high cost, and questionable value for money, greater instability for children and poor outcomes. The aim of any rebalancing must be to develop stable, resilient markets, which offer options and choice, quality care, fewer placement breakdowns, and good outcomes for children.

An increasing demand for residential placements and a lack of supply in local residential providers has resulted in a 'providers market'. Providers are able to be more selective of the young people they accept, which may result in those with higher levels of complex needs and behavioural challenges being more difficult to place. This may be due to the skill / expertise of the provider, a concern about how behaviour might impact other residents and the local community, and worries that all of this might impact upon the outcomes of the service.

Alongside the financial pressure, there is also a pressure on staff time. In the event of a bed becoming available, a number of local services may be seeking to secure it, resulting in competition.

This high demand puts pressure on local authority finances, with providers able to dictate the cost of the provision. There is a risk that expenditure on out of county placements increases as placement costs increase in a demand led market.

North Wales is currently reliant on the independent sector for children's residential care provision. The Children's Transformation Programme and Integrated Care Funding has been used to increase in house provision and fund preventative activity. Local authorities continue to explore opportunities to facilitate a different approach to help reduce the reliance on out of county placements which lead to unsustainable financial pressures for social services and education.

### **There is a shortage of specialist provision for children and young people with complex behavioural and emotional needs**

In 2019 for over half of children placed in residential care were receiving care primarily due to emotional and behavioural needs and two thirds of those children were aged between 13 to 16 years old (Regional Partnership Board, 2019).

There is a significant shortage of specialist placements for young people with significant emotional and behavioural needs in North Wales. Children are often placed in England, away from their families. There is limited provision in England. Social workers struggle to place children with severe needs as providers tend to reserve places to try to place a child with less severe needs.

Some children may have received their education through the Welsh language and therefore have difficulty coping in an English medium school and needing tutor or assistant to provide additional support.

Young people in crisis often attend Accident and Emergency and stay in hospital settings in an emergency situation.

### **There is a shortage of emergency accommodation**

Social services across the UK are facing increased pressures to find placements in emergencies. Locally, we do have situations where no placement can be sourced for a child. This necessitates the development of a holding position to provide accommodation and support until a placement can be found. These situations may arise from difficulties in placing young people following the breakdown of relationships at home, transfer of children where the police have used their powers of protection to remove children and a lack of secure beds for young people with high level needs and welfare risks.

It is important to emphasise that these arrangements are used as a last resort in emergency situations, due to exceptional circumstances and for a short period until a regulated provision can be sourced. Safeguards around unregulated placements include the need for senior manager approval, notification to Care Inspectorate Wales (CIW) as our regulator, a care and support plan, completion of social work visits, involvement of Independent Reviewing Officers and supervision of social workers to look at arrangements/ move on plans.

The arrangements that local authorities have to put in place in emergencies can amount to unregulated placements. Under the Regulation and Inspection of Social Care (Wales) Act 2016 it is an offence for a person to provide a regulated service without being registered in respect of that service.

### **Local market overview**

The Market Position Statement 2021 appraised the market and set out what is happening, residential services needed for children in the region and aspirations for future providers.

- The number of children who live in a children's home has increased, some of these children are able to live in a foster placement but there are currently not enough foster carers with the right skills to support them.
- Some of our children who live in a children's home live outside of local authority boundary despite sufficient in-area capacity.

What we don't need:

- We do not encourage expansion in North Wales by independent providers of residential care for children whose services are not developed to meet the needs of our children.
- We do not want providers to operate children's homes without a clear model of care or deliver standard provision only.

What we want:

- We want to work with new and existing providers and support them to deliver models of care that will meet the needs of our children.
- We want to work with new and existing providers and encourage them to develop their businesses in a way that, in addition to improving outcomes for our children, also provide a wider social value to our communities.
- We want providers who are able to safely care for our children with multiple high needs and are able to provide alternative accommodation to secure welfare provision.
- We want providers who will work in partnership with us during periods of transition including stepping down to live with a foster carer or reunification with their family.
- Welsh culture is very important to us as a region and we want more providers who are able to deliver their services in Welsh.

### **Current and projected trends**

- Challenges in accessing secure welfare beds and local alternatives that provide crisis intervention and diversion from secure accommodation.
- Challenges in sourcing appropriate local placements for children and young people with complex needs.
- Need for additional and appropriate short term care arrangements and facilities for children. This also includes children with additional needs and on occasions their siblings.
- Children aged 16+ often have complex needs and placement options are limited, a strategic approach is needed in supporting the accommodation and support needs of young people ages 16-18 and for care leavers.

### **Impact of commissioning practices on the market**

All Wales Frameworks are used to commission individual placements across a range of placement types. These frameworks deliver strategic level partnerships with providers in fostering and residential services. The frameworks are used where either the Regions Sufficiency Duty necessitates external commissioning or where best quality, outcome delivery and value for money is achieved through external commissioning rather than internal service delivery. The All Wales Frameworks are managed by the 4C's.

The vehicle used for e-tendering external fostering and residential placements is the Children's Commissioning Support Resources (CCSR) which offers transparent and outcomes focused placement commissioning for both Framework and Non-Framework regulated placements and allows compliance with the relevant procurement guidance and regulation that underpins commissioning.

### **Provision of service in the Welsh language**

Children who are placed out of country due to lack of specialist placements do not have the option to receive care services in Welsh. This is a particular issue in Gwynedd.

## 2.3 Methodology

This strategy is being refreshed in light of Welsh Government's commitment to eliminate private profit from the care of looked after children.

The First Minister and the Deputy Minister for Social Services are clear that the 'Eliminate private profit from the care of looked after children' Programme for Government commitment is a top priority for delivery. This commitment itself builds on the long held view of Ministers that private profit be removed from the care of looked after children and aligns with calls made by the Children's Commissioner for Wales and Voices from Care.

Further, children themselves have expressed upset at being looked after by profit making organisations, that they feel 'bought and sold'.

*"Eliminating profit making from the care of looked after children is one of the highest priorities for this Government. We believe that public care should mean that children are cared for by local authorities or other not for profit providers where social values and the best interests of and outcomes for children are the overriding motives".*

[Deputy Minister for Social Services](#)

The provision of public/not-for-profit foster, Kinship and Special Guardianship placements are inextricably linked to the delivery of this commitment. The wider Programme for Government commitments place an emphasis on increasing the focus on keeping families together. Where children cannot remain with birth parents, we want to increase the use of Kinship and Special Guardianship arrangements where it is possible and in the best interests of the child to do so.

Our strategic direction is to rebalance provision in line with this commitment. This work is underpinned by intelligence gathered for the development of key documents that are in development:

The North Wales Social Care and Well-being Services Improvement Collaborative, together with the involvement of all six North Wales Local Authorities and BCUHB has published the second regional Population Needs Assessment (PNA) and is working with Local Authority and BCUHB partners to publish a regional Market Stability Report (MSR).

The PNA and MSR will be the foundation for the future commissioning of services for C&YP across the regions Health and Social Care Sector ensuring that C&YPs needs are met sufficiently.

The PNA and MSR will be continually reviewed in order to ensure that partners have a shared view on need and sufficiency on a regional basis.

Work undertaken to formulate the MSR has identified the particular need to increase the availability of emergency and longer term accommodation for

C&YP with complex needs including mental health, learning disability and emotional behavioural needs.

Other relevant reference sources include:

- Market Position Statement (MPS) for Children and young people's residential care and fostering and secure accommodation.
- Foster Wales Flintshire Recruitment & Retention Strategy 1<sup>st</sup> April 2022 – 31<sup>st</sup> March 2025



## **3 Social Care & Policy Content**

### **3.1 Relevant National Legislation and Guidance**

Flintshire County Council will ensure that there is sufficient accommodation for all types of children who are looked after under Section 79 of the Social Services and Wellbeing (Wales) Act 2014 (the Act).

The Local Authority has a duty to ensure the placement is made within the local authority's own area (section 81(9) of the Act), unless it is not reasonably practical to do so or there are overriding reasons for placing a child out of area, the primary overriding reason being safeguarding.

In keeping with the duty and aim of promoting the upbringing of a child by their family, there is a clear emphasis in the Act that, unless it is not consistent with the child's well-being, arrangements must be made for the child who needs accommodation to live with a parent or a person with parental responsibility or residence/child arrangement order. Where this is not possible, preference should be given to placement with a relative, friend or other person connected to the child or young person.

If neither of these is possible, a range of sufficient alternative provision should be available within the Local Authority, including foster carers and children's homes, supported lodgings and secure accommodation.

It is this 'sufficient alternative accommodation' that is the focus of this Placement & Commissioning Strategy.

Under the Future Generations Act (Wales) 2015, Flintshire County Council has a duty to take into account the well-being of individuals when creating sustainability plans. The well-being goals of the act will inform how sufficient alternative accommodation will be sourced, taking into account its effect on the wellbeing of the individual as well as its wider impact on sustainability in Wales.

For individuals with additional learning needs, The Local Authority must adhere to the Additional Learning Needs and Education Tribunal (Wales) Act 2018, which creates a duty to consider how barriers to learning will be overcome as part of the placement brokerage process, ensuring that the learner's views, wishes and feelings are at the heart of the process.

As a Welsh Local Authority, we must also comply with the Welsh Language Standards Regulations 2017, and will take into account individuals preferred language for communication and correspondence when seeking placements.

Welsh Government have set a clear vision for services for looked after children and care leavers. As part of this vision eight 'Programme for Government' commitments have been developed to improve the lives of care experienced children and young people and families on the edge of care. Taken together, these commitments will help transform the way care is provided for looked after children in Wales.

Other sources of relevant legislation and guidance include:

- The Children's Commissioner for Wales 'No Wrong Door' report;
- Part 1 Scheme for Children and Young People under the Mental Health (Wales) Measure 2010;
- 'Five Ways to Wellbeing';
- ADSS Cymru report which examined the case for rebalancing social care provision in Children's Services (ADSS Cymru, 2020).

Central to the Vision is Welsh Government's 'Programme for Government' (Removing profit from care) which details their commitment to eliminate private profit from the care of looked after children. Welsh Ministers are clear that profit should not be made from caring for vulnerable children and their families. The aim is to ensure that public money invested in accommodation for care experienced children does not lead to profit, but instead any surpluses are reinvested into children's services to deliver better outcomes, service improvement and further professional development. This means that the care of looked after children in Wales will be provided by public sector, charitable or not for profit organisations.

To support the journey needed to transition to a not-for-profit system Welsh Government have announced a £30m funding package over the next 3 years - £10m each year.

### **3.2 National Context**

- The Children's Commissioner for Wales 'No Wrong Door' report;
- Part 1 Scheme for Children and Young People under the Mental Health (Wales) Measure 2010;
- 'Five Ways to Wellbeing';
- Welsh Government 'Programme for Government' (Removing profit from care);
- ADSS Cymru report which examined the case for rebalancing social care provision in Children's Services (ADSS Cymru, 2020).

The Children's Commissioner for Wales 'No Wrong Door' report has been a driver for commissioning external consultancy support to assist the Partnership Children's Services Group in formulating a strategy to develop improved working and ease of access to Local Authority, BCUHB and CAMHS services. The initial phase of the commissioned support was focused on developing the strategy for this, and will be followed by the implementation of the strategy phase in 2022 / 2023.

The Emotional Health Wellbeing and Resilience workstream (part of the C&YPs Transformation Programme in North Wales) funded by the Welsh Government Transformation Fund was established with the purpose of implementing service

models that will enable access to support that builds emotional resilience in children, young people and their parents / carers and addresses the root causes known to contribute to emotional distress and risk of family / placement breakdown which, in the worst case scenario, leads to children and young people becoming looked after. The aim of this workstream is to reduce the escalation of need and risk, improve personal outcomes and build capacity for all C&YP to access information, advice and assistance in a timely manner.

Identifying need at the earliest point and providing the appropriate information, advice and assistance and early help where required can delay or prevent escalating need. Therefore, the focus of the early intervention workstream is to implement a collaborative approach across North Wales partner agencies (Local Authorities; Education and Children's Services; Health; CAMHS) through the development of a meaningful integrated framework and working model with guiding principles for supporting the healthy development of emotional health, wellbeing and resilience of children and young people aged 0-18 years, in support of the 'Five Ways to Wellbeing' principles.

The [Programme for Government](#) sets out the ambitious commitments Welsh Government will deliver over the next 5 years. These will tackle the challenges that are faced and will improve the lives of people across Wales.

In relation for this strategy, areas of consideration are:

- Provide additional specialist support for children with complex needs who may be on the edge of care.
- Explore radical reform of current services for children looked after and care leavers.
- Eliminate private profit from the care of children looked after.
- Fund regional residential services for children with complex needs ensuring their needs are met as close to home as possible and in Wales wherever practicable.
- Strengthen public bodies in their role as 'corporate parent'.

Across Wales there are a number of areas where significant pressures are being experienced in relation to children's services in Wales. These can be summarised as:

### **1) Responding to the Pandemic**

Children's services across Wales met the challenge of the COVID-19 pandemic by continuing to provide services, including face-to-face work with vulnerable families, with creativity and determination; driven by a focus upon public duty and keeping children safe.

As restrictions ceased, we have seen changing complexity and increasing demand for services as the aftermath of the pandemic takes its toll. We are seeing the associated increases in poverty, domestic abuse, unemployment, isolation, family breakdown and homelessness, linked to the pandemic. These issues will continue to have an impact upon people's mental health and well-being, to the extent that

more parents and children will need services across the spectrum of need, delivered by a resilient and robust workforce.

## **2) Prevention and Family Support.**

Working on the underlying causes that prevent children from entering the care system needs to be a national priority for all public services. With the right investment, local authorities can continue their already well-evidenced drive to improve interventions and services that support families and prevent family breakdown. These centre on well targeted, evidenced and strength based therapeutic interventions that are centred around trusted relationships.

## **3) Safeguarding**

Safeguarding and supporting the well-being of children and families is everybody's business, and it requires a multi-agency and community response. In the year ahead, Safeguarding Board Member Agencies will re-design their multi-agency safeguarding response to the increasing number of young people who are exposed to harm by influences outside the home, such as criminal exploitation.

Responding to the needs and challenges of adolescents is one of society's more complex issues and we can conclude that the current looked after system does not always deliver best outcomes. We need to better understand what works for children in these circumstances.

## **4) Children in care**

At present, Wales faces a crisis in the shortage of available and suitable placements for young people. The consequences present an impending perfect storm where authorities may find themselves unable to safeguard a child in the foreseeable future. The impact of this for children and their families is considerable.

This is despite the concerted efforts by local authorities to increase the supply of suitable placements. Alongside partners and stakeholders, we need to continue to overcome barriers involved in the provision of sufficient, suitable, stable, and resilient local foster homes, children's homes and supported accommodation. Alongside this, we need to continue to recruit adopters who can meet the needs of children with an adoption plan.

There has been a significant shift in the provision and ownership of residential care placements, with local authorities less likely to own and operate children's homes. It is clear the current market model is not delivering sufficiency. There is more that can be done to re-balance and re-shape the care placement market, so that there is a mixed economy of service provision and placements, which actually meet the real and present needs of children in care today.

Welsh Government's investment to allow local authorities to purchase, enhance or remodel assets in a phased way is integral to facilitating this rebalance of care.

## **5) Workforce**

Workforce well-being is a critical factor in delivering effective social care. There is a shortage of experienced qualified social workers within children's services.

Immediate investment in this workforce is required so that, over time, capacity mirrors demand.

#### **6) Resources**

Disruption to children's education, social and family lives means that it is vital that sufficient sustainable resources are in place to ensure capacity can meet demand.

It is of critical importance that Welsh Government continues to support local authorities in their work as they seek to intervene with families earlier and prevent problems from escalating.

### **3.3 Key Messages: Research and Good Practice**

Flintshire work closely with the principles of Children's Commissioning Consortium Cymru, also known as the 4C's. This approach works to improve the way local authorities commission looked after children placement services. As well as significant cost savings, benefits include improved management information, consistent and secure collaborative tools and processes across authorities to facilitate individual placement matching, contract award and contract monitoring, collaborative risk management, and quality assurance of providers; sustained reduction in prices; and an environment of partnership with the independent sector to commission.

Flintshire are using research done into new sustainable care models that support individuals care and support needs on an ongoing basis. This will help maintain the level of provision that is available for children.

Outcome focused practice will be essential to providing appropriate placements for children and to make sure that they are supported in what matters to them. This will be bolstered by an efficient process to find the best placement at the best time.

Flintshire aims to bring together both commissioners and practitioners to create a close working understanding of the strengths, knowledge and possible barriers both may face. Creating strong partnership working with both health and education is also vital to determine how cases are progressing and ensuring individuals have holistic support for their needs. Individual Placement Agreements are used in Flintshire to clearly outline and evidence why a placement is being purchased and what agencies are responsible for delivering on that support.

Flintshire understand that in order to source good, supportive and sustainable placements we must explore all avenues of support and placement types to help make a well informed decision for the child.

Throughout the whole process Flintshire is committed to keeping the child central to the whole process and to be mindful throughout of what matters to the individual and making sure that they are appropriately informed.

In addition to the key messages given in section 2.2 above, the work to date on developing the '**North Wales Market Stability Report**' has also identified the following:

### **Fostering services**

Population overview:

#### **The number of children is predicted to decrease**

The estimated number of children (aged 0-15) in 2020 and the projections for 2040 demonstrate the number of children in North Wales is predicted to decrease over the coming years (Welsh Government, 2020). This decrease can be seen across all of the local authorities in North Wales, with the exception of Gwynedd which is predicted to have a slight increase (1.8%). Overall the number of children in North Wales is expected to reduce by 6.1%.

The Market Position Statement update published in 2021 gave an overview of key statistics;

- The number of children who required a foster placement increased by 34% during the period April 2016 (600 children) to March 2020 (805 children).
- As at the 31st March 2020, there were 805 North Wales children living with a foster carer, 40% (325 children) were living with an independent foster carer and the majority of those children required a specialist placement in order to support their needs, which could not be supported by our in house services.
- There are currently 11 children who are living in a children's home who could be supported by specialist foster carers. There are not enough foster carers with the right skills to support the needs profiles of our children.
- During the period April 2020 to the end of February 2021, there were 34 children who required a parent and child placement and assessment.

### **Demand for foster care has increased**

The number of children in foster care in North Wales has increased year on year since 2015 to around 945 in 2020. Wrexham had the largest increase, with the number of children doubling. Gwynedd also saw a significant increase. Numbers in the other local authorities have fluctuated.

Despite the increasing numbers in foster placements, the Market Position Statement (2019) expressed that a large increase was not expected in the future.

Local authorities have in-house foster care places and independent fostering agencies providing places. Some of the independent foster agencies are charities or co-operatives.

### **Predicted increased demand for foster parents**

The National Foster Network calculated a need for, an estimated, 550 new foster parents across Wales every year to keep up with demand. This suggests there could be a shortage of foster placements in coming years, given the increasing demand.

### **Sufficiency issues for some children**

The Market Position Statement (Regional Partnership Board, 2019) identified sufficiency issues with finding placements for children with particular needs including:

- Respite care
- Young offenders
- Refugees, immigrants, asylum seekers
- Young parents
- Sibling groups
- Emergency situations

The stability of the workforce is an issue, with increasing demand for placements and the number of placements projected to not meet with the forecast demand.

The Foster Wales website facilitated the joining of the 22 Local Authorities to form a national network of local fostering expertise. Its focus is to make a bigger impact on a national level, working together with foster carers, to build better futures for local children. Sharing one brand and, one voice, to strengthen recruitment and support of foster carers.

### **The National Fostering Framework**

The National Fostering Framework (2018) finds children who live with foster

carers in their own locality more likely to thrive and children in local authority provision more likely to stay in their home authority, enabling them to maintain important links. It is vital local authorities increase local placements and reduce out of area placements.

According to the National Fostering Framework (2018), connected fostering (with family or friends) has seen increased demand. It also finds that local authority placements have better outcomes for children. The framework states that local authorities need to be able to have capacity to facilitate this or otherwise ensure that the child has opportunities to maintain connections if placed in alternative fostering.

### **Market stability**

Regional challenges:

The Market Position Statement (2019) and 'Foster Wales' (2021) identified challenges to the stability of fostering services in North Wales and Wales as a whole listed below:

- Recruitment and retention issues
- Placements for children with particular needs including; respite care, young offenders, refugees/immigrants/asylum seekers, young parents, sibling groups and emergency situations
- It is estimated that Wales will need 550 new foster parents every year to meet demand.

### **Consideration of market quality**

The State of the Nation report from the Fostering Agency (2021) provided insight into the quality of foster services across the whole of Wales, the key findings were:

- 44% of independent and 51% of local authority foster carers said they were not supported to maintain contact with children they had cared for. Foster carers perceived this as 'cruel', ending significant relationships for children who have experienced so much loss already.
- Some fostering services are not maintaining foster carer approval, even if they intend to continue fostering. This, and dropping financial support, are barriers to young people entering 'When I am Ready'.
- 20% independent and 12% local authority foster carers have no children in their care. It recommended better use of foster carers skills to meet the needs of children.
- 57% local authority foster carers had an agreed learning and development plan, 31% did not and 12% didn't know. 66% independent foster carers had a learning and development plan, 22% didn't and 12% didn't know
- Local authority foster approvals were more restrictive and limited than



independent approvals, it recommends local authorities assessments use broader approval statuses, robust matching procedures and placement stability processes

- Foster carers would like to build relationships with social workers and children in their care to have stability and continuity of social worker. Over the previous two years, 53% of foster carers had one supervising social worker, 29% had two, 12% had three and 6% had four or more
- Foster carers felt 'dismissed', 'ignored' and their role is not valued by the social care workforce. Lack of respect for their commitment, skills and dedication is a long-term, well reported issue in fostering
- Foster carers want allowances to cover the full cost of caring for a child and payment reflecting their value as a member of the team around the child. Sufficient payments are a must to attract new skilled, committed foster carers
- Lack of placement choice. To secure good matches for children, services would need to see a significant increase in access to local, quality placements
- Staffing levels are not sufficient to provide required support for foster families. Services would like staffing to enable best practice and improve standards
- Trauma-informed practice – concerns about access to training and additional services for those caring for traumatised children. Services would like children looked after to have priority status for services across health and education
- Support for foster carers with improved peer support services and out of hours provision. Services with this support saw improved retention and stability.

### **Current and projected trends**

Key current trends and projections for the future of foster services:

- Increased demand for placements
- Lack of places for older children
- Lack of places for children with complex care plans / behavioural issues
- Lack of foster parents with skills to support children with complex needs
- Projected increase in demand for placements
- Predicted potential shortage of placements, supply not matching demand.

### **Adoption services**

#### **Population overview**

Number of children looked after placed for adoption by the local authorities

in North Wales in 2020 / 2021 was 44.

### **North Wales Adoption Service overview**

The North Wales Adoption Service provides a regional adoption service on behalf of Wrexham, Flintshire, Denbighshire, Conwy, Gwynedd and Anglesey local authorities. Working regionally helps find new families more effectively, place children quicker and improve adoption support services. In April 2014 it was integrated into the National Adoption Service. The services comply with updated adoption legislation, regulations and statutory guidance in line with the Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA) and with the policy and procedures of the service, within the resources allocated. There is a framework which aims to make it easier for adopters, children and young people get support when needed.

Services provided by the adoption service include:

- Preparing the child for adoption
- Family finding and matching
- Safeguarding children
- Provision of adoption support
- Recruitment, assessment and approval of adopters
- Preparing to adopt training (pre/post approval)
- Adoption support (pre/post adoption, buddy system, post adoption contact)
- Birth parent counselling
- Relinquished babies
- Services for adopted adults.

### **Current and predicted trends**

The following issues were raised with regards to adoption services for children:

- Highest placement need is for children from the East
- Highest number of adopters are from the East
- Fewer adopters in the West and children need to be placed away from the East
- Nationally there are more children than approved adopters available
- Consideration of the number of Welsh language speakers (adopters / children)

The following issues were raised with regards to adoption services for adults:

- Adults requesting their birth records to find their birth parents was shut down during the pandemic, majority of services have resumed

- but there is a backlog
- Staffing - 43 staff, 10 are off or due to go off on maternity leave, it is difficult to recruit to fixed term posts so the ability to assess may be impacted in 2022 / 2023.

### **Quality reports**

The Quality of Service Review from the North Wales Adoption Service (2020) highlighted the following areas to improve market stability:

- Increase the number of approved adopters
- Reduce the number of children waiting for an adoptive family
- Develop the adoption support service
- Recruitment - sessional workers and adoption panel vacancies

Care inspectorate Wales (2019) inspection identified these areas for improvement:

- Further develop quality assurance processes and assessment of the degree to which aims and objectives of the statement of purpose are met and evidence demonstrating how these support well-being outcomes for children
- The availability of the 'Active Offer', to provide services in the Welsh language
- The statement of purpose and adopters' information pack includes information about the independent review mechanism so adopters are aware of this
- Intermediary files should include a clear audit trail of work undertaken

### **3.4 Local Context**

A developing North Wales Market Position Statement (MPS) provides information on the current demand for residential care placements/fostering placements and secure accommodation placements for looked after children and young people from across North Wales, and the ambition.

The MPS communicates the North Wales region's joint vision for the strategic commissioning of placements to the market, which is to:

**Meet our Sufficiency Duty by providing the right placement choice and enable good matching based on our regional needs, through;**

- Shaping our internal services which will enable us to support our regional partners;
- Working in partnership with stakeholders, and a range of public and private sector partners;

- Working in collaboration with public sector partners across the regional footprint where this offers identifiable benefits;
- co-produce outcomes focussed services, acknowledging that there are a range of different methods for strategic commissioning with multiple partners who may be co-operatives, charities or commercial partners.

This also supports Welsh Government's commitment to eradicating profit from care.

Flintshire had mapped the current service commission of high cost low volume placements for Looked After Children and is heavily reliant on independent provision in this purchase having no residential service provision within its local authority area. As a result, the Council are addressing this through the development of innovative models to build local, not for profit capacity to support positive outcomes for children and young people looked after. These are described in section 6.

However, whilst the new provision is in development, the levels and complexity of referrals at a local level remain high. It has become increasingly difficult to source suitable placements, and the Council is finding itself in a position where short term bespoke local arrangements have been necessary outside of RISCA regulation.

### **3.5 Existing Strategic Placement Commissioning Partnerships**

The North Wales region consists of Wrexham, Gwynedd, Flintshire, Anglesey, Denbighshire and Conwy local authorities. Local authorities work in partnership with social services, health, the third and independent sectors, carers and others in order to ensure that the care provided to children is of the highest quality and provides value for money, and most importantly provides the best outcomes.

The local authority partners are full members of the Children's Commissioning Consortium Cymru (4Cs) and commission fostering, residential and independent supported living placements via the 4C's Frameworks. Where placements are not available through the Frameworks arrangements are in place to commission placements 'off framework'.

The Council are part of [Maethu Cymru/ Foster Wales](#) the national network of Local Authority fostering services across Wales. Maethu Cymru/Foster Wales is raising the profile of local authority fostering in Wales, with a view to increasing the number of foster carers and families available to the growing number of children who need them, and provide a more consistent and quality service to foster children and families alike.

Flintshire are working closely across North Wales and with Health services to develop a strategic response to the 'A Healthier Wales plan developed by Welsh Government. We are also developing proposals to enhance placement choice and stability for looked after children in the area.

Flintshire County Council works in partnership with Action for Children, who run a service called Arosfa, to deliver short breaks and respite to children and families with disabilities.

Flintshire County Council also works in partnership with Universal Assist to deliver supporting housing arrangements to Young People who are preparing to leave care. This partnership is via a Service Level Agreement.

Flintshire County Council also work alongside Wrexham County Borough Council in the development of services that will provide short term residential accommodation for four children, plus one emergency room, for children aged 11 to 18 years.

### **3.6 Corporate Priorities**

Flintshire has a number of other strategies, groups and plans which will feed into and support the placement strategy.

These are:

- Looking after you: Flintshire Corporate Parenting Strategy and Action Plan (which includes Care Leavers)
- Flintshire County Council Plan
- Flintshire County Council Well-being Plan
- Social Services Programme Board
- Looked After Children Permanence Policy
- Public Service Board and Regional Partnership groups
- Procurement & Commissioning Strategy 2016- 2021
- Foster Carer Retention Schedule and Development Plan
- Flintshire Fostering Friendly Policy
- Flintshire being a 'foster friendly' employer.
- When I am Ready framework
- RAP (Repatriation and Prevention) – a joint venture with Action for Children, CAMHS and Flintshire County Council.
- A developing North Wales Social Care and Wellbeing Services Improvement Collaborative (NWSCWSIC) Market Position Statement (MPS) for Children and young people's residential care and fostering and secure accommodation
- Fostering Recruitment and Retention Strategy

# SECTION 2

## 4 Looked After Children Data and Trends

The primary method of establishing sound statistics to inform Flintshire's Placement Strategy is via research and data analysis.

In 2021 there were 1,470 local children and young people looked-after by North Wales local authorities. Of these, 53% were boys and 47% girls, which is similar to the national picture across the whole of Wales (*Reference: North Wales Population Needs Assessment*).

The number of children looked after by Local Authorities in North Wales has been increasing steadily over the 5 years prior to 2022, at a rate of between 5 and 8 per cent per year. At the end of March 2022 however, there were 248 children looked after in Flintshire, slightly fewer than at the end of the previous year. Between 1st April 2021 and 31st March 2022, 62 children started to be looked after, and 67 children left care. There were 191 placements made in the year, for 124 children. The majority of placement moves are planned and those coming into care in an emergency will also experience a placement move shortly after becoming looked after.

From national comparative data for March 2021, Flintshire's rate of children looked after was well below the Wales average, and the lowest in North Wales. The cohort of children and young people that are coming through are, on the whole, children with more complex needs, which is creating a challenge in finding appropriate placements with increasing demand for accommodating children, which has risen incrementally during the last decade.

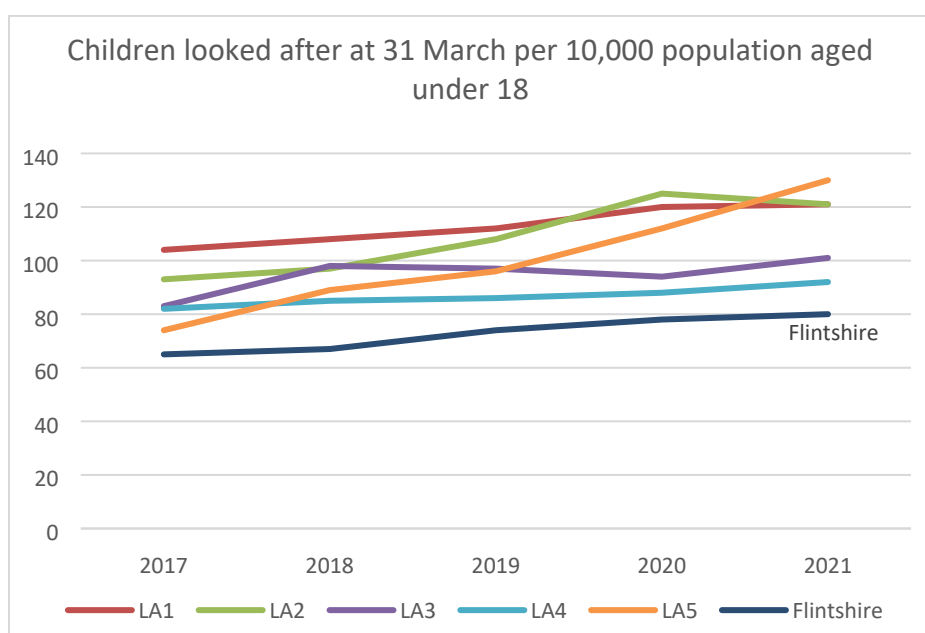
The percentage usage of residential placements hasn't altered since last year. However, we are using slightly fewer in-house foster care placements, and slightly more connected person placements and Independent Fostering Agency placements. The percentage of placements made outside Wales remains low for a Local Authority that borders England, at 16%. However, we have seen a significant increase this year in children placed within the Flintshire boundary, rather than in other Welsh authorities. We closely monitor the number of children placed out of county, and having previously identified the need to develop viable alternatives to placing children in residential placements out of county, our strategy now includes the development of in-house provision.

248 children were looked after by Flintshire on 31<sup>st</sup> March 2022, with the following profile:

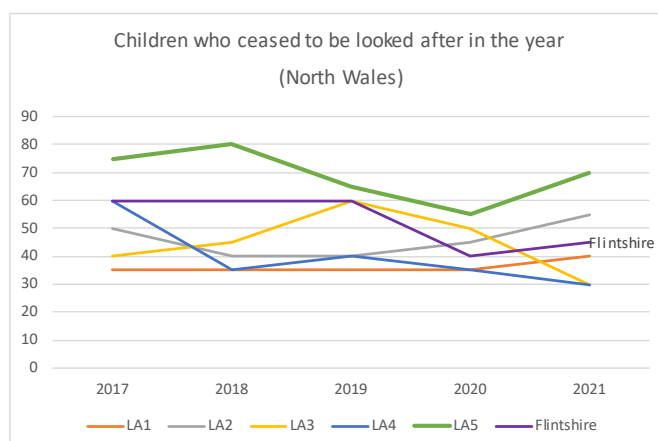
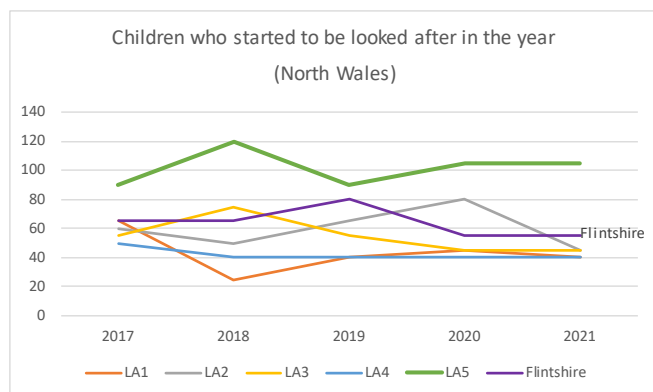
Children looked after on 31 March 2022, by legal status, age and gender

Legal Status	FEMALE						MALE					TOTAL	
	<1	1-4	5-9	10-15	16+		<1	10-15	1-4	16+	5-9		
Full Care Order		9	16	44	20	89		43	9	23	26	101	190
Interim Care Order	2	4	2	1	2	11	1	5	4		4	14	25
Placement Order Granted	1	9	4			14			7			7	21
Single Period Accom Sec 20/76				4	2	6		3		3		6	12
<b>TOTAL</b>	<b>3</b>	<b>22</b>	<b>22</b>	<b>49</b>	<b>24</b>	<b>120</b>	<b>1</b>	<b>51</b>	<b>20</b>	<b>26</b>	<b>30</b>	<b>128</b>	<b>248</b>

The chart below shows the trend over 5 years of rate of looked after children per 10,000 population by North Wales Local Authority, recorded on the census day of 31<sup>st</sup> March. Flintshire's numbers have remained comparatively low, and significantly lower than the Welsh Average, but following an upward trend. [Data is sourced from <https://statswales.gov.wales/> and numbers have been rounded to preserve anonymity]



Comparative figures for children entering care and children leaving care are presented below:



The profile of Flintshire children entering care between April 2021 and March 2022, by age, gender, legal status and reason is given below:

Children who started to be looked after in the year (April 2021 to Mar 2022), by legal status, reason, age and gender

Legal Status	FEMALE					MALE					TOTAL	
	<1	1-4	5-9	10-15	16+	<1	1-4	5-9	10-15	16+		
<b>Emergency Protection Order</b>								1	1		2	2
Family in acute stress								1	1		2	2
<b>Full Care Order</b>										4	4	4
Family in acute stress										4	4	4
<b>Interim Care Order</b>	3	4	2	1		10	1	3	2	2	8	18
Abuse or neglect	3	3	2	1		9	1	1			2	11
Family dysfunction		1				1		1		1	2	3
Absent parenting								1	2	1	4	4
<b>Single Period Accom Sec 20/76</b>	1	2		5	1	9	1			4	6	15
Abuse or neglect	1	2			1	4	1			1	2	6
Disability or illness										1	1	2
Family in acute stress				3		3				1	1	4
Family dysfunction				1		1				1	1	2
Absent parenting				1		1						1
<b>Under Police Prot - In La Accm</b>		3	1	5	2	11		4	3	4	12	23
Abuse or neglect		3	1	4	1	9		4	3	4	12	21
Family in acute stress				1		1					1	1
Absent parenting					1	1					1	1
<b>Grand Total</b>	4	9	3	11	3	30	2	7	6	11	6	32



Reasons for children leaving care in the same 12 month period were as follows:

**Children who ceased to be looked after in the year (April 2021 to Mar 2022), by age and reason for ceasing**

Reason for leaving care	<1	1-4	5-9	10-15	16+	Total
When I Am Ready					3	3
Adopted		4	1			5
Returned home	2	11	8	17	6	44
Special Guardianship Order		2	2	1		5
Independent Living with support					6	6
Independent Living - no formal support					2	2
Transferred to Adult Services					1	1
Other reason					1	1
<b>Grand Total</b>	<b>2</b>	<b>17</b>	<b>11</b>	<b>18</b>	<b>19</b>	<b>67</b>

## 5 Placements Profile

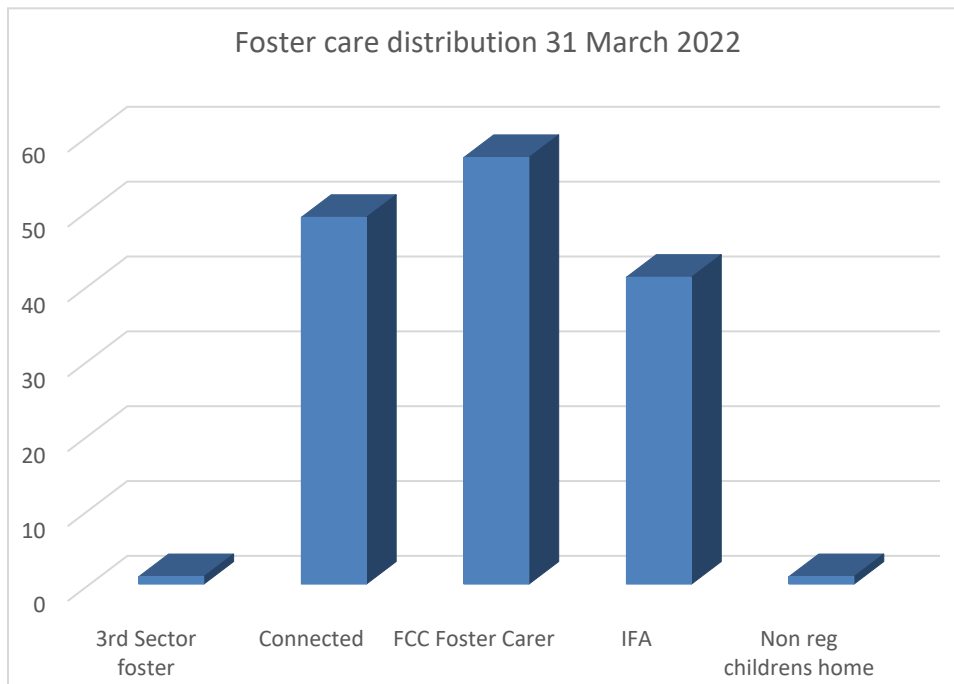
The following charts show the profile of a snapshot of children looked after on 31<sup>st</sup> March 2022, by age and placement type:

Row Labels	<1	1-4	5-9	10-15	16+	Total
<b>In Flintshire</b>	<b>3</b>	<b>22</b>	<b>38</b>	<b>61</b>	<b>24</b>	<b>148</b>
Children's Home				5	7	12
Connected person placement	1	4	8	14	5	32
FCC Foster Carer	1	3	9	21	7	41
Independent Fostering Agency		4	3	7	2	16
Independent living					2	2
Adoptive placement		1				1
Parent & Child 3rd sector		1				1
Placed with parent	1	9	18	14	1	43
<b>Outside Flintshire in Wales</b>	<b>1</b>	<b>15</b>	<b>9</b>	<b>23</b>	<b>9</b>	<b>57</b>
3rd Sector foster carer				1		1
Children's Home				6	2	8
Connected person placement		3	3	3	2	11
FCC Foster Carer	1	3	4	4	1	13
Independent Fostering Agency		6	2	9	3	20
Independent living					1	1
Adoptive placement		3				3
<b>Outside Wales</b>		<b>5</b>	<b>5</b>	<b>16</b>	<b>17</b>	<b>43</b>
Children's Home				7	4	11
Connected person placement			3	3		6
FCC Foster Carer			2	1		3
Independent Fostering Agency		3		1	1	5
Independent living					4	4
Non-registered children's home					1	1
Adoptive placement		2				2
Placed with parent				3	5	8
Residential School				1	1	2
Secure accommodation					1	1
<b>Total</b>	<b>4</b>	<b>42</b>	<b>52</b>	<b>100</b>	<b>50</b>	<b>248</b>

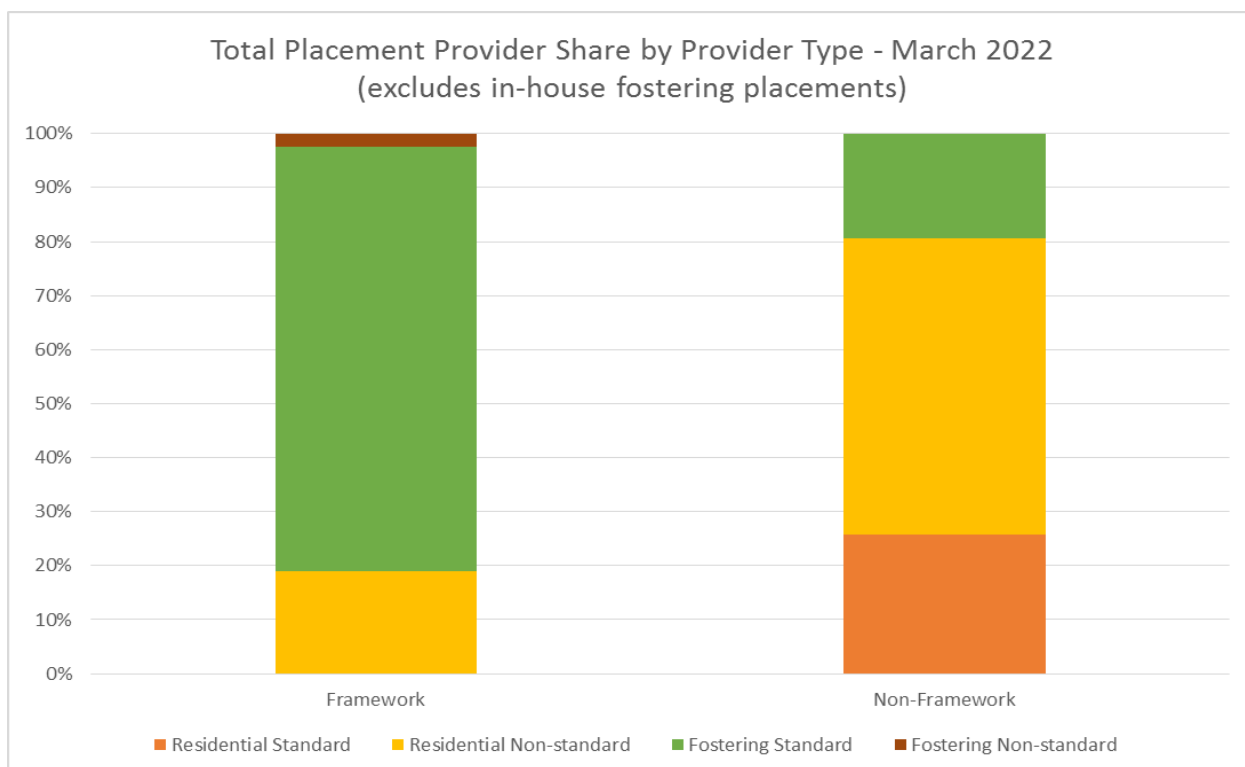
The chart above tells us that:

- 60% of looked after children live in placements in Flintshire, and another 23% live outside Flintshire but in Wales.
- The majority of children in care are aged between 5-15.
- 83% live with their parents or foster carers or kinship carers.

The following chart shows the profile of a snapshot of foster care placement distribution on 31<sup>st</sup> March 2022, by foster care placement type:



The following chart illustrates the placement provider share by provider type for framework and non-commissioned framework placements.



## 6 Current Placement Provision

### North Wales Data on Residential and Fostering Provision

- The detail on private / commercial C&YP residential care settings in North Wales is:
  - Number of settings = 40
  - Number of beds available = 153*(Source = CCSR as @ 22<sup>nd</sup> June 2022)*
- The detail on charitable / third sector C&YP residential care settings in North Wales is:
  - Number of settings = 2
  - Number of beds available = 9*(Source = CCSR as @ 22<sup>nd</sup> June 2022)*
- The detail on Local Authority C&YP residential care settings in North Wales is:
  - Number of settings = 3
  - Number of beds available = 17*(Source = CCSR as @ 22<sup>nd</sup> June 2022)*
- The detail on private / commercial fostering capacity in North Wales is:
  - Number of settings = 207
  - Number of beds available = 472*(Source = CCSR as @ 22<sup>nd</sup> June 2022)*
- The detail on charitable / third sector fostering capacity in North Wales is:
  - Number of settings = 7
  - Number of beds available = 16*(Source = CCSR as @ 22<sup>nd</sup> June 2022)*
- The detail on Local Authority fostering capacity in North Wales is:
  - Number of settings = 453
  - Number of beds available = 776*(Source = CCSR as @ 22<sup>nd</sup> June 2022)*

### Rebalancing Local Foster Care Provision

We have a pool of experienced and committed foster carers and have been able to grow our foster care numbers. Applications for fostering are typically made after a 'skills to foster' course. The reality is that we have not had the capacity to respond to the pace of placement demand. The provision of appropriate kinship placements is significantly greater than that of 5 years ago and the focus of this work, within the context of court timescales, has impacted on the overall capacity of the Fostering service. It is recognised that investment in fostering is a critical interdependent component of reducing, and managing, the demand for residential placements.

Recruitment targets need to reflect the current use and loss of our available provision, considering current placement availability, unmet need, annual terminations of approval and looked after population.

The recruitment targets identified for 2022-25 are based on current and predicted service need and aspirations, the profile of the children that we couldn't place during 2020-2021 and the Local Authority's placement sufficiency strategy. Our realistic targets are reflective of the local authority's strategic financial planning and are aligned to the child and family service improvement program.

### Approval Targets

Placement type	2022-23	2023-24	2024-25	Total
Short Term	8	9	10	27
11+	4	5	6	15
Children with complex needs	0	0	0	0
Sibling Groups	1	2	2	5
Parent and Child	0	1	1	2
Respite	1	1	2	4
UASC	2	2	2	6
Total	16	20	23	59

Calculation figures above reflect the total amount of approvals needed to recruit new foster carers in Flintshire. However, 2019-2022 showed an approval figure of 19 over three years. Therefore in the current circumstances, an approval of 59 new foster carers between 2022 – 2025 is outside of current capacity and will require a focus on partnership delivery within the ethos of moving towards a 'not for profit' approach .

Our Special Guardianship Support Service continues to go from strength from strength. Foster carers who take out a SGO continue to receive the support necessary from their supervising worker easing their transition.

Work continues to support a small number of looked after children through the Rehabilitation and Prevention Service (RAP). The service provides intensive therapeutic support for looked after children with support from experienced foster carers. The service is a partnership between the local authority, Health, CAMHS and Action for Children. The Service is split into two elements:

Children and young people referred to the RAP service all have severely disrupted and abusive backgrounds and their needs are among the most complex conceivable. The service provides intensive therapeutic support to the child/young person and their carers to stabilise their placement and encourage the development of healthy attachments for the individual children and develop their ability to regulate their emotions.

Practitioners also work alongside Social Workers and Education staff to develop positive plans for the future, promote positive contact with birth families and to support the child's access to and use of education. The aim of this service is to maximise the potential for positive future outcomes for this vulnerable group of children and young people who are at significant risk of developing mental health problems, drug and alcohol addictions, criminal pathways and social exclusion. Involvement in this service could continue as long as 18 months, or longer dependant on the needs of those involved.

The service deals with a huge range of referrals including behavioural management problems; anxiety and phobic issues; distress caused by parental separation; trauma from past neglect, abuse or exposure to domestic violence; children who are at risk of losing their place at home or with foster carers as a result of their challenging

behaviour. These interventions vary in length depending on the complexity of the case.

As part of the Council's commitment to enhance the Fostering service, the [Mockingbird](#) family model has been implemented. This model replicates an extended family in 'Constellations of 6-10 fostering households. Groups of Mockingbird Carers are called a Constellation. A Constellation comprises of 6 – 10 satellite Fostering Families who are supported by a Hub Home that is operated by an experienced Foster Carer and offers advice, training and peer support, planned and emergency sleepovers. It also facilitates positive relationships and visits for sibling groups who are in care, but not in the same care setting. Each constellation is supported by a Mockingbird Liaison Worker who provides support and a link between the Constellation and Fostering Service.

Therapeutic services within Mockingbird provide additionality, focusing on support for foster carers to discuss the children's behaviour directly with the therapist and receive support and develop strategies for meeting the holistic needs of the children.

Following the launch of the 1st constellation in January 2020, and the second in February 2021, a third constellation has now been established in November 2021, and supports 4 satellite families, comprising 8 looked after children, and 5 birth children.



The Fostering Network's Mockingbird programme

The 'Adaptations to Foster Carers' Homes' policy was introduced in 2020, supporting foster carers make necessary adaptations to their home to provide adequate space for children/young people. It supports; sibling placements, the needs of children with multiple disabilities, secure extra capacity for foster placements and to meet health and safety requirements which would otherwise result in a child being moved.

Funding compliments existing support and is a step forward in securing local and stable placements for children. Applications for grant funding will be considered up to £36,000, and £20,000 for relocation to a more suitable property. To access the grant, carers and social worker must first exhaust other options/resources.

Grants are also available to; existing or prospective adoptive families, family and friends/carers of children under a Special Guardianship Order and carers who are committed to their caring role for the long term, or at least until the child reaches 18.

## Rebalancing Local Residential Provision

Despite the commitment to prevention and early intervention, there will always be a small proportion of looked after children who need residential placements, and Social Services want to make sure that these children and young people can remain close to home.

Teams have continued work to meet objectives in providing local residential care within Flintshire, utilising funds from the young people's Transformation Programme. This also serves to meet Welsh Government's Programme for Government ambition to eliminate private profit from the care of children looked after through establishment of Local Authority provision.

### Tŷ Nyth

Tŷ Nyth in Mold is a property that has been acquired by Flintshire Council on behalf of Flintshire and Wrexham, and will provide short term residential accommodation for four children, plus one emergency room, for children aged 11 to 18 years.



Alongside the residential Care Team a specialist MST-FIT (Multi-Systemic Therapy Family Integrated Transition) Team will be on site to support young people accommodated at the service alongside their families. The Team will identify the issues which may present difficulties in order to plan a successful return home. This is the first provision of its type in Wales.

Whilst in the residential assessment centre, the residential team will work on a number of skills with the young people through an Integrated Treatment Model (ITM), including mindfulness, emotional regulation, distress tolerance and interpersonal effectiveness and Social Skills

The residential team will provide day to day support, care and supervision of the young person, including but not exclusive:

- ensuring they continue to attend their school and support them with homework;
- provide and cook their meals;
- support them in any contact they may have with family / carers;
- support the young person to stay safe both physically and mentally;
- provide any support the young person may require with meeting other professionals.

The residential team will also be responsible for the day to day running of the assessment centre, including but not exclusive:

- ensuring the policies and procedures are up to date and adhered to;
- the centre is adequately staffed 24 hours a day every day of the year;
- the building is kept secure and safe at all times;
- the building is kept clean and tidy, with adequate food and other provisions.

The property will be operational by November 2022, following registration.

## **Park Avenue**

Alongside the Tŷ Nyth site and being refurbished at the same time is a 4 bedded residential children's home for long term placements for young people from Flintshire. The property will be operational in November 2022, following registration.

## **Small Group Homes**

Bromfield Park offers care and support including accommodation for two young people between the ages of 8 years – 18 years and 3 months who are supported by Flintshire County Council. It is recognised that the young people who live at Bromfield Park are likely to have experienced trauma which may have impacted on their ability to manage their feelings and emotions, communicate their wants and needs effectively and to form positive attachments.

Young people living here will be supported to prepare for their future which might include a foster arrangement and/or independent living arrangement. The amount of time that young people will be living at Bromfield Park will vary depending on their age, needs and individual circumstances. This will be determined in their care plans and personal plans.

Following the assessment and understanding of the young person's care and support needs; the team will ensure that the appropriate care and support is put in place and available to all young people living at Bromfield Park. We believe that by providing young people with a clear care and support plan and co-produced personal plan, that fully and clearly reflects their individual needs, it will allow them the opportunity to explore, reflect upon and manage the impact that the trauma they have experienced has had on their social, emotional and cognitive development.

Refurbishment is well underway to provide two further small registered homes to accommodate children and young people from Flintshire who need long term residential care. The build programme is scheduled to be completed by the autumn of 2022. Indicatively we are seeking to commit to 6 small group homes over the next 3 years.

## **Accommodation for Unaccompanied Asylum Seekers**

A 3 bedded Council property is being refurbished as accommodation for Unaccompanied Asylum Seekers. Support for residents will be provided externally by those with specialist skills and experience, sourced through the 4Cs Framework. This will be based on a Supported Living model. This property will be ready by the end of 2022, subject to RISCA registration.

## **Arosfa**

The Arosfa Short Breaks Service, delivered by Action for Children, offers short term residential breaks at regular defined intervals which include overnight, mid-week and weekend stays for children and young people with profound disabilities. Utilising funds from the Integrated Care Fund, an unused wing at Arosfa has been refurbished, and this has increased the service capacity

In April 2021 the refurbishment work at Arosfa was completed increasing the provision to 5 beds at Arosfa. These beds bring capacity to accommodate permanent long-term residents, and provide a quality local service as an alternative to out of county placements and again, meeting priority areas by working with third sector organisations to remove the profit from care services.

## **Unregulated Placements**

Whilst bringing enhanced local placement capacity, these developments are within the context of a national shortage of residential placements for children. We know that



across Wales there is a significant shortfall in placement sufficiency leading to unprecedented reliance on unregulated arrangements. It is important to emphasise that these arrangements are used as a last resort in emergency situations, due to exceptional circumstances and for a short period until a regulated provision can be sourced.

Locally we currently have a number of children supported in unregulated placements. We also have a sibling group of 4 children in regulated, out of county placements, who are at significant risk of losing their placements and require a bespoke provision to ensure placement stability and the delivery of positive support to their lives which currently feature behaviours of concern, vulnerability of exploitation and episodes of missing from care. The reality is that this sibling group require the immediate development of a bespoke provision/s in county.

The development of options for this sibling group forms part of a wider strategic approach to developing local provision that takes stock of the national and local context and aligns placement demand/need, sufficiency, accommodation, education, workforce, and finance/funding.

## 7 What Stakeholders Say

The Regional Partnership Board has established a Children & Young People Sub-Group. The Sub-Group will provide specific focus on the needs of C&YP, ensuring that their needs are understood fully and their views contribute towards setting future commissioning planning;

The 4Cs has an active Young Commissioners Group and undertakes regular consultation with C&YP with experience of being looked after. Young commissioners are involved in the selection of providers when the 4Cs tenders and in the ongoing quality monitoring of providers on the National Frameworks;

The North Wales Social Care and Well-being Services Improvement Collaborative has an 'Engagement Officer' in post. The Engagement Officers' role involves consultation with service users and their families / carers, partners and stakeholders (including commissioners and commissioned providers) to ensure that the views of individuals are heard and contribute towards commissioning of services.

Children's Social Services are proud to support the Young Voices Out Loud group, who continued to meet during the pandemic, although online. This group is made up of young people with lived experience of the care system. The group missed meeting as a group, and as restrictions have been lifted, they are now meeting face to face.

The group recently had a discussion about how young people are addressed in colleges and schools when tutors or teachers are discussing parental roles, and how it makes them feel. They have met with professionals from a number of agencies including Voices from Care and Tros Gynnal Plant Advocacy service as well as the Children Looked After Nurse and Volunteer Mentor Coordinator to offer more information on support that is available to them.

Young people from the group are also welcome to attend the Children's Services Forum, which opens up more opportunities for care experienced young people to make a difference to how services are delivered locally.

Children and Family and Safeguarding Services have identified a need to introduce a

more efficient method of consultation and engagement with our looked after children and young people consistent with how we believe that children and young people prefer to communicate.

Therefore, we are looking to procure an app-led suite of products and services that modernises the processes and systems used to gather the views of children and young people (up to 25) using social care services. The app will be used by staff, our looked after children and care leavers.

The App will promote and improve communication and understanding, will complement the more traditional methods of engagement with young people through group activities, forums and face to face meetings. Importantly, it will also provide an additional means of communication for children who are living in placements outside of Flintshire.

The North Wales Market Position Statement for children and young people's residential and fostering services (2021) provides recent feedback and discussion from stakeholders in North Wales.

The [North Wales Population Needs Assessment](#) (2022) has also gathered feedback from stakeholders of Children's services and provides an overview of services currently delivered across the region.

# SECTION 3

Refer to Plan Section within the Commissioning Strategy Guidance document for good practice suggestions and actions

## 8 Projection of Future Needs

There are a number of identified pressure points and ways that these can be supported. They are:

### Children age 10-18

Flintshire needs to develop some step down options for Children should their care and support needs decrease and be ready to explore at earlier stages a possible integration back into birth family, where it is safe to do so. Mostly, children wish to maintain strong ties with their immediate family and Flintshire must be sure to take adequate steps to make this a reality.

### Connected Persons

A robust service to support connected persons is essential to be developed. Flintshire recognises that in future connected persons will require robust training and support to help them maintain a placement and to keep a child within the family network. Flintshire will also need to support and encourage Special Guardianship Order's be undertaken and that support is in place to make the SGO's a continued success.

### Children at Crisis Point

Flintshire recognises that whilst in a placement, children can still come into crisis, and ensuring that there is contingency support should this be the case is crucial. The need for respite to be built into a care plan to support the maintenance of a placement and having carers that are adequately skilled in managing challenging cases and individuals. Flintshire County Council also recognize a growing trend in the number of children becoming looked after who are in their older teenage years and will take steps to meet this need but to also prevent situations escalating into crisis to begin with.

### Older Children

The trend of older children coming into local authority care is notable. Flintshire must ensure that Foster Carers are adequately trained to support these older children and that links are built with housing, education, and residential providers to meet this need.

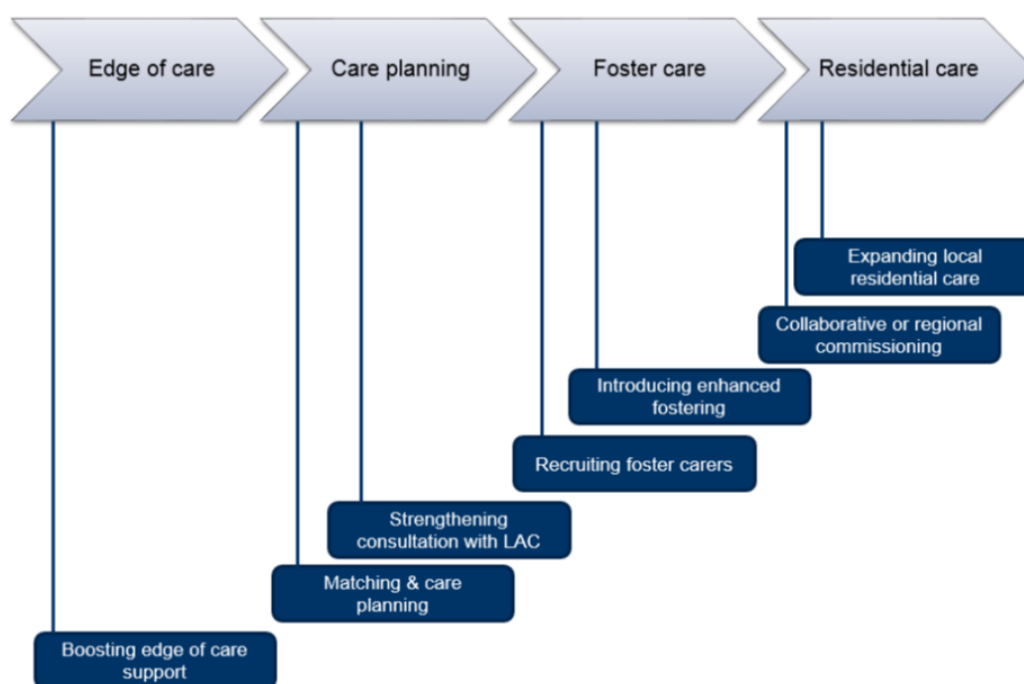
### No Wrong Door

The Children's Commissioner for Wales has asked every region to adopt a 'No Wrong Door' commitment so that children and their families would not get bounced between services or get doors shut in their faces. Every Regional Partnership Board has a plan for children's provision, and has begun to make changes towards a No

The [NEST Framework](#) is a planning tool for Regional Partnership Boards that aims to ensure a 'whole system' approach for developing mental health, well-being and support services for babies, children, young people, parents, carers and their wider families across Wales. The NEST/NYTH framework includes No Wrong Door as one of its key principles. Boards have engaged positively with the new NEST / NYTH framework and all have a plan to work within this framework

## 9 Are Current Services Meeting the Needs?

The challenges in effectively managing demand and providing effective, appropriate support to meet the needs of children and families is clearly articulated in the 'Care Crisis Review'. The Review reflects that there is no single fix or 'silver bullet' to managing demand but there are core components that can, collectively, reduce the need for Residential Care. Research undertaken by Cordis Bright across 13 London local authorities in 2017 has summarised this continuum of support as having the following characteristics:



### Edge of care

**Support for families with children on the edge of care.** For example Flintshire will closely scrutinise decisions about whether older young people should be taken into care and, in particular, what difference can be achieved at this relatively late stage.

### Care Planning

**Improving matching and care planning.** For example Flintshire will look at improving care planning to anticipate and respond to possible placement breakdown and review the method of scrutiny of whether older children should be taken into care and whether it is realistic that significant improvements in protection and outcomes can be achieved through removal.

**Strengthening consultation with young people.** For example Flintshire will look at the area of consultation with looked after children about their placement. Focusing on ways that help identify areas for improvement for looked after children as a whole but also to provide earlier warning of any potential placement breakdown and respond proactively and pre-emptively.

## **Foster Care**

**Delivering** our Maethu Flintshire: Foster Flintshire Recruitment and Retention Strategy

### **Residential care**

**Regional working** Flintshire will work with North Wales local authorities to explore the options and benefits of developing a regional provision for children with complex needs.

Flintshire at present is meeting the needs of children and young people

- Flintshire to explore providing appropriate training and remuneration to Foster Carers in order to create capacity to support the needs of high risk individuals, to ensure closer proximity to supportive networks (education/peers etc.) and reduce cost of out of county placements.
- Current Service provision is aligned with Corporate Priorities to support well-being and ensure the individual is at the centre of the plan around them.
- Whilst there are examples of strong relationships with other organisations, both statutory and third sector, there is still considerable work needed to create strong relationships that can work collaboratively and effectively to meet the needs of the individual in a meaningful way. This includes cross boundary working (on both a Local Authority Scale and a National Scale)
- The Service follows closely the principles of the Social Services and well-being (Wales) Act 2014 and regularly reviews what matters to the individual who is receiving care and support to ensure that their personal outcomes are being met through the services that are delivered and the placement in which they reside.
- Performance is measured closely through regular audits of systems and panel meetings and LAC reviews. An amendment to current practice which has been received from the participation groups is to remodel LAC reviews to bring focus onto the child so that the review is happening 'for' the child and not 'to'.

## 10 Financial Analysis

The figures below indicate the costs for internal placement and external placement commissioning for the financial years from 2017/18 onwards.

<b>FINANCIAL YEAR</b>	<b><i>Internal Placement Costs</i></b>	<b><i>External Placement Costs - Out of County Expenditure</i></b>
2017-2018	2,685,241	5,135,514
2018-2019	2,702,137	5,161,096
2019-2020	2,827,923	6,881,497
2020-2021	2,843,270	8,273,704
2021-2022	2,633,642	9,393,621

The figures for placement costs illustrated above indicate the budget pressures within Children's services and highlight the significant increases in external placement costs in recent financial years. Flintshire are looking to invest and develop in-house service provision which is in accordance with the ethos of transitioning to a not-for-profit system. Although it is anticipated that this will be beneficial in terms of outcomes for individuals in receipt of services and associated stakeholders, any effect that this may have in terms of cost efficiencies and mitigating future budget pressures is difficult to accurately forecast.

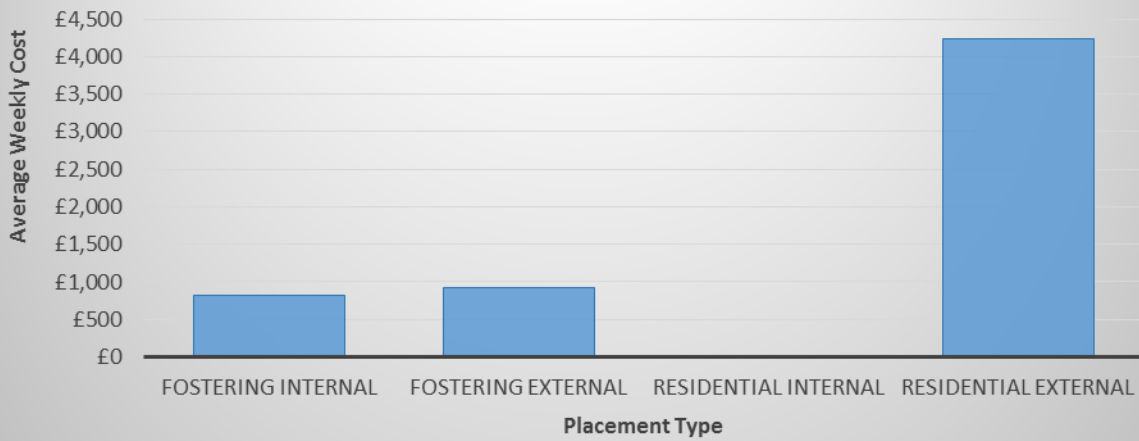
Spend for the external placement costs alone for the 2022/23 financial year is projected to be at least 6.2% higher than the figure for the 2021/22 financial year. It is acknowledged however that this forecast is projected on current known placements only and is based solely on data from Quarter 1 of the current financial year. Consequently, the rise in spend is likely to be considerably in excess of the current projected figure which creates both budget pressures and some degree of uncertainty in informing future budget planning requirements in the short term and also for the local authority's Medium Term Financial Strategy (MTFS).

The following charts indicate the average weekly costs of placements by placement type and whether services are commissioned internally or externally and also via framework or non-framework sources.

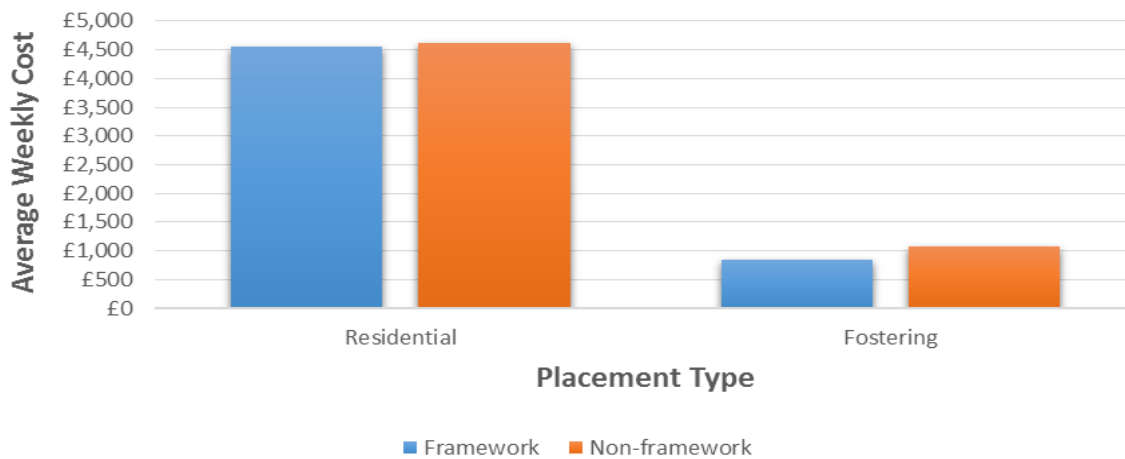
It should be noted that the data for the table for the cost of internal versus external costs relates to average costs for the 2021/22 financial year whereas the data for the framework versus non-framework costs represents a snapshot from March 2022. Data from earlier quarters of the same financial year indicate a larger disparity between framework and non-framework residential placements than that illustrated for the period in the graph below.

Data for both charts was sourced from the quarterly local authority returns for the 4C's QBDR summary data.

## Average weekly cost for 21/22 financial year (snapshot date - March 2022)



## Average weekly cost of placements for 21/22 financial year (Framework vs Non-Framework)



## 11 Gap Analysis

For the Regional Market Stability Report, the local authority identified the following market sufficiency issues:

- Need to meet the forecast demand with in-house foster carers
- Foster parents to support children in the age categories 10 to 14 and 15+
- Sourcing appropriate local placements for those with complex needs
- Meeting demand for children who need complex multi-agency care packages or have challenging risk management plans, example behaviours include anger management issues, verbal and physical aggression towards adults
- Shortages for sibling groups and children with disabilities
- Not enough skilled foster parents for children at the highest end of needs profile, those currently living in care homes
- Insufficient placements lead to children being placed in unregulated settings
- Not enough carers who speak Welsh
- North Wales has a shortage of parent and child places, especially in Wrexham and Flintshire

Flintshire along with other local authorities have experienced that a lack of supply in local residential care means that providers were often able to 'pick and choose' which children and young people they support. There is often a reluctance to take children and young people with complex needs and behavioural challenges. This may be due to a number of reasons including the lack of skill/expertise, a concern about how behaviour might impact other residents and the local community, and worries that all of this might impact on their inspection judgement.

Alongside this, the capacity of the workforce presents a risk. The challenges with social care recruitment are well versed and reflected in recent efforts to recruit to our developing in-house provision. The approach is to recruit based on aptitude, values, and potential, as opposed to direct experience. This does create risks which are likely to compound as we extend our provision at a time when neighbouring authorities will start to expedite their own plans to expand in-house provision and the associated workforce expansion. There will be an increasingly competitive market. Demand for staff for children's residential services, especially Residential Managers will be in high demand, with local authorities paying different rates.

In order to operate the in-house provision as outlined in this document, 33 residential staff are required. Alongside the time taken to recruit, additional time is needed to develop these new staff and support them through a wealth of training to enable us to develop a quality service. Whilst incurring this additional expense, the local authority will still be funding the current cohort of placements, resulting in budget pressures.

The Council are also mindful of the risk that the new resources will have on the current sector, in that there may be movement between private and local authority provision. There is a need to work collectively and collaboratively to ensure businesses remain viable businesses, and placements are still made with local providers to prevent destabilisation

Given the Council's ambitious plans, investment will need to be made in building Responsible Individual capacity. Flintshire is in a current period of expansion in other areas of social care, including in-house residential care for older people and Extra



Care. With these new services coming online, additional capacity will need to be considered to meet the need of the growing children's residential provision alongside this.

The Council are in the early stages of exploring residential educational provision for children with physical and learning disabilities. This will provide an offer local to home, which is currently not available. Learning has been taken from across North Wales to develop a business case to take this forward. Alongside this, there is scope to explore additional options for young people with Learning Disabilities post-16 through existing partnerships with third sector organisations. The accommodation needs to this cohort will also need consideration of whether there is a local educational option to out of county residential college.

There are further educational considerations. We need to ensure that as more children and young people with complex needs will be accommodated closer to home, that there is appropriate educational provision in place to meet their needs. The need to review the range and capacity of specialist educational provision across the authority has been identified by the Education & Youth Portfolio and as such, has been included as an ongoing priority area within the Council Improvement Plan. To inform the requirements, a review and feasibility study were commissioned to provide information regarding the level and areas of need for specialist provision and potential options to address these.

The review identified the following:

- A shortfall in provision for pupils with behavioural, emotional and social difficulties (BESD)
- A shortfall in specialist provision for pupils with Autism
- A need for additional capacity within the existing specialist schools to meet the level of demand
- A specialist Resourced Base provision for a small number of pupils with moderate learning difficulties.
- A shortfall in residential provision for pupils with additional learning needs

In response to the review, the Council has invested £6m in the development of a purpose built facility for pupils with BESD. Plas Derwen pupil referral unit (PRU) opened in September 2021 providing a specialist setting for a greater number of Flintshire pupils. Flintshire is one of only two councils nationally to have made a significant investment in their PRU facilities in recent years, offering an improved learning environment for some of our most vulnerable pupils.

A feasibility study has been completed to outline the potential options for the Council to address the other identified shortfalls in provision. A range of options have been identified and these proposals will now be considered as part of the Council's strategic development of its educational provision.





# SECTION 4

Refer to Plan and Deliver Section within the Commissioning Strategy Guidance document for good practice suggestions and actions

## 13 Commissioning Intentions

### Mockingbird

Following the successful development of 3 Mockingbird constellations, a further (4<sup>th</sup>) provision will be developed.

### Training for Foster carers

There is need to commission and develop robust packages of support for Foster Carers who are caring for children with complex needs. Adequate training and support for carers is paramount to Flintshire so that we can provide appropriate, loving and supportive care to those children who have the most complex needs in an environment most similar to a family home.

### Residential Provision

Having care facilities and placements delivered by registered providers both locally and in the region of North Wales is a strong intention for Flintshire going forward. If additional funding is available then there is a clear commitment to extend the development of Small Group Homes over the next 3 years.

Work is also developing on a provision to support Unaccompanied Asylum Seeking Children (UASC) as the authority has been allocated 10 children through the initial phases of the National Transfer Scheme (NTS) that will require support as looked after children. This number is likely to increase as part of national allocations through the Home Office.

### Edge of Care

Flintshire want to invest in children who are deemed to be on the edge of care. This support will ensure that children do not necessarily become looked after due to inadequate support that may prevent care and support needs escalating to a point beyond the immediate family's ability to maintain the child. This will also ensure that Flintshire will be aware that those who do become looked after will come into care with more intensive and complex needs that we can support accordingly. This edge of care support will also look at commissioning short periods of care on a temporary basis where necessary so that appropriate work can be done to facilitate ongoing family reunification.

### RI Capacity

With these new services being developed, additional capacity will be needed to meet the need of the growing children's residential provision alongside development in adult's services.

### Advocacy

Development and focus on advocacy for parents as part of the national service development.

### The voice of children and young people

The Council are to commission an App to support feedback from children and young people in receipt of services

	Outcome Desired	Action	Performance Measure	How will we do this	Who will do this	Timescales
1	Keep more Children living locally.	Increase the proportion of foster care provision within Flintshire County Council.	<ul style="list-style-type: none"> <li>Number of foster carers residing within the Local Authority area.</li> <li>% of CLA in foster placements within the Local Authority.</li> <li>Target reduction in the number of foster placements provided out of area.</li> </ul>	<ul style="list-style-type: none"> <li>Review and improve foster care recruitment strategy</li> <li>Explore opportunities for regional commissioning for specialist areas</li> </ul>	<ul style="list-style-type: none"> <li>Fostering Manager</li> <li>NFF Regional Lead</li> </ul>	TBD
2	Develop Registered Provision locally.	Develop robust provision for looked after children within Flintshire.	<ul style="list-style-type: none"> <li>National Commissioning guidance.</li> <li>Increase in capacity for local placements.</li> </ul>	<ul style="list-style-type: none"> <li>Expand the 'Mockingbird' model in Flintshire.</li> <li>Develop small group homes scheme.</li> <li>Develop Assessment Centre</li> <li>Develop provision for unaccompanied Asylum Seekers</li> </ul>	<ul style="list-style-type: none"> <li>Collaborations and Business Relations Officer.</li> <li>Fostering Manager</li> <li>Senior Manager, Children's Services.</li> </ul>	TBD

3	Providers are able to 'Meet the commissioner' and develop close links with Flintshire.	Create strong relationships with a wide and varied range of residential/specialist foster placement providers.	<ul style="list-style-type: none"> <li>• Increase in number of providers Flintshire are aware of and can engage with.</li> <li>• Number of events run by Flintshire to facilitate engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Run events for providers to meet with Flintshire Commissioners.</li> <li>• Review existing partnerships with providers.</li> <li>• Ensure Flintshire has a robust market position statement</li> </ul>	<ul style="list-style-type: none"> <li>• Fostering and Permanence Teams</li> <li>• Collaborations and Business Relations Officer.</li> </ul>	TBD
4	Support other North Wales Local Authorities.	Work across a regional footprint to pool resources and work closely with other authorities.	<ul style="list-style-type: none"> <li>• Produce Collaborative work streams with other LA's</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a regional work programme</li> <li>• Engage in National Fostering Framework principles</li> </ul>	<ul style="list-style-type: none"> <li>• NFF Regional Lead</li> </ul>	TBD
5	Out of county placements.	Implement Out of County Placements in an effective way.	<ul style="list-style-type: none"> <li>• Decrease in number of out of county placements</li> <li>• Out of county placements are stable.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete detailed market research where possible before commissioning and Out of County Placement.</li> </ul>	<ul style="list-style-type: none"> <li>• Out of County Panels (Education/Health/Social Services)</li> <li>• Collaborations and Business Relations Officer.</li> </ul>	TBD
6	Children able to live safely with immediate families.	Decrease need for number of placements outside of the family unit.	<ul style="list-style-type: none"> <li>• Increase in number of children living with immediate families, with LA support.</li> </ul>	<ul style="list-style-type: none"> <li>• Work closely with families and children to develop safety plans.</li> <li>• Include RAP where necessary</li> <li>• Implement short term placement plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Fostering and permanence Teams</li> </ul>	TBD

7	Children on the Edge of Care are supported.	Children potentially becoming looked after receive timely and effective support	<ul style="list-style-type: none"> <li>• Decrease in number of children becoming looked after</li> <li>• Assessments noting that children are at risk of becoming looked after early on.</li> </ul>	<ul style="list-style-type: none"> <li>• Effective training for staff and support workers.</li> <li>• Targeted intervention and working closely with what matters to the child.</li> </ul>	<ul style="list-style-type: none"> <li>• Children Services Frontline Staff</li> <li>• Fostering Teams</li> </ul>	TBD
8	Flintshire have a wide and varied range of support available/	Develop innovative approaches to delivering support	<ul style="list-style-type: none"> <li>• Increase in bespoke packages of care for looked after children.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Positive behavioural support training and approaches</li> </ul>	<ul style="list-style-type: none"> <li>• Fostering Teams</li> <li>• Foster Carers/ Residential Providers.</li> </ul>	TBD
9	Care Leavers are safe.	Care Leavers have access to appropriate accommodation.	<ul style="list-style-type: none"> <li>• Children report being better equipped for adult life.</li> <li>• Care leavers able to access safe and affordable housing.</li> </ul>	<ul style="list-style-type: none"> <li>• Extend housing support to 16-years-old, taking an early intervention approach.</li> </ul>	<ul style="list-style-type: none"> <li>• Children's Services Senior Manager</li> <li>• Housing Managers</li> <li>• Supported Living Staff</li> </ul>	TBD
10	Looked after children have a voice in the delivery of their care and placement choice.	Engage with individuals Use co-productive approach throughout.	<ul style="list-style-type: none"> <li>• Better lines of communication between children and decision makers.</li> <li>• Children are central to the process throughout.</li> </ul>	<ul style="list-style-type: none"> <li>• Engaged looked after children through a variety of forums and methods</li> <li>• Bring looked after children to professional meetings where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Participation Officer.</li> <li>• Social Work staff.</li> </ul>	TBD

# Appendix 1

The following factors are always considered by Flintshire County Council when making placements;

- Is the placement in the best interests of the child?
- Can the placement meet the needs of the child as set out in their care and support plan, and subsequent pathway plan?
- Does the placement support continuity in the child's education or training?
- Is the provision not for profit / Third Sector?
- Does the placement enable the child to live together with any siblings who are also being looked after by the local authority?
- That the placement will support positive contact arrangements with family and known support network;
- That arrangements are made to spend time with friends and maintain sporting, social and leisure pursuits.
- If a child is placed outside of immediate family members, is the placement within a reasonable proximity to immediate family, with safety considered at all times.

It is also vital that Flintshire County Council consider;

- The views, wishes and feelings of the child (in accordance with the child's age and understanding);
- The views, wishes and feelings of parents or other person with parental responsibility (as appropriate);
- The child's religious persuasion, racial origin, cultural and linguistic background
- The child's sexuality and gender identity;
- Does the child have any additional needs or sensory impairment, including any emotional, behavioural and mental health needs?

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## CABINET

<b>Date of Meeting</b>	Tuesday 23 <sup>rd</sup> July 2024
<b>Report Subject</b>	Charging for Appointeeship
<b>Cabinet Member</b>	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
<b>Report Author</b>	Chief Officer (Social Services)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

Flintshire County Council offers services through its Deputyship Team to help vulnerable individuals to manage their financial affairs. Support is offered by undertaking a role as either an Appointee of the Department of Work and Pensions (DWP) or a Deputy of the Court of Protection (COP). A DWP Appointee receives an individual's DWP benefit payments and is able to support them to budget and pay their rent and utility bills.

To date this work has been undertaken free of charge. It is proposed that the Council charge a sliding scale management fee to individuals for whom the Council acts as a Corporate Appointee.

### RECOMMENDATIONS

1	Cabinet approve the implementation of a charging structure for local authority managed Appointeeship cases.
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### REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE CHARGING FOR APPOINTEESHIP</b>
1.01	Flintshire County Council offers services through its Deputyship Team to help vulnerable individuals to manage their financial affairs. Support is offered by undertaking a role as either an Appointee of the Department of Work and Pensions (DWP) or a Deputy of the Court of Protection (COP). A

	DWP Appointee receives an individual's DWP benefit payments and is able to support them to budget and pay their rent and utility bills.
1.02	<p><u>The role of an Appointee</u></p> <p>An Appointeeship allows a designated individual to manage benefit payments on behalf of someone else (the claimant). This arrangement is set up through the Department for Work and Pensions (DWP).</p> <p>Typically, an Appointeeship can be sought when an individual lacks the capacity to manage their own finances. This can be for a wide variety of reasons, for example could include some Learning Disabilities, Mental Health issues, Physical Disabilities or Dementia. The appointee ensures that the claimant receives the benefits they're entitled to, handles administrative tasks related to benefit claims and supports the individual to budget. The Appointee is responsible for managing the benefit payments (which are paid directly to the appointee) and a small and limited amount of cash savings that they may have, in the claimant's best interests.</p> <p>An appointee can be either, an individual (e.g., a friend or relative), or an organisation or a representative of an organisation (e.g., a solicitor or local council).</p> <p>An Appointeeship is recognised as an ability to act for an individual in relation to their DWP claims and is not a legal authority to act in other matters or with other organisations.</p> <p>An Appointeeship is granted and overseen by the DWP.</p> <p>At present Flintshire County Council does not charge for DWP Appointeeship services.</p>
1.03	<p><u>Court of Protection Deputyship</u></p> <p>If the person's financial affairs are more complicated (for example if they have additional sources of income outside of the DWP, investments, significant savings or a property), then an application for Deputyship through the Court of Protection is required.</p> <p>Under a Deputyship, the Deputy undertakes responsibility for the management of all of a person's financial affairs if they become incapable of doing so themselves, including savings, pensions, all sources of income, and assets such as property and valuables.</p> <p>A Deputyship is a legally appointed role and comes with greater powers and legal authority over the individual's finances. A Deputyship is overseen by the Office of the Public Guardian who monitors work undertaken.</p> <p>The Court of Protection set out guidelines for the fees that Court Appointed Deputies can charge for their services. Where Flintshire County Council is appointed as a Deputy, charges are applied in line with the associated guidelines.</p>

1.04	<p><u>The Mental Capacity Act 2005</u></p> <p>The Mental Capacity Act 2005 provides the legal framework for acting and making decisions on behalf of adults who lack the capacity make particular decisions for themselves. The Mental Capacity Act states that in supporting individuals who lack capacity, the least restrictive option should always be used and therefore many cases are able to be appropriately managed without the more restrictive powers of the Deputyship Order.</p>
1.05	<p><u>DWP Guidance</u></p> <p>The DWP do not have specific guidance on charging for Appointeeship Services, but states:</p> <p><i>“The DWP does not directly pay appointees for their services. However, appointees can charge fees to the claimant for their assistance. Charges may vary based on the specific services provided and the claimant’s circumstances.”</i></p>
1.06	<p><u>Current Situation</u></p> <p>The Flintshire County Council Deputyship Team currently consists of 4 full time, permanent Officers, supported by two full time Admin support (one permanent, one temporary until the end of August 2024).</p> <p>The Deputyship Team will only support to manage an individual’s financial affairs if there is no other suitable person to undertake this role (i.e., a family member or friend) and/or where there is evidence of conflicting interests, suspicions or accusations of abuse.</p> <p>Across the team, there are currently 231 Appointeeship and 104 Deputyship* Cases. The number of cases supported has consistently increased year on year and shows no sign of slowing. Additionally, the complexity of these cases is growing, taking more time per case for Officers.</p> <p>*Charging under this proposal is in relation to Appointeeship cases only. Deputyship cases are currently charged under Court of Protection and Office of the Public Guardian guidelines.</p>
1.07	<p><u>Reasons For Change</u></p> <p>The Appointeeship Service is not a statutory service meaning the authority is not legally obliged to provide this. However, given the number of individuals who we support currently and the high number of referrals received it is clear there is a need for this.</p> <p>Budgetary pressures on local authorities are well documented and the coming years are reported to likely to be the <i>“most challenging that we have ever faced”</i>. Due to this, consideration is being given to charges levied for services to ensure they can continue into the future.</p> <p>The current financial climate is more unstable than ever with significant financial pressures and increased demand. Within this context we need to</p>

	<p>ensure that services are financially sustainable. There are a number of Local Authorities in England who charge for this service, however only three In Wales does at present. We have contacted our neighbouring authorities to gain their insight and views on this.</p>												
1.08	<p><u>Comparison Services and Alternatives</u></p> <p>Across the UK, there is evidence that there are an increasing number of local authorities who have introduced charges for their Appointeeship services. In Wales when consulted, many local authorities responded to say that they were actively considering introducing charging for Appointeeship Services in the near future and three responded to say that they already have charges in place.</p> <p>Furthermore, DWP Appointeeship can be sought from private organisations. There are a number of such organisations operating in the UK, all of which charge for their services.</p> <p>In comparing the charges levied across local authorities and private organisations, there appears to be two different approaches to how charges for Appointeeship services are calculated.</p> <p>1. Charging a flat rate fee</p> <p>The majority of charging structures set a flat rate weekly/monthly fee dependent on the individual's circumstances (i.e., community based/residential care based), with the community-based fees higher as these cases are more likely to require regular and higher levels of intervention than those in residential care.</p> <p>Typically, across local authorities, the fees appear to range from £10 - £15 per week for community-based individuals and £5 - £10 per week for individuals in residential care.</p> <p>For private organisations, the fees appear to range from £16 - £26.50 per week for community-based individuals and £8 - £14 per week for residential care based individuals, with most offering options for different levels of support.</p> <p>It is worth noting that some of those charging a flat rate fee dependent on circumstance, also include scales dependent on capital.</p> <p>2. Charging on a scale based on capital.</p> <p>Some charging structures set their weekly fee based on the capital held by the individual no matter their circumstances, for example:</p> <table border="1" data-bbox="312 1823 1353 2065"> <thead> <tr> <th>Capital of:</th> <th>Charge per week:</th> <th>Annual cost:</th> </tr> </thead> <tbody> <tr> <td>£0 - £1,999</td> <td>Nil charge</td> <td>Nil charge</td> </tr> <tr> <td>£2,000 - £3,999</td> <td>£5.00</td> <td>£260.00</td> </tr> <tr> <td>£4,000 - £5,999</td> <td>£7.50</td> <td>£390.00</td> </tr> </tbody> </table>	Capital of:	Charge per week:	Annual cost:	£0 - £1,999	Nil charge	Nil charge	£2,000 - £3,999	£5.00	£260.00	£4,000 - £5,999	£7.50	£390.00
Capital of:	Charge per week:	Annual cost:											
£0 - £1,999	Nil charge	Nil charge											
£2,000 - £3,999	£5.00	£260.00											
£4,000 - £5,999	£7.50	£390.00											

£6,000 - £7,999	£10.00	£520.00
£8,000 - £9,999	£12.50	£650.00
£10,000 <	£15.00	£780.00

### 3. Other charges

In addition to these regular ongoing fees, many organisations, both private and local authority, also charge “one off” fees for a range of different support tasks.

Most commonly for local authorities, that includes a “Start-up fee” which ranged from £150 - £250 which covers:

- The application process with the DWP,
- Setting up the Appointeeship bank account and any required standing orders, direct debits
- Setting up a pre-paid card

Also, a “Wind-Up Fee” which covers all the tasks required to close accounts and liaise with other individuals/organisation to end the Appointeeship. Authorities state that they are charging between £150 - £375.

Other tasks and activities were also charged for by private organisations, amongst the “menu” of supplementary services, most relevant to the local authority were:

- Set up and/or ongoing management of Motability Agreement ~£250 per year.
- Fees for the provision of a pre-paid card
- Payment of invoices for local services (gardener, cleaner, chiroprapist)

#### 1.09 Potential Estimated Income to the Authority

Under all proposals there is a nil charge for those who have less than £2,000 in capital to ensure that any charges introduced should not have a detrimental impact on day to day living for the individual.

Based on the individuals supported by the Deputyship Team and their capital held in May 2024, the following calculations have been made utilising the fee structures in place in other authorities to estimate the income that charges for Appointeeship services could generate for the authority.

Details information on the calculations used to make these estimates are available in the appendix.

#### Option 1 - Charging a flat rate fee based on individual circumstances

The estimated potential income from this option is **£133,250.00** annually.

	<p><u>Option 2 – Charging on a scale based on capital held</u></p> <p>The estimated potential income from this option is <b>£139,620.00</b> annually.</p>
1.10	<p><u>Considering Charges to Set</u></p> <p>The above calculations have been determined to provide an estimate for this report using what appears to be average figures amongst other local authorities.</p> <p>In considering any charges that the council may wish to implement for these services, it is worth considering the operational cost to support, determining what would be a fair and reasonable charge.</p> <p><u>Cost to Operate Appointeeship Services</u></p> <p>As stated previously, the Deputyship Team consists for 4 full time Deputyship Officers (GO4) who manage a mix of Appointeeship and Deputyship Cases. The Deputyship Officers are supported by 2 full time Business Support Assistants (G02).</p> <p>Including On Costs, the basic total annual cost to the authority:</p> <p>Deputyship Officers: £156,028.00  Business Support Assistants: £63,260.00  <b>Total: £219,288.00</b></p> <p>(These calculations do not include management of the team time or other corporate expenses).</p> <p>There was not a significant amount of information available during this initial investigation to understand how other authorities had determined what their charges for Appointeeship services would be. However, some authorities were able to share that their aim is to increase the charges over the three year period to reach a position where the income generated will cover the workforce costs associated with providing the service.</p> <p><u>Income from Deputyship Fees</u></p> <p>As stated earlier in the report, the team are already able to charge fees for the services provided to individuals with a Deputyship Order under the guidelines set by the Court of Protection and therefore already do have an income stream.</p> <p>Although this can vary somewhat, in 2023-24, the team generated £77,364.93 via these charges.</p> <p>***</p> <p>The table below shows that the two fee options presented would broadly align income generation to the workforce costs of service provision. This position is consistent with the aim and approach of other authorities and provides comparative approach:</p>

	Appointeeship Fees	Deputyship Fees	Total	Team Cost
Option 1	£139,620.00	£77,364.93	£216,984.93	£219,288.00
Option 2	£133,250.00	£77,364.93	£210,614.93	£219,288.00
1.11	<p><u>Future Increases</u></p> <p>To sustain the balance of fees and workforce costs, the potential for future changes to the fee structure should be considered. The recommendation would be to increase the fees by 2.5% in the first year. Following this, changes should be considered in line with team structure and pay awards in order to keep charges to the individual to a minimum.</p>			
1.12	<p><u>Consultation</u></p> <p>In order to gain an insight into individuals thoughts regarding potential charges, we conducted a brief survey with the aim of gathering information from individuals who currently receive Appointeeship services from Flintshire.</p> <p>The survey was an initial exercise and consisted of three questions:</p> <ul style="list-style-type: none"> <li>• If Flintshire County Council were to implement an administration charge for managing Appointeeship cases, how would you feel about this?</li> <li>• If individuals did not feel willing to pay a charge for the service, how would you advise them to proceed e.g., Solicitor or private company.</li> <li>• Any other feedback you would like to contribute about this possible change?</li> </ul> <p>From analysing the responses, it is clear there are mixed views regarding potential charges with the comments being fairly mixed between individuals being happy with charges and others unhappy and expressing it may cause anxiety. There were also some responses stated they were unable to make an informed response without having further detail on the charges that were being implemented.</p> <p>We also contacted ASNEW who are an advocacy service within Flintshire for their views. ASNEW commented that there are other charity services that provide a similar service who charge already. Therefore, if any charges we brought in were in line with these then this would be a fair balanced offer. They also commented that if charges will improve accessibility and service as a whole, and as long as the charges are realistic, they feel this would be a positive move.</p> <p>As this was only an initial information gathering exercise, we will consult again when further decisions have been made regarding any charges and adapt the questions to suit.</p>			

	<p><u>Options for Consideration</u></p> <p>Moving forward with this service, we feel there are two options which should be considered :</p> <ul style="list-style-type: none"> <li>- Keep the service free of charge</li> <li>- Introduce charging</li> </ul> <p><u>Keep the Service Free of Charge</u></p> <p>Keeping the service free of charge would not pose any risks as the service runs well currently. However it may mean that giving the current financial market, the authority is missing out on potential revenue.</p> <p><u>Introduce Charging</u></p> <p>Introducing charging could potentially have a negative impact during the initial stages as finances are a contentious subject and with the service being free of charge for a long period of time some individuals may struggle to accept any new charging rules. However once established charging for the service will have a positive effect as it will bring income into the authority and enable a more sustainable approach to service provision.</p>
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	None.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	An initial consultation was conducted with all individuals who receive Appointeeship service and their carers as well as advocacy services and representative agencies.
4.02	Prior to full implementation we would look to undertake a full consultation regarding proposed charging structure and implementation.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1: Options for Charging for Appointeeship: Example fee calculations Appendix 2: IIA May 2024  Appendix 3: Consultation responses summary



<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Katrina Shankar / Naomi Harper  <b>Telephone:</b> 01352 701469 / 01352 702544  <b>E-mail:</b> <a href="mailto:Katrina.shankar@flintshire.gov.uk">Katrina.shankar@flintshire.gov.uk</a> / <a href="mailto:naomi.harper@flintshire.gov.uk">naomi.harper@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Appointeeship</b> - allows a designated individual to manage benefit payments on behalf of someone else (the claimant). This arrangement is set up through the Department for Work and Pensions (DWP).</p>

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## Appendix 1: Options for Charging for Appointeeship. Example fee calculations

- Under both options there is nil charge for individuals who have less than £2000.00 in capital.
- The below calculations are worked out based on the fees most commonly charged both other local authorities.
- Charges would be made at the start of the financial year for the year ahead.
- Charges being taken from their Appointeeship held account would ensure that this should not have a detrimental impact on day to day living for the individual.

### Option 1: Charging a flat fee pro rate based on capital held.

- Under this option a scale of fees would be defined based only on capital held.

Example fee scale:

Capital of:	Charge per week:	Annual cost:
£0 - £1999	Nil charge	Nil charge
£2000 - £3999	£5.00	£260.00
£4000 - £5999	£7.50	£390.00
£6000 - £7999	£10.00	£520.00
£8000 - £9999	£12.50	£650.00
£10,000 <	£15.00	£780.00

Based on the individuals supported by the Deputyship Team and their capital held in May 2024, the following calculations can be made about the estimated income that the example charges above would generate for the authority.

Capital of:	Charge per week:	Number of individuals:	Estimated Annual Income:
£0 - £1999	Nil charge	22	£0.00
£2000 - £3999	£5.00	18	£4680.00
£4000 - £5999	£7.50	18	£7020.00
£6000 - £7999	£10.00	13	£6760.00
£8000 - £9999	£12.50	22	£14,300.00
£10,000 <	£15.00	137	£106,860.00
<b>Total estimated annual income for OPTION 1</b>		<b>230</b>	<b>£139,620.00</b>

**Option 2:** Charging a flat rate fee based on circumstances.

- Under this option, the individual is charged a flat rate based on whether the individual lives in residential care or in the community, and then in addition to support affordability the fees differ based on the capital held.

Example fees:

	Capital < £1999	Capital £2000 - £5999	Capital £6000 - £9999	Capital £10,000 <
Community	Nil charge	£10.00 per week	£12.50 per week	£15.00 per week
Residential Care	Nil charge	£5.00 per week	£7.50 per week	£10.00 per week

Based on the individuals supported by the Deputyship Team and their capital held in May 2024, the following calculations can be made about the estimated income that the example charges above would generate for the authority.

Living in the <b>community</b> with capital of:	Charge per week:	Number of individuals:	Estimated Annual Income:
£0 - £1999	Nil charge	18	£0.00
£2000 - £5999	£10.00 per week	25	£13,000.00
£6000 - £9999	£12.50 per week	27	£17,550.00
£10,000 <	£15.00 per week	98	£76,440.00
<b>Total</b>		<b>168</b>	<b>£106,990.00</b>
Living in the <b>residential care</b> with capital of:	Charge per week:	Number of individuals:	Estimated Annual Income:
£0 - £1999	Nil charge	4	£0.00
£2000 - £5999	£5.00 per week	11	£2,860.00
£6000 - £9999	£7.50 per week	8	£3,120.00
£10,000 <	£10.00 per week	39	£20,280.00
<b>Total</b>		<b>62</b>	<b>£26,260.00</b>
<b>Total estimated annual income for OPTION 2</b>		<b>230</b>	<b>£133,250.00</b>

# Carbon and Co-benefits Decision Support Tool

## Introduction

This Carbon and Co-benefits Decision Support Tool allows users to self-assess the impact of the proposed policies, initiatives, or services against your local authority’s policy frameworks. It provides decision makers with a high-level assessment of how a Decision meets policy goals and can facilitate a process of revising Decisions to more fully meet these goals. Where more detailed assessment is needed, users should consult other tools that lead to a full assessment of specific impact areas as indicated (e.g., Environmental Impact Assessment, Cost Benefit Analysis). Users self-assess against nine impact areas (Equalities, Health, Resilience & Adaptation, Housing, Economy, Mobility & Connectivity, Carbon, Nature & Environment, Consumption and Production and the Net Zero Wales target). Depending on your answers, you may then be directed into a self-reported Carbon Assessment tab, where your paper will be compared to relevant best practice. If your paper impacts on people with ‘protected characteristics’, you will be directed to the Equalities Impact Assessment tab. You will also be required to complete the Welsh Language Impacts Assessment, where relevant.

Note that the Carbon Assessment does not yet assess embodied carbon and the tool does not go into the detail of intersectionality with regard to equality and inclusion impacts. As such, it is important that users take an ‘overview approach’ when using this tool to inform decision-making at your local authority.

Overview information	<i>Please complete all fields</i>
Name of policy / initiative / service to be assessed	Appointeeship Consultation
Author(s)	Katrina Shankar
Date of Assessment	17/05/2024
Document Version	1
Corporate objective being addressed	To establish whether charging for appointeeship services is an option
Department / function carrying out the assessment	Contracts and Comissioning Team
Who is responsible for the implementation of the policy / initiative / service? (function head / department manager)	Jane Davies
Brief description of the proposal or decision	Consultation to gather views on potential charges for Appointeeship services
Value (£)	N/A
Is this a strategy document?	Don't know ▼
If this is a strategy document will this strategy have an impact over multiple years?	Yes ▼

## 1. Impacts Questionnaire

### Guide

This questionnaire will provide high level scoring on key impact areas related to your local authority's policy. The results are given a RAG (Red, Amber, Green) result indicating how the proposed Decision fits with the policy related to the impact area.

### Definitions

Some questions have a 'red corner' in the cell; this indicates that there are guidance notes available to view in relation to that question. To view these, hover the mouse pointer over one of these cells (you can practice by hovering over this cell). In the cells next to the question there are also links to websites with further supporting information.

### Impact areas

Questions for each impact area require a yes/no answer to determine if they are relevant. These are set to YES as default – once you have read through the questions in that impact area, you may select NO if this area is not relevant to your paper.

### Different types of papers and confidence in your assessment

It is understood that various types of Decisions are being assessed through this tool. For some papers, for example new strategies, you may not feel able to answer all of the questions with confidence as this will depend on delivery. You should answer on the basis of what the strategy aims to achieve – however, this is an important opportunity to consider where issues at the delivery stage could undermine your aims. You should note these challenges and specify any mitigation measures needed to ensure delivery is in line with the original aspirations on the results page.

Some papers may have a number of projects within them and so the answers between projects could be different. Here we ask you to take a high level ('helicopter') view, assessing across the content of the paper. However, again, where there are particular areas that will have negative impacts or there are risks that the assessed level of positive impact will not be met – specific mitigation measures should be flagged by users on the results page.

### Impact categories

The definitions of the possible impacts are as follows:

**Yes, with long lasting and/or significant positive impact.** The proposal or decision has positive impacts that are long lasting (3 or more years) and/or are significant for large numbers of residents and/or a significant proportion of a particular group or community.

**Yes, with short term (3 years or less) or limited positive impact.** The proposal or decision has positive impact, but will be limited in its effects or have a short lifespan.

**No, the decision or proposal has no discernable positive or negative impact.** It will not affect any discernible positive or negative change.

**Yes, but with short term (3 years or less) or limited negative impact.** The proposal or decision has negative short term or limited impacts.

**Yes, but with long lasting (more than 3 years) or severe negative impact.** The proposal or decision has negative impacts that are long lasting (3 or more years) and/or are significant for large numbers of residents and/or a significant proportion of a particular group or community.

All Decisions will then be given a RAG (Red, Amber, Green) rating on applicable Impact areas. The definitions of these are:

All green.	The proposal or decision is expected to have <b>positive impacts overall</b> , whether long or short term.
Equal number of red and green OR at least one red.	The proposal or decision has both positive and negative impacts OR have net neutral impact with equal positive and negative overall outcomes. Careful consideration of trade-offs is recommended.
Mostly red, with at least one green.	Careful consideration of trade-offs is necessary.
All red.	The proposal or decision is expected result to <b>negative impacts overall</b> . It should receive most attention for mitigation or be avoided. Clear and evidenced justification to progress this proposal will be required.

### Impacts Questionnaire

#### 1. Equality and Welsh Language

Will this proposal or decision affect individuals or groups (e.g., residents, employees, visitors) in different ways, including for example, social equality and inclusion?

Yes  
 No

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Please complete next part →

1	Will this proposal or decision disproportionately affect people with one or more <b>protected characteristics</b> ?	<a href="#">More help (web link)</a>	No discernible impact ▼
2	Will this proposal or decision affect other people or groups, for example, people with caring responsibilities, or those that are <b>socially and economically disadvantaged</b> ?	<a href="#">More help (web link)</a> <a href="#">More help (web link)</a>	Short term or limited negative ▼
3	Will this proposal or decision affect local people's access to <b>public services</b> (e.g., community centres, transport services, health services)?	<a href="#">More help (web link)</a>	No discernible impact ▼
4	Will this proposal support communities in shaping decisions that affect them?		No discernible impact ▼
5	Will this proposal or decision affect <b>community cohesion</b> ?		No discernible impact ▼
6	Will this proposal or decision affect opportunities for people to use <b>Welsh Language</b> no less favourably than English language?	<a href="#">More help (web link)</a>	No discernible impact ▼
7	Will this proposal or decision affect Welsh culture and Welsh speaking communities?		No discernible impact ▼

RAG Result	Comment - please provide succinct statements.
RR	Could potentially have a negative impact on those who have limited incomes from benefits and they cannot for instance make more money by getting a different job, however - what we are going to put in place is that only those who can afford it from their capital will be charged

## 2. Health

Will this proposal or decision affect people's physical or mental well-being?

- Yes  
 No

Proceed to next question  
↓

1	Will this proposal or decision affect the physical health of residents?		<input type="text"/>
2	Will this proposal or decision affect the mental well-being of residents?		<input type="text"/>
3	Will the proposal or decision affect residents' levels of physical activity?		<input type="text"/>
4	Will the proposal or decision affect levels of social isolation?		<input type="text"/>
5	Will this proposal or decision affect residents' access to healthcare facilities and services, including other caring services?		<input type="text"/>
6	Will this proposal affect the lifestyle and/or health of babies, children, and/or adults, for example, through access to and provision of healthy food?		<input type="text"/>

RAG Result

Comment - please provide succinct statements.


## 3. Resilience and Adaptation

Will this proposal or decision affect your local authority's social, economic and ecological resilience and capacity to adapt to change?

- Yes  
 No

Proceed to next question  
↓

1	Will this proposal or decision increase the environmental/climate, disaster, or public safety risks in your local authority?	<a href="#">More help (web link)</a>	<input type="text"/>
2	Will this proposal or decision enable individuals, communities, or businesses to better withstand and recover from disruption more quickly and effectively?		<input type="text"/>
3	Will this proposal or decision affect current levels of vulnerability both for people and the environment?		<input type="text"/>
4	Will this proposal or decision make our communities and people feel safer at home and/or in their local area?		<input type="text"/>
5	Does this proposal or decision affect access to and provision of green and blue spaces?	<a href="#">More help (web link)</a>	<input type="text"/>

RAG Result

Comment - please provide succinct statements.




#### 4. Housing

Will this proposal or decision affect housing in your local authority?

Yes  
 No

Proceed to next question ↓

1	Will this proposal or decision affect people who are experiencing or at risk of any form of homelessness, including for example, rough sleeping?	<a href="#">More help (web link)</a>	<input type="text"/>
2	Will this proposal or decision affect the accessibility or affordability of homes for residents?		<input type="text"/>
3	Will this proposal or decision improve derelict urban land or reuse redundant or underused buildings for local housing?		<input type="text"/>
4	Will this proposal or decision facilitate construction of new build residential building(s)?		<input type="text"/>
5	Will this proposal or decision facilitate maintenance or improvement of existing residential building(s)?		<input type="text"/>
6	Will this proposal or decision affect mandates or regulations for landlords on building standards?		<input type="text"/>

RAG Result

Comment - please provide succinct statements.

#### 5. Economy

Will this proposal or decision affect your local authority's economy and its global responsibility?

Yes  
 No

Proceed to next question ↓

1	Will this proposal or decision contribute to improving economic development in your local authority?		<input type="text"/>
2	Will this proposal or decision increase or decrease employment opportunities for local people?		<input type="text"/>
3	Will this proposal or decision create, retain or attract jobs where people are satisfied?	<a href="#">More help (web link)</a>	<input type="text"/>
4	Will this proposal or decision help local businesses maximise potential economic assets?		<input type="text"/>
5	Will this proposal contribute to innovation and/or productivity in your local authority?		<input type="text"/>
6	Will this proposal attract inward investment in our towns and cities?		<input type="text"/>
7	Will this proposal increase opportunities for formal education, vocational training or skills that are 'fit for the future'?	<a href="#">More help (web link)</a>	<input type="text"/>
8	Does this proposal entail the construction or re-purposing of building(s) for non-residential purposes?		<input type="text"/>

RAG Result

Comment - please provide succinct statements.



**7. Carbon, Nature and Environment**

Will this proposal or decision affect the natural environment, ecosystems, carbon emissions and local pollution in your local authority?

Yes  
 No

Proceed to next question  
↓

1	Will this proposal or decision affect local air quality, for example, by changes in public levels of exposure to oxides of nitrogen (NOx), volatile organic compounds (VOCs) and particulate matter (PM10 & PM2.5)?	<a href="#">More help (web link)</a>	<input type="text"/>
2	Will this proposal affect the level of water pollutants in the environment?		<input type="text"/>
3	Will this proposal affect the level of light pollutants in the environment?	<a href="#">More help (web link)</a>	<input type="text"/>
4	Will this proposal affect the level of noise pollutants in the environment?		<input type="text"/>
5	Does this proposal or decision affect the amount of natural carbon sinks in your local authority, e.g., through maintaining and enhancing concentration of carbon and organic matter in soils?	<a href="#">More help (web link)</a>	<input type="text"/>
6	Does this proposal or decision affect the visual amenity of the environment?		<input type="text"/>
7	Will this proposal or decision affect biodiversity, including principal species and their habitats?	<a href="#">More help (web link)</a> <a href="#">More help (web link)</a>	<input type="text"/>
8	Will this proposal affect sustainable agricultural practices in your county?		<input type="text"/>
9	Will this proposal or decision have a positive or negative effect on efforts to reduce carbon emissions across your local authority?		<input type="text"/>

RAG Result

Comment - please provide succinct statements.

### 8. Consumption and Production

Will this proposal or decision affect waste and recycling within your local authority?

Yes  
 No

Proceed to next question  
↓

1	Does this project or decision have an impact on the amount of waste produced, considering all waste streams and their life cycle including food waste?		<input type="text"/>
2	Will this project or decision affect current or future reuse or recycling rates?		<input type="text"/>
3	Does this proposal or decision consider resource efficiency and take steps to increase circularity?	<a href="#">More help (web link)</a>	<input type="text"/>
4	Will this proposal or decision affect levels of waste sent to landfill, including for example, single-use plastics and packaging in your local authority?		<input type="text"/>
5	What impact will this project or decision have on goals to minimise construction waste?		<input type="text"/>
6	Will the proposal support the reduction of emissions in the supply chains of the goods and services purchased by your local authority?	<a href="#">More help (web link)</a>	<input type="text"/>

RAG Result

Comment - please provide succinct statements.

### 9. Climate Change Target

Enter text answer below (include summary of climate change mitigation measures)

How does this proposal or decision contribute to achieving your local authority's carbon/climate change targets? What more could be done to improve this contribution further?	<a href="#">More help (web link)</a>	The decision to charge for appointeeship is not link to the local authoritys carbon/climate change targets
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### Impacts Questionnaire: Progress Checklist

You have fully completed the Impacts Questionnaire and can now proceed to the Next Steps below.

- 1. Equality and Inclusion
- 2. Health
- 3. Resilience and Adaptation
- 4. Housing
- 5. Economy
- 6. Mobility and Connectivity
- 7. Carbon, Nature and Environment
- 8. Consumption and Production
- 9. Climate Change Target

## Next Steps

Based on your answers above, the following sections should be completed.

Click on the relevant link to take you to your next section:

[Step 2: Carbon Assessment](#)

*Here you will be prompted to answer the following sections:*

<i>Buildings</i>	<i>Transport</i>	<i>Land Use</i>
<input type="checkbox"/> Q.1a	<input type="checkbox"/> Q.2a	<input type="checkbox"/> Q.3a
<input type="checkbox"/> Q.1b	<input type="checkbox"/> Q.2b	
<input type="checkbox"/> Q.1c	<input type="checkbox"/> Q.2c	
	<input type="checkbox"/> Q.2d	

[Step 3: Equalities Impact Assessment](#)

[Step 4: Welsh Language Impacts](#)

[Step 5: Results](#)

## 2. Simple Carbon Assessment

### Guide

The Simple Carbon Assessment tool scores the Decision against best practice for reducing carbon emissions that cause climate change in line with your local authority's targets. You only need to answer the sections indicated - this is determined by answers given in the Impacts Questionnaire.

Some questions require a yes/no response that is scored. Others require a comment that will provide additional context for a reviewer of the decision. If 'Non Applicable' is given as an answer add a brief explanation why this is the case.

All questions need to be answered to score a section.

For any scoring a comment can be added as justification in the 'Comment' column.

Embodied carbon is not specified in the simple assessment - full life cycle assessment is required and advisable to comment on this.

The scoring is colour coded as follows:

Grey	No associated carbon impacts expected for decision.
Green	In the simple assessment the decision meets the highest standard in terms of practice and awareness.
Blue	In the simple assessment the decision meets most of the associated best practice with a good level of awareness.
Brown	In the simple assessment the decision only partially meets associated best practice and/or awareness is lacking, significant room for improvement.
Black	In the simple assessment the decision does not meet best practice and/or there is insufficient awareness of carbon impacts.

Simple Carbon Assessment

Buildings

✗ You do not need to answer section 1a

Q.1a If the Decision will contribute to the construction of a new residential building(s):

Comment - please provide succinct statements. Result

		Enter text answer in the comment field →	
State the design energy performance certification (EPC) of the building(s).		Enter text answer in the comment field →	
Does the proposed building fabric exceed required standards of energy efficiency (part L)?		<input type="text"/>	
Does the new building(s) include a natural gas or oil based heating system?		<input type="text"/>	
Are proposed buildings to Passivhaus standard?	<a href="#">More help (web link)</a>	<input type="text"/>	
Have life cycle (embodied) carbon emissions of building materials been considered and minimised in building design and are steps taken to procure lowest carbon options?		<input type="text"/>	
Estimated additional costs to increase building air tightness and/or swap to low carbon heating.		Enter text answer in the comment field →	
Has a biodiversity impact assessment been completed and is onsite biodiversity net gain over 10%?	<a href="#">More help (web link)</a>	<input type="text"/>	
Is there suitable pedestrian and cycle access from the new building(s) to all or some of the following amenities - food shopping/other shops/transport hub/health care services?		<input type="text"/>	
Building will include onsite renewable energy (Solar Photovoltaics (PV), Solar Thermal, Ground/Air Source Heat Pump)?	<a href="#">More help (web link)</a>	<input type="text"/>	

✗ You do not need to answer section 1b

Q.1b If the decision will contribute to the renovation or maintenance of a residential building(s):

Comment - please provide succinct statements. Result

		Enter text answer in the comment field →	
What is the current EPC standard of the building(s) and what will it be following the intervention(s)?		Enter text answer in the comment field →	
If natural gas/oil heating systems are present will they be replaced with a low carbon alternative?		<input type="text"/>	
Have life cycle (embodied) carbon emissions of building materials being considered and are steps taken to procure lowest carbon options?		<input type="text"/>	
Will the building fabric be upgraded to improve energy efficiency?		<input type="text"/>	
Will a minimum EPC rating of 'C' be attained?		<input type="text"/>	
What additional costs are associated with upgrading building to EnerPhit standard after intervention?	<a href="#">Help (web link)</a> <a href="#">Help (web link 2)</a>	Enter text answer in the comment field →	
Will onsite renewable energy generation (Solar Photovoltaics or Solar Thermal) be added as part of the renovation/maintenance?	<a href="#">More help (web link)</a>	<input type="text"/>	

✗ You do not need to answer section 1c

**Q.1c If the Decision will contribute to the construction of a new non-residential (including public) building:**

Comment - please provide succinct statements. Result

		Enter text answer in the comment field →	
State the design Energy Performance Certificate (EPC) or Display Energy Certificate (DEC) of the building.			
Does the proposed building exceed required standards of energy efficiency (part L)?		<input type="text"/>	
Does the new building(s) include a natural gas or oil based heating system?		<input type="text"/>	
Does the building design include a <b>Building Energy Management system or Building Management System?</b>		<input type="text"/>	
Estimated additional costs to improve to higher fabric efficiency standard.		Enter text answer in the comment field →	
Have life cycle (embodied) carbon emissions of building materials being considered and are steps taken to procure lowest carbon options?		<input type="text"/>	
Has <b>biodiversity net benefit</b> been incorporated into the project	<a href="#">More help (web link)</a> <a href="#">More help (web link)</a>	<input type="text"/>	
Is there suitable pedestrian and cycle access to/from the new building(s) for car free commuting?		<input type="text"/>	
Is there a bus/tram/train stop near (up to a mile) from the building(s) for car free commuting?		<input type="text"/>	
Will the development include multiple electric vehicle charging points?		<input type="text"/>	
Does the development include facilities for cyclists (secure, dry bike storage)?		<input type="text"/>	
Will the building have onsite renewables energy generation (Solar Photovoltaics (PV), Solar Thermal, wind generator)?	<a href="#">More help (web link)</a>	<input type="text"/>	



**Transport**

✗ You do not need to answer section 2a

Q.2a If this Decision affects cycling, walking, bus, tram or train availability and/or access:

Comment - please provide succinct statements. Result

Is an existing <b>active travel route</b> being extended/improved?		<input type="text"/>	
Is an existing <b>active travel route</b> being removed/reduced?		<input type="text"/>	
Is an <b>active travel route</b> being created?		<input type="text"/>	
Is access to existing and planned local educational, shopping, leisure and work facilities by public transport being improved?		<input type="text"/>	
Is resident access to low carbon transport being enhanced through increased <b>shared mobility</b> options?		<input type="text"/>	
Are new public transport facilities being constructed?		<input type="text"/>	
Are existing public transport facilities being removed or disrupted?		<input type="text"/>	

✗ You do not need to answer section 2b

Q.2b If the Decision affect roads, parking or vehicle access:

Comment - please provide succinct statements. Result

Will road capacity be increased for vehicles only?		<input type="text"/>	
Will access for cyclists or pedestrians be reduced?		<input type="text"/>	
Will access for cyclists or pedestrians be improved?		<input type="text"/>	
Will the Decision incentivise more personal vehicle travel?		<input type="text"/>	
With the exception of Disabled Parking - will the Decision lead to a net increase in parking spaces in town/city centres?		<input type="text"/>	
Does the Decision increase access to electric vehicle charging points?		<input type="text"/>	

✗ You do not need to answer section 2c

Q.2c If this Decision affect access for residents to amenities:

Comment - please provide succinct statements. Result

Question	Response	Comment	Result
Does the development improve access to shops and services for residents by walking/cycling?	<input type="text"/>		
Does the development improve access to shops and services for residents by bus/tram?	<input type="text"/>		
Does the development require access to a car to reach?	<input type="text"/>		

✗ You do not need to answer section 2d

Q.2d If the Decision requires the procurement of a new vehicle:

Comment - please provide succinct statements. Result

Question	Response	Comment	Result
What is the vehicle?	<input type="text"/>	Enter text answer in the comment field →	
Is the vehicle fully electric or hydrogen fuelled?	<input type="text"/>		
Were whole-life costs for the vehicle (operation as well as initial purchase) considered?	<input type="text"/>		
If a fully electric or hydrogen option is not being selected state why.	<input type="text"/>	Enter text answer in the comment field →	

Land Use

✗ You do not need to answer section 3a

Q.3a If the Decision changes existing land use:

Comment - please provide succinct statements. Result

Question	Response	Comment	Result
Will existing green space/ecologically important habitat be preserved?	<input type="text"/>	<a href="#">More help (web link)</a>	
Has a biodiversity assessment been completed?	<input type="text"/>		
Will a new natural habitat be created?	<input type="text"/>	<a href="#">More help (web link)</a>	
Does this proposal impact a principal species?	<input type="text"/>	<a href="#">More help (web link)</a>	

Overall Rating

Impact Questionnaire: Progress Checklist

You have fully completed the Carbon Assessment and can now proceed to the Next Steps below.

Buildings

- ☑ Q.1a
- ☑ Q.1b
- ☑ Q.1c

Transport

- ☑ Q.2a
- ☑ Q.2b
- ☑ Q.2c
- ☑ Q.2d

### Next Steps

Click on the relevant link to take you to your next section:

[Step 3: Equalities Impact Assessment](#)

[Step 4: Welsh Language Impacts](#)

[Step 5: Results](#)

### 3. Equalities Impact Assessment

✘ Based on your Impacts Questionnaire response, you are not required to complete this Equalities Impact Assessment.

#### 4. Welsh Language Impact Assessment

✘ Based on your Impacts Questionnaire response, you are not required to complete this Welsh Language Impact Assessment.

4. Results

Results, interpretation and use

This tool allows users to self-assess the impact of decisions against your local authority's policy frameworks. Decisions may not always lead to universally positive outcomes. Here, the term 'impact' is used to capture both positive and negative outcomes of a decision.

Impacts Questionnaire Result

The results give a RAG (red, amber, green) rating indicating whether expected impacts align with your local authority's policy goals. An explanatory note/justification should be added to the overall rating result for each relevant impact area. For ease, the Justification/Mitigation column in the results tables contain all the comments that were provided whilst completing the questionnaires. These comments should be edited to provide useful information for decision-makers. They will be public and should be in plain English with references made to the full Decision Report. Please try to keep each comment box to under 100 words if possible.

Carbon Assessment Result

The Carbon Assessment results indicate the degree to which best practice is being adopted for minimising carbon emissions with an associated colour rating (green, blue, brown and black). Again, comments pulled through from the questionnaire should be edited to ensure the information is useful for decision-makers.

Recommendation Box

In this box, you should enter the recommendation that will be included in the paper. This recommendation should offer a very brief summary of the results of Decision Support Tool and must refer to any important caveats, mitigation measures, and negative impacts that decision-makers should note. For example noting whether positive/negative impacts are conditional on other policies or measures.

Exporting the result to your paper

An export button is provided below the results tables which will export these to a Word document. In addition, you should include the text you have added to the Recommendation Box in the relevant section within the main body of your paper.

**Progress checklist**  
Please refer to the following checklist to ensure all sections have been completed before proceeding to the results tables:

<a href="#">START</a>	■ The overview information on the START page has been completed.
<a href="#">1. Impacts Questionnaire</a>	■ The Impacts Questionnaire has been completed.
<a href="#">2. Carbon Assessment</a>	■ Based on your responses you are not required to complete the Carbon Assessment.
<a href="#">3. Equalities Impact Assessment</a>	■ Based on your responses you are not required to complete the Equalities Assessment.
<a href="#">4. Welsh Language Impacts</a>	■ Based on your responses you are not required to complete the Welsh Language Impacts Assessment.

**Recommendation - Key points for decision-makers** Word Count: 2

Insert text

---

Date assessment completed: 31/05/2024

**Impacts Questionnaire** Word Count: 51

Impact Indicator	Result	Justification/Mitigation	Word Count
Equality and Welsh Language	RR	Could potentially have a negative impact on those who have limited incomes from benefits and they cannot for instance make more money by getting a different job, however - what we are going to put in place is that only those who can afford it from their capital will be charged	51
Health			0
Resilience and Adaptation			0
Housing			0
Economy			0
Mobility and Connectivity			0
Carbon, Nature and Environment			0
Consumption and Production			0

Contribution to achieving your local authority's Net Zero target: The decision to charge for appointeeship is not link to the local authoritys carbon/climate change targets

**Further Assessment(s):**

Legend:

- G Positive impacts overall, whether long or short term.
- A Mix of positive and negative impacts. Trade-offs to consider.
- R Mostly negative, with at least one positive aspect. Trade-offs to consider.
- RR Negative impacts overall.

**RAG scoring definitions**

Grey	No applicable impacts
Green	Positive impacts overall, whether long or short term and significant.
Amber	There are both positive and negative expected impacts OR a net neutral impact with equal positive and negative overall outcomes is expected. Careful consideration of trade-offs is recommended.
Light Red	Mostly negative impacts but with at least one positive impact. Careful consideration of trade-offs is necessary.
Dark Red	Negative impacts overall are expected. It should receive most attention for mitigation or be avoided. Clear and evidenced justification to progress this proposal will be required.

Carbon Assessment			
Overall Score			
Buildings	Result	Justification/Mitigation	Word Count
New Build residential	N/A		0
Residential building(s) renovation/maintenance	N/A		0
New build non-residential (including public) buildings	N/A		0
Transport			
Active travel and public transport	N/A		0
Roads, Parking and Vehicle Access	N/A		0
Access to amenities	N/A		0
Vehicle procurement	N/A		0
Land Use			
Land use	N/A		0

Legend:	
	No associated carbon impacts expected.
	High standard in terms of practice and awareness on carbon.
	Mostly best practice with a good level of awareness on carbon.
	Partially meets best practice/ awareness, significant room to improve.
	Does not meet best practice and/ or insufficient awareness of carbon impacts.

- Grey: No associated carbon impacts expected for decision.
- Green: In the simple assessment the decision meets the highest standard in terms of practice and awareness.
- Blue: In the simple assessment the decision meets most of the associated best practice with a good level of awareness.
- Brown: In the simple assessment the decision only partially meets associated best practice and/or awareness is lacking, significant room for improvement.
- Black: In the simple assessment the decision does not meet best practice and/or there is insufficient awareness of carbon impacts.

### Exporting options

#### Export tables to Word document

- When clicked, the button below will launch a new Word document and paste the above results tables in. You can then save this
- Once you have exported the results table to Word, please copy and paste the table into your meeting paper at the location specified in the paper template and submit the final paper to the Secretariat in the usual way.
- Please then save the whole Excel spreadsheet using "File...Save As...[Title of Paper]" in an appropriate location for future editing and forward a copy of the whole Excel file to the Secretariat for archiving.

#### Manually exporting

- If you would like to export any other parts of this tool, you can do it manually. It is recommended that you copy and paste as images to avoid any problems associated with pasting the form controls (drop downs and tick boxes) into other documents.
- To do this, first highlight the table or area of a table you would like to copy.
- Then using options at the top of the screen click on the **Home** tab. Then in the **Clipboard** group, click the small down arrow next to **Copy**, then select **Copy as Picture**.
- A box of options will appear, click **OK** to select the default options. Then open your Word (or other) document and press **CTRL+V** to paste. Alternatively right click in the document and select **Paste from the menu**. It will paste as a picture and you can resize it to suit your document.

#### Full PDF output

- The entirety of this workbook can be exported as a PDF file.
- Click **File > Print**.
- Under **Printers** select 'Microsoft Print to PDF'.
- Under **Settings** select 'Print Entire Workbook' (or leave it as Active Sheet if you just want one of the worksheets).
- Select **Print** and you will be prompted to choose where you would like to save your PDF.

### Submitting the results

Attach these results to your proposal/Committee report and submit them to your chief officer for signing off. If you have an action plan for mitigation measures, please include it in your attachments too.

All signed off results should be submitted to your Strategic Policy Advisor or Governance team, and you should keep your own copy.

Outputs from the Carbon and Co-benefits Assessment Tool are provided to decision makers to help them understand possible wider co-benefits of taking the proposal forward or seek changes or mitigation measures where needed.

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POTENTIAL CHANGES TO APPOINTEESHIP – HAVE YOUR SAY ... / NEWIDIADAU PC

If Flintshire County Council were to implement an administration charge for managing Appointeeship cases, how would you feel about this? / Pe byddai Cyngor Sir y Fflint yn gweithredu ffioedd gweinyddu ar gyfer rheoli achosion Penodeiaeth, sut fydddech chi'n teimlo am hyn?

Answer Choice	Response Total
1	15
<i>answered</i>	15
<i>skipped</i>	1

#	Date Ended:	Categories
2E+08	16/05/2024 10:01 AM	It would depend on the amount. Could you please let me know how much will be the potential fee? Mark BurtonCh66jb Bagillt
2E+08	16/05/2024 1:17 PM	I would feel anxious and stressful
2E+08	21/05/2024 8:50 PM	I don't want to pay for appointeeship because I have to pay for bills and food and it would affect me to pay for appointeeship
2E+08	22/05/2024 2:26 PM	Not happy
2E+08	28/05/2024 12:16 PM	I would seek an alternative where the service is free.
2E+08	28/05/2024 12:17 PM	Fine
2E+08	28/05/2024 12:19 PM	I'm on disability money and I'm in this bungalow as it has no stairs, I was in a property with stairs that I could not manage, it was lovely though.
2E+08	28/05/2024 12:20 PM	I feel OK about it.
2E+08	28/05/2024 12:21 PM	Very upset if a charge were to happen.
2E+08	28/05/2024 12:22 PM	OK I would.
2E+08	28/05/2024 12:24 PM	Routine & familiarity is important to me, I do not like change. I am happy with a charge. I trust my Appointee & Flintshire County Council.
2E+08	28/05/2024 12:24 PM	Depending on the charge otherwise no problem.
2E+08	28/05/2024 12:25 PM	Do not mind.
2E+08	28/05/2024 12:26 PM	It would depend on the amount.
2E+08	28/05/2024 12:26 PM	Entirely dependent on the cost.

**POTENTIAL CHANGES TO APPOINTEESHIP – HAVE YOUR SAY ... / NEWIDIADAU PŴ**

If you did not feel willing to pay a charge for the service, would you seek Appointeeship elsewhere? e.g., Solicitor or private company. / Os nad ydych yn teimlo'n barod i dalu ffi am y gwasanaeth, a fydddech yn chwilio am Benodeiaeth yn rhywle arall? e.e. Cyfreithiwr neu gwmni preifat.

Answer Choice	Response Total
1	14
	<i>answered</i> 14
	<i>skipped</i> 2

#	Date Ended:	Categories
2E+08	16/05/2024 10:01 AM	No
2E+08	16/05/2024 1:17 PM	Possible
2E+08	21/05/2024 8:50 PM	I would go to someone else in the family
2E+08	22/05/2024 2:26 PM	No
2E+08	28/05/2024 12:16 PM	I would seek elsewhere, where the service is free of charge.
2E+08	28/05/2024 12:17 PM	N/A
2E+08	28/05/2024 12:19 PM	Do what you think is best, thank you.Sharon Lorraine Davies - 12-11-70
2E+08	28/05/2024 12:20 PM	No I don't need to seek an appointee.
2E+08	28/05/2024 12:21 PM	Unlikely
2E+08	28/05/2024 12:24 PM	I do not want a solicitor to be in charge of my finances, I would be very very anxious.
2E+08	28/05/2024 12:24 PM	It would be a family member.
2E+08	28/05/2024 12:25 PM	No
2E+08	28/05/2024 12:26 PM	Solicitor.
2E+08	28/05/2024 12:26 PM	As above.

**POTENTIAL CHANGES TO APPOINTEESHIP – HAVE YOUR SAY ... / NEWIDIADAU PC**

Any other feedback you would like to contribute about this possible change? / Hoffech gyfrannu unrhyw		
Answer Choice		Response Total
1		9
<i>answered</i>		<b>9</b>
<i>skipped</i>		<b>7</b>

#	Date Ended:	Categories	
2E+08	21/05/2024 8:50 PM	No	
2E+08	23/05/2024 7:21 PM	I wish to stop the appointeeship and manage my money myself. Thank you	
2E+08	28/05/2024 12:16 PM	No	
2E+08	28/05/2024 12:17 PM	N/A	
2E+08	28/05/2024 12:20 PM	I am happy with my appointee Lisa Jolly as she is very good with me.	
2E+08	28/05/2024 12:21 PM	Think this would be unfair as I am unable to look after my own money - feels like Discrimination.	
2E+08	28/05/2024 12:24 PM	Keep as is please, happy if charge is implemented.	
2E+08	28/05/2024 12:24 PM	Hopefully it will stay the same.	
2E+08	28/05/2024 12:26 PM	This survey would have been better if costs were started.	

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## EXERCISE OF DELEGATED POWERS - DECISIONS TAKEN REPORTED TO CABINET – 23.07.24

### Education and Youth

- **Provision of payments during the school Summer holiday to parents of children eligible for free school meals 2024**

Provision of payments during the school Summer holiday to parents of children eligible for free school meals 2024. Payment to be £50.00 per learner.

The estimated cost for the payments during the Summer holiday 2024 is £276,000.

Copies of the Delegated Powers reports are retained by the Team Leader – Committee Services and available to view on request by Members.

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**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS  
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY  
1 July 2024 TO 31 December 2024**

<b>COMMITTEE</b>	<b>MEETING DATE</b>	<b>CHIEF OFFICER PORTFOLIO</b>	<b>AGENDA ITEM &amp; PURPOSE OF REPORT</b>	<b>REPORT TYPE (Strategic or Operational) (Cabinet only)</b>	<b>PORTFOLIO (Cabinet only)</b>
July					
Environment & Economy Overview & Scrutiny Committee	16/07/24	Planning, Environment and Economy	<p><b>Enforcement of Closure Notices and Closure Orders under The Anti-Social Behaviour, Crime and Policing Act 2014</b> To give the Council the powers to issue Closure Notices and Orders under The Anti-social Behaviour, Crime and Policing Act 2014</p>	Operational	Cabinet Member for Planning, Public Health and Public Protection
Environment & Economy Overview & Scrutiny Committee	16/07/24	Planning, Environment and Economy	<p><b>Open Access Agreement with Freshwave</b> To seek approval to sign a non-exclusive Open Access Agreement with Freshwave Facilities Limited</p>	Operational	Cabinet Member for Climate Change and Economy

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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 & Economy Overview & Scrutiny Committee	16/07/24	Streetscene and Transportation	<p><b>Update on the Works of the Enforcement Service</b> To provide Scrutiny with an update on the work of the Enforcement Service</p>	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation
Environment & Economy Overview & Scrutiny Committee	16/07/24	Streetscene and Transportation	<p><b>The Council's Transition to a Restricted Capacity Residual Waste Collection Model</b> To update Scrutiny on the outcome of the waste and recycling modelling work undertaken by WRAP Cymru with the purpose of maximising recycling performance.</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation
Environment & Economy Overview & Scrutiny Committee	16/07/24	Planning, Environment and Economy	<p><b>Investment Zone for Flintshire and Wrexham</b> To update Members on the development of the Flintshire and Wrexham Investment Zone to date and seek approval for the next steps needed to take the programme through the joint UK / WG Gateway process.</p>	Operational	Cabinet Member for Climate Change and Economy



<b>COMMITTEE</b>	<b>MEETING DATE</b>	<b>CHIEF OFFICER PORTFOLIO</b>	<b>AGENDA ITEM &amp; PURPOSE OF REPORT</b>	<b>REPORT TYPE (Strategic or Operational) (Cabinet only)</b>	<b>PORTFOLIO (Cabinet only)</b>
Cabinet	16/07/24	Education and Youth	<b>Saltney/Broughton Schools Network Review</b> To consider the proposed school network options for the Saltney/Broughton area prior to Cabinet approval.	Operational	Cabinet Member for Education, Welsh Language and Culture
Community & Housing Overview & Scrutiny Committee	17/07/24	Governance	<b>Forward Work Programme and Action Tracking (CH &amp; E)</b> To consider the Forward Work Programme of the Community & Housing Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Corporate Services
Community & Housing Overview & Scrutiny Committee	17/07/24	Housing and Communities	<b>Void Management</b> To provide an update to the Committee on the number of Void properties and the work being undertaken to bring the properties back into use.	Operational	Cabinet Member for Housing
Community & Housing Overview & Scrutiny Committee	17/07/24	Housing and Communities	<b>Customer Involvement Strategy</b> To consider the Customer Involvement Strategy	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)
Community & Housing Overview & Scrutiny Committee	17/07/24	Housing and Communities	<b>Sheltered Housing Review Update</b> To provide the Committee with an update on the Sheltered Housing Review	Operational	Cabinet Member for Housing
Education, Youth & Culture Overview & Scrutiny Committee	18/07/24	Chief Executive's	<b>Theatr Clwyd Business Plan – annual update</b> To provide Members with an opportunity to view the finalised Theatr Clwyd Business Plan 2023-29 and receive an annual update on delivery against the Plan	Operational	Cabinet Member for Education, Welsh Language and Culture
Education, Youth & Culture Overview & Scrutiny Committee	18/07/24	Education and Youth	<b>Healthy Schools Scheme and Healthy &amp; Sustainable Pre-School Scheme (HSPSS)</b> To update the Committee on progress to date and the plan for roll out of Healthy Schools Scheme and Healthy & Sustainable Pre-School Scheme (HSPSS).	Operational	Cabinet Member for Education, Welsh Language and Culture

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education, Youth & Culture Overview & Scrutiny Committee	18/07/24	Education and Youth	<p><b>Anti-Racist Wales Action Plan</b></p> <p>To update on how the Council is meeting the requirements of the Welsh Government Anti-racist Wales Action Plan in line with the development of the new Curriculum for Wales.</p>	Operational	Cabinet Member for Education, Welsh Language and Culture
Social & Health Care Overview & Scrutiny Committee	18/07/24	Social Services	<p><b>Social Services Director's Annual Report 2023/24 (Final)</b></p> <p>For Members to view the Annual Director of Social Services Report, which include the key developments of the past year and our priorities for next year.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	18/07/24	Social Services	<p><b>Childcare and Early Years Capital Programme 2022-2025</b></p> <p>To update Members on the early years capital programme and receive approval to:</p> <ul style="list-style-type: none"> <li>• progress to the design and build stage (to meet Welsh Government and Project Timeline)</li> <li>• appoint a contractor using a Direct Award (as agreed with Design team)</li> </ul>	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Social & Health Care Overview & Scrutiny Committee	18/07/24	Social Services	<p><b>Charging for Appointeeship</b></p> <p>To inform Members of the proposals to charge a management fee to individuals for whom the Council are Corporate Appointees.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Social & Health Care Overview & Scrutiny Committee	18/07/24	Social Services	<p><b>Recommissioning of Unpaid Carers Services</b></p> <p>To consult on the review of carers services and proposals for commissioning.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	18/07/24	Governance	<b>Forward Work Programme and Action Tracking (S &amp; H)</b> To consider the Forward Work Programme of the Social	Operational	Cabinet Member for Corporate Services
Corporate Resources Overview & Scrutiny Committee	19/07/24	Governance	<b>Action Tracking</b> To inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	19/07/24	Governance	<b>Forward Work Programme</b> To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.	Operational	
Corporate Resources Overview & Scrutiny Committee	19/07/24	Chief Executive's	<b>Medium Term Financial Strategy and Budget 2025/26</b> To present the first estimate for the additional budget requirement for 2025/26 and the developing budget strategy and timeline.	Operational	Cabinet Member for Finance and Social Value

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	19/07/24	Finance	<p><b>Revenue Budget Monitoring 2023/24 (Outturn) and Capital Programme 2023/24 (Outturn)</b></p> <p>To provide the revenue budget outturn position for the Council Fund and Housing Revenue Account, and the Capital Programme outturn position for 2023/24.</p>	Operational	Cabinet Member for Finance and Social Value
Corporate Resources Overview & Scrutiny Committee	19/07/24	Chief Executive's	<p><b>Revenue Budget Monitoring 2024/25 (Interim)</b></p> <p>This report provides known key risks and issues to the revenue budget outturn position for 2024/25 for the Council Fund and Housing Revenue Account.</p>	Operational	Cabinet Member for Finance and Social Value

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	19/07/24	Finance	<p><b>Governance for the Transformation Programme</b> To approve the decision making on oversight mechanisms for the proposed programme of transformation reviews. The aim of the transformation programme is to review the way we work in order to make savings to help meet the funding gap in the Medium Term Financial Strategy.</p>	Strategic	Cabinet Member for Finance and Social Value
Corporate Resources Overview & Scrutiny Committee	19/07/24	Governance	<p><b>Digital Strategy – Audit Wales Review, Recommendations and Proposed Actions</b> To present the outcome of the audit on the Council’s Digital Strategy, to gain approval for the proposed action plan in response to recommendations from Audit Wales.</p>	All Report Types	Cabinet Member for Corporate 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	19/07/24	Chief Executive's	<b>Third Sector Grant Funding</b> To present an update on third sector funding; Community Chest and Strategic Funding. This will include a progress update on implementing the actions stemming from the last review of funding and recommendations for next steps.	Strategic	Cabinet Member for Corporate Services
Flintshire County Council	22/07/24	Governance	<b>Annual Report of the Standards Committee</b> To approve the Committee's Annual Report of the Standards Committee.		
Flintshire County Council	22/07/24	Governance	<b>Review of Political Balance</b> Due to a change in group membership we need to review the Political Balance and the allocation of seats on Committees.		



COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	22/07/24	Governance	<p><b>Schedule of Remuneration 2024/25</b> For Council to approve the schedule of remuneration for elected and co-opted Members for 2024/25 for publication, now all appointments have been made.</p>		
Flintshire County Council	22/07/24	Governance	<p><b>Update regarding urgent item discussed at Cabinet 30 May 2024</b> To update Council following the consideration of an urgent item (Future options: leisure, libraries, and museum services) at Cabinet on 30 May 2024 in accordance with the Council's constitution</p>		
Flintshire County Council	22/07/24	Governance	<p><b>Rolling Review of the Employees Code of Conduct</b> As part of the rolling review of the Constitution, we need to consider whether the Employees Code of Conduct needs any amendments to keep it up to date.</p>		

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Flintshire County Council	22/07/24	Governance	<p><b>Petitions received at Council</b> To inform Council of the outcomes of petitions which have been submitted over the past year.</p>		
Cabinet	23/07/24	Planning, Environment and Economy	<p><b>Enforcement of Closure Notices and Closure Orders under The Anti-Social Behaviour, Crime and Policing Act 2014</b> To give the Council the powers to issue Closure Notices and Orders under The Anti-social Behaviour, Crime and Policing Act 2014</p>	Operational	Cabinet Member for Planning, Public Health and Public Protection
Cabinet	23/07/24	Planning, Environment and Economy	<p><b>Investment Zone for Flintshire and Wrexham</b> To provide an update on the development of the Flintshire and Wrexham Investment Zone to date and seek approval for the next steps needed to take the programme through the joint UK / WG Gateway process.</p>	Operational	Leader of the Council

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	23/07/24	Chief Executive's	<p><b>Third Sector Grant Funding</b> To present an update on third sector funding; Community Chest and Strategic Funding. This will include a progress update on implementing the actions stemming from the last review of funding and recommendations for next steps.</p>	Strategic	Cllr Linda Thomas
Cabinet	23/07/24	Chief Executive's	<p><b>Prudential Indicators - Actuals 2023/24</b> The report provides details of the Council's actual Prudential Indicators for 2023/24 compared with the estimates set for Prudence and Affordability</p>	Operational	Cabinet Member for Finance and Social Value

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	23/07/24	Governance	<p><b>Governance for the Transformation Programme</b> To approve the decision making on oversight mechanisms for the proposed programme of transformation reviews. The aim of the transformation programme is to review the way we work in order to make savings to help meet the funding gap in the Medium Term Financial Strategy.</p>	Strategic	Leader of the Council
Cabinet	23/07/24	Chief Executive's	<p><b>Capital Programme Monitoring 2023/24 (Outturn)</b> To present the Outturn Capital Programme information for 2023/24</p>	Operational	Cabinet Member for Finance and Social Value
Cabinet	23/07/24	Chief Executive's	<p><b>Budget 2025/26 MTFS</b> To present the first estimate for the additional budget requirement for 2025/26 and the developing budget strategy and timeline.</p>	Strategic	Cabinet Member for Finance and Social Value

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	23/07/24	Chief Executive's	<b>Revenue budget monitoring 2024/25 (Interim)</b> This report provides known key risks and issues to the revenue budget outturn position for 2024/25 for the Council Fund and Housing Revenue Account.	Operational	Cabinet Member for Finance and Social Value
Cabinet	23/07/24	Chief Executive's	<b>Revenue Budget Monitoring Report 2023/24 (Outturn)</b> To present the Outturn Revenue Budget Monitoring Report information for 2023/24	Operational	Cabinet Member for Finance and Social Value
Cabinet	23/07/24	Chief Executive's	<b>Annual Review of Fees and Charges 2024</b> To approve the outcome of the annual review of fees and charges for 2024	Operational	Cabinet Member for Finance and Social Value

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	23/07/24	Chief Executive's	<p><b>Annual Audit Summary for Flintshire County Council 2023</b></p> <p>The Annual Audit Summary sets out the audit and regulatory work completed by Audit Wales of Flintshire County Council since the last annual report which was published in March 2023. The audit summary forms part of the Auditor General for Wales' duties.</p>	Strategic	Cllr Linda Thomas
Cabinet	23/07/24	Social Services	<p><b>Unpaid Carers Services Review and Recommissioning</b></p> <p>To consult on the review of carers services and proposals for commissioning.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Cabinet	23/07/24	Chief Executive's	<p><b>Theatr Clwyd Business Plan – annual update</b></p> <p>To provide Members with an opportunity to view the finalised Theatr Clwyd Business Plan 2023-29 and receive an annual update on delivery against the Plan</p>	Operational	Cabinet Member for Education, Welsh Language and Culture

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	23/07/24	Planning, Environment and Economy	<p><b>Open Access Agreement with Freshwave</b> To seek approval to sign a non-exclusive Open Access Agreement with Freshwave Facilities Limited</p>	Operational	Cabinet Member for Climate Change and Economy
Cabinet	23/07/24	Governance	<p><b>Digital Strategy – Audit Wales Review, Recommendations and Proposed Actions</b> To present the outcome of the audit on the Council’s Digital Strategy, to gain approval for the proposed action plan in response to recommendations from Audit Wales.</p>	Strategic	Cabinet Member for Corporate Services
Cabinet	23/07/24	Streetscene and Transportation	<p><b>The Council’s Transition to a Restricted Capacity Residual Waste Collection Model</b> To provide an update on the outcome of the waste and recycling modelling work undertaken by WRAP Cymru with the purpose of maximising recycling performance.</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation

<b>COMMITTEE</b>	<b>MEETING DATE</b>	<b>CHIEF OFFICER PORTFOLIO</b>	<b>AGENDA ITEM &amp; PURPOSE OF REPORT</b>	<b>REPORT TYPE (Strategic or Operational) (Cabinet only)</b>	<b>PORTFOLIO (Cabinet only)</b>
Cabinet	23/07/24	Governance	<b>National Residents Survey</b> To seek approval for Flintshire County Council to be part of the All Wales Resident Survey.	Operational	Cabinet Member for Corporate Services
Cabinet	23/07/24	Governance	<b>Business Rates - Write Offs</b> To seek authorisation to write off irrecoverable Business Rate debts more than £25,000	Operational	Cabinet Member for Corporate Services
Page 582 Cabinet	23/07/24	Social Services	<b>Charging for Appointeeship</b> To provide details of the proposals to charge a management fee to individuals for whom the Council are Corporate Appointees.	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Cabinet	23/07/24	Housing and Communities	<b>Sheltered Housing Review Update</b> To provide an update on the Sheltered Housing Review.	Operational	Cabinet Member for Housing
Cabinet	23/07/24	Housing and Communities	<b>Tenant Involvement Strategy</b> To consider the Customer Involvement Strategy.	Strategic	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	23/07/24	Social Services	<p><b>Care Closer to Home: Placement Commissioning Strategy for Looked After Children</b></p> <p>To outline the outcome of the review and impact of Flintshire County Council Local Policy.</p>	Operational	Cabinet Member for Education, Welsh Language and Culture, Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Cabinet	23/07/24	Social Services	<p><b>Childcare and Early Years Capital Programme 2022-25</b></p> <p>To provide an update on the early years capital programme and receive approval to:</p> <ul style="list-style-type: none"> <li>• progress to the design and build stage (to meet Welsh Government and Project Timeline)</li> <li>• appoint a contractor using a Direct Award (as agreed with Design team)</li> </ul>	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	23/07/24	Social Services	<b>Social Services Director's Annual Report 2023/24</b> To receive the Annual Director of Social Services Report, which include the key developments of the past year and our priorities for next year.	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Governance and Audit Committee	24/07/24	Finance	<b>Draft Statement of Accounts 2023/24</b> To present the draft Statement of Accounts 2023/24.	Operational	
Governance and Audit Committee	24/07/24	Finance	<b>Supplementary Financial Information to Draft Statement of Accounts 2023/24</b> To provide Members with supplementary financial information to accompany the draft accounts as per the previously agreed Notice of Motion.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Governance and Audit Committee	24/07/24	Social Services	<p><b>Social Services Care Inspectorate Wales, Performance Evaluation Inspection November 2023 - Action Plan Update</b></p> <p>To update on the outcome of the Social Services Care Inspectorate Wales Performance Evaluation Inspection in November 2023 including the resulting action plan based on the report's recommendations.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Governance and Audit Committee  Page 586	24/07/24	Chief Executive's	<b>Treasury Management Annual Report 2023/24 and Q1 Update 2024/25</b> 1. To present to Members the draft Treasury Management Annual Report 2023/24 for comments and recommendations for approval to Cabinet.  2. To provide an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices to the end of June 2024.	Strategic	Cabinet Member for Finance and Social Value
Governance and Audit Committee	24/07/24	Finance	<b>Certification of Grants and Returns 2022/23</b> To inform Members of the grant claim certification by Audit Wales for the year ended 31 March 2023.	Operational	Cabinet Member for Finance and Social Value
Governance and Audit Committee	24/07/24	Governance	<b>Annual Governance Statement 2023/24</b> To endorse the Annual Governance Statement for 2023/24.	All Report Types	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Governance and Audit Committee	24/07/24	Governance	<b>Audit Wales - Audit Plan 2024</b> To review the Audit Wales - Audit Plan 2024 for the Council which sets out the proposed audit work for the year along with timescales, costs and the audit teams responsible for carrying out the work.	All Report Types	
Governance and Audit Committee Page 587	24/07/24	Governance	<b>Internal Audit Annual Report</b> To inform Members of the outcome of all audit work carried out during 2023/24 and to give the annual Internal Audit opinion on the standard of internal control, risk management and governance within the Council.	All Report Types	
Governance and Audit Committee	24/07/24	Governance	<b>Internal Audit Progress Report</b> To present to the Committee an update on the progress of the Internal Audit Department.	All Report Types	
August					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
September					
Social & Health Care Overview & Scrutiny Committee	5/09/24	Chief Executive's	<b>Annual Performance Report 2023/24 to incorporate the Council Plan End of Year Performance Report 2023/24</b> To consider the Annual Performance Report 2023-24, noting the Council Plan (2023-28) end of year performance for 2023-24.	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Education, Youth & Culture Overview & Scrutiny Committee	9/09/24	Chief Executive's	<b>Annual Performance Report 2023/24 to incorporate the Council Plan End of Year Performance Report 2023/24</b> To consider the Annual Performance Report 2023-24, noting the Council Plan (2023-28) end of year performance for 2023-24.	Operational	Cabinet Member for Education, Welsh Language and Culture

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment & Economy Overview & Scrutiny Committee	10/09/24	Chief Executive's	<p><b>Annual Performance Report 2023/24 to incorporate the Council Plan End of Year Performance Report 2023/24</b></p> <p>To consider the Annual Performance Report 2023-24, noting the Council Plan (2023-28) end of year performance for 2023-24.</p>	Operational	Cabinet Member for Climate Change and Economy, Cabinet Member for Planning, Public Health and Public Protection, Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation
Community & Housing Overview & Scrutiny Committee	11/09/24	Chief Executive's	<p><b>Annual Performance Report 2023/24 to incorporate the Council Plan End of Year Performance Report 2023/24</b></p> <p>To consider the Annual Performance Report 2023-24, noting the Council Plan (2023-28) end of year performance for 2023-24.</p>	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)
Community & Housing Overview & Scrutiny Committee	11/09/24	Housing and Communities	<b>Housing Rent Income</b> To provide the latest operational update on the collection of housing rent and to set out proposed changes to the Corporate Debt Recovery Policy to strengthen the rent enforcement process.	Operational	Cabinet Member for Housing
Community & Housing Overview & Scrutiny Committee Page 590	11/09/24	Housing and Communities	<b>Gypsy and Traveller Accommodation Assessment</b> To present the Gypsy and Traveller Accommodation Assessment.	Operational	Cabinet Member for Housing
Corporate Resources Overview & Scrutiny Committee	12/09/24	Chief Executive's	<b>Corporate Self-assessment 2023/24</b> To accept and approve the findings of the Corporate Self-Assessment 2023/24 and approve the opportunities for improvement identified in Corporate Self-Assessment 2023/24.	Operational	Cabinet Member for Corporate 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	12/09/24	Chief Executive's	<p><b>Audit Wales report (Setting of the Well-being Objectives)</b> To review the recommendations for improvement advised by Audit Wales, along with the Council's response.</p>	Operational	Cabinet Member for Corporate Services
Corporate Resources Overview & Scrutiny Committee	12/09/24	Governance	<p><b>Council Tax Premium Scheme for Second Homes and Long-term Empty Properties</b> To consider the feedback from the 12-week public consultation and the council tax premium rates on second homes and long-term empty properties and whether the rates should remain the same or be increased from April 2025.</p>	Strategic	Cabinet Member for Finance and Social Value

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	12/09/24	Chief Executive's	<p><b>Annual Performance Report 2023/24 to incorporate the Council Plan End of Year Performance Report 2023/24</b></p> <p>To consider the Annual Performance Report 2023-24, noting the Council Plan (2023-28) end of year performance for 2023-24.</p>	Operational	Cabinet Member for Corporate Services, Leader of the Council
Cabinet	17/09/24	Chief Executive's	<p><b>Strategic Risk Overview</b></p> <p>To provide Cabinet quarterly with an overview of strategic risks across the Council, including:</p> <ul style="list-style-type: none"> <li>• Details of all the strategic risks across the Council</li> <li>• High level overview of escalated and deteriorating risks</li> <li>• A real time view of what position the Council is at, at the date the report is produced.</li> </ul>	Strategic	Cabinet Member for Corporate Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17/09/24	Chief Executive's	<b>Treasury Management Annual Report 2023/24</b> To present to Members the draft Annual Treasury Management Report for 2023/24 for recommendation to Council	Operational	Cabinet Member for Finance and Social Value
Cabinet	17/09/24	Governance	<b>Council Tax Premium Scheme for Second Homes and Long-term Empty Properties</b> To consider the feedback from the 12-week public consultation and the council tax premium rates on second homes and long-term empty properties and whether the rates should remain the same or be increased from April 2025.	Strategic	Cabinet Member for Finance and Social Value

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17/09/24	Chief Executive's	<p><b>Revenue Budget Monitoring 2024/25 (Month 4)</b>            This regular monthly report provides the latest revenue budget monitoring position for 2024/25 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 4, and projects forward to year-end.</p>	Operational	Cabinet Member for Finance and Social Value
Cabinet	17/09/24	Chief Executive's	<p><b>Corporate Self-assessment 2023/24</b>            To accept and approve the findings of the Corporate Self-Assessment 2023/24.            To approve the opportunities for improvement identified in Corporate Self-Assessment 2023/24.</p>	Strategic	Cllr Linda Thomas
Flintshire County Council	24/09/24	Chief Executive's	<p><b>Treasury Management Annual Report 2023/24</b>            To present to Members the draft Annual Treasury Management Report 2023/24</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	24/09/24	Governance	<p><b>Council Tax Premium Scheme for Second Homes and Long-term Empty Properties</b></p> <p>To consider the feedback from the 12-week public consultation and the council tax premium rates on second homes and long-term empty properties and whether the rates should remain the same or be increased from April 2025.</p>		
Governance and Audit Committee	26/09/24	Chief Executive's	<p><b>Corporate Self-assessment 2023/24</b></p> <p>To accept and approve the findings of the Corporate Self-Assessment 2023/24 and approve the opportunities for improvement identified in Corporate Self-Assessment 2023/24.</p>	Operational	Cabinet Member for Corporate Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Governance and Audit Committee	26/09/24	Chief Executive's	<b>Audit Wales report (Setting of the Well-being Objectives)</b> To review the recommendations for improvement advised by Audit Wales, along with the Council's response	Operational	Cabinet Member for Corporate Services
Governance and Audit Committee	26/09/24	Governance	<b>Risk Management Update</b> To be assured that the updated risk management framework is comprehensive and functional.	All Report Types	
Governance and Audit Committee	26/09/24	Governance	<b>Action Tracking</b> To inform the Committee of the actions resulting from points raised at previous Governance and Audit Committee meetings	All Report Types	
Governance and Audit Committee	26/09/24	Governance	<b>Forward Work Programme</b> To present to the Committee an update on the progress of the Internal Audit Department.	All Report Types	
October					
November					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/11/24	Governance	<p><b>Council Tax Base for 2025/26</b> To approve the Council Tax Base for the financial year 2025/26 as part of the process of the revenue budget setting and Council Tax setting process for the new year.</p>	Operational	Cabinet Member for Finance and Social Value
Governance and Audit Committee	25/11/24	Chief Executive's	<p><b>Governance &amp; Audit Committee Self-Assessment - Action Plan</b> To present to Committee a detailed action plan to support the results of the Committee's self-assessment. It will also form the basis for the provision of any further training required by the Committee.</p>	All Report Types	
December					

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