

Pecyn Dogfen Gyhoeddus



Swyddog Cyswllt:
Nicola Gittins 01352 702345
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At: Cyng Aaron Shotton (Arweinydd)

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

Dydd Mercher, 16 Mai 2018

Annwyl Gynghorydd,

Fe'ch gwahoddir i fynychu cyfarfod Cabinet a fydd yn cael ei gynnal am 9.30 am
Dydd Mawrth, 22ain Mai, 2018 yn Ystafell Bwyllgor Clwyd, Neuadd y Sir, Yr
Wyddgrug CH7 6NA i ystyried yr eitemau canlynol

R H A G L E N

1 YMDDIHEURIADAU

I derbyn unrhyw ymddiheuriadau.

2 DATGAN CYSYLLTIAD

I derbyn unrhyw ddatganiad o gysylltiad a chynghori'r Aelodau yn un hynny.

3 COFNODION (Tudalennau 5 - 14)

Cadarnhau cofnodion y cyfarodydd ar 24 Ebrill 2018 fel cofnod cywir.

YSTYRIED YR ADRODDIADAU CANLYNOL

ADRODDIAD STRATEGOL

4 ADRODDIAD MONITRO DIWEDD BLWYDDYN CYNLLUN Y CYNGOR 2017/18 (Tudalennau 15 - 130)

Adroddiad Prif Weithredwr - Aelod Cabinet dros Reolaeth Gorfforaethol ac
Asedau

Pwrpas: Nodi a mabwysiadu Adroddiad Monitro Diwedd Blwyddyn
Cynllun y Cyngor ar gyfer 2017/18.

5 STRATEGAETH ADFYWIO GOGLEDD CYMRU A'R RHAGLEN TARGEDU BUDDSODDIAD ADFYWIO (Tudalennau 131 - 204)

Adroddiad Prif Swyddog (Cynllunio a'r Amgylchedd) - Aelod y Cabinet dros Ddatblygu Economaidd

Pwrpas: Cymeradwyo Strategaeth Adfywio Gogledd Cymru a'r dull cydweithredol arfaethedig yng ngogledd Cymru i weithredu'r Rhaglen Targedu Buddsoddiad Adfywio.

6 ADOLYGIAD SENEDDOL O IECHYD A GOFAL CYMDEITHASOL (Tudalennau 205 - 314)

Adroddiad Prif Swyddog (Gwasanaethau Cymdeithasol) - Aelod y Cabinet dros y Gwasanaethau Cymdeithasol

Pwrpas: I drafod yr adolygiad seneddol o lechyd a Gofal Cymdeithasol yng Nghymru a cheisio cyfraniad y Cabinet at waith y Gweithgorau cenedlaethol.

ADRODDIAD GWEITHREDOL

7 MABWYSIADU NODYN CANLLAW CYNLLUNIO ATODOL – ARDAL O HARDDWCH NATURIOL BRYNIAU CLWYD A DYFFRYN DYFRDWY (Tudalennau 315 - 376)

Adroddiad Prif Swyddog (Cynllunio a'r Amgylchedd) - Aelod Cabinet dros Gynllunio a Diogelu'r Cyhoedd

Pwrpas: Ceisio cymeradwyaeth derfynol i fabwysiadu Canllaw Cynllunio Atodol yn ffurfiol ar gyfer yr Ardal o Harddwch Naturiol (AHN). Mae'r CCA wedi'i baratoi ar y cyd gan Cynghorau Sir y Fflint, Sir Ddinbych a Wrecsam ac mae wedi bod yn destun ymarfer ymgynghoriad cyhoeddus sylweddol. Mae'r CCA yn cael ei argymhell ar gyfer mabwysiadu gan y tri Awdurdod Cynllunio Lleol.

8 ANSAWDD AER YN SIR Y FFLINT (Tudalennau 377 - 486)

Adroddiad Prif Swyddog (Cynllunio a'r Amgylchedd) - Aelod Cabinet dros Gynllunio a Diogelu'r Cyhoedd

Pwrpas: I roi trosolwg o'r canfyddiadau o Adroddiad Ansawdd Aer rhanbarthol, a baratowyd yn Awst 2017 ac argymhell sut y gall Cyngor Sir y Fflint wneud mwy i hybu ystyriaethau ansawdd aer pan wneir penderfyniadau strategol a gweithredol allweddol.

9 ADRODDIAD SIR Y FFLINT YN CYSYLLTU (Tudalennau 487 - 494)

Adroddiad Prif Swyddog (Llywodraethu) - Aelod Cabinet dros Reolaeth Gorfforaethol ac Asedau

Pwrpas: I roi diweddariad ar y ddarpariaeth bresennol o ran y gwasanaeth, datblygiadau a'r arbedion effeithlonrwydd sydd wedi eu cyflawni. Cytuno ar gyfeiriad y gwasanaeth yn y dyfodol yn unol â'r Strategaeth Gwasanaeth i Gwsmeriaid Corfforaethol.

10 DIWEDDARIAD GAN THEATR CLWYD AM AELODAU'R BWRDD (Tudalennau 495 - 498)

Adroddiad Prif Weithredwr, Prif Swyddog (Newid Sefydliadol) - Aelod y Cabinet dros Ddatblygu Economaidd

Pwrpas: Cytuno ar Aelodau'r Bwrdd ar gyfer blwyddyn 2018/19.

11 CYNLLUN BUSNES CARTREFI GOGLEDD DDWYRAIN CYMRU (NEWYDD) 2018/27 (Tudalennau 499 - 506)

Adroddiad Prif Swyddog (Newid Sefydliadol.) - Dirprwy Arweinydd y Cyngor Aelod a'r Cabinet dros Dai

Pwrpas: Ceisio cymeradwyaeth Cynllun Busnes Cartrefi Gogledd Ddwyrain Cymru (NEW Homes) 2108/27.

12 YMARFER PWERAU DIRPRWYEDIG (Tudalennau 507 - 508)

Pwrpas: Darpau manylion y camau a gymerwyd o dan bwerau dirprwyedig.

RHAGLEN GWAITH I'R DYFODOL - Y CYNGOR SIR, CABINET, PWYLLGOR ARCHWILIO A'R PWYLLGORAU TROSOLWG A CHRAFFU - ER GWYBODAETH

DEDDF LLYWODRAETH LEOL (MYNEDIAD I WYBODAETH) 1985 - YSTYRIED GWAHARDD Y WASG A'R CYHOEDD

Mae'r atodiada ganlyn yn cael ei hystyried yn eitem eithriedig yn rhinwedd Paragraff(au) 14 Rhan 4 Atodiad 12A o Ddeddf Llywodraeth Leol 1972 (fel y cafodd ei diwygio)

CYNLLUN BUSNES CARTREFI GOGLEDD DDWYRAIN CYMRU (NEWYDD) 2018/27 (ATODIAD GYFRINACHOL AT EITEM RHIF YR AGENDA 11) (Tudalennau 533 - 542)

Mae'r eitem a ganlyn yn cael ei hystyried yn eitem eithriedig yn rhinwedd Paragraff(au) 14 Rhan 4 Atodiad 12A o Ddeddf Llywodraeth Leol 1972 (fel y cafodd ei diwygio)

Budd y cyhoedd mewn atal y wybodaeth yn drech na'r buddiant wrth ddatgelu'r wybodaeth nes bod y trefniadau masnachol wedi eu cwblhau.

13 **RHAGLEN YSGOLION YR 21AIN GANRIF – PROSIECT YSGOL UWCHRADD CEI CONNAH – AMRYWIAD CONTRACT ARFAETHEDIG**
(Tudalennau 543 - 548)

Adroddiad Prif Swyddog (Addysg ac Ieuenctid), Prif Swyddog (Newid Sefydliadol.) - Aelod Cabinet dros Reolaeth Gorfforaethol ac Asedau, Aelod Cabinet dros Addysg

Pwrpas: Ystyried cyflymu Cam 2 o gynllun buddsoddi Ysgol Uwchradd Cei Connah gan ddefnyddio cyllid Band B ac amrywiad contract i alluogi arbedion effeithlonrwydd prosiect o tua £220K.

Mae'r eitem a ganlyn yn cael ei hystyried yn eitem eithriedig yn rhinwedd Paragraff(au) 14 Rhan 4 Atodiad 12A o Ddeddf Llywodraeth Leol 1972 (fel y cafodd ei diwygio)

Budd y cyhoedd mewn atal y wybodaeth yn drech na'r buddiant wrth ddatgelu'r wybodaeth nes bod y trefniadau masnachol wedi eu cwblhau.

14 **ADEILAD NEWYDD CANOLFAN DDYDD ANABLEDDAU DYSGU GWASANAETHAU CYMDEITHASOL A CHYFLEOEDD GWAITH – COMISIYNU CONTRACT** (Tudalennau 549 - 560)

Adroddiad Prif Swyddog (Newid Sefydliadol.), Prif Swyddog (Gwasanaethau Cymdeithasol) - Aelod Cabinet dros Reolaeth Gorfforaethol ac Asedau, Aelod y Cabinet dros Gwasanaethau Cymdeithasol

Pwrpas: Ceisio cymeradwyaeth ar gyfer contract prosiect datblygu Cyfalaf ar gyfer disodli Canolfan Ddydd Anableddau Dysgu a Chyfleodd Gwaith yn Queensferry.

Yn gywir



Robert Robins
Rheolwr Gwasanaethau Democraidd

Eitem ar gyfer y Rhaglen 3

CABINET **24TH APRIL 2018**

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 24th April 2018.

PRESENT: Councillor Aaron Shotton (Chair)

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

IN ATTENDANCE:

Chief Executive, Chief Officer (Governance), Chief Officer (Housing and Assets), Chief Officer (Planning, Environment and Economy), Chief Officer (Strategic Programmes), Corporate Finance Manager, Corporate Business and Communications Executive Officer and Team Leader – Democratic Services.

APOLOGY:

Councillor Chris Bithell.

OTHER MEMBERS IN ATTENDANCE:

Councillors: Patrick Heesom and David Wisinger.

160. DECLARATIONS OF INTEREST

None.

161. MINUTES

The minutes of the meeting held on 20th March 2018 had been circulated with the agenda and approved as a correct record.

RESOLVED:

That the minutes be approved as a correct record.

162. COUNCIL PLAN 2018/19

Councillor Mullin introduced the Council Plan 2018/19 report which explained that the Plan was being reviewed and refreshed to reflect the key priorities of the Council.

An all Member workshop had been arranged for 29th May 2018 when the draft Plan content would be shared along with key target areas for national measures. The Corporate Resources Overview and Scrutiny Committee had the formal role of reviewing the Plan, which would be undertaken with the benefit of the Member workshop.

The Chief Executive added that this was a report on process and a verbal update had been provided at Corporate Resources Overview and Scrutiny Committee the previous week. The Council Plan would then be presented to Cabinet and County

Council on 19th June for adoption which would meet the statutory deadline of the Local Government (Wales) Measure 2009.

RESOLVED:

- (a) That the continuation of the outline structure of the Council Plan 2018/19 be approved; and
- (b) That the process for engaging Members in the development of the Plan be approved.

163. FLINTSHIRE PUBLIC SERVICES BOARD: WELL-BEING PLAN FOR FLINTSHIRE 2017/23

The Chief Executive introduced the Flintshire Public Services Board (PSB): Well-being Plan for Flintshire 2017/23 report which provided an overview of the work of the Board and the development of the Plan.

The Plan had been developed alongside the Council Plan and provided a strong alignment and 'fit' with the priorities. The Plan was being submitted to County Council later that day for adoption.

The PSB was made up of senior leaders from a number of public and voluntary organisations. All worked well together demonstrating creativity, willingness and accountability within a strong leadership framework

A recent Member workshop had been held where positive comments had been received.

RESOLVED:

That the Well-being Plan be endorsed as both a statutory partner and as the lead partner for co-ordinating the Plan prior to adoption by the County Council.

164. MEDIUM TERM FINANCIAL STRATEGY – FORECAST 2019/20

Councillor Shotton introduced the Medium Term Financial Strategy – Forecast 2019/20 report which provided the first detailed overview of the financial forecast for 2019/20.

The Chief Executive explained that the report had been submitted to Corporate Resources Overview and Scrutiny Committee the previous week where an early forecast of the budget for 2019/20 was welcomed and appreciated. A comment had been made on how proposals could affect groups of people when budget solutions for services were looked at. Given the budget process was starting early, this would enable any implications to be considered. He added that resources from Aggregate External Finance (AEF) and Council Tax were shown at the same level as 2018/19 at this stage for comparative planning purposes.

A report was being submitted to the Constitution and Democratic Services Committee later that week on the budget process and the potential options for reporting.

The Corporate Finance Manager highlighted the impacts on the budget forecast, which were detailed in full in the report. The areas were: use of reserves 'dropping out'; workforce costs; social care demands; school costs; and corporate/inflation. This resulted in a projected budget gap of £10.6m.

Councillor Attridge emphasised the importance of urgent meetings with Assembly Members (AMs) and Members of Parliament (MPs) to highlight the pressures that the Council faced. He felt they needed to lead for the Council on the lobbying that would be required. Members supported the comments of Councillor Attridge, adding that whilst capital funding grants were welcomed, it would be easier for Councils to plan budgets if such money was available at the earliest opportunity. A comment was also made on additional burdens being placed on Councils that were unfunded, such as the Additional Needs Measure, which should be funded nationally.

The Chief Executive commented on the impact of the teacher pay award which was not included in the forecast as the sector view was it should be a nationally-funded cost pressure. He added that if Welsh Government (WG) supported a modest increase in AEF and the market led social care pressures and other selected cost pressures, the Council could be two thirds to closing the budget gap. On workforce, he said there was now limited resilience in many service areas. However, he was pleased to report that the Council had one of the lowest rates of sickness levels in Wales which was due in large part to staff dedication.

Councillor Shotton concluded that Members could take strength from the fact the budget process was starting earlier which provided the opportunity and time to work with all Members of the Council.

RESOLVED:

That the updated forecast be adopted as the basis for initial planning.

165. DRAFT WELSH LANGUAGE PROMOTION STRATEGY

Councillor Mullin introduced the Draft Welsh Language Promotion Strategy report which presented the draft five year Strategy for Flintshire for approval prior to wider consultation.

The Strategy identified how the Council could work with partner agencies and others in the community such as Town and Community Councils and businesses.

The Corporate Business and Communications Executive Officer explained that the Strategy had been presented to Corporate Resources Overview and Scrutiny Committee the previous week where it was supported and endorsed.

The Chief Executive commented on clarification that was sought at that meeting on the data in table 3 of the appendix and explained that the information was obtained

from census data. It was accepted that how the census questions had been structured would be reviewed. He added that the Welsh Language Commissioner had provided positive comments on the Council's Strategy with the Council being respected for what it had achieved.

Councillor Butler commented on the number of Welsh speakers in Flintshire being higher than many other authorities across Wales which was pleasing. In response to a comment from Councillor Thomas, The Corporate Business and Communications Executive Officer explained that Council reception staff wore a badge to identify them if they were a Welsh speaker and dialogue in Welsh was encouraged.

RESOLVED:

- (a) That the draft Welsh Language Promotion Strategy be approved for consultation;
- (b) That the consultation process and timetable be approved; and
- (c) That the final version of the plan be recommended for adoption in July 2018.

166. CHESHIRE FLINTSHIRE ACCESS ROAD STUDY

Councillor Thomas introduced the Cheshire/Flintshire Access Road Study report which highlighted that a number of road and rail schemes had been identified in the Mersey Dee Alliance (MDA) "Unlocking our true potential" prospectus. They were considered essential to unlock future development and drive growth in the MDA area.

Following dialogue between Welsh Government (WG), Cheshire West and Chester Council (CWAC), and Wrexham County Borough Council (WCBC), it had shown that there was considerable interest in broadening the initial analysis of a potential future scheme to consider the options, implications and longer-term joint benefits of a revised alignment.

It was believed that an alternative route could provide greater opportunities to improve connectivity on both sides of the border and enable improved access to new and emerging development sites. These included Hawarden, Broughton and the existing retail park, Warren Hall as well as potential sites that may be considered beyond the current planning horizons. The potential alignment could also help reduce congestion on the Chester inner ring-road and at the A55/A483 Posthouse junction.

As local Members representing both wards in Broughton, Councillors Butler and Mullin welcomed the report which they felt had been needed for a number of years.

In response to a question from Councillor Shotton, the Chief Officer (Streetscene and Countryside) explained that Flintshire County Council was an equal contributor to the study and any final route options would be reported back to Cabinet.

RESOLVED:

- (a) That the joint commission with Welsh Government, Cheshire West and Chester and Warrington County Borough Council to engage a specialist partner to make recommendations on the preferred routing option for a potential new cross-boundary highway scheme be approved; and
- (b) That a further report detailing the outcome of the study once the work is completed be submitted to Cabinet.

Councillor Attridge chaired the meeting from this point on

167. REVENUE BUDGET MONITORING 2017/18 (MONTH 11)

The Corporate Finance Manager introduced the Revenue Budget Monitoring 2017/18 (Month 11) report which provided the current revenue budget monitoring position for 2017/18 for the Council Fund and the Housing Revenue Account. The report presented the position, based on actual income and expenditure, and projected how the budget would stand at the close of the financial year if all things remained equal. The next report on the Council's financial position to Cabinet would be on 17th July and would be the final outturn position following the closure of the 2017/18 accounts.

The projected year end position was:

Council Fund:

- Net in-year expenditure forecast an operating deficit of £0.109m;
- The overall projected in-year position now included £1.422m due to the change in accounting policy for Minimum Revenue Provision (MRP) charges as agreed by County Council on 1st March. This had the effect of eliminating the operating deficit with net spend projected to be £1.531 less than budget; and
- Projected Contingency Reserve balance as at 31st March of £8.353m although that reduced to £5.948m when taking into account agreed contributions for the 2018/19 budget.

Housing Revenue Account:

- Net in year expenditure forecast to be £0.035m greater than budget; and
- Projected contingency reserve balance as at 31st March 2018 of £1.081m.

The reasons for the projected variances were summarised in the appendix to the report with key significant portfolio variances explained in the report.

The report covered the latest in year forecast by portfolio; significant movements between Month 10 and Month 11 budget; achievement of planned in-year efficiencies; winter maintenance; inflation; reserves and balances and requests for carry forward of funding.

On the Contingency Reserve, the Corporate Finance Manager explained that at the Council budget meeting on 20th February 2018 an amount of £0.900m was included within the projected level of prudent reserves for invest to save funding to help achieve future efficiencies. After taking into account the allocation of £0.550m for the Digital Strategy – Digital Customer project, it was recommended that the remaining £0.350m be ring-fenced also for that purpose.

A report to Cabinet on 26th September 2017 on the North Wales Economic Growth Deal Bid Progress recommended delegated authority to authorise an initial revenue contribution from 2017/18 expenditure for the detailed development of the Growth Deal Bid, up to a maximum of £0.050m. It was recommended that it be funded from the Contingency Reserve.

A recent incident resulting in hazardous waste substances having to be removed safely from a property in Flintshire highlighted the requirement for funding to meet any unforeseen emergency remediation and related support requirements. A contribution of £0.050m from the Contingency Reserve was recommended to be earmarked for that purpose.

Councillor Thomas commented on the adverse weather conditions continuing to put pressure on the winter maintenance budget however she was pleased to announce that a recent grant of £125,000 had been received from Welsh Government (WG).

RESOLVED:

- (a) That the overall report and the projected Council Fund contingency sum as at 31st March be noted;
- (b) That a transfer of £0.900m from the Contingency Reserve for invest to save projects, of which £0.550m had been allocated to fund the digital strategy be approved;
- (c) That a transfer of £0.050m from the Contingency Reserve to fund the contribution towards the detailed development of the Economic Growth Bid be approved;
- (d) That a transfer of £0.050m from the Contingency Reserve to a ring-fenced reserve to meet any unforeseen emergency remediation and support costs be approved;
- (e) That the projected final level of balances on the Housing Revenue Account be noted; and
- (f) That the carry forward requests included in Appendix 6 be approved.

168. ADOPTION OF 2018/19 BUSINESS RATES HIGH STREET RATE RELIEF SCHEME

Councillor Mullin introduced the Adoption of 2018/19 Business Rates High Street Rate Relief Scheme report which outlined the Welsh Government's (WG) scheme which was designed to provide high street retailers with temporary rate relief.

The Chief Officer (Strategic Programmes) explained that eligibility for the WG backed scheme was based on a two tier system, providing relief of up to £750 to retail high street businesses with rateable values between £12,001 and £50,000 that had seen increases in their business rate liability as a result of the 2017 national revaluation. It also provided relief of up to £250 for smaller retain high street businesses with rateable values of up to £12,000.

Members welcomed the scheme to reduce the impact of the 2017 revaluation for some businesses.

RESOLVED:

- (a) That the 2018/19 Welsh Government grant scheme for High Street Rates Relief in line with provisions contained in section 47 of the Local Government Finance Act 1988 be adopted;
- (b) That the automatic awards, without application forms, to those qualifying businesses that can be easily identified through Business Rate records be approved; and
- (c) That awards to any remaining businesses that may be eligible following receipt of a valid application form be approved.

169. EXERCISE OF DELEGATED POWERS

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

Streetscene and Transportation

- **The Flintshire County Council – Riverside Park and Stoneleigh Close, Garden City. Proposed Prohibition of Waiting at Any Time.**
To advise Members of an objection received following the advertisement of proposed No Waiting at Any Time restrictions on Riverside Park and Stoneleigh Close, Garden City.
- **The Flintshire County Council – Alexandra Road and Victoria Road, Mold (Prohibition and Restriction of Waiting and Loading and Parking Places) (Civil Enforcement and Consolidation) (Amendment No. 13) Order 201.**
To advise Members of objections received following the advertisement of Alexandra Road and Victoria Road, Mold (Prohibition and Restriction of Waiting and Loading and Parking Places) (Civil Enforcement and Consolidation) (Amendment No. 13) 201.

- **The Flintshire County Council – Liverpool Road, Alltami Road, Higher Common Road, Buckley and Church Road, Buckley (Prohibition and Restriction of Waiting and Loading and Parking Places) (Civil Enforcement and Consolidation) (Amendment No. 7) Order 201.**

To advise Members of the objections received following the advertisement of the proposed Prohibition and Restriction of Waiting and Loading and Parking Places Amendment No. 7 Order, which introduces No Waiting at Any Time restrictions on Liverpool Road, Alltami Road, Higher Common Road and Church Road, Buckley.

Organisational Change

- **Community Asset Transfer, Holywell Scout Group**

The transfer of Holywell Scout Headquarters including the land shown edged in red on the plan.

- **Land Fronting Ffordd Llanarth, Connah's Quay – Exclusivity Agreement**

The prospective purchaser intends to enter upon the land by way of Licence to carry out extensive intrusive site investigations and infrastructure surveys over a period of time. It has been agreed to enter into an Exclusivity Agreement with the prospective purchaser on order that the works can go ahead. *(This delegated report 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 the information until such time as the commercial arrangements have been finalised).*

RESOLVED:

That the actions taken under delegated powers be noted.

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

RESOLVED:

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

170. THE SALE OF INDUSTRIAL LAND AT WEIGHBRIDGE ROAD, DEESIDE

The Chief Officer (Housing and Assets) introduced the Sale of Industrial Land at Weighbridge Road, Deeside report which provided details of the site and the capital receipt anticipated from the site disposal.

In response to a question from Councillor Attridge, the Chief Officer (Governance) explained that planning application matters should not be discussed by the Cabinet; they would be discussed in due course by the Planning Committee.

RESOLVED:

That the sale of approximately 15.48 acres of land shown edged and hatched black on the plan be approved.

171. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

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

(The meeting commenced at 9.30 a.m. and ended at 10.45 a.m.)

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Chair

Mae'r dudalen hon yn wag yn bwrpasol

Eitem ar gyfer y Rhaglen 4



CABINET

Date of Meeting	Tuesday, 22 nd May 2018
Report Subject	Year-end Council Plan Monitoring Report 2017/18
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council Plan 2017/23 was adopted by the Council in September 2017. This report presents the monitoring of progress at the end 2017/18.

Flintshire is a high performing Council as evidenced in previous Council Plan monitoring reports as well as in the Annual Performance Reports. This monitoring report for the 2017/18 Council Plan is a positive report, with 83% of activities being assessed as having made good progress, and 74% having achieved the desired outcome. Performance indicators show good progress with 56% meeting or near to period target. Risks are also being successfully managed with the majority being assessed as moderate (63%), minor (8%) or insignificant (6%).

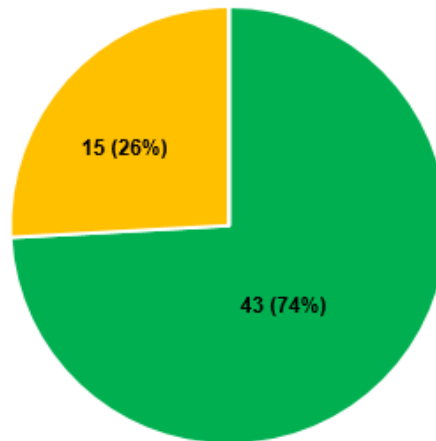
RECOMMENDATIONS

1	Cabinet notes and endorses levels of progress, performance and risk in the Year-end Council Plan 2017/18 monitoring report.
2	Cabinet is assured by plans and actions to manage the delivery of the 2017/18 Council Plan.

REPORT DETAILS

1.00	REPORT DETAIL									
1.01	The Council Plan monitoring reports give an explanation of the progress that has been made toward the delivery of the impacts set out in the 2017/18 Council Plan. The narrative is supported by performance indicators and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.									
1.02	The twelve individual sub-priority reports have been brought together to provide a single report for Cabinet. Members will also receive respective reports when circulated with Overview and Scrutiny Committee agendas.									
1.03	This is an exception based report and detail therefore focuses on the areas of under-performance.									
1.04	<p>Monitoring our Activities</p> <p><u>ACTIVITIES PROGRESS</u></p> <p>Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: -</p> <ul style="list-style-type: none"> • RED: Limited Progress – delay in scheduled activity; not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule, on track <p><u>ACTIVITIES OUTCOME</u></p> <p>A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Outcome has been categorised as: -</p> <ul style="list-style-type: none"> • RED: Low – lower level of confidence in the achievement of the outcome(s) • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) • GREEN: High – full confidence in the achievement of the outcome(s) 									
1.05	<p>In summary our overall progress against the high level activities is: -</p> <p>ACTIVITIES PROGRESS:</p> <div style="text-align: center;"> <table border="1" style="margin: 10px auto;"> <caption>ACTIVITIES PROGRESS DATA</caption> <thead> <tr> <th>Category</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>GREEN</td> <td>48</td> <td>83%</td> </tr> <tr> <td>YELLOW</td> <td>10</td> <td>17%</td> </tr> </tbody> </table> </div>	Category	Count	Percentage	GREEN	48	83%	YELLOW	10	17%
Category	Count	Percentage								
GREEN	48	83%								
YELLOW	10	17%								

ACTIVITIES OUTCOME:



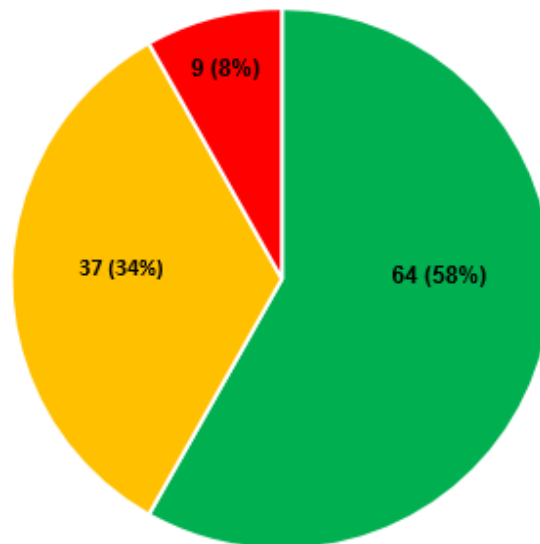
No activities are currently assessed as 'red' for progress or outcome.

1.06 **Monitoring our Performance**

Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: -

- RED equates to a position of under-performance against target.
- AMBER equates to a mid-position where improvement may have been made but performance has missed the target.
- GREEN equates to a position of positive performance against target.

1.07 Analysis of current levels of performance against period target shows the following: -



The above figures are correct with the 4 KPIs for which no data is available removed from the calculation

1.08 The 9 performance indicators which showed a red RAG status for overall performance against target for the year are:

Priority: Supportive Council

Annual reduction of domestic fuel bills for residents of Flintshire (£)

Funding to support households has been greatly reduced by external funders this year and has contributed to the low annual figures.

The number of Council homes receiving energy efficiency measures

Targets have not been met due to Welsh Government funding not being available which would have match funded External Wall Insulation (EWI) schemes. This has limited the number of Council homes benefiting from energy efficiency measures.

The percentage of care homes that have achieved bronze standard who have also achieved silver standard for Progress for Providers

10 care homes are working towards the silver standard, and although none have yet achieved this ambitious target, we would expect some of these homes to achieve silver by March 2019. This will continue to be monitored into the 2018/19 Council Plan.

Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework

Total number of employees who completed the Welsh Government approved training is 676. As 60% of employees do not have access to a P.C. or laptop, alternative delivery methods such as face-to-face sessions, Chrome and possibly Audio book sessions will continue to be offered. We will continue to promote completion of the e-learning module whenever possible.

Priority: Learning Council**Percentage of pupils who receive free school meals achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths**

Pupils entitled to free school meals achieved below the Wales average in 2017 for this indicator at Key Stage 4. This remains a key focus area for improvement.

Priority: Connected Council**Percentage of community benefit clauses in new procurement contracts under £1M**

The Council has developed a new Community Benefits Strategy which was approved by Cabinet in October 2017. This is accompanied by a new Community Benefits Delivery Plan template which will assist the service commissioners to identify and target relevant Community Benefits. In addition a new Commissioning Form requires commissioners to complete for all contracts above £25,000 and the completed form is scrutinised by the Corporate Procurement Service. During Quarter 4 14 projects under £1m were procured of which 5 projects included Community Benefits which represents 36% of the total contracts procured under £1m. Due to reporting difficulties we are not able to quantify figures prior to Quarter 4. Considerable progress has been made in delivering social value for contracts below £1m and we expect this momentum to continue into 2018/19 as the use of the Delivery Plan template is used more widely.

Priority: Serving Council**Percentage of Managers completing stress related programmes**

The programme is designed to help managers identify signs of stress in themselves and their teams and to deal with it at the earliest opportunity, with help and support from Human Resources (including Occupational Health) when required. Raising awareness of mental health in the workplace is expected to increase the attendance of stress related programmes in the coming months.

Percentage of employees completing stress related programmes

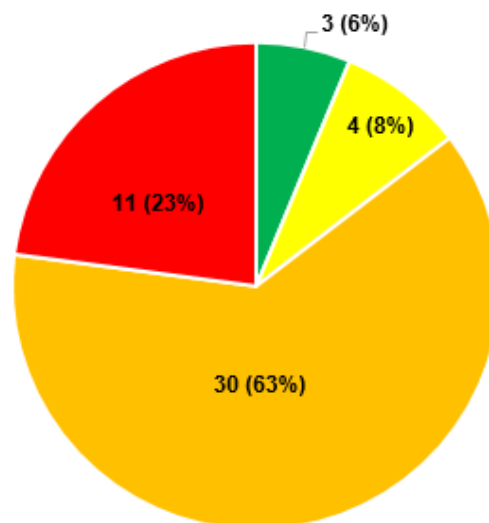
The take-up from employees is lower than expected for the first year of this programme of support. However, we will be targeting specific portfolios and service areas who are most likely to benefit.

The percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)

A total of £4.8m of annual spend was procured through various framework agreements that were put in place by the National Procurement Service (NPS). The use of the NPS arrangements has resulted in £114,000 of total efficiency savings. The amount of take up of framework agreements is much lower than anticipated due to the fact that the various framework agreements awarded are not deemed to provide value for money, and the use of some of these framework agreements would be detrimental to local supply chains. As a result of local and regional procurement exercises, being undertaken local suppliers have an opportunity to compete for Council contracts and are deemed more competitive. As a result Welsh Government has recently commissioned a review of the National Procurement Service with the aim of developing a new Target Delivery Model.

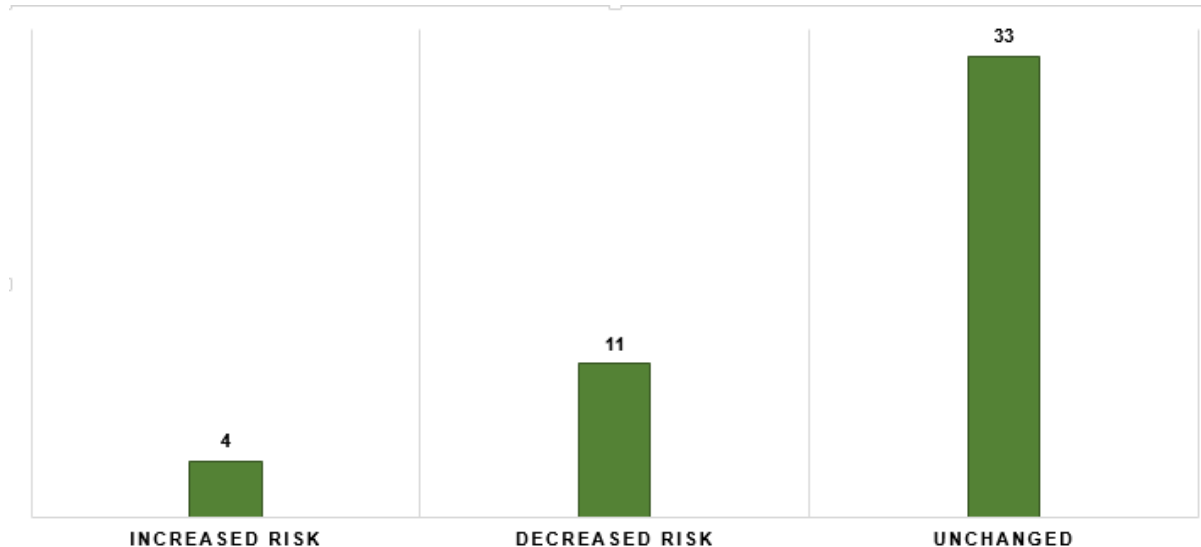
1.09 An Action Plan will be produced for each performance indicator which shows a red RAG status for overall performance against target for the year. This will look in more detail at what steps can be taken to mitigate future underperformance and whether the indicator should be carried over to the 2018/19 Council Plan. This Action Plan will go to Cabinet in June 2018.

1.10 **Monitoring our Risks**
Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows:



Key:
■ Insignificant ■ Minor ■ Moderate ■ Major ■ Severe

Analysis of the current direction of travel for the strategic risks identified in the Council Plan is as follows:



1.11 The 11 major (red) risks are: -

Priority: Supportive Council

Risk: Availability of sufficient funding to resource key priorities.

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

Risk: Debt levels will rise if tenants are unable to afford to pay their rent or council tax.

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

Risk: Demand outstrips supply for residential and nursing home care bed availability.

The expansion of Marleyfield to support the medium term development of the nursing sector is ongoing. The re-phasing of Integrated Care Fund capital to fit in with our capital programme has been agreed by Welsh Government. There are several active workstreams, including the development of resources to support the sector, diagnostic reviews for providers and a Care Conference which was held in February hosted by Business Wales. A ministerial visit is scheduled for May 2018.

Risk: Knowledge and awareness of safeguarding not sufficiently developed in all portfolios

Safeguarding is included within the corporate induction procedures, ensuring new employees can recognise the signs and know how to make a report. Safeguarding awareness workshops were delivered during National Safeguarding

Week in November 2017 and further training was delivered in January 2018. A safeguarding page is available on the intranet providing resources to support employees and managers.

Risk: Failure to implement safeguarding training may impact on cases not being recognised at an early stage.

Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding training is provided regularly ensuring employees have the opportunity to access appropriate training.

Priority: Learning Council

Risk: Sustainability of funding streams.

The sustainability of grant funding remains a major and live risk. The Council has received notification of a 7.69% cut to the Education Improvement Grant, resulting in a real terms reduction of approximately quarter of a million pounds. This grant funds a range of posts within schools e.g. Foundation Phase Support Staff and central service delivery within the portfolio. There is limited guidance available at the current time from Welsh Government (WG) to be able to strategically plan for the implementation of this cut. Additionally, other grants e.g. Small and Rural School grant which was made available this year do not appear on the grant schedule for 18-19. The School Uniform Grant for yr 7 pupils entitled to Free School Meals has also been withdrawn without prior notification, leaving a potential cost pressure for the Council or schools to absorb. There remains considerable concern about the future of the Minority Ethnic Achievement Grant (MEAG) as WG advised it had been transferred into the Revenue Support Grant. WLGA have challenged this and discussions at the highest level at WG are continuing. Currently only 7.5m of the original 12.5 m grant for all LAs in Wales has been confirmed. A cut in funding will result in reduced service delivery in the portfolio, where demand for pupil support is increasing.

Risk: Numbers of school places not matching the changing demographics.

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

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

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

	<p>Priority: Green Council Risk: Funding will not be secured for priority flood alleviation schemes. Measure 10 of Flintshire’s Local Risk Management Strategy is to "identify projects and programmes which are affordable, maximising capital funding from internal and external sources". The Flood Risk Management Team continues to identify and secure funding for priority flood alleviation schemes. It is recognised that skills and resources within the Team need to be developed to ensure the programme of local prioritised schemes and improvement works can be sustainably funded and delivered. A service review is intended to create a more effective approach/structure that balances the ability to secure funding for flood alleviation works with the delivery of statutory duties under the Flood and Water Management Act.</p> <p>Risk: Adverse weather conditions on the highway network The risk trend has increased due to the severity of the winter increasing the likelihood of the risk occurring. Road conditions throughout the County are detrimentally affected following poor winter weather and, given the severity of this winter period, the local network has been adversely affected by road surface defects and potholes. Repairing the Council's roads is a priority for the service and resources were provided to identify and then prioritise the roads in need of repair. Additional funds, resources and contractors were deployed across the county over several weeks in efforts to repair the network as the defect were if identified. Schemes for the resurfacing and permanent patching contracts have been prioritised for the summer period, which will commence in June 2018. This more expensive and permanent repair to the road surface is part of the annually planned maintenance regime.</p> <p>Priority: Serving Council Risk: The scale of the financial challenge The impact of the Final settlement for Flintshire was a decrease in funding of 0.9%. The Final settlement reduced the decrease in funding to 0.2%. Stage 1 budget options were approved in November 2017 and Stage 2 options were considered and agreed in principle with Council in December 2017 with a couple of areas being referred to specific scrutiny committees for further consideration. Final Budget options were agreed in February 2018. An initial forecast for 2019/20 was considered by Cabinet in April 2018.</p>
1.12	An Action Plan will be produced for each risk which shows a red RAG status. This will look in more detail at what steps can be taken to mitigate the risk and whether the risk should be carried over to the 2018/19 Council Plan. This Action Plan will go to Cabinet in June 2018.

2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.

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

4.00	RISK MANAGEMENT
4.01	Progress against the risks identified in the Council Plan is included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.08 and 1.11 above.

5.00	APPENDICES
5.01	Appendix 1: Year-end Council Plan Monitoring Report 2017/18

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Council Plan 2017/18: http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx</p> <p>Contact Officer: Karen Armstrong Telephone: 01352 702740 E-mail: Karen.armstrong@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Council Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish a Council Plan.
7.02	Risks: These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.

7.03

Risk Likelihood and Impact Matrix

Impact Severity	Catastrophic	Y	A	R	R	B	B
	Critical	Y	A	A	R	R	R
	Marginal	G	Y	A	A	A	R
	Negligible	G	G	Y	Y	A	A
		Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)
Likelihood & Percentage of risk happening							

The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.

7.04

CAMMS – An explanation of the report headings**Actions**

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

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

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

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

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

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

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

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

Measures (Key Performance Indicators - KPIs)

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

Period Actual – The data for this quarter.

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

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

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

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

better (e.g. number of new jobs in Flintshire).

- Similarly an 'upward arrow' always indicates improved performance.

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

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

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

Risks

Risk Title – Gives a description of the risk.

Lead Officer – The person responsible for managing the risk.

Supporting Officer – The person responsible for updating the risk.

Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1).

The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black).

Current Risk Rating – The level of the risk at this quarter.

Trend Arrow – This shows if the risk has increased (upward arrow), decreased (downward arrow) or remained the same between the initial risk rating and the current risk rating (stable arrow).

Risk Status – This will either show as 'open' or 'closed'. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.

Mae'r dudalen hon yn wag yn bwrpasol



Year-end Council Plan Monitoring Report 2017/18

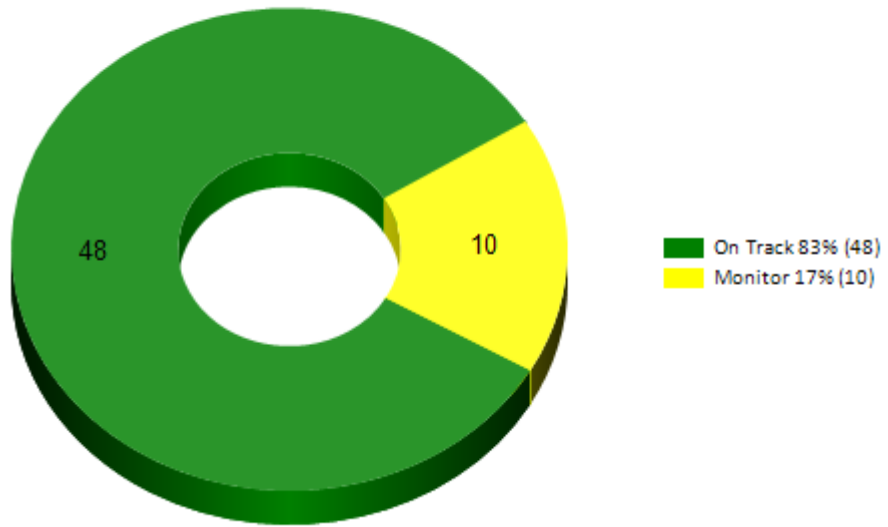
Flintshire County Council

Tudalen 27

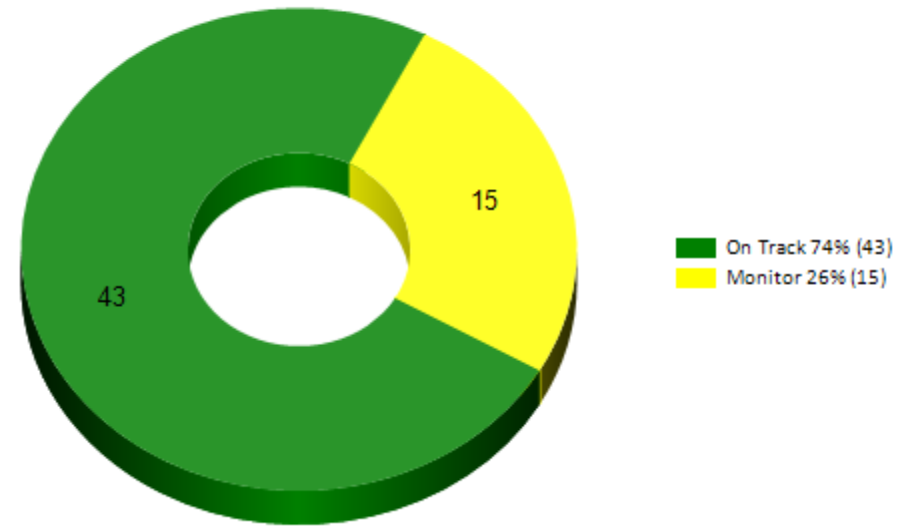


Print Date: 15-May-2018

Action Progress RAG Status

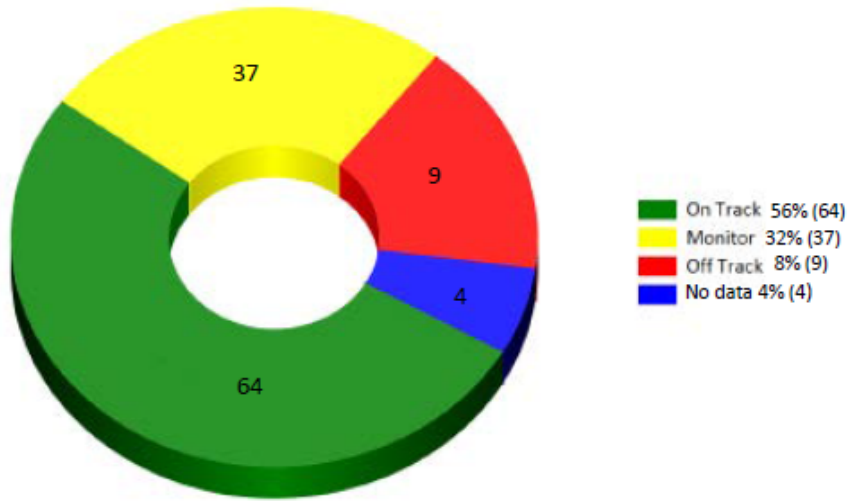


Action Outcome RAG Status

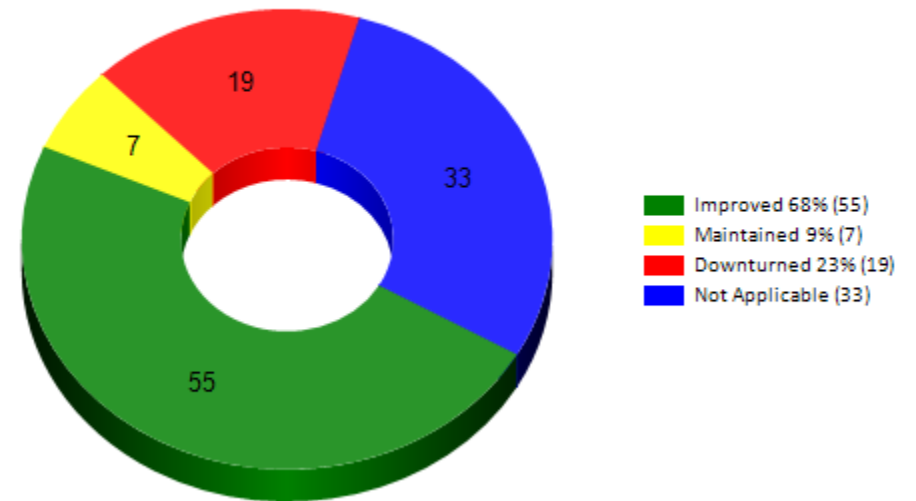


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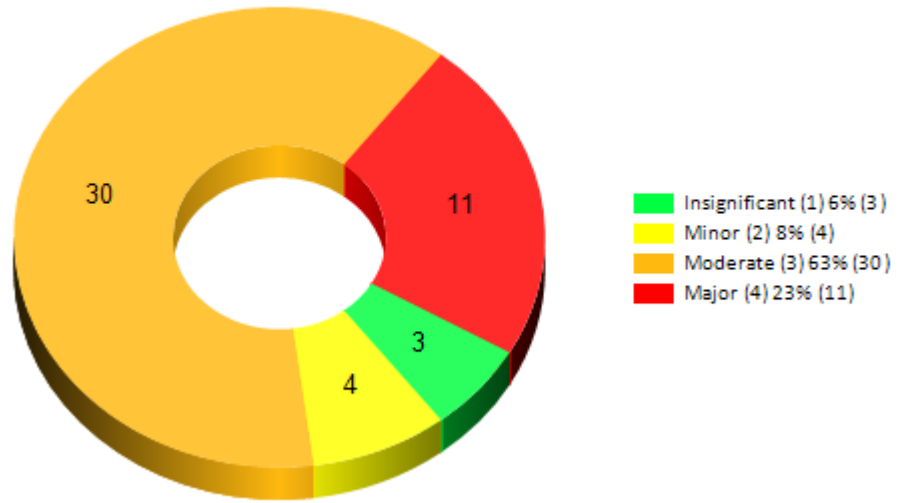
KPI Performance RAG Status



KPI Trend Status





Current Risk Status



Tudalen 30



1. Supportive Council



Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Provide new social and affordable homes	Denise Naylor - Housing Programmes Support Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Council's Strategic Housing and Regeneration Programme (SHARP) has delivered 95 social and affordable homes in Connah's Quay, Leeswood, Mold and Flint during 2017/18. There are a further 31 units that will be completed and occupied during April 2018. This will see the completion of Phases 1 and 2 of SHARP which has delivered 138 units comprising 62 affordable homes which are managed by North East Wales Homes (NEW) Homes LTD and 76 council homes. A local lettings policy is applied when allocating tenancies for social and affordable housing which gives priority to people with a local connection and all properties are tenanted within 48 hours of handover from the developer.</p> <p>Last Updated: 19-Apr-2018</p>							



Tudalen 31



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Welsh Housing Quality Standard (WHQS) investment plan targets achieved	Sean O'Donnell - Contract Surveyor	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: All WHQS Contracts have progressed into Year 3 (2017/18) of the 6 year Capital Programme with a smooth transition into their new Capital Districts (areas of work). Year 3 of the Capital Programme will be the last year where the majority of internal works are completed. For the past 3 years the team have procured, organised and delivered the installation of over 6,000 kitchens and over 5,500 bathrooms with only the Acceptable Fails remaining e.g. tenant refusal, no access. These will be targeted over the next 2 years. The Capital Works Team have allowed a 10% Acceptable Fail allowance into its delivery programme and budgets based upon previous data and this has been agreed with Welsh Government. Over the remaining years of the delivery programme, these Acceptable Fails will be completed either when the property becomes void or a tenant is able to have the works completed. The Capital Programme has now introduced new workstreams which will gradually replace the Internal workstream (kitchens and bathrooms). They will comprise of roofing works, window & door replacements along with wider community works such as car parking and communal footpaths. These new workstreams will have an increased impact on communities as they begin to transform the aesthetics and environment by regenerating and revitalising the roads, complexes and estates which form part of the works. The Capital Works Programme will be completed in Year 6 (2020-2021)</p> <p>Last Updated: 19-Apr-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.3 Develop solutions to the increasing frequency of unauthorised gypsy and traveller encampments	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Completed	12-Jul-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: A report on the provision of a transit site was considered by the Community and Enterprise Scrutiny Committee in December 2017. The committee supported the proposals to start the process of identifying suitable locations and investigations are currently underway. Local procedures have been developed for dealing with unauthorised Gypsy Traveller encampments on council land based on the Welsh Government's Managing Unauthorised Encampments Guidance. There are effective and responsive processes in place to manage unauthorised encampments and immediate action is taken for their removal in line with legal requirements.</p> <p>Last Updated: 01-May-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 Improve standards within the private rented sector	Lynne Fensome - Support Manager Environment	Ongoing	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The approach of the team is threefold; firstly encouraging a pro-active registration with Rent Smart Wales and giving appropriate advice as necessary. This informal approach is preferred to the enforcement route and has been successful. If landlords are reluctant or failing to meet the required standards and are failing to co-operate with the service then an enforcement stance will be taken. Secondly, the team investigate all reported cases of unsuitable living conditions and have taken remediation action where required. Thirdly, where enforcement action has been taken, this has been followed up to secure compliance but where persistent non-compliance exists legal action has followed.</p> <p>Last Updated: 30-Apr-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Deliver the Council's housing growth needs	Denise Naylor - Housing Programmes Support Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Housing Revenue Account (HRA) 30 year business plan (2018 - 2048) has been agreed and plans to deliver 50 new build council properties per year to meet social housing needs. In addition the NEW Homes Business Plan is in the process of being developed and will set ambitions to deliver affordable rented properties.</p> <p>Last Updated: 17-Apr-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Meeting the housing needs of vulnerable groups	Jacque Slee - Performance Lead – Social Services	In Progress	01-Apr-2017	31-Mar-2018	90.00%	 AMBER	 GREEN
ACTION PROGRESS COMMENTS: Llys Raddington will provide 72 units for Extra Care. However, delays on the site have meant that the facility is not yet open. The facility is now expected to be open in Summer 2018. Last Updated: 09-May-2018							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 Support Flintshire residents to better manage their financial commitments	Jen Griffiths - Benefits Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: During 2017/18 work was completed to identify all services who provide support with a view to aligning this wherever possible. Work focussed on personal budgeting support provided in connection with claims for Universal Credit and support and advice provided to assist tenants to manage their finances in order to maintain their commitments to rent and council tax. Last Updated: 19-Apr-2018							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 Managing local impact of the full service under Universal Credit (UC) roll out	Jen Griffiths - Benefits Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: During 2017/18 training and awareness sessions were delivered across the County. Impacts continue to be monitored into 2018/19 to develop a record of issues and problems associated with Universal Credit which are far ranging both in terms of scale and impact. Last Updated: 17-Apr-2018							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.3 Develop and deliver programmes that improve employability and help people to gain employment.	Niall Waller - Enterprise and Regeneration Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Communities First programme was refocussed for 2017/18 and all activities contributed towards improving employability. These include; the provision of intensive work-focused training and work placements, support for people starting their own business, provision of tailored support to people from deprived neighbourhoods to take advantage of large company recruitment campaigns, and jobs clubs and fairs. In addition the Council runs the 'Lift' programme to support long-term unemployed people from workless households and the Communities 4 Work programme which provides intensive mentoring to those furthest from the labour market. We have also worked with our Street Scene colleagues to deliver a bespoke Pathway into Street Scene. This was a two week course and nine people attended. All nine have completed an application from employment with the Council and are currently looking at a possible interview. All Pathways support the employer and the clients, all the clients are assigned a Mentor and receive one-to-one support and guidance.



Last Updated: 30-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.4 Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty	Shelley Webber - Project Manager	In Progress	01-Apr-2017	31-Mar-2018	85.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Gas infill projects in Penyffordd and Wepre Court are nearing completion. The successful bid for Warm Homes funding for properties without central heating will enable the Council to do more to help vulnerable and fuel poor residents. Since January 2018 the Warm Homes Fund was officially launched and to date we have helped 15 households fuel switch to a more beneficial, energy efficient system. We have also visited residents with a view to help reduce energy bills and advise on energy saving measures. We have not fully completed this action due to a Welsh Government funding bid being unsuccessful and the Warm Homes Fund start date being delayed by two months.



Last Updated: 30-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.5 Develop a strategy to address food poverty	Jen Griffiths - Benefits Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The food poverty strategy has been drafted, it links community resilience work, the Community Benefits Strategy, and aligns closely with the Betsi Cadwaladr University Health Board (BCUHB) draft strategy. A steering group has been established and is working on the development of an action plan in line with the objectives set out in the strategy.



Last Updated: 14-May-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.6 Assist residents of Flintshire to access affordable credit	Jen Griffiths - Benefits Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Work has been completed with both credit unions in Flintshire, actively promoting the products and services that are on offer. The credit unions have agreed to be part of The Tackling Poverty Partnership group.



Last Updated: 13-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.1 Ensure Care Home Provision within Flintshire enables people to live well and have a good quality of life.	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The extension of Marleyfield Care Home has been approved from a capital programme perspective, providing an allocation to fund the development. This project has now progressed to discussions on the feasibility of the site. A couple of options are being considered, with detailed costings being developed. We achieved approval for Integrated Care Fund capital funding to be allocated for the expansion over the next three years (£415K per year). This year's allocation was used to commission a feasibility study for the expansion. We completed a Strategic Opportunity Review, and have secured agreement from Welsh Government that the Integrated Care Fund capital will be re-phased to fit in with our capital programme. We have secured funding from Cadwyn Clwyd to carry out a feasibility study on microcare services, which involve small teams of people providing domiciliary care. The Regional Domiciliary Framework has been completed and new provider contracts have been dispatched. We are expecting this to bring at least three new domiciliary providers into the County. The roll out of "Progress for Providers" to promote person centred care in residential homes continues.

Last Updated: 27-Apr-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.2 Support greater independence for individuals with a frailty and/or disability, including those at risk of	Susie Lunt - Senior Manager, Integrated Services	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

isolation.

ACTION PROGRESS COMMENTS:

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



Last Updated: 19-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.3 Improve outcomes for Looked After children	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

This year a Corporate Parenting Strategy has been developed in consultation with Looked After Children and young people. The Strategy was presented to the Children's Services Forum in January and endorsed in principle with a view to presenting to the Joint Education and Social Services Scrutiny Committee in May 2018 for final approval. The Strategy sets out our commitments to Looked After Children. A separate pledge for care leavers has also been developed. Finding suitable placements for Looked After Children can be a real challenge, particularly for teenagers who have complex needs. There is a national shortage of foster care and residential provision and work has commenced on a regional footprint to look at potential medium term solutions. This work complements more local work to develop our strategic approach to securing permanent, stable homes for Looked After Children. A project between Social Services and Education relating to Out of County Placements has commenced. The project has 3 work streams that will develop a more detailed insight into: i) current and future placement need ii) options for support/placements and iii) the associated costs.

Last Updated: 23-Apr-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 Ensure that effective services to support carers are in place as part of collaborative social and health services	Susie Lunt - Senior Manager, Integrated Services	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

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

work where all Young Carers services across North Wales now use an agreed assessment form which incorporates the What Matters conversation tool. This will ensure that Young Carers across the region are meeting their personal outcomes and that services are consistent in their approach to assessment.



Last Updated: 19-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 Further develop the use of Integrated Care Fund (ICF) to support effective discharge from hospital and ensure a smoother transition between Health and Social Care Services.	Susie Lunt - Senior Manager, Integrated Services	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

In the financial year 2017/18, a total of 219 admissions were made into Step Up Step Down beds. Of the 203 people discharged in the year, 93 people were able to return home or to a relative's home. The Community Resource Team of multi-disciplinary professionals in the Single Point of Access has extended the time the service is available in the mornings and evenings. The re-phasing of agreed ICF capital funding has been agreed to fit with our capital programme. Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects. The Chair of the North Wales Regional Partnership Board and the Chief Executive of the Betsi Cadwaladr University Health Board (BCUHB) have created an agreement from partners on the allocation of funds to support delivery of medium term services.

Last Updated: 19-Apr-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 Establish an Early Help Hub, involving all statutory partners and the third sector.	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:



The Early Help Hub now accepts direct referrals from partner agencies and professionals. The Children's Commissioner for Wales has formally agreed to launch the Early Help Hub on 8 June 2018. Since opening in July 2017 595 families who would not otherwise have met thresholds for statutory services have been referred to the Early Help Hub. A positive initial evaluation of the Hub has been received and it will be presented to the Strategic Board. The evaluation included interviews with families to gain insight on their experience of the Early Help Hub and the difference it made to their lives. A full evaluation of the Early Help Hub will be undertaken in the 2019 to provide a full evaluation of the resources deployed by agencies and the associated outcomes secured for families.

Last Updated: 02-May-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE	PROGRESS	OUTCOME
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					%	RAG	RAG
1.4.1.4 Further develop dementia awareness across the county.	Susie Lunt - Senior Manager, Integrated Services	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Flintshire has ten Dementia Cafes and four accredited Dementia Friendly Communities . We have 56 accredited Dementia Friendly Businesses, and additional organisations are achieving accreditation in the area; currently Aura Leisure and libraries and Theatr Clwyd are applying with support from Flintshire Social Services. The Intergeneration Project with learners and people living with dementia has been completed in seven schools. The Creative Conversation research study has improved skills in 18 Care Homes in creatively communicating with people living with dementia using the arts. The Older People's Commissioner for Wales praised the Creative Conversation research study in her recent response to our requirement for action in the 'A place to call Home' report.</p> <p>Last Updated: 23-Apr-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 Strengthen the arrangements within all council portfolios to have clear responsibilities to address safeguarding.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Corporate Safeguarding Panel's initial work programme has been completed and the future work programme has been agreed. The Panel is meeting regularly ensuring the work programme is monitored. The Corporate Safeguarding policy is in place and is being implemented. All actions identified in the Internal Audit report have been completed or are in progress.</p> <p>Last Updated: 14-May-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.2 Ensure that our response rates to referrals remain within statutory targets	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Following a realignment of resources in the Safeguarding Unit 84% of Adult Safeguarding referrals are now being processed within the 7 day timescale. Those referrals processed outside the timescale are of a complex nature which are awaiting further information from a practitioner or agency. Early analysis of the impact of the Early Help Hub on our rate of childrens' referrals where "No Further Action" was taken indicates that our rate of child protection referrals resulting in 'no further action' has reduced from 55% to 30%, suggesting that the Early Help Hub is providing support to those families that do not meet the threshold for statutory intervention. A more detailed evaluation of the impact of the Early Help Hub</p>							

has been commissioned for the forthcoming year. 91% of initial child protection conferences were completed within timescales; this was below our annual target of 95% but well above last year's performance of 74%, reflecting the efforts of the Safeguarding Unit to schedule conferences within the timescales wherever possible.

Last Updated: 19-Apr-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.3 Develop a preventative approach towards Child Sexual Exploitation (CSE)	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2017	16-Oct-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

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

Last Updated: 25-Jan-2018



Updated 30/04/2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.4 Identify and address the signs and symptoms of domestic abuse and sexual violence	Sian Jones - Public Protection Manager	In Progress	01-Apr-2017	31-Mar-2018	70.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Welsh Government require all Flintshire County Council staff to complete the Violence Against Women and Domestic Abuse and Sexual Violence Level 1 e-learning module. During 2017/18 a presentation was delivered to Change Exchange on the training requirements and Chief Officers and Service Managers were requested to initiate the roll-out throughout the organisation. As 60% of Council employees do not have access to a computer, face-to-face sessions commenced in January 2018. We are also currently exploring the possibility of face-to-face sessions with a theatre company. 2017/18 has seen an increase in the reporting levels of domestic abuse and sexual violence. Greater numbers of victims are coming forward to report current and historic incidents, which demonstrates an increased confidence in the statutory agencies.



Last Updated: 23-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.5 Strengthen regional community safety through collaboration and partnership arrangements	Sian Jones - Public Protection Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The North Wales Safer Communities' Board Plan has now been approved. This document sets out the priorities for the statutory partners for the next three year period. A work programme is included. Flintshire continues to occupy an active role in this forum, and on a local level has adopted the regional priorities through the work of the Flintshire Public Services Board.

Last Updated: 25-Jan-2018


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.6 Ensure we meet the requirements of the North Wales Contest Board	Sian Jones - Public Protection Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN


ACTION PROGRESS COMMENTS:


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

Last Updated: 10-Apr-2018

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.1M01 The numbers of new Council homes delivered through the SHARP programme	12	55	↑	79	 AMBER
<p>Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager Reporting Officer: Denise Naylor - Housing Programmes Support Manager Aspirational Target: Progress Comment: A total of 55 social units have been completed and transferred to the Council during 2017/18 at Connah's Quay, Flint, Leeswood and Mold. A further nine are due to be completed in Mold during April 2018. Construction has started on further sites in Connah's Quay and Shotton. Delays in meeting the completion target during 2017/18 are attributable to weather and delays in the pre-planning and pre-construction phases.</p> <p>Last Updated: 30-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.2M02 The numbers of new affordable homes delivered through the SHARP programme	0	40	↑	62	 AMBER
<p>Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager Reporting Officer: Denise Naylor - Housing Programmes Support Manager Aspirational Target: Progress Comment: A total of 40 units have been delivered during 2017/18 with the remaining 22 units to be completed and handed over before the end of April 2018. Overall the scheme will be completed before the contractual target of April 2018. Any slippage in projected target dates have been accounted for with the main reason being days lost due to weather and minor changes due to slight amendments to the build specification.</p> <p>Last Updated: 30-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.3M03 The number of properties managed by NEW Homes	61	63	↑	83	 AMBER
<p>Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager Reporting Officer: Denise Naylor - Housing Programmes Support Manager</p>					

Aspirational Target:

Progress Comment: As at the end of March 2018 the number of homes managed by NEW Homes reached 116. The development of new homes at The Walks site through the Strategic Housing and Regeneration Programme (SHARP) has seen an increase with 40 units being handed over in the current year and the remaining 22 to be completed by the end of April 2018. Any slippage in projected target dates has been accounted for with the main reason being days lost due to weather and minor changes due to slight amendments to the build specification.

Last Updated: 30-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.1.1M01 The percentage of landlords and letting agents compliant with the Rent Smart Code of Practice	No Data	80.35	N/A	65	 GREEN


Lead Officer: Lynne Fensome - Support Manager Environment

Reporting Officer: Lynne Fensome - Support Manager Environment

Aspirational Target:

Progress Comment: We are pro-actively encouraging landlords to register. Where there is deliberate non-compliance we are taking appropriate enforcement action either through direct action or referral to Rent Smart Wales

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.1.2M02 The percentage of landlords that have complied with improvement notices	No Data	71	N/A	80	 AMBER


Lead Officer: Lynne Fensome - Support Manager Environment

Reporting Officer: Jenny Prendergast - Team Manager - Health & Safety Enforcement


Aspirational Target:


Progress Comment: The overall figure for the 12 month period is 71% with 38 improvement notices due to be complied with and 27 being complied with in the requisite period.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.1.3M03 The percentage of tenants protected from unsuitable living	No Data	100	N/A	100	 GREEN


conditions					
<p>Lead Officer: Lynne Fensome - Support Manager Environment Reporting Officer: Jenny Prendergast - Team Manager - Health & Safety Enforcement Aspirational Target: Progress Comment: Officers investigated 67 service requests in relation to complaints about living conditions. All cases were investigated and appropriate action taken. 381 service request were received and investigated over the 12 month reporting period.</p> <p>Last Updated: 20-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.2.1M01 The number of new affordable homes provided through the planning system	42	186	↑	50	
<p>Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy Reporting Officer: Lynne Fensome - Support Manager Environment Aspirational Target: Progress Comment: The following affordable housing applications were approved in 2017/18: Health Centre Buckley 24; Halkyn Road, Holywell 44; Ystadd Goffa, Flint 19; Holywell Extra Care 55; Allied Bakery Site, Saltney 13; Hoel y Goron, Leeswood 5; Maes y Meillion, Leeswood 8; Melrose Centre, Connah's Quay 9; Northop Hall 3; The Dairy Site, Connah's Quay 6.</p> <p>Last Updated: 01-May-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.2.2M02 The number of additional affordable units provided through the SHG Programme	24	226	↑	193	
<p>Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager Reporting Officer: Denise Naylor - Housing Programmes Support Manager Aspirational Target: Progress Comment: This is an on-going target for the programme which was set at 193 at the beginning of the year to deliver over a three year period up to 2021. Additional funding has been awarded and the three year target has increased to 226 over the period.</p> <p>Last Updated: 09-Apr-2018</p>					

KPI Title	Previous Year	Actual	Performance	Target	Performance
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Appendix 43


	Actual		Indicator Trend		RAG
IP1.2.2.3M03 (PAM/014) The number of new homes created as a result of bringing empty properties back into use	38	293	↑	220	 GREEN
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Joseph Muxlow - Regeneration Programme Lead Aspirational Target: Progress Comment: The changes to empty properties Council Tax charges, as agreed in April 2017, have encouraged owners to bring the properties back into use. This policy had a large positive impact during the initial 6 months of the year with a reduced impact in the second 6 months. The changes in charges are expected to continue to contribution to bringing empty properties back into use.</p> <p>Last Updated: 20-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.3.1M01 (PAM/015) Average number of calendar days taken to deliver a DFG	248	281.44	↓	240	 AMBER
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Joseph Muxlow - Regeneration Programme Lead Aspirational Target: Progress Comment: Due to high level of demand for Disabled Facilities Grants (DFGs) the Council instigated tight budget controls to manage expenditure. This has slowed progress in delivering some less urgent DFG works. The performance in achieving the DFG target is subject to considerable volatility especially in cases for children which are extremely complex to deliver. Over time, the average combined time taken for adult and child DFGs has tended to be in the 280 – 320 day range. To assist with this a more comprehensive monitoring programme has been put in place to identify and, wherever possible, address blockages in the system. A number of other measures, including a faster approach to commissioning work, have already been put in place this year.</p> <p>Last Updated: 01-May-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.3.2M02 The number of Flint Extra Care (Llys Raddington) units created	0	0	↔	70	 AMBER
<p>Lead Officer: Carol Dove - SPoA Project Manager Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: Progress Comment: Llys Raddington will provide 73 units for Extra Care. Completion was originally planned for Spring 2018 however the construction programme has experienced</p>					

delays due to poor weather throughout the winter coupled with an industry wide shortage of bricklayers. The facility is now due to open in September 2018 and there is a high level of confidence in meeting this revised completion date. Social Services teams have adapted the plans for recruitment, allocation and mobilisation to align to the revised programme schedule

Last Updated: 14-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.3.3M03 The number of Extra Care units provided across Flintshire	111	111	↔	180	 AMBER


Lead Officer: Neil Ayling - Chief Officer - Social Services

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:

Progress Comment: The deficit at the end of March reflects delays in the opening of Llys Raddington. Llys Raddington will provide 73 units for Extra Care. Completion was originally planned for Spring 2018 however the construction programme has experienced delays due to poor weather throughout the winter coupled with an industry wide shortage of bricklayers. The facility is now due to open in September 2018 and there is a high level of confidence in meeting this revised completion date. Social Services teams have adapted the plans for recruitment, allocation and mobilisation to align to the revised programme schedule.

Last Updated: 14-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.1.1M01 Number of days to process new housing benefit claims	20	17.56	↑	20	 GREEN


Lead Officer: Jen Griffiths - Benefits Manager

Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment

Aspirational Target:


Progress Comment: The service performance target for 2017/18 has been reached.

Last Updated: 13-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.1.2M02 Number of days to process change of circumstances for housing benefit	32	24.33	↑	32	 GREEN


Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Aspirational Target:
Progress Comment: The service performance target for 2017/18 has been reached.

Last Updated: 13-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.1.3M03 The amount of additional income paid to Flintshire residents as a result of the work undertaken by the Council (£)	1500000	1404005.53	↓	1500000	 AMBER

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Jen Griffiths - Benefits Manager
Aspirational Target:
Progress Comment: Additional Income gained for residents of Flintshire through Social Security Benefits is measured using the work completed by the Welfare Rights Service and the Supporting People Service. During 2017/18 the contract from Macmillan was reallocated to Wrexham Citizen's Advice, so this information is not included here which accounts for the final outturn being below what was expected. For 2018/19 we are expecting to be able to bring this information back into the report.


Last Updated: 23-Apr-2018


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.2.1M01 (PAM/012) Percentage of households successfully prevented from becoming homeless	81.59	70.47	↓	89	 AMBER


Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Suzanne Mazzone - Supporting People Manager
Aspirational Target:
Progress Comment: Flintshire has achieved positive outcomes for 70.47% of customers over the year. Whilst this is below the target set at 89% it is within the variance set. There have been some significant challenges this year for homeless prevention. Welfare reform changes and the availability of suitable properties within the private rented sector has limited the options available for customers. The service is continuing to develop new and innovative working practices to assist with early intervention and prevention of homelessness.


Last Updated: 09-May-2018


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
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IP1.3.2.2M02 The number of people on UC that have received personal budgeting support	No Data	424	N/A	590	 AMBER
<p>Lead Officer: Jen Griffiths - Benefits Manager Reporting Officer: Dawn Barnes - Training Officer Aspirational Target: Progress Comment: Our Personal Budgeting & Support looks at a range of options to help customers become more financially independent by creating and maintaining manageable household budgets. It enables early identification of customers who require immediate support (including Discretionary Assistance Fund, foodbank vouchers and signposting for specialist support). Additional elements include discussions about the changes to the benefits system and moving from weekly to monthly payments, applying for alternative payment arrangements, and contacting the Universal Credit Service Centre to arrange payment of the housing element directly to where there is a risk of eviction. The provision of personal budgeting support for customers in receipt of Universal Credit was expanded during 2017/18 and the service was delivered in more locations across the County. In order to increase uptake in 2018/19, new approaches to reminding and encouraging customers to attend their appointments will be put into place in conjunction with colleagues in the Job Centre.</p> <p>Last Updated: 14-May-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.2.3M03 The number of people on UC that have received digital support	No Data	2162	N/A	640	 GREEN
<p>Lead Officer: Jen Griffiths - Benefits Manager Reporting Officer: Dawn Barnes - Training Officer Aspirational Target: Progress Comment: Assisted Digital Support is delivered by Flintshire Connects and the demand for this service has far exceeded expectations. The level of support required varies considerably for each customer from basic support to more complicated application and claim management assistance.</p> <p>Last Updated: 13-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.3.1M01 Number of people completing programmes commissioned by the Council which deliver job and training outcomes	323	628	↑	400	 GREEN
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Sharon Jones - Communities First Cluster Delivery Manager East Aspirational Target: Progress Comment: Three programmes are included within this out-turn figure; Communities First, Communities 4 Work, and LIFT all of which are funded by Welsh Government. The programmes provide a mixture of one to one mentoring, employer engagement, work-focussed training, confidence building, and encouragement for enterprise.</p> <p>Last Updated: 20-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.1M01 Annual reduction of domestic fuel bills for residents of Flintshire (£)	288000	97303	↓	140000	 RED
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Shelley Webber - Project Manager Aspirational Target: Progress Comment: Funding to support households has been greatly reduced by external funders this year and has contributed to the low annual figures.</p> <p>Last Updated: 16-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.2M02 The number of residents supported to lower their energy tariff	No Data	124	N/A	150	 AMBER
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Shelley Webber - Project Manager Aspirational Target: Progress Comment: Average savings achieved for households April 2017 to December 2017 was £213, January 2018 was £104, February 2018 was £194 and March 2018 £223. Service is demand-led so numbers of households supported tends to fluctuate.</p> <p>Last Updated: 17-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.3M03 The number of people receiving the warm home discount	No Data	108	N/A	50	 GREEN
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Shelley Webber - Project Manager Aspirational Target: Progress Comment: The approach is now based on a more holistic assessment of households needs and cross referral between agencies.</p> <p>Last Updated: 20-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.4M04 The number of private sector homes receiving efficiency measures	227	196	↓	140	 GREEN
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Shelley Webber - Project Manager Aspirational Target: Progress Comment: The majority of the efficiency measures were installations of boilers, full heating systems, and insulation through the Affordable Warmth Crisis Fund, with match funding for additional systems brought in through ECO and Nest.</p> <p>Last Updated: 15-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.5M05 The number of people who receive a full healthy homes healthy people / affordable warmth / HHSRS home visit and tailored service	No Data	547	N/A	500	 GREEN
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Shelley Webber - Project Manager Aspirational Target: Progress Comment: Following the launch of Warm Homes Fund, home visits have significantly increased.</p> <p>Last Updated: 20-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.6M06 The number of Council homes receiving energy efficiency measures	650	105	↓	300	 RED
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Shelley Webber - Project Manager Aspirational Target: Progress Comment: Targets have not been met due to Welsh Government funding not being available which would have match funded External Wall Insulation (EWI) schemes. This has limited the number of Council homes benefiting from energy efficiency measures.</p> <p>Last Updated: 14-May-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.1M01 The number of care homes who have implemented the new Progress for Providers Programme	No Data	20	N/A	20	 GREEN
<p>Lead Officer: Nicki Kenealy - Contracts Team Manager Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: Progress Comment: 'Progress for Providers' enables care homes to assess themselves against the Flintshire bronze, silver and gold standards in person-centred care. There is a programme of tools, documentation and training that care homes work through to achieve each standard, with the objective of improving the quality of life and outcomes for people living in residential care. Flintshire have been nominated for a Social Care Accolade for this programme. Our annual target was to enroll 20 homes on the programme this year; we have achieved this, although one care home subsequently closed, leaving 19 active participants.</p> <p>Last Updated: 23-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.2M02 The percentage of care homes registered on the programme that have achieved the bronze standard for Progress for Providers	No Data	52.6	N/A	50	 GREEN
<p>Lead Officer: Nicki Kenealy - Contracts Team Manager Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: Progress Comment: 10 out of the 19 care homes currently enrolled on Progress for Providers have achieved the bronze standard certification. This is a medium term programme, and homes are at different stages. The other 9 homes will continue to work towards the bronze standard in 2018/19.</p> <p>Last Updated: 12-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.3M03 The percentage of care homes that have achieved bronze standard who have also achieved silver standard for Progress for Providers	No Data	0	N/A	25	 RED
<p>Lead Officer: Nicki Kenealy - Contracts Team Manager Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: Progress Comment: 10 care homes are working towards the silver standard, and although none have yet achieved this ambitious target, we would expect some of these homes to achieve silver by March 2019. This will continue to be monitored into the 2018/19 Council Plan.</p>					

Last Updated: 14-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.4M04 Sustaining existing care homes within Flintshire	No Data	26	N/A	26	 GREEN


Lead Officer: Dawn Holt - Commissioning Manager

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:

Progress Comment: There are currently 26 care homes for adults (includes residential, EMI and nursing) in Flintshire. We are sustaining the number of homes in despite the pressures in the market, by concentrated input. However, the market remains volatile.

Last Updated: 10-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.5M05 The percentage occupancy within Flintshire care homes	No Data	95.3	N/A	95	 GREEN


Lead Officer: Dawn Holt - Commissioning Manager

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:

Progress Comment: This is based on vacancy rate in the last week of the quarter. Both the number of residential homes and the occupancy rate have remained stable to date over 2017/18.

Last Updated: 10-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.2.1M01 (PAM/024) Percentage of adults satisfied with their care and support	82	No Data	N/A	85	

Lead Officer: Susie Lunt - Senior Manager, Integrated Services


Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:

Progress Comment: The national outcomes framework is for all people who need care and support and carers who need support, their families and friends, and for all services undertaking social services functions under the Act; e.g. local authorities, social enterprises, co-operatives, user led services, the third sector and the independent sector. As part of the National Outcomes Framework, Welsh Government have developed a series of questionnaires which ask people who receive care and support how they feel about their wellbeing.

Data was collected by local authorities for 2016/17, but because of issues in the first year of collection, Welsh Government decided not to publish. Local Authorities are now in the process of collecting data for 2017/18, with the expectation that the national data will be published in Autumn 2018.

Last Updated: 27-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.2.2M02 The number of extra hours provided for advice and support through the Single Point of Access	40	50	↑	47	 GREEN


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

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:

Progress Comment: Further planned increases to SPOA opening times for weekends will require a relocation of the service.

Last Updated: 19-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.2.3M03 The percentage of employees trained in Person Centred Care in line with the Social Services and Well-being act (Wales) 2014	20	100	↑	25	 GREEN


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

Reporting Officer: Jacque Slee - Performance Lead – Social Services


Aspirational Target:


Progress Comment: We are currently in phase 2 of the programme for Person-Centred Care practice and personal outcomes, as it is rolled out across Wales.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.3.2M02 (PAM/029) Percentage of children in care who had to move 2 or	12.9	9.33	↑	10	 GREEN

more times					
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: Progress Comment: 14 children have moved more than twice since April of this year. For most of these children, moves were in accordance with the child's plan. It is a priority to place children in stable placements wherever possible.</p> <p>Last Updated: 16-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.3.3M03 Percentage of children assessed by CAMHS within 28 days by BCUHB	No Data	100	N/A	95	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: Progress Comment: No data has been provided by Child & Adolescent Mental Health Service at the year-end point. The last position from the Betsi Cadwaladr University Health Board was that there was no waiting list and the end of December 2017.</p> <p>Last Updated: 27-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.1.1M01 Number of adult carers identified.	867	1185	↑	900	 GREEN
<p>Lead Officer: Dawn Holt - Commissioning Manager Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: Progress Comment: Many people who need care and support prefer to be cared for by someone close to them, rather than a paid carer. It is critical that we support unpaid carers, without whom many people would be unable to remain in their own homes through later life. All carers identified are offered an assessment of their needs in their own right, as distinct from the needs of the person they care for, either with ourselves or with one of our commissioned services, according to their preference.</p> <p>Last Updated: 19-Apr-2018</p>					

KPI Title	Previous Year	Actual	Performance	Target	Performance
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	Actual		Indicator Trend		RAG
IP1.5.1.2M02 (PAM/026) Percentage of carers that feel supported	67	No Data	N/A	75	

Lead Officer: Dawn Holt - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: The national outcomes framework is for all people who need care and support and carers who need support, their families and friends, and for all services undertaking social services functions under the Act; e.g. local authorities, social enterprises, co-operatives, user led services, the third sector and the independent sector. As part of the National Outcomes Framework, Welsh Government have developed a series of questionnaires which ask people who receive care and support how they feel about their wellbeing.

Data was collected by local authorities for 2016/17, but because of issues in the first year of collection, Welsh Government decided not to publish. Local Authorities are now in the process of collecting data for 2017/18, with the expectation that the national data will be published in Autumn 2018.

Last Updated: 27-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.2.1M01 (PAM/025) Number of people kept in hospital while waiting for social care per 1,000 population aged 75+	3.01	1.89	↑	1.78	AMBER

Lead Officer: Janet Bellis - Localities Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 1.78
Progress Comment: The Council and the Betsi Cadwaladr University Health Board (BCUHB) work together on a case by case basis to ensure prompt discharge. The target rate is equivalent to 24 delays in the year. There were 25 delays last year, the longest wait being 29 days, the average being 8 days, and the shortest wait being 1 day.


Last Updated: 23-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.3.1M01 Percentage of child protection referrals that result in "no further action".	37.6	30	↑	35	GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 30.00
Progress Comment: Early analysis of the impact of the Early Help Hub on our rate of children's referrals where "No Further Action" was taken indicates that our rate of child protection

referrals resulting in no further action has reduced from 55% to 30%. This suggests that the Early Help Hub is providing support to those families that do not meet the threshold for statutory intervention. A more detailed evaluation of the impact of the Early Help Hub has been commissioned for the forthcoming year.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.4.1M01 The number of dementia cafes in Flintshire	3	10	↑	6	 GREEN

Lead Officer: Dawn Holt - Commissioning Manager


Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 6.00

Progress Comment: Flintshire has 10 dementia cafes (Mold, Buckley, Connahs Quay, Sealand and Queensferry, Saltney, Holywell, Mostyn, Flint) and there is one Alzheimer's Society lead cafe in Broughton. Leeswood has also started a Memory Café.

Last Updated: 13-Apr-2018

Tudalen 55

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.4.2M02 The number of dementia friendly communities in Flintshire	2	4	↑	3	 GREEN


Lead Officer: Dawn Holt - Commissioning Manager

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 6.00

Progress Comment: There are four accredited Dementia Friendly Communities in Fliintshire (Mold, Flint, Buckley and Saltney) and five more are working towards accreditation (Alyn Villages, Holywell, Connahs Quay, Sealand and Ysciefiog).

Last Updated: 23-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.1.1M01 Increased referral rates from services other than Social Services	6	14	↑	30	 AMBER


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

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 30.00

Progress Comment: 14 referrals have been received from other portfolio areas this year. This represents a 57% increase on last year, but has not met our ambitious target. As the action to increase safeguarding awareness is rolled out across the Authority we should see a rise in the number of referrals received from areas outside of Social Services. This total for 2017/18 does not include referrals from Youth Justice to Children's Services.

Last Updated: 14-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.1.2M02 The number of officers who have completed the specialist 'AFTA Thought' safeguarding awareness training.	0	437	↑	350	 GREEN


Lead Officer: Neil Ayling - Chief Officer - Social Services

Reporting Officer: Fiona Mocko - Policy Advisor (Equalities and Cohesion)

Aspirational Target: 700.00

Progress Comment: Two AFTA Thought workshops were delivered in January 2018. A total of 437 employees attended this training during 2017/18, exceeding the original target of 350.

Last Updated: 12-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.2.1M01 Percentage of adult protection enquiries completed within 7 days	75.61	84.32	↑	78	 GREEN


Lead Officer: Jayne Belton - Team Manager - Safeguarding

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:

Progress Comment: Enquiries completed outside the 7 days are those that are not straightforward and are waiting for additional information. New, tighter processes are in place so that less complex enquiries are dealt with within the timescale.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.2.2M02 Percentage of initial child protection conferences due in the year and held within timescales	74	91.06	↑	95	 AMBER


Lead Officer: Jayne Belton - Team Manager - Safeguarding

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:

Progress Comment: The Safeguarding Unit make every effort to schedule conferences within timescales. Seven families in the year had their initial conference delayed, either because of family commitments or because of delays in receiving agency reports.

Last Updated: 16-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.2.3M03 Percentage of reviews of children on the child protection register due in the year and held within timescales	98.1	98.26	↑	98	 GREEN


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

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 98.00

Progress Comment: The Safeguarding Unit make every effort to schedule conferences within timescales when capacity allows. Three families in the year had reviews rescheduled to fit in with court commitments or arrangements for unborn children. One family's conference was due in the Christmas period and was scheduled in early January.

Last Updated: 16-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.3.1M01 The percentage of portfolio senior management teams that have viewed the North Wales Police CSE information videos	No Data	100	N/A	25	 GREEN


Lead Officer: Fiona Mocko - Policy Advisor (Equalities and Cohesion)

Reporting Officer: Fiona Mocko - Policy Advisor (Equalities and Cohesion)

Aspirational Target: 100.00

Progress Comment: All Senior Management Teams have now viewed the videos.

Last Updated: 12-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.4.1M01 Percentage of employees who have completed the level 1 e-	No Data	11.59	N/A	25	 RED

learning training package to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework


Lead Officer: Sian Jones - Public Protection Manager

Reporting Officer: Heather Johnson - Learning and Development Adviser

Aspirational Target: 50.00

Progress Comment: Total number of employees who completed the Welsh Government approved training is 676 . As 60% of employees do not have access to a P.C. or laptop alternative delivery methods such as face-to-face sessions, Chrome and possibly Audio book sessions will continue to be offered. We will continue to promote completion of the e-learning module whenever possible.

Last Updated: 30-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.4.2M02 The number of reported incidents of Domestic Abuse and Sexual Violence	1502	2926	↑	0	 GREEN


Lead Officer: Sian Jones - Public Protection Manager

Reporting Officer: Sian Jones - Public Protection Manager

Aspirational Target:

Progress Comment: Changes to improve the integrity of crime recording processes has led to recording more crime from the same number of public calls, and that other routes for recording crime have improved in their effectiveness, including identifying additional crimes within existing incidents, recording historical offences and third party reports. These changes have affected domestic related crime more than overall victim based crime, with increased amounts of manually created and historical crime being evident. National trends indicate that increases are not isolated to Flintshire but are part of a national picture. This improvement in crime recording and the continuation of dealing effectively with what is recorded should be seen as directly supporting the Police and Crime Commissioner's Police and Crime Plan in wanting greater confidence for victims of domestic abuse in reporting crime, and easier methods of doing so.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.4.3M03 The number of domestic abuse incidents reported to North Wales Police	1101	2483	↑	0	 GREEN

Lead Officer: Sian Jones - Public Protection Manager


Reporting Officer: Sian Jones - Public Protection Manager

Aspirational Target:

Progress Comment: Changes to improve the integrity of crime recording processes has led to recording more crime from the same number of public calls, and that other routes for recording crime have improved in their effectiveness, including identifying additional crimes within existing incidents, recording historical offences and third party reports. These changes have affected domestic related crime more than overall victim based crime, with increased amounts of manually created and historical crime being evident. National trends

indicate that increases are not isolated to Flintshire but are part of a national picture. This improvement in crime recording and the continuation of dealing effectively with what is recorded should be seen as directly supporting the Police and Crime Commissioner's Police and Crime Plan in wanting greater confidence for victims of domestic abuse in reporting crime, and easier methods of doing so.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.4.4M04 The number of incidents of sexual assaults reported to North Wales Police	400	443	↑	0	 GREEN

Lead Officer: Sian Jones - Public Protection Manager

Reporting Officer: Sian Jones - Public Protection Manager




Aspirational Target:




Progress Comment: Changes to improve the integrity of crime recording processes has led to recording more crime from the same number of public calls, and that other routes for recording crime have improved in their effectiveness, including identifying additional crimes within existing incidents, recording historical offences and third party reports. These changes have affected domestic related crime more than overall victim based crime, with increased amounts of manually created and historical crime being evident. National trends indicate that increases are not isolated to Flintshire but are part of a national picture. This improvement in crime recording and the continuation of dealing effectively with what is recorded should be seen as directly supporting the Police and Crime Commissioner's Police and Crime Plan in wanting greater confidence for victims of domestic abuse in reporting crime, and easier methods of doing so.

Last Updated: 20-Apr-2018

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate	Katie Clubb - Community Support Services Manager					Open
<p>Potential Effect: Homelessness remains an area of risk. The lack of suitable, settled accommodation for those on welfare benefits has caused delays in being able to achieve positive outcomes for customers.</p> <p>Management Controls: The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector. We have also been awarded funding to develop a night shelter during the winter months.</p> <p>Progress Comment: Homelessness remains a risk as a result of a number of factors. The introduction of welfare reforms and Universal Credit has created additional barriers to being able to successfully discharge duties to customers. The number of people presenting to the authority for help has increased during each quarter. Vacant posts in the team have been filled and new staff have been fully trained within their roles. This should see more outcomes achieved. Additional funding has been granted to develop Landlord incentives within the private rented sector and also to consider a Housing First pilot.</p> <p>Last Updated: 23-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community needs	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Denise Naylor - Housing Programmes Support Manager				Open
<p>Potential Effect: i) Increase in homelessness ii) Increased pressure on the Housing Options Team iii) Increase in people sleeping rough</p> <p>Management Controls: A Housing Strategy Manager is in post to monitor and manage Section 106 and Social Housing Grant programmes. There are robust programme management arrangements for the Strategic Housing and Regeneration Programme (SHARP)</p> <p>Progress Comment: The Housing Strategy Manager works in partnership with the RSLs (Registered Social Landlords), the SHARP (Strategic Housing and Regeneration Programme) team and developers to inform the type and tenure of any: new build; acquisitions and ultimately identify gaps for future investment. This is achieved through a process of pulling together information from the SARTH (Single Access Route to Housing), the affordable housing register and the Homelessness team, ensuring the demand informs supply. There is a shortfall in affordable housing as identified in the Local Housing Market Assessment, but the housing which is being provided is focused on meeting the needs of those in urgent housing need.</p>						

Last Updated: 18-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing	Jenni Griffith - Flintshire Connects Manager	Denise Naylor - Housing Programmes Support Manager, Suzanne Mazzone - Supporting People Manager	Amber	Amber	↓	Open

Potential Effect: Increased homelessness

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

Progress Comment: Applicants who are affected by bedroom tax are given urgent priority for rehousing to more affordable accommodation.

The proposed property for the shared housing pilot received full planning permission and work has been undertaken to establish demand. Due to Government changes and the withdrawal of plans to introduce shared room rate for under 35s the demand in social housing for shared accommodation has lessened. Applicants contacted expressed a preference for self contained properties and we were unable to establish demand for the shared housing pilot. This will of course have an effect on the demand for affordable one bedroom properties.

Last Updated: 30-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of land supply for council housing construction	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Denise Naylor - Housing Programmes Support Manager	Amber	Green	↓	Closed

Potential Effect: i) Reduction in number of units delivered

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




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




Last Updated: 20-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Capital borrowing limits for council housing	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Denise Naylor - Housing Programmes Support Manager	Amber	Amber	↔	Open
<p>Potential Effect: A reduction in the construction and delivery of Council houses</p> <p>Management Controls: i) Seek unallocated borrowing approvals by Welsh Government ii) seek underspent borrowing approval held by other councils iii) seek increase in borrowing cap with the UK Government through the Growth Deal</p> <p>Progress Comment: Discussions are in progress between the Council and Welsh Government to secure additional borrowing approval. Welsh Government has unallocated borrowing head room for council owned properties. There has been a Welsh Government consultation on the approach to lifting the borrowing cap. Further information will be available in the Summer 2018. For affordable rental properties the NEW Homes Business Plan will explore funding opportunities.</p> <p>Last Updated: 18-Apr-2018</p>						




Tudalen 62




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through Disabled Facilities Grants (DFGs) may not be met due to competing demands on resources	Niall Waller - Enterprise and Regeneration Manager		Amber	Amber	↑	Open
<p>Potential Effect: There will be a reputational risk to the Council if adaptations fail to meet the expectations of customers. This is increased because of the national ranking of performance by Welsh Government.</p> <p>Management Controls: i) Monitoring and management of adaptation cases. ii) Ongoing process review. iii) Continually seek ways to further increase cost-efficiency iv) Increase in budget allocation to meet demand</p> <p>Progress Comment: The performance on DFG timescales has been an area of challenge over time. There are projects underway to improve performance including rolling out use of the new adaptations procurement framework and further process improvements. However, demand upon the DFG budget required a slow down of the least urgent cases in the latter part of 2017/2018 which will impact upon average time scales for DFGs.</p> <p>Last Updated: 16-Apr-2018</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Availability of sufficient funding to resource key priorities	Niall Waller - Enterprise and Regeneration Manager	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager				Open
<p>Potential Effect: Customers will wait longer to receive adaptation work in their homes</p> <p>Management Controls: Monthly monitoring of adaptations budgets and consideration of the business case for an increased budget allocation.</p> <p>Progress Comment: All budgets are monitored monthly to ensure there is sufficient availability for funding key priorities. However, as demography and expectations change with reduced resources the Council is continually reviewing opportunities to meet requirements. The Council was forced to delay the least urgent Disabled facilities Grant (DFG) cases in the latter part of 2017/18 due to demand on the service.</p> <p>Last Updated: 23-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Universal Credit Full Service roll out - negative impact upon Council services	Jen Griffiths - Benefits Manager	Dawn Barnes - Training Officer				Open
<p>Potential Effect: Potential increased in rent arrears and decrease of Council Tax collection. Potential increased risk of homelessness and need for accommodation. Increased demand in existing support services</p> <p>Management Controls: Welfare Reform is undoubtedly impacting services and this is being monitored via the UC Operational Board. Rent Arrears have increased and there is work on-going to identify the reason for this, i.e. is it due to delays in payments or tenants not paying their rent out of their UC money. We are focusing on early identification and intervention and have increased communication across the teams and portfolios to support this work. Council Tax Collection is under pressure, we are unable to directly link this to UC or welfare reform, however, welfare reform will undoubtedly contribute to this. We are currently reviewing the claims process for Council Tax Reduction Scheme to make the process easier and quicker. We have not seen a direct link between presentations for homelessness at this stage, however, this remains a risk and we will continue to provide early intervention to prevent this and monitor the situation closely. In addition, Flintshire's Universal Credit Operational Board is established to bring together all FCC support services that may be impacted to co-ordinate a response and review current practices to maximise support by reducing duplication.</p> <p>Progress Comment: During 2017/18 rent arrears increased and there is work on-going to identify the reason for this. During 2018/19 focus will be on early identification and intervention to prevent the problem from escalating. Council Tax Collection has been under pressure, however, collection rates in 2017/18 have not been impacted. Work will continue to closely monitor Universal Credit impacts on Council Services.</p> <p>Last Updated: 20-Apr-2018</p>						

RISK	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK	CURRENT RISK	TREND	RISK
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TITLE			RATING	RATING	ARROW	STATUS
Demand for advice and support services will not be met	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Supporting People Manager				Open
<p>Potential Effect: The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner.</p> <p>Management Controls: The Flintshire Advice and Support Gateways are ensuring residents in need of help are referred to an appropriate service provider and maximising effective use of resources as far as possible.</p> <p>Progress Comment: During 2017/18 demand has continued to increase for advice and support services within the County. The development of the Welfare Response Team has assisted with the implementation of Universal Credit. Referrals to wider support services increased during the year and increasing numbers of residents are presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits are continuing to work together to develop early intervention strategies.</p> <p>Last Updated: 13-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Debt levels will rise if tenants are unable to afford to pay their rent or council tax	Jen Griffiths - Benefits Manager	Sheila Martin - Income Team Leader				Open
<p>Potential Effect: With the introduction of universal credit and reduction in benefits being paid it is anticipated that tenants will struggle to maintain their payments increasing the level of debts owed to the Council for Rent and Council Tax.</p> <p>Management Controls: Reviews of procedures are being carried out to try and mitigate the impact however a full estimate of impact cannot yet be confirmed.</p> <p>Progress Comment: The first year of Universal Credit full service has resulted in an increase in rent arrears for our tenants. Council Tax collection rates, however, appear to be unaffected at this stage. Work will continue in 2018/19 to target early intervention for tenants claiming Universal Credit to tackle rent arrears and to encourage payment of rent to avoid new or escalating arrears in order to ensure that homelessness is prevented wherever possible and rent collection is maximised.</p> <p>Last Updated: 20-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The local economy will suffer if residents have less income to spend	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Supporting People Manager				Open
<p>Potential Effect: Local economy will suffer as people can only just afford to spend on essential items</p> <p>Management Controls: The council is continuing to support residents to access advice and support to enable them to better manage their financial situation.</p> <p>Progress Comment: Welfare Rights and Supporting People teams worked with residents during the year to explore areas of income maximisation for residents of the county.</p>						




Last Updated: 13-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Delivery of social care is insufficient to meet increasing demand	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Performance Lead – Social Services	Amber	Yellow	↓	Open
<p>Potential Effect: People would be likely to experience increased waiting times or be unable to access services, with a resulting negative impact on the reputation of the Council.</p> <p>Management Controls: Developing the market for residential and nursing care Extending the opening hours for single point of access Implementing Community Resouce Team Developing community resilience Implementing an Early Help Hub for children and families</p> <p>Progress Comment: Recommendations have been approved to explore the extension of Marleyfield (32 beds for intermediate care and discharge to assess). This expansion will also help to support the medium term development of the nursing sector. The Single Point of Access has already extended the time the service is available from in the mornings and work is near completion to extend the closing time and introduce weekend working. The multi agency Early Help Hub for children and families is in operation.</p>						
<p>Last Updated: 23-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand outstrips supply for residential and nursing home care bed availability	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Performance Lead – Social Services	Red	Red	↔	Open
<p>Potential Effect: Increase in hospital admissions and delayed transfers. Increased pressure on primary care services leading to deteriorating relationship with local partners.</p> <p>Management Controls: Working with Corporate colleagues to use capital investment to support the development of our in-house provision. Outcomes from the 'Invest to Save' Project Manager made available together with a short, medium and long term plan to support the care sector. Quick wins from the 'Invest to Save' Project Manager to be implemented. Increase bed and extra care capacity for dementia/ learning disabilities. Develop specialist respite for Early Onset Dementia. Identify and create market change and dynamics, generate more competition, new providers for all ages including children and LD. Assist with local housing (subsidised?) for specified employees in social care i.e. direct care staff. Joint marketing and recruitment campaign, including portals, sharing of candidates, shared approach.</p> <p>Progress Comment: The expansion of Marleyfield to support the medium term development of the nursing sector is ongoing. The re-phasing of Integrated Care Fund capital to fit in with our capital programme has been agreed by Welsh Government. There are several active workstreams, including the development of resources to support the sector, diagnostic</p>						

reviews for providers and a Care Conference which was held in February hosted by Business Wales. A ministerial visit is scheduled for May 2018.

Last Updated: 30-Apr-2018




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Annual allocation of the Integrated Care Fund (ICF) - Short term funding may undermine medium term service delivery	Susie Lunt - Senior Manager, Integrated Services	Jacque Slee - Performance Lead – Social Services				Open

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

Management Controls: Seeking agreement from partners on allocation of funds to deliver medium term services

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

Last Updated: 20-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Early Help Hub cannot deliver effective outcomes	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Performance Lead – Social Services				Closed

Potential Effect: Children and families who do not meet the threshold for a statutory services will not be appropriately directed to alternative services.

Management Controls: Agreed information sharing protocol in place




Activity data in place and scrutinised




Steering body to meet regularly to ensure that resources are being appropriately deployed



Progress Comment: The Early Help Hub now accepts direct referrals from partner agencies and professionals. The Children's Commissioner for Wales has formally agreed to launch the Early Help Hub on June 2018. A positive initial evaluation of the Early Help Hub has been received and it will be presented to the Strategic Board on the 26th April 2018. The evaluation included interviews with families to gain insight on their experience of the Early Help Hub and the outcomes secured for them.

Last Updated: 23-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Rate of increase of adult safeguarding referrals will outstrip current resources	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Performance Lead – Social Services				Open
<p>Potential Effect: National timescales for processing safeguarding enquiries will not be met, resulting in potential delays for people requiring safeguarding interventions and impact on reputation of the Council.</p> <p>Management Controls: Realign response to front door referrals by utilising resources within First Contact and Intake, in order to free up time to allow the Safeguarding Managers to effectively delegate tasks.</p> <p>Progress Comment: Responsibilities within Adult Safeguarding and First Contact and Intake have been realigned, with no additional resource. Safeguarding Managers are able to effectively delegate tasks for high priority cases; this ensures that those enquiries that do not meet timescales are of a lower priority.</p> <p>Last Updated: 13-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Deprivation of Liberty Safeguarding (DoLS) assessment waiting list increases	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Performance Lead – Social Services				Open
<p>Potential Effect: Increased waiting times for DoLS assessments and impact on reputation of the Council.</p> <p>Management Controls: Realignment of responsibilities in the teams to meet increasing demand.</p> <p>Progress Comment: Actions taken to realign the responsibilities of the teams to meet the demands of the increase in adult safeguarding enquiries may have the unwanted effect of increasing the waiting list for DoLS assessments. Work has recently been undertaken to review the individuals awaiting a DoLS assessment. In addition, work is being undertaken to review community DoLS applications and incorporate these within the existing waiting list, and DoLS for children needs to be considered. In due course this will have an impact on the number of cases on the waiting list. The waiting list continues to be actively managed, with urgent and review authorisations being prioritised.</p> <p>Last Updated: 19-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Knowledge and awareness of safeguarding not sufficiently developed in all portfolios	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	Jane M Davies - Senior Manager, Safeguarding & Commissioning				Open
<p>Potential Effect: Employees will not recognise when adults and children are at risk and will not take appropriate action.</p> <p>Management Controls: Safeguarding workshops were held during Safeguarding Week in November 2017 and in January 2018; a safeguarding awareness training programme is now in place ensuring regular training opportunities are available to employees. Safeguarding is also included as part of the induction process.</p> <p>Progress Comment: Safeguarding is included within the corporate induction procedures, ensuring new employees can recognise the signs and know how to make a report. Safeguarding awareness workshops were delivered during National Safeguarding Week in November 2017 and further training was delivered in January 2018. A safeguarding page is</p>						

available on the intranet providing resources to support employees and managers.



Last Updated: 12-Apr-2018



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to implement safeguarding training may impact on cases not being recognised at an early stage.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)		Red	Red	↔	Open
<p>Potential Effect: Employees will not identify potential safeguarding issues. Referrals will not be made through the right channels which may delay investigation or result in evidence being contaminated.</p> <p>Management Controls: Safeguarding training is included in induction programme ensuring all new employees receive training. Attendance on safeguarding training is a standing agenda item on the Corporate Safeguarding Panel.</p> <p>Progress Comment: Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding training is provided regularly ensuring employees have the opportunity to access appropriate training. Types of safeguarding training provided and attendance by Portfolio are monitored at the Corporate Safeguarding Panel.</p>						
Last Updated: 19-Apr-2018						

89 updated 68

2 Ambitious Council



Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 The Regional Economic Growth Deal will be submitted to UK and Welsh Governments this year and will set out the main priorities for economic development across North Wales	Niall Waller - Enterprise and Regeneration Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Council is playing a major role in the development of the Growth Deal for North Wales. The Economic Ambition Board has established working groups to develop each element of the bid including; skills and employment, infrastructure and housing, business growth and transport improvements. Outline business cases for all projects are currently being prepared for submission to both Governments in April 2018.</p> <p>Last Updated: 16-Apr-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site, ensuring developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal.	Niall Waller - Enterprise and Regeneration Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Council is represented on the Deeside Enterprise Zone Board and has provided a supporting function to the Board as required and to businesses in the Enterprise Zone. The Council has provided a responsive support service to potential investors both in the Enterprise Zone and outside. The Council has actively worked with the two landowners for the Northern Gateway site to encourage development to come forward and to steer development towards those investments which offer the greatest value to the economy of Flintshire. Welsh Government have recently announced investment of £20m in the development of the North Wales Advanced Manufacturing Institute which will be located on two campuses in Deeside.</p> <p>Last Updated: 16-Apr-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE	PROGRESS	OUTCOME
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					%	RAG	RAG	
2.1.1.3	Develop a long term strategic approach to Council's economic estate/land	Neal Cockerton - Chief Officer - Housing and Assets	Ongoing	01-Apr-2017	31-Mar-2018	-	 GREEN	 AMBER
ACTION PROGRESS COMMENTS:								
This work stream relates to the need to undertake a strategic review of our industrial and commercial estate to ensure it is fit for purpose, provides key economic drivers, supports the aspirations of the council and supports local business. Work has been commissioned through specialist property advisers and a draft report has been submitted and reviewed by Officers. The final report is being concluded and will be issued to Officers by the end of May 2018. Activity flowing from this report will be considered fully and an action plan developed to manage follow through on key aspects of the report which support and have key linkage to the Councils wider strategic aims and objectives as defined in the Council Plan and Medium Term Financial Strategy.								
Last Updated: 30-Apr-2018								

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG	
2.1.1.4	Expand the scale and quality of apprenticeships both regionally and locally.	Denise Naylor - Housing Programmes Support Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS:								
The Council has produced and distributed a film which encourages people to consider an apprenticeship in a STEM (Science, Technology, Engineering, Maths) field. This has been distributed widely within the county to reach as many young people as possible and has been viewed over 1,791 times via the online link. Building on this success a new film is being produced which focusses on the care services and encourages young people to consider an apprenticeship and future career in this sector. To promote apprenticeships in the construction industry, the Council has been working closely with Wates, the Strategic Housing and Regeneration Programme (SHARP) development partner to recruit apprentices in this sector. Monitoring of apprenticeship numbers attached to the major construction projects continues (Welsh Housing Quality Standards (WHQS) and SHARP) and the Council is engaged with the local college over the provision of learning attached to apprenticeships.								
Last Updated: 23-Apr-2018								

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG	
2.1.1.5	Develop a new approach to supporting town centre vitality and regeneration that maximises their role as shop windows for the County.	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2017	31-Mar-2018	60.00%	 AMBER	 AMBER
ACTION PROGRESS COMMENTS:								
Initial scoping work is underway to look at options for the town centres in Flintshire including learning from other areas. This will continue into 2018/19 as resources are identified for more detailed development work.								

Last Updated: 23-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.6 Ensure that the development of regional and local transport strategy initiatives maximises the potential for economic benefits and improve access to employment and tourism destinations.	Niall Waller - Enterprise and Regeneration Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: The Council developed the Deeside Plan early in 2017 which sets out ambitions for a transport infrastructure that will maximise the potential for economic growth. The Council, in partnership with Welsh Government, is assessing the viability of different options to improve the infrastructure for cars, rail passengers and cyclists. Welsh Government have recently announced investment in the transport infrastructure in Deeside to improve the public transport infrastructure and to develop a new strategic route to link the A494 to the A55.							
Last Updated: 18-Apr-2018							

Tudalen 71

Performance Indicators

No KPIs available

RISKS

Strategic Risk

Tudalen 72

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Infrastructure investment does not keep pace with needs and business is lost to the economy	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	↓	Open
<p>Potential Effect: Infrastructure is essential to facilitating economic growth in Flintshire. If infrastructure is not improved then investment opportunities will be jeopardised and new jobs will not be created. Overloaded infrastructure will also increase the likelihood of business investment being lost to better serviced areas.</p> <p>Management Controls: i) The Council will play a leading role in regional structures promoting economic growth. ii) The Council will set out a clear plan for local infrastructure to meet regional and local needs.</p> <p>Progress Comment: The North Wales Growth Deal will include a package of strategic infrastructure investment projects. At the local level the Deeside Plan sets out a strategy for transport investment to maximise the benefit of economic growth. Welsh Government has already announced major investment in strategic road infrastructure and in public transport to help deliver this strategy.</p> <p>Last Updated: 23-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	↔	Open

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

Management Controls: i) The Council will continue to engage businesses and help them to access support.
ii) The Council will provide opportunities for businesses to network and support one another.

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

Last Updated: 17-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The stability of local and sub-regional economies	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	↔	Open

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

Management Controls: Maintain an intelligence base on potential risks and mitigation measures.

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

Last Updated: 17-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Enterprise and Regeneration Manager	Amber	Yellow	↓	Open

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

Management Controls: Play a major role in the North Wales Economic Ambition Board, Mersey Dee Alliance and the Rail Task Force.



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

Last Updated: 23-Apr-2018

Tudalen 74

3 Learning Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Develop Education and Integrated Youth Services	Vicky Barlow - Interim Senior Manager - School Improvement	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Education and Youth Portfolio has continued to work in partnership with the Regional School Improvement Service (GwE) to achieve the best possible educational outcomes for all learners. The Interim Senior Manager for School Improvement has worked collaboratively with the GwE Core Leads for Primary, Special and Secondary schools to provide targeted support for schools. Priorities have been focused on improving wellbeing and standards by developing curriculum and assessment, improving teaching and learning and building leadership capacity. Flintshire schools have had access to an increased professional development offer through GwE which also now includes a regional offer for the development of digital competency.

Last Updated: 17-Apr-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Enhance skills to improve employment opportunities	Jeanette Rock - Principal Education Officer Inclusion	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

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

Last Updated: 25-Apr-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE	PROGRESS	OUTCOME
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					%	RAG	RAG
3.1.1.3 Implementing the Welsh Government pilot of the 30 hour childcare offer.	Gail Bennett - Early Intervention Services Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The initial Early Implementation Schedule is complete. Weekly, monthly and termly monitoring reports are sent to Welsh Government. There are three grants; Administration, Childcare Settings, and Special Educational Needs. The application process is electronic and can only be accessed if the child is living at an address in an eligible area. Since September 2017 payments to Settings have been processed in a timely manner. Expansion has been made into other areas. Requests have been made to Welsh Government for full expansion to cover all of Flintshire from April 2018. Welsh Government have acknowledged Flintshire's effective implementation of this pilot.

Last Updated: 18-Apr-2018


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.4 Families First Collaborative Programme	Ann Roberts - Families First Lead / Youth Services Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN


ACTION PROGRESS COMMENTS:


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

Last Updated: 18-Apr-2018

Performance Indicators


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP 3.1.1.10 M10 (PAM/008) Percentage of pupil attendance in secondary schools	94.3	93.9	↓	94.9	 AMBER
<p>Lead Officer: Jeanette Rock - Principal Education Officer Inclusion Reporting Officer: Jeanette Rock - Principal Education Officer Inclusion Aspirational Target: Progress Comment: Levels of authorised absence have increased across secondary schools. There has been an increase in the levels of individuals accessing specialist intervention who struggle to engage and also an increase in the levels of exclusion across schools. These factors combined with illness and holidays has resulted in the overall reduction in attendance.</p> <p>Last Updated: 17-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.11M11 (PAM/009) Percentage of year 11 leavers not in education, training, or employment.	1.1	1.7	↓	1.1	 AMBER
<p>Lead Officer: Jeanette Rock - Principal Education Officer Inclusion Reporting Officer: Jeanette Rock - Principal Education Officer Inclusion Aspirational Target: Progress Comment: Levels of Year 11 leavers not in education, training or employment (NEET) remain low. There is a slight increase compared with last year (six individuals) who were not in an outcome; the majority of these were Tier 2 - Individuals who were unable to engage.</p> <p>Last Updated: 18-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.12 M12 Percentage reduction in first time entrance to the youth justice system	3	25	↑	15	 GREEN
<p>Lead Officer: James Warr - Youth Justice Manager Reporting Officer: Louisa Greenly - Performance Management & Information Officer Aspirational Target: 20.00</p>					

Progress Comment: There were six First Time Entrants in this period. This was the same as in the previous reporting period and a small reduction from the same period in 2016/17 which saw eight First Time Entrants. The reduction equates to 25% due to the small numbers in the cohort. The Bureau process together with collaboration with the Early Help Hub has maintained the focus on identifying and assessing those young people most at risk of offending, and diverting them away from the criminal justice system through interventions and family support. Interventions may include looking at diversion away from anti-social behaviour, anger management, looking at the consequences of crime and victim empathy sessions.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.13 M13 The percentage of young people under 16 years old in the youth justice system offered education, training or employment.	71	79	↑	80	


Lead Officer: James Warr - Youth Justice Manager

Reporting Officer: Louisa Greenly - Performance Management & Information Officer

Aspirational Target:

Progress Comment: 79% of the young people of statutory school age who had open programmes (prevention and statutory) were in receipt of 25 hours Education, Training and Employment (ETE). The service maintains close links with colleagues in Education and quickly identifies through assessment where ETE provision may be an issue. The Youth Justice system will work towards securing education and training placements according to the individual needs of the child, acknowledging that in some cases, 25 hours is not appropriate.

Last Updated: 19-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.14 M14 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	14.5	51	↑	60	

Lead Officer: James Warr - Youth Justice Manager


Reporting Officer: Louisa Greenly - Performance Management & Information Officer

Aspirational Target: 80.00

Progress Comment: It is always a challenge to facilitate a return to education in those young people above statutory school age, particularly those in the Youth Justice arena. The service has developed links with education providers and colleges across the region. The Youth Justice Service encourages these young people back into training and education by offering alternatives to mainstream school or college. For example, those young people completing unpaid work programmes are able to complete vocational qualifications in Health and Safety, Construction etc. as well as completing CV's and application forms, with the aim of improving their employability and therefore, deterring them from future offending.

Last Updated: 19-Apr-2018

KPI Title	Previous Year	Actual	Performance	Target	Performance
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	Actual		Indicator Trend		RAG
IP3.1.1.15 M15 The percentage of attendance across the portfolio PRU	64	68.1	↑	70	 AMBER


Lead Officer: Chris Shaw - Head Teacher - PRU

Reporting Officer: Chris Shaw - Head Teacher - PRU

Aspirational Target: 75.00

Progress Comment: There was an overall increase in the attendance across the Portfolio of Pupil Referral Units (PPRU) in 2016/17 as compared with the previous academic year. Despite not reaching the target, this is a positive outcome as the pupils attending the provision have a range of complex needs which can impact on their ability to sustain engagement with academic provision. As in previous years, the lowest attendance rates remain within the secondary sector of the PPRU and work has been undertaken to implement a revised curriculum to support increased engagement in 2017/18.

Last Updated: 23-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.16M16 The percentage of year 13 learners who complete level three Courses in Maths within Flintshire Schools	27	No Data	N/A	29	


Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement

Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement

Aspirational Target: 30.00

Progress Comment: This was a new performance measure introduced during the current cycle. The percentage of year 13 learners who completed level 3 in 2017 was used as the baseline data to set the target. The outcome data for this performance indicator will not be available until August 2018.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.17M17 The percentage of year 13 learners who complete level three courses in Science within Flintshire Schools	16	No Data	N/A	18	


Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement

Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement

Aspirational Target: 20.00

Progress Comment: This was a new performance measure introduced during the current cycle. The percentage of year 13 learners who completed level 3 in 2017 was used as the baseline data to set the target. The outcome data for this performance indicator will not be available until August 2018

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.1M01 (PAM/003) Percentage of pupils achieving the expected outcome at the end of the Foundation Phase (FPOI)	86.9	89.5	↑	89.9	 GREEN


Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement

Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement

Aspirational Target: 90.80

Progress Comment: Outcomes in the Foundation Phase made good progress in 2017 in all indicators at the expected level. The performance of Flintshire schools was 2.2% above the 2017 national average for Wales. Flintshire's ranked position was 5th out of the 22 Local Authorities, with an improvement of eight ranked places from 2016.

Last Updated: 30-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.2M02 Percentage of pupils who receive free school meals, achieving the expected outcome at the end of the Foundation Phase (FPOI)	71.5	75.7	↑	78.7	 AMBER


Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement

Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement

Aspirational Target:

Progress Comment: The performance of pupils entitled to free school meals improved by 4.2% on 2016. This remains a key focus area for improvement in order to further reduce the gap between the performance of pupils entitled to free school meals and those who are not.

Last Updated: 12-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.3M03 (PAM/004) Percentage of pupils achieving the expected outcome at the end of key stage 2. (CSI)	90.1	91	↑	91.3	 GREEN


Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement


Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement


Aspirational Target: 93.10

Progress Comment: Outcomes in key stage 2 made good progress in 2017 at the expected level. Performance in 2017 has improved by 3.1% from 2015. This is equal to the expected benchmarked position nationally.

Last Updated: 12-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.4M04 Percentage of pupils who receive free school meals, achieving the expected outcome at the end of key stage 2. (CSI)	82.3	77.9	↓	74.7	 GREEN
<p>Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement Aspirational Target: 93.10 Progress Comment: The performance of pupils entitled to free school meals is lower than in the previous year but is above the target set for this cohort. This remains a key focus area for improvement in order to further reduce the gap between the performance of pupils entitled to free school meals and those who are not.</p>					
Last Updated: 24-Apr-2018					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.5M05 (PAM/005) Percentage of pupils achieving the expected outcome at the end of key stage 3. (CSI)	88.27	89.5	↑	90.9	 AMBER
<p>Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement Aspirational Target: 93.30 Progress Comment: Outcomes in key stage 3 made good progress in 2017 at the expected level. Flintshire's ranked position was 5th out of the 22 Local Authorities with an improvement of one place from 2016.</p>					
Last Updated: 12-Apr-2018					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.6M06 Percentage of pupils who receive free school meals achieving the expected outcome at the end of key stage 3.	76.2	71.7	↓	80.2	 AMBER

Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Aspirational Target: 82.10

Progress Comment: The gap between pupils entitled to free school meals and those who are not achieving the expected outcome at Key Stage 3 had been closing steadily over the last five years however, the performance of pupils entitled to free school meals has fallen by 4.5% on 2016. This remains a key focus area for improvement.

Last Updated: 19-Apr-2018


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.7M07 (PAM/006) Percentage of pupils achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths	61.5*	57	↓	59.9*	 AMBER

Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Aspirational Target: 86.00

Progress Comment: Performance for this key indicator at Key Stage 4 placed Flintshire 9th across Wales. Changes in the content, structure and assessment methodology of some GCSE examinations, including English, Welsh and mathematics, which are being reported for the first time this year, have impacted on the overall results across Wales for 2017. These changes make it difficult to make meaningful comparisons to the results from 2016.

Last Updated: 12-Apr-2018


* These figures differ from data contained in the 'How we measure' document to rectify an error in the original data


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.8M08 Percentage of pupils who receive free school meals achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths	33.1	25.2	↓	38.6	 RED


Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Aspirational Target:

Progress Comment: Pupils entitled to free school meals achieved below the Wales average in 2017 for this indicator at Key Stage 4. This remains a key focus area for improvement.

Last Updated: 12-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.9 M09 (PAM/007) Percentage of pupil attendance in primary schools	94.7	94.8	↑	95.3	 AMBER
<p>Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement Aspirational Target: Progress Comment: There has been a slight increase in attendance across the Primary sector as compared with last year. The key reasons for absence remain pupil illness and holidays.</p> <p>Last Updated: 17-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2.1M01 The number of training opportunities created through major capital programmes	32	20	↓	9	 GREEN
<p>Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager Reporting Officer: Denise Naylor - Housing Programmes Support Manager Aspirational Target: Progress Comment: A variety of work experience opportunities and placements have been generated through the Strategic Housing and Regeneration Programme (SHARP) throughout the year providing construction site experience. A Building Futures programme which ran in partnership with Wates and Flintshire Communities First provided work skills and construction site experience leading to successful employment outcomes for all participants. Construction site experience is coming to an end for two further trainees and through a joined up approach support is being provided to help gain permanent employment.</p> <p>Last Updated: 24-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2.2M02The number of apprenticeships started during 2017/18 through major capital programmes	15	13	↓	10	 GREEN
<p>Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager Reporting Officer: Denise Naylor - Housing Programmes Support Manager Aspirational Target: Progress Comment: The number of apprenticeships started through the Strategic Housing and Regeneration Programme (SHARP) and Welsh Housing quality Standards (WHQS) major capital schemes during 2017/18 reached 13. All apprenticeships relate to the construction industry Levels 2 and 3 in a range of subjects including Joinery, Brickwork, Scaffolding and Electrical. Overall, 43 construction apprenticeships have been generated since SHARP and WHQS started.</p>					

Last Updated: 24-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.3.1M01 The number of registered settings to deliver the Childcare offer	No Data	163	N/A	122	 GREEN


Lead Officer: Gail Bennett - Early Intervention Services Manager

Reporting Officer: Gail Bennett - Early Intervention Services Manager

Aspirational Target:

Progress Comment: 163 early years childcare providers are registered for the Offer, with a mixed economy of private day nurseries, playgroups and child-minders. Approximately 50% are active as all settings interested have been advised to register in preparation for full roll out. Work is being carried out with the providers to ensure their retention and sufficiency in the Sector.

Last Updated: 24-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.3.2M02 The number of children accessing the Childcare offer	No Data	564	N/A	748	 AMBER

Lead Officer: Gail Bennett - Early Intervention Services Manager

Reporting Officer: Gail Bennett - Early Intervention Services Manager

Aspirational Target:

Progress Comment: As an Early Implementer Authority, one of seven in Wales, Flintshire has had a phased rollout, with each electoral ward being approved by Welsh Government and Cabinet (initial areas, plus two expansions in November and January). The aspirational target of 748 was established by Welsh Government using a predictive take-up formulae, which was unknown due to the number of variables. The Flintshire calculated target was 441 based upon the electoral wards approved by Welsh Government for 2017/18. The number of applications received from September to March 2018 was 564 digital applications – this is the highest single authority figure for Wales. Of the 564 applications received, 514 applications were approved; 7 deemed ineligible; and 43 pending awaiting further information from parents. Families have benefited in financial terms by £622,134, with a further £29,576 funding special education needs. In March, £140 972 was paid to the childcare sector for eligible families. Due to the success of early implementation in Flintshire, the Childcare Offer will be available across the whole Authority effective 1 May 2018.

Last Updated: 14-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
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IP3.1.4.1M01 The number of people accessing the Families First programme

7700

5554



6200



Lead Officer: Ann Roberts - Families First Lead / Youth Services Manager

Reporting Officer: Ann Roberts - Families First Lead / Youth Services Manager

Aspirational Target:

Progress Comment: The Families First Programme came to the end of its initial five year cycle at the end of 2017/18. A new programme has been re-commissioned and refocuses projects to engage with the three service areas of Parenting, Services to Young People, and Disability. Projects were required to go through a competitive procurement process on a new consortia basis to retain an interest in working with Families First. The drop in interventions in the final quarter was mainly due to a nil return from one provider due to staffing changes but was also affected by projects undertaking either exit strategy tasks or using time & resources to re-shape / re-imagine provision in readiness for the new Families First programme commencing in April 2018.

Last Updated: 18-Apr-2018

Tudalen 86

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Those schools who do not recognise their need for improvement and external support	Vicky Barlow - Interim Senior Manager - School Improvement	Jeanette Rock - Principal Education Officer Inclusion	Amber	Amber	↓	Open
<p>Potential Effect: Downturn in school performance and under achievement . Increase in the number of schools in Estyn category of concern/need of significant improvement</p> <p>Management Controls: The Council will work with schools through the Schools Standards Monitoring Group. Challenge and support will be provided through the regional school improvement partner GwE</p> <p>Progress Comment: The Council has a Service Level Agreement in place with GwE - the regional school improvement service. Fortnightly Quality Board meetings are in place between the Senior Manager for School Improvement and GwE Core Leads for primary and secondary. There is also a half -termly Local Authority Standards Board. The Council is represented at the regional Quality Board for standards and the GwE Management Board. Annual review of categorisation process for all schools has been completed with no appeals from schools in the local authority. Business plans are reviewed regularly.</p>						
<p>Last Updated: 19-Apr-2018</p>						

Tudalen 87

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Leadership capacity does not match school needs	Vicky Barlow - Interim Senior Manager - School Improvement	Jeanette Rock - Principal Education Officer Inclusion	Amber	Amber	↓	Open
<p>Potential Effect: Reduced stakeholder confidence in Education services. Downturn in school performance and under achievement . Increase in the number of schools in Estyn category of concern/need of significant improvement</p> <p>Management Controls: The Council will work with schools through the Schools Standards Monitoring Group. Leadership development will be provided through the regional school improvement partner GwE for leadership across the system at all levels. School Governor development programme. Schools collaborate and federate Bespoke Leadership development programme in place for schools through the Regional School Improvement Service - for current and aspiring leaders at all levels.</p> <p>Progress Comment: Each primary, secondary and special school has support through a designated Supporting Improvement Adviser. The Regional School Improvement Service (GwE) leadership development programme is being further developed for across the region and with bespoke programme developing for Flintshire schools which is being offered during the spring term. This is for current and aspiring leaders at all levels. Focused professional development has been offered during 2017 - 2018 for Deputy Headteachers and Acting Headteachers. New and Acting Headteachers are also engaged in the regional development programme for new headteachers. Support is provided to Governing Bodies through Local Authority / GwE partnership protocol for recruitment to senior leadership posts.</p>						

Last Updated: 19-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Impact of Additional Learning Needs reforms	Jeanette Rock - Principal Education Officer Inclusion	Vicky Barlow - Interim Senior Manager - School Improvement				Open

Potential Effect: Schools and the Local Authority are unable to meet the requirements placed on them by the forthcoming Additional Learning Needs and Education Tribunal (Wales) Bill resulting in the need for additional resource in terms of specialist services and provision.

Management Controls: Portfolio Strategy 2016/17 to map out progress of the legislative reforms and facilitate a timely response.

Use of Welsh Government Innovation Project funding to develop awareness and skills of key school-based staff and Local Authority Officers ahead of the implementation of the Bill.

Progress Comment: Following a halt in the progress of the Additional Learning Needs (ALN) and Education Tribunal (Wales) Bill before the Summer break, this is now progressing and Stage 2 of the legislative process has been completed. The Bill will now move into Stage 3 for detailed consideration by all Assembly Members. Work continues on the Draft Code of Practice alongside the progression of the Bill and four ALN Transformation Leads have recently been appointed to support Local Authorities, schools and other agencies to be ready for the reforms. The anticipated implementation date is 2019 and as a result the potential financial risk associated with the reforms is low for 2017/18 but careful monitoring needs to continue given the possible future implications.

The Bill received Royal Assent in January 2018 and became the Additional Learning Needs and Education Tribunal (Wales) Act 2018. The implementation date has been revised to September 2020, with 2019 being the publication date for the draft Code of Practice. Four regional ALN Transformational Leads have been appointed to oversee and support the implementation of the Act and they took up post in March. An audit tool has been generated for local authorities to complete; this will give greater insight into the risks posed by the Act across the intervening two year period prior to implementation in 2020.

Last Updated: 23-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future	Vicky Barlow - Interim Senior Manager - School Improvement	Niall Waller - Enterprise and Regeneration Manager				Open

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

Management Controls: Encourage links between schools and local companies. Develop initiatives both locally and regionally to reduce the gap between young peoples' aspirations and the labour market, especially in Science, Technology, Engineering & Maths (STEM) topics and enterprise.

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

Last Updated: 16-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sustainability of funding streams	Claire Homard - Senior Manager - School Improvement	Vicky Barlow - Interim Senior Manager - School Improvement	Red	Red	↔	Open

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

Management Controls: Intelligence on grant regime

Progress Comment: The sustainability of grant funding remains a major and live risk. The Council has received notification of an 7.69% cut to the Education Improvement Grant, resulting in a real terms reduction of approximately quarter of a million pounds. This grant funds a range of posts within schools e.g. Foundation Phase Support Staff and central service delivery within the portfolio. There is limited guidance available at the current time from Welsh Government (WG) to be able to strategically plan for the implementation of this cut. Additionally, other grants e.g. Small and Rural School grant which was made available this year do not appear on the grant schedule for 2018/19. The School Uniform Grant for yr 7 pupils entitled to Free School Meals has also been withdrawn without prior notification, leaving a potential cost pressure for the Council or schools to absorb. There remains considerable concern about the future of the Minority Ethnic Achievement Grant (MEAG) as Welsh Government advised it had been transferred into the Revenue Support Grant. The Welsh Local Government Association (WLGA) have challenged this and discussions at the highest level at WG are continuing. Currently only £7.5m of the original £12.5m grant for all Local Authorities in Wales has been confirmed. A cut in funding will result in reduced service delivery in the portfolio, where demand for pupil support is increasing.

Last Updated: 09-May-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Numbers of school places not matching the changing demographics	Damian Hughes - Senior Manager, School Planning & Provision	Vicky Barlow - Interim Senior Manager - School Improvement	Red	Red	↔	Open

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

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



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



Last Updated: 12-Apr-2018



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Damian Hughes - Senior Manager, School Planning & Provision	Vicky Barlow - Interim Senior Manager - School Improvement	Red	Red	↔	Open
<p>Potential Effect: The fabric of Education and Youth buildings will continue to decline</p> <p>Management Controls: Continuation of School Modernisation Programme, Continuation of Repairs & Maintenance planned maintenance programme, Capital Business Cases for School improvement, implementation of Band A and Band B 21st Century Schools programmes</p> <p>Progress Comment: Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also i) Support a reduction of unfilled places ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership iii) Ensure that the condition and suitability of the school estate is improved. Additionally, in future years capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme.</p>						
<p>Last Updated: 12-Apr-2018</p>						

Tudalen 90

4 Green Council Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Improve, protect and enhance the built environment	Lynne Fensome - Support Manager Environment	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: The Draft Flintshire Built Heritage Strategy was presented to the Planning Strategy Group in March 2018 where it was endorsed and agreed for further development of the strategy to prepare it for wider stakeholder and public consultation.</p> <p>Last Updated: 20-Apr-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals.	Lynne Fensome - Support Manager Environment	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We have completed all projects set out within the Environment and Sustainable Development grant application, including flood defence, biodiversity duty and green-space enhancement. The allocation of the grant is also being used to deliver Flintshire's Greenspace Strategy, improve green-space facilities to encourage access, enjoyment and well-being and to facilitate engagement through arts in the community.</p> <p>Last Updated: 13-Apr-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Maximising the potential of Council assets for energy efficiency: Control/reduction of Council energy consumption and thereby cost.	Sadie Smith - Energy Conservation Engineer	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The battery storage system at Ysgol Abermorddu is due to be completed by the end of April 2018. It will be operational for the peak generation period across the summer. The</p>							

potential for battery storage at Brookhill and Standard solar farms/landfills is being explored. A contractor has been appointed to carry out lighting upgrades to seven schools and Wepre Park Visitors Centre which will be completed during the summer. The lighting project at Westwood Primary School was completed and has been converted to LED. To facilitate better control of heating and hot water a number of sites can now gain remote access to the heating systems. This also allows Officers to check that heating systems are turned off during school holidays. Heating control systems have been upgraded in Bryn Garth CP School, Northop Hall CP School, Westwood CP School and Aston Family Centre. The business case and financial modelling for solar PV at Flint Landfill and Crumps Yard is in progress and the final business cases will be presented to Cabinet in June 2018.



Last Updated: 27-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.	Harvey Mitchell - Waste and Ancillary Services Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

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


Last Updated: 02-May-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.5 Strengthen regional air quality collaboration to help promote better health and well-being outcomes	Sian Jones - Public Protection Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A regional air quality assessment on behalf of the North Wales local authorities has been undertaken which meets our statutory requirements by submitting the report to Welsh Government by 30th September 2017. The need to develop a local strategy has been highlighted by the Public Services Board, and work is underway to identify how Flintshire can further improve air quality. The Environment theme has now been adopted as a priority for the Public Services Board and the Flintshire Well-being Plan is due to be published in May 2018.

Last Updated: 25-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.6 Identification of the Local Development Plan preferred strategy	Lynne Fensome - Support Manager Environment	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	



ACTION PROGRESS COMMENTS:

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

Last Updated: 25-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.1 Access and use available grant funding to support Council priorities for accessing employment, health and leisure and education.	Katie Wilby - Transportation and Logistics Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

All work for 2017/18 has been completed in line with grant funding awarded for the Local Transport Fund and Local Transport Network Fund; active travel scheme designs (cycling/walking) on Zone 3; traffic modelling, business case development and outline scheme designs for B5129 bus corridor; Quality Bus Partnership workshops and development; public transport infrastructure and vehicle procurement in Deeside. Additional funding is required for 2018/19 to undertake additional schemes and complete work on existing schemes.

Last Updated: 02-May-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.2 Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.	Barry Wilkinson - Highways Networks Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

The highway network has been reviewed and assessed for investment need and repairs. The capital programme for preventative maintenance has been developed, tendered and implemented across the network.


Last Updated: 15-Jan-2018


66 Helen 93


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.3 Work closely with the communities to develop innovative and sustainable community based transport schemes.	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2018	85.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: Pilot schemes are underway in Higher Kinnerton-Broughton; Penyffordd-Buckley; Northop Hall-Connah's Quay and Treuddyn-Llanfynydd. Work is ongoing with the Town/Community Councils in Holywell, Trelawnyd, Carmel, and Whitford to develop the remaining pilot schemes. Next steps to develop the strategic core bus network and longer term local transport arrangements to be agreed during 2018/19.</p> <p>Last Updated: 02-May-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.4 Deliver a compliant, safe and integrated transport service	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2018	80.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: The Integrated Transport Unit (ITU) has administered a transformational review of the Council's passenger transport services over the last 2 years to ensure that all routes are compliant. The service has moved to a new method of procurement known as a Dynamic Purchasing System (DPS), allowing new suppliers to apply to join at any point during its lifetime. Work is underway with Procurement team to develop Proactis system as a contract management tool to monitor contractor performance, health and safety compliance, risk assessments, driver DBS (criminal records) checks, and insurance checks. Further work is required during 2018/19 for re-procurement of college transport routes (Coleg Cambria) and mandatory training for operators, drivers, and passenger assistants.</p> <p>Last Updated: 02-May-2018</p>							

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.3.1M01 Percentage of environmentally efficient front line operational vehicles to Euro 6 standard.	No Data	89.35	N/A	80	 GREEN
<p>Lead Officer: Lynne Fensome - Support Manager Environment Reporting Officer: Barry Wilkinson - Highways Networks Manager Aspirational Target: Progress Comment: A schedule is in place to re-new the majority of vehicles to Euro 6 Standard. The size of the fleet will reduce over time due to more efficient utilisation of the current fleet providing efficiencies for the Council.</p> <p>Last Updated: 01-May-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.3.2M02 Number of street furniture and street light units replaced with LED lighting.	No Data	10799	N/A	6000	 GREEN
<p>Lead Officer: Lynne Fensome - Support Manager Environment Reporting Officer: Darell Jones - Operations Manager (North and Streetlighting) Aspirational Target: 6000.00 Progress Comment: The total number of lanterns replaced over the year is 10,799. The number of lanterns changed has exceeded target and will allow the project to be delivered within the projected timeframe the final amount of lanterns will be installed during April and May 2018. Energy and CO2 savings are being realised as reported by our energy supplier with savings in real terms being made as predicted. A 16% increase in base energy costs has been placed upon the service by the energy supplier which is effecting the actual amount saved yet the kWhrs savings is being seen. Phase two of the lantern replacement programme will commence shortly with a view to change a further 6,500 LED Lanterns.</p> <p>Last Updated: 25-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.3.3M03 Reduce our carbon footprint across our Council buildings (non housing)	3.69	34.48	↑	4	 GREEN
<p>Lead Officer: Lynne Fensome - Support Manager Environment Reporting Officer: Sadie Smith - Energy Conservation Engineer</p>					

Aspirational Target:

Progress Comment: figures are weather correct and represent a whole year saving (April 17-March 18). The percentage reduction can be attributed to:

- i) The transfer of leisure centres and libraries to Aura who were historically high consumers of energy.
- ii) The transfer of heating fuel at Ysgol Terrig and Ysgol Parc y Llan from LPG to natural gas has contributed to the reduction as LPG has a higher carbon emission factor than gas.
- iii) The general reduction in the number of assets has had a positive effect, for example, the closure of two schools and community asset transfers.
- iv) the transfer of a number of social services sites to another organisation
- v) ongoing savings from energy efficiency and renewable energy technologies
- vi) the colder weather in February and March has meant that the weather correction factor for 17/18 was higher than the baseline figure in 2007/08. This has not been the case for the last few years where winters have been mild; so weather correction has had no effect on the heating consumption data.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.4.1M01 (PAM/030) Percentage of waste reused, recycled or composted	68.13	69.12	↑	68	 GREEN

Lead Officer: Lynne Fensome - Support Manager Environment

Reporting Officer: Harvey Mitchell - Waste and Ancillary Services Manager

Aspirational Target:

Progress Comment: Data for year-end is not yet available as it will not be validated by Welsh Government until June 2018. Data that has been entered is indicative based on past trends.

Last Updated: 02-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.4.2M02 Average recycling rate across all HRC sites	77	77.52	↑	80	 AMBER

Lead Officer: Lynne Fensome - Support Manager Environment


Reporting Officer: Harvey Mitchell - Waste and Ancillary Services Manager


Aspirational Target:


Progress Comment: Data for year-end is not yet available as it will not be validated by Welsh Government until June 2018. Data that has been entered is indicative based on past trends.

Last Updated: 02-May-2018


KPI Title	Previous Year	Actual	Performance	Target	Performance
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	Actual		Indicator Trend		RAG
IP4.2.1.1M01 The number of projects and services delivered through national grant funded schemes	No Data	6	N/A	6	 GREEN
<p>Lead Officer: Lynne Fensome - Support Manager Environment Reporting Officer: Lee Shone - Road Safety Officer Aspirational Target: Progress Comment: Of the 5 Welsh Government funded schemes two were funded through 'Safe Routes In Communities' and three were funded through the Road Safety Grant. An additional Safer Routes scheme was provided through Slippage funding which was awarded late in the financial year.</p> <p>Last Updated: 27-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.1M01 (PAM/020) Percentage of A roads in overall poor condition	1.5	1.3	↑	5	 GREEN
<p>Lead Officer: Lynne Fensome - Support Manager Environment Reporting Officer: Steven Parry - Technical Officer Aspirational Target: Progress Comment: Scanner Surveys of road conditions took place in October 2017 and findings made available to the Council in November 2017. These results show a slight improvement overall on the previous year.</p> <p>Last Updated: 02-May-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.2M02 (PAM/021) Percentage of B roads in overall poor condition	1.3	1.1	↑	5	 GREEN
<p>Lead Officer: Lynne Fensome - Support Manager Environment Reporting Officer: Steven Parry - Technical Officer Aspirational Target: Progress Comment: Scanner Surveys of road conditions took place in October 2017 and findings made available to the Council in November 2017. These results show a slight improvement overall on the previous year.</p> <p>Last Updated: 02-May-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.3M03 (PAM/022) Percentage of C roads in overall poor condition	5	5.3	↓	7	 GREEN
<p>Lead Officer: Lynne Fensome - Support Manager Environment Reporting Officer: Steven Parry - Technical Officer Aspirational Target: Progress Comment: Scanner Surveys of road conditions took place in October 2017 and findings made available to the Council in November 2017. These results show a slight increase in C roads in poor condition from the previous year.</p> <p>Last Updated: 02-May-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.4M04 Percentage of inspections undertaken to ensure reinstatements meet the required standards	14.25	17.59	↑	14	 GREEN
<p>Lead Officer: Lynne Fensome - Support Manager Environment Reporting Officer: Lynne Fensome - Support Manager Environment Aspirational Target: Progress Comment: These inspections are undertaken while roadworks are taking place to ensure satisfactory completion. Any non-conformities are identified and rectified while the initial works take place, reducing the need for remedial works in the future. The percentage of inspections undertaken during quarter 4 have increased, this is because of the number of major utility schemes currently taking place and significant utility activity on our highway network . Resources have been allocated to this task to ensure roadworks taking place are carried out to specification.</p> <p>Last Updated: 25-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.3.1M01 The number of community based transport schemes developed against plan	1	4	↑	5	 AMBER
<p>Lead Officer: Lynne Fensome - Support Manager Environment Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager Aspirational Target: Progress Comment: Four of the five community transport schemes are now operational and established. They are; Higher Kinnerton to Broughton Retail Park (commenced February 2017); Northop Hall to Connahs Quay (commenced August 2017); Penyffordd to Buckley (commenced October 2017); Cymau to Broughton Retail Park (commenced November 2017).</p>					

The fifth scheme, to serve the rural communities in the Holywell area, is designed and has been agreed with Holywell Town Council and is set to begin in May/June 2018. The scheme was put on hold until the delivery of the Council's own minibuses purchased with a grant from the Rural Communities Development Fund.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.4.1M01 Percentage of contracts awarded that are financially compliant	No Data	86.95	N/A	100	 AMBER

Lead Officer: Lynne Fensome - Support Manager Environment


Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager

Aspirational Target:

Progress Comment: 278 routes (school, adult social care, local bus routes) have been through a compliant tendering exercise.

Last Updated: 27-Apr-2018

Tudalen 99

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.4.2M02 The percentage of safety compliant checks delivered	No Data	75.68	N/A	100	 AMBER

Lead Officer: Lynne Fensome - Support Manager Environment

Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager

Aspirational Target:

Progress Comment: 75.68% of safety compliant checks have now been completed. Daily monitoring and compliance checks are taking place on site at schools and day care centres.

Last Updated: 27-Apr-2018

Tudalen 100

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of the Single Environment Grant	Tom Woodall - Access and Natural Environment Manager	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open
<p>Potential Effect: Income targets not met Potential reduction could impact staffing resource to maintain service delivery</p> <p>Management Controls: Raised as a pressure for 2017/18.</p> <p>Progress Comment: Welsh Government have reduced the Environmental and Sustainable Development grant by £110k for 2017/18. This was better than the forecasted expectation therefore the allocations across the two portfolios have been maintained and projects continue to be delivered. However this remains a risk in that the quality of the bid submissions needs to be maintained to ensure full draw down of the grant. Further reductions for 2018/19 will again lead to a potential reduction in services that can be delivered. We await the notification of the grant for 2018/19.</p> <p>For 2018/19 waste and flood allocations are to be removed from the Single Revenue Grant (SRG) . Resources will be allocated to support Local Environment Quality (LEQ) and Natural Resources Management (NRM) through the existing SRG mechanism .</p> <p>Last Updated: 13-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid	Sadie Smith - Energy Conservation Engineer	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open
<p>Potential Effect: Failure to meet Carbon Reduction target</p> <p>Management Controls: Continue to review the availability of sites</p> <p>Progress Comment: We are continuing with an ongoing review of the available sites, particularly in terms of the agricultural estate and the viability of these sites. Two sites have been prioritised as the most suitable sites and grid connection offers accepted. We have developed a good working relationship with Scottish Power Energy Networks which has allowed for informal discussions to take place ahead of formal plans being submitted. This helps in workload capacity of the team and in moving forward with the prioritised sites. Alternatives to grid connections are also considered as part of the process to provide more innovative solutions. This includes selling to a large user which may be a more financially viable option given the costs of connecting to the grid and ultimately delivers both greater financial savings and greater income opportunities.</p> <p>Last Updated: 25-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding will not be secured for priority flood alleviation schemes	Ruairi Barry - Senior Engineer	Lynne Fensome - Support Manager Environment	Red	Red	↔	Open

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

Management Controls: Review our approach to funding capital projects

Progress Comment: Measure 10 of Flintshire's Local Risk Management Strategy is to "identify projects and programmes which are affordable, maximising capital funding from internal and external sources". The Flood Risk Management Team continues to identify and secure funding for priority flood alleviation schemes. It is recognised that skills and resources within the Team need to be developed to ensure the programme of local prioritised schemes and improvement works can be sustainably funded and delivered. A service review is intended to create a more effective approach/structure that balances the ability to secure funding for flood alleviation works with the delivery of statutory duties under the Flood and Water Management Act.

Last Updated: 19-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations around the delivery of flood alleviation schemes are not effectively managed	Ruairi Barry - Senior Engineer	Lynne Fensome - Support Manager Environment	Yellow	Yellow	↔	Open

Potential Effect: Reduced public confidence to effectively manage flood risk

Management Controls: Review our approach to funding capital projects

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

Last Updated: 19-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of holistic air quality data across the region leading to on cost for the Council to manage its own review	Dave L Jones - Pollution Control Officer	Lynne Fensome - Support Manager Environment	Yellow	Green	↓	Closed

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

Management Controls: Full engagement with the regional project

Progress Comment: All six North Wales authorities have now contributed to the regional report and the findings have been accepted by Welsh Government.

Last Updated: 25-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open

Potential Effect: Deterioration of the condition of highways in Flintshire

Management Controls: Focussed investment through the funding of schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.

Road Safety Scheme identification for improvement to routes through available funding.

Maximize funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.

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

Last Updated: 25-Apr-2018




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding will not be found to continue to provide subsidised bus services.	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open




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




Management Controls: Develop services so that they become more commercially viable


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

Last Updated: 20-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Supply chain resilience	Katie Wilby - Transportation and Logistics Manager	Lynne Fensome - Support Manager Environment				Open
<p>Potential Effect: Transport services cannot be provided</p> <p>Management Controls: i) Management of safety compliance checks. ii) Management of financially compliant contracts</p> <p>Progress Comment: The control measures have been put in place to mitigate against another major transport services provider going into administration or not able to meet the required operating standards. New processes have been established and officers are carrying out both safety compliance checks and also finance compliance checks on contractors</p> <p>Last Updated: 02-May-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Adverse weather conditions on the highway network	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Support Manager Environment				Open
<p>Potential Effect: Increase in cost to future planned repairs as network deteriorates beyond that can be rectified by planned maintenance Increase in insurance claims</p> <p>Management Controls: Targeting funding on those schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.</p> <p>Progress Comment: The risk trend has increased due to the severity of the winter increasing the likelihood of the risk occurring. Road conditions throughout the County are detrimentally affected following poor winter weather and, given the severity of this winter period, the local network has been adversely affected by road surface defects and potholes. Repairing the Council's roads is a priority for the service and resources were provided to identify and then prioritise the roads in need of repair. Additional funds, resources and contractors were deployed across the county over several weeks in efforts to repair the network as the defect were identified. Schemes for the resurfacing and permanent patching contracts have been prioritised for the summer period, which will commence in June 2018. This more expensive and permanent repair to the road surface is part of the annually planned maintenance regime.</p> <p>Last Updated: 01-May-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of community support for transport options	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Support Manager Environment				Open
<p>Potential Effect: i) Planned programme of community transport hubs not delivered. iii) Decreased passenger numbers on bus services.</p>						



iii) Increase in individual car usage



Management Controls: Realistic deliverable programme for 2017/18 of 4 Community Transport Hubs that have been supported by the local communities and Town and Community Councils

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

Last Updated: 20-Apr-2018

5 Connected Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Build stronger social enterprises with the sector itself leading development of the sector	Ian Bancroft - Chief Officer - Strategic Programmes	In Progress	01-Apr-2017	31-Mar-2018	60.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

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

Last Updated: 25-Apr-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Grow the capacity of the social enterprise sector and Alternative delivery Models (ADMs) to become more self-sustaining.	Ian Bancroft - Chief Officer - Strategic Programmes	In Progress	01-Apr-2017	31-Mar-2018	85.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Work has taken place with key social enterprises to strengthen their business plans. This includes establishing two new social enterprises of a significant scale operating in Flintshire through the Alternative Delivery Models (ADMs) and Community Asset Transfer Programme. Aura Leisure and Libraries and Holywell Leisure Centre were established and have been operating from the 1st September and 1st April respectively. Meetings have been held with organisations who had had asset transfers between 2015 -2017 and first year reports have been provided on community benefits. Second Year Review Meetings were held in March 2018. With the establishment of the Home Farms Trust contract (HFT) which began on 1st February 2018, three Alternative Delivery Models (ADM's) have been established to operate council services in the past 12 months. These are Aura Leisure and Libraries and NEWydd Catering and Cleaning. To ensure the organisations become more sustaining, regular review meetings are taking place including formal partnership boards. A number of meetings and reviews have now been completed with the remainder to be completed by the summer.

Last Updated: 25-Apr-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE	PROGRESS	OUTCOME
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					%	RAG	RAG
5.1.1.3 Implement the Digital Strategy and resources to meet future customer needs	Richard Ashley - IT Business Relationship Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The first year of the five year Digital Strategy programme of work has concluded. Progress remains steady across all six work streams to identify those projects that can and should be progressed as a matter of priority, and a number have already identified their priorities for inclusion in the action plan. The Digital Customer work stream has been the subject of much work and this is to be the primary focus for the Digital Strategy going forward due to the opportunities it brings to the public and potential for savings to be made.



Last Updated: 20-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Ian Bancroft - Chief Officer - Strategic Programmes	In Progress	01-Apr-2017	31-Mar-2018	80.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The Council has developed a new Community Benefits Strategy which was approved by Cabinet in October 2017. A new Community Benefits Delivery Plan template has been developed which will assist the service commissioners to identify and target relevant Community Benefits. A new Commissioning Form has also been developed which requires Commissioners to complete for all contracts above £25,000 and the completed form is scrutinized by the Corporate Procurement Service for Community Benefits inclusion. During Quarter 4 14 projects under £1m were procured of which 5 projects included Community Benefits which represents 36% of the total contracts procured under £1m. Due to reporting difficulties we are not able to quantify figures prior to Quarter 4. Considerable progress has been made in delivering social value for contracts below £1m and we expect this momentum to continue in the 2018/19 Financial Year as the use of the Delivery Plan template is used more widely.



Last Updated: 27-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.5 Enabling the third sector to maximise their contribution.	Ian Bancroft - Chief Officer - Strategic Programmes	In Progress	01-Apr-2017	31-Mar-2018	80.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

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



Last Updated: 16-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

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

Last Updated: 25-Apr-2018


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.7 Getting Flintshire active through partnership objectives via the Public Services Board	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 AMBER


ACTION PROGRESS COMMENTS:


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

Last Updated: 25-Apr-2018

Performance Indicators


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.1M01 The monetary value of efficiency supported by ADMs (£M)	No Data	0.44	N/A	0.5	 AMBER
<p>Lead Officer: Ian Bancroft - Chief Officer - Strategic Programmes Reporting Officer: Ian Bancroft - Chief Officer - Strategic Programmes Aspirational Target: Progress Comment: This relates to the savings made by NEWydd and Aura since their transfer on 1 May 2017. For 2019/20 full year savings will be achieved.</p> <p>Last Updated: 27-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.2M02 The number of primary school meals provided each financial year through the ADM Newydd Catering and Cleaning	5350	5647	↑	5403	 GREEN
<p>Lead Officer: Ian Bancroft - Chief Officer - Strategic Programmes Reporting Officer: Ian Bancroft - Chief Officer - Strategic Programmes Aspirational Target: Progress Comment: A total of 1,039,115 meals were provided to primary schools during 2017/18. This equates to an average of 5,647 meals per trading day based on the maximum of 184 available days in year.</p> <p>Last Updated: 25-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.3M03 The number of secondary school meals provided each financial year through the ADM Newydd Catering and Cleaning	5029	4531	↓	5129	 AMBER
<p>Lead Officer: Ian Bancroft - Chief Officer - Strategic Programmes Reporting Officer: Ian Bancroft - Chief Officer - Strategic Programmes Aspirational Target: Progress Comment: A total of 833,709 meals were provided to secondary schools during 2017/18. This equates to an average of 4,531 meals per trading day based on the maximum of</p>					

184 available days in the year.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.4M04 The number of leisure centres and libraries sustained through the community benefits society	11	11	↔	11	 GREEN
<p>Lead Officer: Ian Bancroft - Chief Officer - Strategic Programmes Reporting Officer: Paul Jones - Leisure Manager Business Improvement Aspirational Target: Progress Comment: From 1 September 2017, Aura Leisure & Libraries Limited is responsible for the direct management of 11 leisure centres and libraries. Aura Leisure and Libraries Limited is registered under the Cooperative and Community Benefit Societies Act 2014 (Registration No. 7610).</p>					
Last Updated: 23-Oct-2017					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.5M05 The number of key community asset transfers sustained by new social enterprises, Connah's Quay Swimming Pool, Holywell Leisure Centre and, Mynydd Isa Community Centre Library	3	3	↔	3	 GREEN
<p>Lead Officer: Ian Bancroft - Chief Officer - Strategic Programmes Reporting Officer: Ian Bancroft - Chief Officer - Strategic Programmes Aspirational Target: Progress Comment: All three social enterprises are continuing to operate and detailed review meetings and reviews have been held with each.</p>					
Last Updated: 27-Apr-2018					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.4.1M01 Percentage of community benefit clauses in new procurement contracts above £1M	100	100	↔	100	 GREEN
Lead Officer: Gareth Owens - Chief Officer - Governance					


Reporting Officer: Arwel Staples - Strategic Procurement Manager

Aspirational Target:

Progress Comment: During the Q4 reporting period, 2 procurement projects above £1m has been procured and both have Community Benefits included.

In total 10 procurement projects above £1m have been procured during the full reporting year and all 10 projects contained Community Benefits as per the requirement under the Welsh Procurement Policy Statement. There is ongoing discussion taking place to determine how the Community Benefits on individual projects will be collated for tracking and performance monitoring.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.4.2M02 Percentage of community benefit clauses in new procurement contracts under £1M	No Data	35.71	N/A	100	 RED



Lead Officer: Gareth Owens - Chief Officer - Governance

Reporting Officer: Arwel Staples - Strategic Procurement Manager

Aspirational Target:

Progress Comment: The Council has developed a new Community Benefits Strategy which was approved by Cabinet in October 2017. This is accompanied by a new Community Benefits Delivery Plan template which will assist the service commissioners to identify and target relevant Community Benefits. In addition a new Commissioning Form requires Commissioners to complete for all contracts above £25,000 and the completed form is scrutinised by the Corporate Procurement Service. During Quarter 4 14 projects under £1m were procured of which 5 projects included Community Benefits which represents 36% of the total contracts procured under £1m. Due to reporting difficulties we are not able to quantify figures prior to Quarter 4. Considerable progress has been made in delivering social value for contracts below £1m and we expect this momentum to continue into 2018/19 as the use of the Delivery Plan template is used more widely.

Last Updated: 30-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.1M01 (PAM/016) Number of visits to libraries per 1000 population	3935	4568		4014	 GREEN


Lead Officer: Ian Bancroft - Chief Officer - Strategic Programmes

Reporting Officer: Kate Leonard - Principal Librarian

Aspirational Target:

Progress Comment: Libraries have seen an increase in physical visits this year, co-location of some services within libraries will account for this as will the enhanced service development work we have initiated. Virtual visits are included in this return and we have also seen a substantial increase in usage of online services. This has offset a dip in web visits, due to the transfer of website/homepage from Flintshire to Aura.

Last Updated: 23-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.2M02 (PAM/017) Number of visits to leisure centres per 1000 population	8740	7159.79	↓	7296	 AMBER

Lead Officer: Ian Bancroft - Chief Officer - Strategic Programmes


Reporting Officer: Paul Jones - Leisure Manager Business Improvement

Aspirational Target:

Progress Comment: During 2017/18, leisure centres were managed directly by Flintshire County Council for the five month period from April - August 2017 and by Aura Leisure & Libraries Limited for the remaining seven months of the financial year. The following factors explain the rationale for a reduction in the number of visits recorded by the Council and Aura in 2017/18:

- 1) Holywell Leisure Centre was transferred to the community as part of the CAT programme effective from April 2017. Holywell's participation figures are not included as part of this submission.
- 2) With effect from July 2017, in readiness for the transfer to Aura, the management of grass sports pitches on non-school sites, sports changing facilities, bowling greens and allotments transferred to Streetscene/Assets. Participation figures for these areas are not included post July 2017 in this submission.
- 3) Artificial Turf Pitches at Mold, Buckley and Hope have endured significant periods of closure during 2017/18 due to maintenance & renovation works and inclement weather.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.3M03 Number of visits to the theatre	167000	197853	↑	175000	 GREEN

Lead Officer: Ian Bancroft - Chief Officer - Strategic Programmes


Reporting Officer: Ian Bancroft - Chief Officer - Strategic Programmes


Aspirational Target:

Progress Comment: Attendance this year has exceeded target with a total of 197,853 people engaging with events at Theatr Clwyd. This is due to a stronger marketing message, more varied events, a better quality programme of work and an ever building relationship with the communities we serve. 61,000 people saw a Theatr Clwyd made production here in Mold, 57,000 people watched our visiting work, 32,000 people watched films at our cinema and over 40,000 members of our community engaged with workshops, outreach activities and Arts and Health sessions. Over 6,000 people attended the Ice Rink. It is worth noting that these figures do not include visits to the Gallery as it is currently hard to quantify. They also don't include the 29,196 people who saw a Theatr Clwyd production elsewhere in the UK.

Last Updated: 25-Apr-2018

KPI Title	Previous Year	Actual	Performance	Target	Performance
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	Actual		Indicator Trend		RAG
IP5.1.6.4M04 The number of leisure and cultural assets that are cooperatively supported by a range of partners ensuring they remain accessible to their local communities	2	14	↑	11	 GREEN
<p>Lead Officer: Ian Bancroft - Chief Officer - Strategic Programmes Reporting Officer: Ian Bancroft - Chief Officer - Strategic Programmes Aspirational Target: Progress Comment: This shows the number of libraries and leisure centres supported by the Council and Aura as well as the three major asset transfers. All are operating successfully.</p> <p>Last Updated: 27-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.5M05 Let two Council Contracts that are targeted for third sector/social enterprises; Housing Voids and Household Recycling Centres	0	2	↑	2	 GREEN
<p>Lead Officer: Ian Bancroft - Chief Officer - Strategic Programmes Reporting Officer: Ian Bancroft - Chief Officer - Strategic Programmes Aspirational Target: Progress Comment: Two contracts went out during 2017/18.</p> <p>Last Updated: 27-Apr-2018</p>					

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RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Ian Bancroft - Chief Officer - Strategic Programmes	Ian Bancroft - Chief Officer - Strategic Programmes	Amber	Amber	↔	Open
<p>Potential Effect: Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models</p> <p>Management Controls: Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.</p> <p>Progress Comment: Sustained progress on growth of the social sector with development of new Community Asset Transfers and Alternative Delivery Models. The emphasis will now be on sustaining this delivery and maximising its impact. Regular review meetings and partnership board meetings are in place.</p> <p>Last Updated: 16-Apr-2018</p>						

Tudalen 15




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and Trade Unions to embrace change	Ian Bancroft - Chief Officer - Strategic Programmes	Ian Bancroft - Chief Officer - Strategic Programmes	Amber	Amber	↔	Open
<p>Potential Effect: Lack of capacity of staff to work with and enable social sector organisations to grow and develop</p> <p>Management Controls: Early engagement and co-design in change projects with employees and trade unions</p> <p>Progress Comment: This is a key priority of the Community Resilience priority of the Public Services Board working with all public service staff to support growth of the social sector. As a result a leadership programme will be run by Glyndwr University for public service practitioners who are working with communities enabling them to support communities to increase resilience. A taster session for this programme was provided for 50 people across public sector agencies and over 25 have expressed an interest to do the formal leadership programme</p> <p>Last Updated: 16-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery	Ian Bancroft - Chief	Ian Bancroft - Chief Officer -				Open

models face	Officer - Strategic Programmes	Strategic Programmes	Amber	Amber	↔	
<p>Potential Effect: More competition from other agencies or decreasing use of the services means they are in the future unsustainable</p> <p>Management Controls: Continue to work with the ADM's to grow their entrepreneurial skills and meet with them annually at least to review progress</p> <p>Progress Comment: Established reviews are planned with each of the Alternative Delivery Models. Two reviews have taken place with Aura Leisure and Libraries and concluded that the first year business plan is being delivered and agreed subject to cabinet approval the second year business plan.</p> <p>Last Updated: 16-Apr-2018</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models	Ian Bancroft - Chief Officer - Strategic Programmes	Ian Bancroft - Chief Officer - Strategic Programmes	Amber	Amber	↔	Open
<p>Potential Effect: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities</p> <p>Management Controls: Support to ADM's to ensure their financial plans are resilient if public funding decreases</p> <p>Progress Comment: Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate. Draft Business Plans for 2018/19 are currently being prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable. These plans show funding levels for organisations moving forward into 2018/19 are sustainable.</p> <p>Last Updated: 16-Apr-2018</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Procurement regulations stifling our ability to develop local community and third sector markets	Ian Bancroft - Chief Officer - Strategic Programmes	Ian Bancroft - Chief Officer - Strategic Programmes	Amber	Amber	↔	Open
<p>Potential Effect: Social and third sector organisation not able to grow through the winning of new contracts</p> <p>Management Controls: Work with procurement and commissioning teams to identify the most effective way of working with the community and third sectors.</p> <p>Progress Comment: Draft Community Benefits Strategy agreed by Cabinet and workshop held with the procurement team to start implementation of this strategy. Engagement with the community and third sector on the strategy is now being planned. Small working group have developed and are delivering a plan to help council staff commission in a way that delivers community benefits.</p> <p>Last Updated: 16-Apr-2018</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Ian Bancroft - Chief Officer - Strategic Programmes	Ian Bancroft - Chief Officer - Strategic Programmes				Open
<p>Potential Effect:</p> <p>Management Controls: Open book accounting by key social enterprises with the council and where issues identified cooperative work to resolve these.</p> <p>Progress Comment: Review meetings have been held with all Community Asset Transfers (CATs) that transferred 2015-17. The second year review meetings are now complete as are the first reviews for organisations that took on Community Asset Transfers after 1 April 2017.</p> <p>Last Updated: 27-Apr-2018</p>						

6. Serving Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new Council.	Sara Dulson - Finance Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: The financial forecast for 2018/19 has been completed and the budget set. Although it is challenging to provide a Medium Term Financial Strategy (MTFS) for a 5 year period with such uncertainty over future national funding levels a strategy for 2019/20 to 2021/22 is currently in development. The medium term forecast is being reviewed and concentration is on 2019/20. A report on the initial forecast will be considered by Cabinet in April 2018.</p> <p>Last Updated: 30-Apr-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Through the People Strategy we aim to operate effectively as a smaller organisation.	Sharon Carney - Lead Business Partner	In Progress	01-Apr-2017	31-Mar-2018	85.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: We have made good progress in delivering the key priority areas of the People Strategy established to date. Our employees continue to face significant change as a result of further funding cuts, service reviews and the loss of 82 colleagues as a result of both voluntary and compulsory redundancies. Despite all of the challenges faced we are pleased to report that the sickness absence out-turn for 2017/18 is 8.89 days per Full Time Employee (FTE) which exceeds our target of 9.00 days per FTE. The top three reasons for absence are stress / depression / anxiety, infections and musculoskeletal. We have taken a pro-active approach to helping managers and staff identify stress/anxiety in themselves and others and how to access the various options of support provided by the Council. The organisation remains focussed on understanding and meeting customer needs but it will be leaner, intent on reducing costs, whilst at the same time sustaining high performance. To support services plan for the future taking into account the ongoing demands faced high level workforce and succession plans have been completed by all portfolios. Our learning and development offer has been reviewed and enhanced, at its heart is the development of coaching principles to support the introduction of a coaching management style and culture to improve performance management and build resilience across the management hierarchy. Supporting the transition into alternative delivery models remains a priority as does the continued development of the following work streams; Reward, Recognition and Well-being - a number of initiatives under this theme have been delivered, most notably the introduction of an Employee Assistance Programme (EAP) via CareFirst which provides access to professionally qualified Counsellors and Information Specialists, experienced in helping people to deal with all kinds of practical and emotional issues such as well-being, family matters, relationships, debt management, workplace issues 24/7, 365 days a year.</p> <p>Last Updated: 01-May-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.3 Maximise benefits from spending power through optimising purchasing efficiencies by exploiting technology and making efficient use of local, regional and national procurement arrangements.	Arwel Staples - Strategic Procurement Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The joint procurement service between Flintshire and Denbighshire continues to identify opportunities for collaborative working to maximise economies of scale. Currently 10 collaborative projects have been procured jointly across both Councils, with another 10 projects identified. Use of national collaborative arrangements through the National Procurement Service has meant that a total spend of £4.8m was utilised across the Council and Flintshire Schools resulting in £114,000 of actual and cost avoidance efficiency savings. The take up of framework agreements and efficiency savings arising from the National Procurement Service is lower than anticipated due to the fact that the framework agreements that have been awarded do not always provide value for money and occasionally their use would be detrimental to local supply chains. In order to address the general dissatisfaction across the Welsh public sector with the National Procurement Service Welsh Government has recently commissioned a review of the National Procurement Service with the aim of developing a new Target Delivery Model. The review is scheduled to be completed by September 2018. The PROACTIS electronic tendering and contract management system continues to be rolled out across the Council, with 200 officers having now been trained to use the system. The system is expected to provide process efficiencies as part of the tendering process, reducing timescales and ensuring compliance with the regulatory procurement framework. This in turn will negate the risk of receiving any supplier legal challenges due to potential procurement procedures not being followed.

Last Updated: 24-Apr-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.4 Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts	Arwel Staples - Strategic Procurement Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

As part of delivering a programme of activity to support local businesses to respond to Council contracts, extensive research has undertaken to identify best practice recommendations across multiple government and industry reports such as from the Federation of Small Businesses (FSB) which has outlined what Councils should do to make their procurement processes more supplier friendly. A total of 62 best practice recommendations were identified from the research of which 39 recommendations (100%) have been completed in Year 1 as part of a 3 year Local Supplier Development Implementation Action Plan. The Corporate Procurement Service is continuing to work in partnership with colleagues from the Economic & Business Development Team in order to promote joint working in order to facilitate more support for local suppliers to compete for Council contracts. A joint workshop was held last October between Procurement and Economic Development which resulted in closer working relationships being formed and joint initiatives commenced such as reviewing the amount of procurement spend across various spend categories that is spent outside Flintshire and North Wales, which could be procured potentially from local suppliers. During the last quarter three Joint Procurement Taster Session workshops have been held in conjunction with Flintshire Local Voluntary Council (FLVC) to provide advice and guidance to the local Third Sector on various procurement policies as well as assessing the support needed for the Third Sector to compete for Council and public sector contracts. The Corporate Procurement Service continues to have regular dialogue / meetings with Business Wales in order to provide tendering support to suppliers on individual tender projects. This approach has been very well

received by suppliers and contractors generally since it has provided local suppliers with an opportunity to access support on how to register and navigate on the PROACTIS e-tendering portal and allows the opportunity for suppliers to “walk through” the tender documentation in order to provide clarity on the tender response required as well as accessing direct support from Business Wales consultants with respect to updating or developing various policy documents required as part of the tender process. During this last quarter reporting period work has also been undertaken with streamlining our current procurement processes to make it easier for suppliers to bid. A comprehensive review of our processes has been finalised and the procurement templates on the PROACTIS e-tendering portal has been amended to allow suppliers to self-certify that they have various policies in place and that they have technical capacity and capability to undertake the contract. This new approach will ease the administrative burden on suppliers when responding to tender opportunities.



Last Updated: 18-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.5 Delivery of key annualised objectives from the Digital Strategy and Customer Strategies	Rebecca Jones - Customer Services Team Leader	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

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

Last Updated: 25-Apr-2018


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.6 Delivery of key annual objectives from the Capital and Asset Management Strategy	Neal Cockerton - Chief Officer - Housing and Assets	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 AMBER


ACTION PROGRESS COMMENTS:


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

Last Updated: 15-Apr-2018


Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.1M01 The amount of efficiency targets achieved (£)	9557000	7970000	↓	8433000	 AMBER
<p>Lead Officer: Gary Ferguson - Corporate Finance Manager Reporting Officer: Sara Dulson - Finance Manager Aspirational Target: Progress Comment: Revenue budget monitoring at month 11 reports efficiencies of £7,970,000. This is the latest position for the year to date</p> <p>Last Updated: 18-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.2M02 The percentage of planned efficiencies achieved	91	95	↑	95	 GREEN
<p>Lead Officer: Gary Ferguson - Corporate Finance Manager Reporting Officer: Sara Dulson - Finance Manager Aspirational Target: Progress Comment: Revenue budget monitoring at month 11 is reporting 95% of efficiencies achieved to date. Further updates are provided as part of the budget monitoring reports.</p> <p>Last Updated: 18-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.3M03 The percentage variance between the revenue budget out-turn and the budget set	0.81	0.04	↑	0.5	 GREEN
<p>Lead Officer: Gary Ferguson - Corporate Finance Manager Reporting Officer: Sara Dulson - Finance Manager Aspirational Target: Progress Comment: Revenue budget monitoring report at month 11 shows the variance between outturn and budget set at 0.04% (£0.109m).</p>					

Last Updated: 30-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.1M01 (PAM/001) The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	19.64	8.89	↑	9	 GREEN


Lead Officer: Sharon Carney - Lead Business Partner

Reporting Officer: Andrew Adams - Business Information and Compliance Adviser

Aspirational Target:

Progress Comment: The full time equivalent (FTE) days lost for the Council during quarter four is 2.57, which equates to 8.89 days lost for 2017/18 and achieving our aspirational target of 9.00. This has meant a further improvement when compared to 2016/17 where Flintshire were ranked 7th best performer in Wales.

Last Updated: 30-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.2M02 Percentage of eligible employees receiving an annual appraisal	65	86.34*	↑	100	 AMBER

Lead Officer: Sharon Carney - Lead Business Partner


Reporting Officer: Andrew Adams - Business Information and Compliance Adviser

Aspirational Target:

Progress Comment: Commitment was given by Chief Officers to ensure that all appraisals were carried out for eligible employees by the end of March 2018. Human Resources provided ongoing support and regular progress reports to managers to follow-up actions required for missing appraisals and improve performance.

Last Updated: 23-Apr-2018

* Originally reported as 78.58%. Increase due to appraisals which had been carried out within the year but had not been updated in iTrent.

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.3M03 Percentage of Managers completing stress related programmes	No Data	60.32	N/A	100	 RED


Lead Officer: Sharon Carney - Lead Business Partner

Reporting Officer: Andrew Adams - Business Information and Compliance Adviser

Aspirational Target:

Progress Comment: The programme is designed to help managers identify signs of stress in themselves and their teams and to deal with it at the earliest opportunity, with help and support from Human Resources (including Occupational Health) when required. Raising awareness of mental health in the workplace is expected to increase the attendance of stress related programmes in the coming months.

Last Updated: 19-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.4M04 Percentage of employees completing stress related programmes	No Data	0.5	N/A	25	 RED


Lead Officer: Sharon Carney - Lead Business Partner

Reporting Officer: Andrew Adams - Business Information and Compliance Adviser

Aspirational Target:

Progress Comment: The take-up from employees is lower than expected for the first year of this programme of support. However, we will be targeting specific portfolios and service areas who are most likely to benefit.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.5M05 Percentage of apprentices securing employment with Flintshire Council	No Data	63	N/A	65	 AMBER


Lead Officer: Sharon Carney - Lead Business Partner

Reporting Officer: Andrew Adams - Business Information and Compliance Adviser

Aspirational Target:

Progress Comment: The Flintshire apprentice model has been adopted as good practice by private organisations in Flintshire and Wrexham. A key outcome of our programme is our success rate. Not only do our Apprentices obtain employment internally, others also progress into other employment outside of the Authority, or go onto Higher Education. The small number who do not progress are supported to consider their next steps, whether to go to College or to find employment. Not only do we deliver our apprenticeship programmes to the highest standard, we focus on developing the skills needed to be a successful and employable person, rather than just achieving the qualification. Consequently, every apprentice that achieves with FCC has acquired skills fit for future employability, as demonstrated in the high success rates. The programme was short listed for a National Training Award and was one of 6 finalists.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.3.1M01 The percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)	No Data	2.72	N/A	8	 RED


Lead Officer: Gareth Owens - Chief Officer - Governance

Reporting Officer: Arwel Staples - Strategic Procurement Manager

Aspirational Target:

Progress Comment: A total of £4.8m of annual spend was procured through various framework agreements that were put in place by the National Procurement Service (NPS). The use of the NPS arrangements has resulted in £114,000 of total efficiency savings. The amount of take up of framework agreements is much lower than anticipated due to the fact that the various framework agreements awarded are not deemed to provide value for money, and the use of some of these framework agreements would be detrimental to local supply chains. As a result of local and regional procurement exercises, local suppliers have an opportunity to compete for Council contracts and are deemed more competitive. As a result Welsh Government has recently commissioned a review of the National Procurement Service with the aim of developing a new Target Delivery Model.

Last Updated: 30-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.3.2M02 The percentage of Council spend with Welsh businesses	12	50	↑	50	 GREEN


Lead Officer: Gareth Owens - Chief Officer - Governance

Reporting Officer: Arwel Staples - Strategic Procurement Manager

Aspirational Target:

Progress Comment: Against a total annual procurement spend of £178m 50% of this spend was procured with Welsh businesses which was £87m in value. Within Quarter 4 the total amount spent with Welsh businesses was £24.8m. Although the target of 50% has been achieved, there is additional spend taking place with Welsh based suppliers but the spend is not included in the figures because the actual payment are being made to their headquarters address which is outside Wales and this value cannot be easily quantified. Therefore we are confident that in reality the target has been exceeded.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.3.3M03 The percentage of Council spend with Flintshire businesses	6.5	29.25	↑	28	 GREEN


Lead Officer: Gareth Owens - Chief Officer - Governance

Reporting Officer: Arwel Staples - Strategic Procurement Manager

Aspirational Target:

Progress Comment: The target of 28% has been exceeded by 1.25%, but there is additional spend taking place with Flintshire based suppliers but the spend is not included in the figures because the actual payment is being made to the supplier headquarters address which is outside Flintshire and this value cannot be easily quantified. Therefore we are confident that in reality the target has been exceeded by a greater margin compared to the reported figures..

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.3.4M04 The percentage of Council spend with businesses within the MDA	8	36.5	↑	32	 GREEN


Lead Officer: Gareth Owens - Chief Officer - Governance

Reporting Officer: Arwel Staples - Strategic Procurement Manager

Aspirational Target:

Progress Comment: The target of 32% has been exceeded by 4.5%, but there is additional spend taking place with Mersey Dee Alliance (MDA) based suppliers but the spend is not included in the reported figures because the actual payment is being made to the supplier headquarters address which is outside the MDA area and this value cannot be easily quantified. Therefore we are confident that in reality the target has been exceeded by a greater margin compared to the reported figures.

Last Updated: 18-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.5.1M01 The number of services available online and via the Flintshire App	31	126	↑	149	 AMBER

Lead Officer: Rebecca Jones - Customer Services Team Leader


Reporting Officer: Rebecca Jones - Customer Services Team Leader

Aspirational Target:

Progress Comment: At the end of 2017/18 the Council offers 126 online services (via the Council website and mobile app) to enable customers to interact with Council services digitally. The number of services available online and via the Flintshire App are short of the annual target by 23 due to a reduction in the number of eforms available on the Council's website. Following a review of eforms in the final quarter of 2017/18 in conjunction with preparation work around GDPR and privacy notices, a number of eforms were found to be invalid and/or no longer required (e.g. consultations, services have closed or transferred outside of the LA) and subsequently removed. This has impacted on our annual target.


Last Updated: 27-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator	Target	Performance RAG
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			Trend		
IP6.1.5.2M02 The number of completed transactions using online services	6587.5	38517	↑	31620	 GREEN


Lead Officer: Rebecca Jones - Customer Services Team Leader
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: The Council received a high volume of online transactions in Q4 which is largely due to service changes in Streetscene. 38,517 online transactions were completed via the website and mobile app. Over 20,000 online transactions were made by customers subscribing to the new Garden Waste service which demonstrates customer willingness to self serve online which can be extended on as the Customer Service and Digital Flintshire transformation programme continues.

Last Updated: 13-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.6.1M01 The percentage of major capital projects which are completed on time	100	100	↔	100	 GREEN

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Ian Edwards - Senior Quantity Surveyor
Aspirational Target:
Progress Comment: The threshold for major as defined in Contract Procedure Rules is £250k. In this context the threshold has been lowered for building construction projects (Corporate Property estate) so as to capture a wider number of larger scale projects.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.6.2M02 The percentage of major capital projects which are completed within budget	100	100	↔	100	 GREEN

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Ian Edwards - Senior Quantity Surveyor
Aspirational Target:
Progress Comment: The threshold for major as defined in Contract Procedure Rules is £250k. In this context the threshold has been lowered for building construction projects (Corporate Property estate) so as to capture a wider number of projects.

Last Updated: 18-Apr-2018

Tudalen 127

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The scale of the financial challenge	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Finance Manager	Red	Red	↔	Open
<p>Potential Effect: Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.</p> <p>Management Controls: Production of a revised Medium Term Financial Strategy (MTFS) was published in Autumn 2017 which will be updated on an ongoing basis alongside the 2018/19 budget and beyond. The strategy to be reviewed to forecast the financial resources to be available to the Council during the period based on the best available intelligence and identification of solutions available.</p> <p>Progress Comment: The impact of the Final settlement for Flintshire was a decrease in funding of 0.9%. The Final settlement reduced the decrease in funding to 0.2%. Stage 1 budget options were approved in November 2017 and Stage 2 options were considered and agreed in principle with Council in December 2017 with a couple of areas being referred to specific scrutiny committees for further consideration. Final Budget options were agreed in February 2018. An initial forecast for 2019/20 will be considered by Cabinet in April 2018.</p> <p>Last Updated: 18-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes from the Digital Strategy.	Gareth Owens - Chief Officer - Governance	Richard Ashley - IT Business Relationship Manager	Amber	Amber	↔	Open
<p>Potential Effect: That projects agreed as part of the Digital Strategy will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes</p> <p>Management Controls: Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed</p> <p>Progress Comment: There is no overall change to this risk at this time. Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed.</p> <p>Last Updated: 20-Apr-2018</p>						

Tudalen 129

Mae'r dudalen hon yn wag yn bwrpasol

Eitem ar gyfer y Rhaglen 5



CABINET

Date of Meeting	Tuesday, 22 nd May 2018
Report Subject	Regional Regeneration Strategy and Welsh Government Targeted Regeneration Investment Programme
Cabinet Member	Cabinet Member for Economic Development
Report Author	Chief Officer (Planning, Environment and Economy)
Type of Report	Strategic

EXECUTIVE SUMMARY

Welsh Government have launched the Targeted Regeneration Investment (TRI) programme to provide funding for regeneration projects across Wales. Funding is conditional upon the submission of a regional regeneration strategy and upon a regionally-prioritised approach to developing investment proposals.

A draft regeneration strategy has been developed within the challenging time scales set for the process and a collaborative approach has been taken across North Wales to develop and prioritise investment and to concentrate limited resources into priority regeneration areas and thematic projects which will make use of the first three years of the TRI programme.

1.00	RECOMMENDATIONS
1.01	That Members approve the draft regional regeneration strategy for submission to Welsh Government.

REPORT DETAILS

1.00	BACKGROUND
1.01	Welsh Government has launched the Targeted Regeneration Investment (TRI) programme to provide regeneration funding across Wales. Welsh Government define regeneration as “an integrated set of activities that seek to reverse economic, social, environmental and physical decline to achieve lasting improvement, in areas where market forces will not do this alone without some support from government”.
1.02	Welsh Government aim for the TRI programme to be embedded within a wider regional model for economic development and regeneration with strong links to the economic growth structures and processes currently being developed. Welsh Government have invited each of the four regional economic development bodies to develop long term regeneration strategies to steer the TRI programme and wider programmes and to provide robust governance arrangements.
1.03	Welsh Government proposes that each region prioritise a small number of “Regeneration Areas” in which regeneration investment and wider activity will be prioritised. Individual projects will be targeted at these areas although regional thematic projects which address similar activities in multiple Regeneration Areas are supported by Welsh Government.
1.04	The TRI programme will operate for three years from 1 April 2018. Welsh Government officials are confident that there will be funding available in subsequent years and have advised that the regional regeneration strategy should set out long term priorities and programmes of work rather than focussing on the next three years.
	<u>Draft North Wales Regeneration Strategy</u>
1.05	Officers from the North Wales Regeneration Officers group and the North Wales Economic Ambition Board Programme Management Group have taken a collaborative approach to the development of the Strategy. It is felt that this collaborative approach will also offer opportunities for sharing resources and joint learning in delivering the strategy and the TRI programme.
1.06	It has been agreed that there should be a North Wales regeneration strategy which sets out a vision and objectives for regeneration until 2035. It provides a high level summary of priorities to steer the development of future programmes of work and will help to align the regeneration process with that for economic growth which operates to the same timescale.
1.07	The draft North Wales regeneration strategy proposes the following priorities: <ul style="list-style-type: none"> • Reduce inequality by helping more people to share the benefits of future growth, with a particular focus on supporting those with the

	<p>lowest household incomes to access opportunities.</p> <ul style="list-style-type: none"> • Increase employment by developing projects that create opportunities for local job creation. • Modernise town centres by building on their role as centres for local economic opportunity, service provision and social inclusion • Improve the housing offer by ensuring that development takes place where there is demand, providing appropriate quality housing options for existing residents, young people and for people locating to the area. • Strengthen the visitor economy through building on the tourism offer and strengths that exist in the region as well as providing an attractive location for major events at regionally important venues such as Parc Eirias and Wrexham Racecourse • Protect the rural economy by recognising the impact that the withdrawal of major banks and businesses from important buildings and facilities in our towns and villages has on the local economy and on the attractiveness of north Wales as a place to visit. • Improve the health of local people by promoting activity, providing quality environments and green space and tackling poverty in our most excluded communities. •
1.08	<p>The draft North Wales regeneration strategy proposes twelve towns as priority areas for regeneration for Welsh Government as shown below. The towns have been identified using the Welsh Index of Multiple Deprivation rankings for overall levels of deprivation. The list of towns in order of deprivation are:</p> <ol style="list-style-type: none"> 1 Rhyl 2 Wrexham Town 3 Bangor 4 Colwyn Bay and Llysfaen 5 Caernarfon 6 Newbridge/Cefn and Plas Madoc (Wrexham villages) 7 Holywell 8 Shotton 9 Llandudno 10 Denbigh 11 Holyhead 12 Abergele & Pensarn
1.09	<p>The draft strategy sets out the high level regeneration needs and priorities for each of these twelve areas. It also highlights how it will contribute towards the delivery of the Welsh Government Wellbeing of Future Generation Act and Prosperity for All. The strategy also proposes a division of funding between the four priority regeneration areas and the thematic projects. This is based on an estimation of what Welsh Government might approve for each area and upon what is realistically deliverable in the constrained timetable for the programme.</p>
1.10	<p>It is proposed that the delivery of the regeneration strategy is overseen by two existing structures. The day to day work of delivering the strategy and the TRI programme projects will rest with the North Wales Regeneration Officers Group. The strategy will be overseen by the North Wales Economic</p>

	Ambition Board Programme Management Group which draws together senior managers from the six North Wales local authorities as well as representation from the private sector and Welsh Government. Progress made in delivering the strategy and on individual projects will be reported through local authorities own governance structures.
	<u>The TRI Programme</u>
1.11	The TRI programme replaces the Vibrant and Viable Places regeneration programme which ran from 2014-2017. Welsh Government aims for the new programme to spread the benefits of economic prosperity to all communities and to build resilient communities. Welsh Government wishes to support “projects that promote economic regeneration - creating jobs, enhancing skills and employability, and creating the right environment for businesses to grow and thrive – with focus on individuals and areas most in need to ensure prosperity is spread to all parts of Wales.”
1.12	Following approval of the regional regeneration strategy, Welsh Government will invite each local authority to submit bids for project funding and will assess and approve each project. Fit with the regional regeneration strategy will be used as one of the criteria for judging projects. Projects will need to be appraised and prioritised regionally before submission to Welsh Government.
1.13	Welsh Government have indicated a notional allocation of £22m over three years for North Wales. This compares to approximately £44m initially allocated to the North Wales authorities for the 2014-17 Vibrant and Viable Places programme. The TRI programme can only fund capital investments and will provide up to 70% of project costs. Welsh Government have indicated that they can accept project applications at any time from 1 April 2018 and intend to run a “rolling” programme where projects can be brought for approval at any time as and when they are ready.
1.14	A small development funding allocation is available to explore the viability of project proposals. This equates to £200,000 over three years for North Wales, providing up to half of costs.
1.15	Welsh Government have indicated that they expect the regional regeneration strategy to prioritise the smallest possible number of regeneration areas in order to concentrate limited resources. The draft investment framework presented below seeks to take account of this and proposes four regeneration areas as well as three thematic projects applying to all areas.
1.16	The draft investment framework covers the three years of TRI funding that Welsh Government are currently offering and prioritises the four regeneration areas for immediate TRI support. This does not preclude the remaining eight areas from receiving support from the thematic projects proposed in the programme or from wider sources of funding.
1.17	When the TRI programme is extended beyond the current three year period and as other funding becomes available then allocation decisions will need to take into account investment already made in regeneration areas, progress made so far and the need to ensure that all twelve areas receive

	the support needed to progress the priorities set out in the strategy.
1.18	Welsh Government expect projects to be developed and submitted to them by individual local authorities. It is important, though, that project development is based on an agreed regional investment framework to ensure that sufficient resource is allocated to make progress in each priority.
	<u>Implications for Flintshire</u>
1.19	Two Flintshire towns appear in the list of priority towns in North Wales: Holywell and Shotton. Neither appear in the top four regeneration areas. There are two thematic projects that could apply to these towns: <ul style="list-style-type: none"> 1) Housing renewal – which will allow the delivery of further phases of the group repair schemes. 2) Important buildings – which will allow the regeneration of key buildings in town centres.

2.00	RESOURCE IMPLICATIONS
2.01	The TRI programme requires match funding for projects of 30%. Each local authority is responsible for providing the match funding for its own projects and to secure resources from the regional thematic projects.
2.02	The only allocation currently proposed in 2018/2019 is the development funding for the Housing Renewal Area (£30,000) which will require £30,000 of match funding as development funding is only eligible for a 50% contribution from Welsh Government. At this stage confirmation of match funding is not required but at the project application stage the source of this match funding will need to be identified if the project is to be submitted.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The time scale required for the production of the strategy has precluded significant consultation externally. Each project, will, however, be subject to extensive consultation with affected communities and stakeholders.

4.00	RISK MANAGEMENT
4.01	There are to risks arising from the report: <ul style="list-style-type: none"> 1) That no match funding is available either for development work or for subsequent programme delivery. This will reduce the amount of regeneration activity that can take place in the County. This is a high level of risk due to constraints upon public budgets. Project development will include the earliest possible consideration of likely sources of match funding. 2) Should no regeneration funding come to Flintshire through this

	<p>programme it will reduce or delay the benefits of regeneration activity. The scale of resources available in the first three years of the programme is expected to be small so this would have a smaller consequence than it would for later years.</p> <p>The North Wales regeneration strategy and TRI programme proposals will contribute to reducing poverty in some of the most deprived communities in North Wales.</p>
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5.00	APPENDICES
5.01	Appendix 1 - Draft North Wales regeneration strategy and TRI programme proposal.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Welsh Government guidance on TRI programme http://gov.wales/docs/desh/publications/171020-targeted-regeneration-investment-programme-guidance-en.pdf</p> <p>Contact Officer: Niall Waller Enterprise and Regeneration Manager Telephone: 01352 702137 E-mail: niall.waller@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Lower Super Output Areas (LSOAs) - a small neighbourhood-scale geographic area used for Census data collection and reporting.</p> <p>Regeneration Area - one of a small number of areas prioritised to receive TRI programme funding within the next three years.</p> <p>Targeted Regeneration Investment (TRI) programme - Welsh Government capital funding programme for regeneration running currently from 2018 until 2020.</p> <p>Welsh Index of Multiple Deprivation (WIMD 2014) - Welsh Government data product that uses data from a number of indicators to produce a list of LSOAs for Wales ranked by level of deprivation.</p>

North Wales Regeneration Plan

2018-2035

Final Draft

INDEX

Vision	3
Introduction	4
Regional Overview	5
Regional Economic Context	8
Issues and challenges	10
Objectives	11
Links to Other Strategies	12
North Wales Regeneration Priorities: 2018-2035	15
Governance Arrangements	37
Monitoring	38
Communication	40
APPENDIX 1	43
1.1 Emerging proposals – Welsh Government’s Targeted Regeneration Investment Programme (2018-21) ..	43
APPENDIX 2: Data Analysis – methodology and rationale	55
APPENDIX 3 - Area Profiles	57

VISION

The North Wales Regeneration Strategy – A Transformational Vision

This Strategy sets out a shared vision and objectives for cohesive public sector regeneration investment and activity in North Wales until 2035. Our shared vision statement is set out below :-

By 2035 North Wales will experience reduced inequality, increased employment, modernised town centres, an improved housing offer, a stronger visitor economy, a resilient rural economy, and improved health for local people.

The Strategy provides guidance on how available funding should be prioritised, and helps to align the regeneration process with other initiatives to support economic growth, including the North Wales Growth Deal. It also aims to ensure that economic opportunities are available to as many people and communities as possible across the region.

INTRODUCTION

North Wales is defined by the six local authority areas of Anglesey, Conwy, Denbighshire, Flintshire, Gwynedd and Wrexham. However, the economic geography of each is slightly different. In economic terms, North Wales is broadly split east-west, with Flintshire and Wrexham falling into East Wales, with strong links to Cheshire and Chester West – through the Mersey Dee Alliance and the other four counties falling into West Wales and the Valleys.

This split is important because it identifies the relative prosperity of the constituent parts of the region, with North East Wales performing better economically than North West Wales – hence the reason North West Wales currently has access to significant sums of money from the EU regional development fund. Having said this, the whole of North Wales is still falling behind the rest of the UK in terms of economic performance.

A North Wales Growth Vision 2017-2035 has been established which identifies key sectors that can drive and improve the economic performance of the region building upon key strengths.

As a consequence of changes in the economy the major towns across the north Wales region have also been slowly declining, manifesting itself in physical deterioration and social exclusion. This must be addressed in parallel with strategic economic interventions so as to create sustainable communities whose residents have the skills and environment so that they can access the opportunities that will change the future direction of the region. This will include ensuring that North Wales has an appropriate supply affordable and good quality housing options. The demand for housing is likely to increase significantly in future years and north Wales needs to respond to this in order to meet demand.

Regeneration is defined as the process by which we “**breathe new life into an area**”. In this case, the communities of North Wales, which have suffered generations of decline and under- investment and where the lack of public sector intervention has resulted in little or no private sector interest.

It is important to recognise that after generations of slow decline, Regeneration is not a quick fix.

Regeneration is a long-term process, and there is a need to find public sector funding solutions, which provide continuity and certainty, in order to tackle the real symptoms of decline and attract private sector confidence and investment to the region.

This Regional Regeneration Plan for North Wales sets out a strategy for regional prioritisation of investment until 2035.

REGIONAL OVERVIEW

The 6 LAs and partners in the private sector, the third sector, HE and FE, have long recognised that change is needed and that North Wales requires a significant boost if it is not to continue to fall further behind the rest of the UK.

This case for change is based on:

- the continuing deterioration of economic performance
- the continuing fiscal austerity measures and
- the recognition that doing the same things will deliver the same results and that unless the region seizes the opportunity to develop a clear focus for the economy, and prioritises actions which will deliver a step change in performance, it will continue to lag behind the rest of the UK.

However, this is very difficult to achieve when the disparities within North Wales continue to grow:

- GVA per head in Wales fell from 76% of the UK average in 2000 to 71% in 2008
- over the period 2000-2008, the UK economy grew by 50% and Wales by 42%. North Wales grew by only 36% and now has three of the worst performing counties – Anglesey, Conwy and Denbighshire – in the UK
- funding from Europe has done little to arrest the decline
- despite the advantage of large manufacturing companies such as Airbus, Toyota, Kellogg and JCB, Wrexham and Flintshire have grown by only 27% since 2000
- productivity continues to fall further behind UK levels
- levels of youth unemployment are high in North Wales, the overall rate exceeding that of the UK.

The low productivity of the North Wales economy is reflected in the pay and prosperity of its citizens. Across the region, pay lags significantly behind the UK average (Denbighshire at -18% and Gwynedd at -22% are in the bottom 10% for the whole of the UK) and, with the exception of Flintshire, pay in every county is below the Welsh average (ONS Annual Survey of Hours and Earnings 2016, <http://bit.ly/2ydCFjP>).

Whilst North Wales has a unique cultural and environmental heritage, providing a strong sense of community and identity, it also experiences peripherality and poor connectivity to other parts of the UK. This is then reflected in the economic challenges facing the region:

- an unbalanced economy with an over-dependence on the public sector
- few larger firms or corporates and more limited employment opportunities, low productivity and earnings
- the out-migration of younger often more qualified people
- high levels of economic inactivity.

The Welsh Index for Multiple (WIMD) deprivation is the Welsh Government's official measure of relative deprivation for small areas in Wales. It is designed to identify those small areas, known as Lower Super Output Areas (LSOAs) where there are the highest concentrations of several different types of deprivation. This recognises income and employment deprivation but also takes into

account other factors such as environment and access to services, which are all significant factors around a region's decline.

In total, 1909 areas across Wales have been measured and ranked on the WIMD from 1 (most deprived) to 1,909 (least deprived). North Wales has a number of areas that are within the top 10% most deprived areas in Wales. These are predominantly located across the North Wales coastal and border areas. Two north Wales LSOAs are ranked as second and third most deprived in Wales (in Rhyl and Wrexham town respectively).

Applying cluster analysis methodology to this data enables the identification of those towns across north Wales that have the greatest concentration of residents living within the top 10% most deprived communities in Wales (Appendix 2). Identifying towns rather than isolated areas of deprivation provides a focus of regeneration activity to target economically appropriate locations for regeneration investment. This also means the impact of the plan can be measured more effectively.

Table 1: Most deprived towns in north Wales in population order

1. Rhyl	7. Holywell
2. Wrexham town	8. Shotton
3. Bangor	9. Llandudno
4. Colwyn Bay and Llysfaen	10. Denbigh
5. Caernarfon	11. Holyhead
6. Newbridge/Cefn and Plas Madoc (Wrexham villages)	12. Abergele & Pensarn

It is important to recognise that there will be deprivation and regeneration needs outside of the 12 highest priority settlements. These needs are still important for North Wales and will require intervention over the lifetime of this Plan, using a variety of resources. The form of that deprivation can be recognised in a number of ways, rural deprivation, areas that are ranked in the 10-20% decile in the WIMD, or those areas that have high scores in individual poverty and deprivation indicators. All are critical to the wellbeing of the communities affected, but must be viewed in a regional context.

The region will actively pursue developing an appropriate approach to identifying and categorising deprivation within a rural context, potentially utilising factors such as underemployment, low pay, increased costs and restricted access to services and opportunities, during the initial stages of the implementation of this Plan.

Map 1: Map of the Areas across North Wales of highest regeneration need and the Priority Regeneration Areas for 2018-2021



REGIONAL ECONOMIC CONTEXT

The Growth Vision for the economy of North Wales was adopted by partner organisations across the region in 2016. The vision described North Wales as “a confident, cohesive region with sustainable economic growth, capitalising on the success of high value economic sectors and its connection to the economies of the Northern Powerhouse and Ireland”.

The document sets out a strategy and ambition for North Wales to achieve the vision through investment in transport and infrastructure, improving skills and employment, and supporting business innovation and growth. The strategy aspires to improve the competitiveness of the region, to increase the Gross Added Value (GVA) of the regional economy and reduce the gap between the GVA of the region and the UK average, and to grow business to both create new jobs and protect existing jobs.

North Wales has subsequently been invited by UK Government to develop a Growth Bid for approval. A Growth Bid, originating from within a region, is a formal proposal for Government investment and the conferment of devolved powers. The North Wales Growth Deal bid was submitted to UK and Welsh Governments in November 2017.

The strategic outcomes of the Growth Deal bid might include: -

- Enhanced site values for strategic employment and housing sites;
- Improved readiness of strategic sites for investment;
- Improved transport access to, for example, reduce travel times to strategic employment sites;
- Increased public transport;
- Increased business investment and improved business performance;
- Improve employment levels;
- Available skills increasingly meet the needs of key sectors in the region;
- Reductions in worklessness and benefits dependency;
- Increased average household incomes;
- Increased regional Gross Added Value (GVA);
- Increased housing supply; and
- Increased alternative and renewable energy supply production and carbon reduction.

The vision and strategy builds on the strong alliances and joint planning both within the region, through the work of the North Wales Economic Ambition Board and the cross-border partnerships such as the Mersey Dee Alliance. The latter has facilitated joint working with the Cheshire and Warrington Local Enterprise Partnership, Merseytravel, and the wider Northern Powerhouse Network. The growth bids from North Wales and the Cheshire and Warrington LEP are being developed in parallel and there is a co-dependency for their success. North Wales is also making contributions to the wider strategy of the Northern Powerhouse network, for example the nomination of prime strategic sites for business growth and inward investment. Road and rail infrastructure and connectivity, and wider transport planning, including bus routes, are central to the North Wales Growth Strategy. The Growth Track 360 plan makes the case for cross-border rail investment and is progressing through the Governmental case-making and decision-making stages. The Welsh Government’s Moving North Wales Forward - Our Vision for North Wales and a North-East Wales Metro supports the region’s transport objectives and cross border working transport movement.

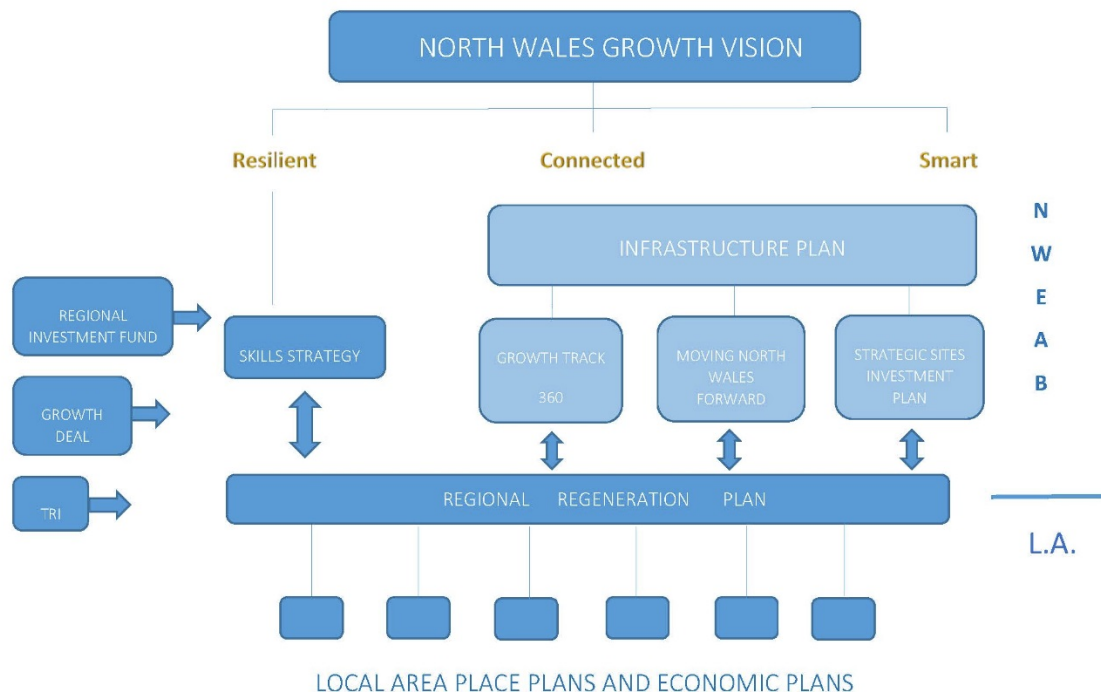
There are twelve projects currently being developed under three work streams:

1. Resilient North Wales - skills, employment and housing
2. Connected North Wales - transport infrastructure and digital connectivity
3. Smart North Wales - business growth and innovation

Detailed business cases are currently being prepared for each of these projects for submission to the UK Government.

The role of this regeneration plan is to ensure that the residents and businesses across North Wales, and in particular in those deprived communities, are able to access and benefit from the economic opportunities which will improve the regions performance. Whilst the regional skills strategy will assist people in gaining the relevant skills and expertise, it is this plan which will ensure that they have an environment within which they can nurture those skills. Ensuring that the existing housing stock is appropriate and energy efficient. Ensuring that the town centres provide appropriate services, retail, leisure and cultural offers. Ensuring that ‘abandoned’ premises within our communities are found viable and sustainable uses for the 21st century. Ensuring the sustained health and wellbeing of those communities and that they are inclusive. Meeting the challenges created by rural depopulation.

Diagramme 1: Economic and Regeneration Structure for north Wales



ISSUES AND CHALLENGES

Regional partnerships and negotiations around a Growth Deal for north Wales have strengthened the strategic approach to addressing regeneration challenges that exist in north Wales.

These are likely to bring significant opportunities to north Wales and it important that, working collaboratively, the benefits of these are maximised building on the strengths that already exist across the region. At the same time, it is important to identify and take steps to address those factors, which are likely to get in the way of success.

Table 3: SWOT analysis highlighting key issues, challenges and opportunities for the region

<p>Strengths</p> <ul style="list-style-type: none"> • Major employment concentrations across region. • Travel network linking north Wales communities with areas of employment • Major infrastructure development in region such as Wylfa and the Tidal Lagoon • Strong HE provision and research knowledge base • Strong cultural and heritage identity • Strong tourism offer especially in north west Wales. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Travel network insufficient to enable effective access to opportunity in many communities, especially in rural north Wales • IT infrastructure insufficient • Local skills insufficient to meet future labour market demands • Housing supply insufficient for future needs and areas of poor quality housing / HMOs reduce choice and quality of life. • Town centre vitality and viability weak in many places due to changing customer behaviour • Commercial property market is weak • High percentage of public and service sector employment • Low wages in some areas. • High level of self-employment and micro-businesses • Peripherality and travel times within the region
<p>Opportunities</p> <ul style="list-style-type: none"> • Proposed Growth Deal investment and jobs creation • Investment in transport infrastructure will improve access to employment and encourage investment • Growth Deal investment in skills and employment will improve economic opportunities for individuals in deprived communities • Major strategic investments provide an opportunity to strengthen regional supply chains and the foundation economy. 	<p>Threats</p> <ul style="list-style-type: none"> • Changing retail habits and impact on town centres -Internet /out of town shopping • Loss of key businesses and services for towns and villages threatening sustainability • Prevalence of second homes in the region • On-going pressures on public funding • Global and European economics creating uncertainty • Viability of rural areas and smaller communities • Loss of culture and threat to Welsh language heartlands

OBJECTIVES

The North Wales Regeneration Strategy seeks to:

- **Reduce inequality** – by helping more people to share the benefits of future growth, with a particular focus on supporting those with the lowest household incomes to access opportunities.
- **Increase employment** – creating opportunities for employment through regeneration projects.
- **Modernise town centres** – by building on their role as centres for local economic opportunity, service provision and social inclusion. Recognising their role in the foundation economy and helping them to adapt to economic change.
- **Develop the rural economy** – helping to create sustainable rural communities through access to economic opportunities and access to services.
- **Improve the housing offer** – by ensuring that development takes place where there is demand, providing good quality housing options for existing residents, young people and for people locating to the area.
- **Strengthen the visitor economy** - through building on the tourism offer and strengths that exist in the region including the adventure and heritage tourism markets as well as providing an attractive location for major events at regionally important venues such as Parc Eirias and Wrexham Racecourse. By encouraging more visitors to north Wales and providing modern town centres, we will increase visitor footfall to our towns and spend within the local economy.
- **Improve the health of local people** – by creating places that promote physical activity, by providing quality environments and green space and by tackling poverty in our most excluded communities.

LINKS TO OTHER STRATEGIES

The north Wales Regional Regeneration Plan takes a holistic view of regeneration and in doing so will actively contribute to other important national and regional strategies such as Welsh Government’s Prosperity for All strategy and the Well-being of Future Generations Act.

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Regional Regeneration Objectives	Prosperity for All	Well-Being of Future Generations Act - Goals
Reduce inequality	Directly contributes to tackling regional inequality by targeting those areas with most concentrated deprivation. Projects will seek to equip local people with the right skills to participate in the opportunities now and for the future. This delivers the priority action area of skills and employability and the priority action area of mental health .	Prioritising the most deprived communities seeks to engage the most excluded people across the region. By supporting people to enter employment or progress to better jobs this objective seeks to increase household income and that in turn will then provide access to further opportunities. This supports the goal of a more equal Wales .
Modernise town centres	Modern town centres will provide an appropriate environment for businesses to drive local prosperity , provide local employment opportunities and provide better environments to promote the health and well-being of those who live, work and visit our town centres. This objective will also deliver opportunities for young people to develop their skills and make the most of their potential . This delivers the priority action area of skills and employability .	Regenerating key town centres will support the goal of a prosperous Wales . Creating vibrant and attractive town centres will increase footfall and spend, supporting local business growth and an increase of job opportunities. Securing investment for north Wales is generally positive for the local supply chain and local businesses and applying sustainable regeneration principles will ensure that these objectives contribute fully to a globally responsible Wales . Engaging businesses and local people in the development of their town centre will contribute to a cohesive community .
Improved housing offer	Poor quality housing contributes to poor health. Addressing local housing need with the provision of appropriate, quality housing will support the delivery of healthier communities and better environments and directly delivers the priority action area of housing .	The provision of good quality accommodation will promote better health supporting the goal of a healthier Wales . Bringing empty properties into use or refurbishing poor quality housing will improve the housing offer across the

		region so that it is modern and energy efficient supporting the goal to achieve a resilient Wales .
Strengthen the visitor economy	Activities to strengthen the visitor economy will promote and protect Wales’ place in the world, promote health and well-being for everyone and support local employment opportunities and skills development . This delivers the priority action area of skills and employability .	Increasing visitor numbers to the region will support the goal of a prosperous Wales . Many visitor attractions and local businesses celebrate the heritage and culture of the country supporting the development of a Wales of vibrant culture and thriving Welsh language .
Protect the rural economy	Taking steps to stabilise rural towns and villages will support businesses to drive prosperity and support the development of entrepreneurialism, building ambition and encouraging lifelong learning . This delivers the priority action area of skills and employability .	Investment in a community provides a tool to engage local stakeholders in co-production and entrepreneurial solutions. This commitment to prevent decline supports the goal of a cohesive community .
Improve the health of local people	Health outcomes are low in areas of deprivation with mental and physical health often a barrier for participation. Regeneration activities targeting the most concentrated areas of deprivation will promote health and well-being for everyone and help to build healthier communities . This will directly contribute to the priority action area for mental health .	This regeneration plan intends to deliver transformational change to benefit the most deprived communities across the region. Increased job opportunities and an increase in household income will positively affect health outcomes. Housing renewal and schemes that provide a more attractive environment and encourage activity will also contribute to the goal of a healthier Wales .

In order to be successful this plan must ensure that regeneration projects targeting capital investment into **Places** identify and integrate with the delivery of relevant European and Welsh Government programmes such as OPUS, Adtrac and Communities for Work that are working with **People** from our most disadvantaged communities.

Poverty and Deprivation in these communities is not a new problem. In order to make a long lasting improvement there is a need to focus on the next generation, to raise aspirations and achievement, improve living standards through raising household income as well as provide future opportunities through the creation of a vibrant local economy. This must not be done though, to the exclusion of the needs of an ageing population who are an equally important part of those communities.

We will do this by using the 5 ways of working identified through the **Well-Being of Future Generations Act**.

Preventative	Providing quality environments and raising aspirations of our children and young people will help them to prepare for future opportunities. By considering the needs of older people, we will ensure inclusion for all ages as the demographic changes. By creating an environment for economic growth, we will safeguard future economic opportunities for local people.
Long term	Our physical regeneration projects need to consider how our communities will be changing in order to provide a robust regeneration solution and longevity. Consideration for the changing needs of local people will be built into projects in the planning stages.
Integrated	Ensure that our physical regeneration projects link wherever possible to relevant People projects through incorporating this as a requirement of each business case. Communicate future skills needs and opportunities so that mechanisms are in place to support local people in accessing these.
Collaborative	Working with colleagues across sectors and the region to share knowledge, skills and resources and ensure we get maximum benefit from collaborative working.
Involved	Engaging with the people who we want to benefit most from the programme. By engaging with our communities (particularly the most disadvantaged) on an on-going basis, we will strive to develop community ownership and resilience and improve cohesion.

The six north Wales local authorities are committed to:

Some examples of ways to integrate the **Place** and **People** priorities:

Use of apprenticeships /social benefits during construction	Creation of a physical environment which encourages activity and movement improving health and well-being
Place projects to provide a quality environment for delivery of work skills programmes and other activities i.e. parenting courses	Identify forthcoming jobs, timescales and skills. Work with education providers and programmes such as OPUS to identify and upskill local people to meet future jobs needs across the region. Monitor take up.
Work experience opportunities / guaranteed interview schemes	Local interview schemes / “skills “days for job opportunities within completed regeneration projects providing more accessible ways for people to apply for work

NORTH WALES REGENERATION PRIORITIES: 2018-2035

12 Regeneration Areas have been identified as priorities for Regional Regeneration Investment over the period 2018-2035.

This section sets out the integrated regeneration plans for these 12 areas identifying the major economic challenges and regeneration focus for each settlement. In order to take a strategic approach, 4 geographic areas and 3 thematic proposals will be the priority over the first three years of the plan with the focus moving to other areas as the plan progresses. More detailed evidence of need and descriptions of regeneration interventions have been included for those priority areas with further development work planned for the remaining areas in order to progress those priorities in subsequent years of the plan.

As funding opportunities emerge these will be detailed along with projects in Appendix 1. It is acknowledged that these are long-term, complex aspirations and the solutions will be long-term and multi-faceted.

Priority Regeneration Area: Rhyl

Background and Rationale for Regeneration

Like many other seaside towns, Rhyl suffered from the decline in domestic holidays. As visitor numbers decreased, businesses in the town began to suffer. Former guesthouses became Homes of Multiple Occupation (HMOs) and low property values led to poor standards and conditions. Areas of the town became host to concentrations of residents with complex social needs and problems of multiple deprivation. Denbighshire County Council recognised that this problem needed specific intervention and in 2004 adopted its first Strategy for Rhyl.

Regeneration of Rhyl has continued to be a public sector priority for a number of years, with almost half of Rhyl's neighbourhoods (7 out of 16 areas, 11,021 people from total population 24,924) still in the top 10% most deprived in Wales with one area ranked as second most deprived in Wales. Good progress has been made on moving people into employment and away from benefits, particularly amongst 16-24 year olds, with claimant numbers falling more sharply in Rhyl than elsewhere and the gap between the most deprived areas (West and South West Rhyl) and the Wales and UK averages narrowing. Although a number of priority projects around housing improvement, harbour regeneration, flood defences and facility improvements have either been completed or are well underway, deprivation indicators remain stubbornly poor, particularly for income & employment with five LSOA areas that still have more than double the Wales rate of employment related benefits claimants.

Analysis of Caci Paycheck data clearly shows that Rhyl's most deprived neighbourhoods now have significantly lower household incomes than prior to the economic downturn in 2008. Whilst the national trend shows levels of household income slowly recovering to pre-crash levels this is not the case in many of the neighbourhoods in Rhyl. In 2008 average household income in Rhyl South West 1 stood at £17,836. By 2016 this had dropped by just under £4,000 per household to £13,856 against a backdrop of sustained increases in the cost of living.

The next phase of regeneration work needs to focus on moving Rhyl to the tipping point where regeneration (market failure) ends and private investment starts to take over (local economic development), thus creating a wider range of employment opportunities for which local people on lower incomes will be prepared through labour market support interventions. Whilst no measure exists to define that 'tipping point', the ethos underpinning the Rhyl Regeneration Programme is to

increase footfall to and through the town, increasing spend in the local economy, stabilising businesses and increasing jobs and income opportunities. At the same time, the Rhyl Regeneration Programme prioritises support to local people through engagement activities and employability support with a view to progressing those individuals into local opportunities in order to increase household income, improve health outcomes and reduce reliance on public sector services.

Rhyl Regeneration Programme

In 2016, Denbighshire County Council approved proposals for a next phase of cohesive regeneration activity in Rhyl to lead it towards becoming a place where people choose to live, work and visit.

The Rhyl Regeneration Programme has three inter-related strands; Place, People and Economy. Under Place there are three themes:

- Tourism and visitors;
- Living and working in Rhyl; and
- Town Centre

Progress to date

Significant progress has been made to deliver the priority projects under the Tourism and Visitor and Living and Working themes with major projects due to be completed over the course of the next two years. Denbighshire County Council, Rhyl Town Council and Welsh Government have all invested heavily in these projects that has subsequently levered private sector investment into the town moving towards the Tipping Point that the Programme is striving to achieve.

Under the **Tourism and Visitors** theme, the Waterfront project includes a refurbished theatre building with a new restaurant, a new and unique Waterpark and leisure offer alongside the existing Cinema, a Premier Inn and Travelodge and at least two new family restaurants. The waterfront itself is being significantly improved with a coherent public realm scheme, lighting and a refurbished Skytower providing a fresh and exciting seafront experience for visitors and local people. It is anticipated that around 900 000 visitors will be drawn to the waterfront once these attractions are open. The town centre is located close to the waterfront and shows potential for drawing these visitors in subject to getting the right offer in place.

There has also been investment secured under the **Living and Working** theme. Welsh Government have led the development of an innovative Housing Scheme in the West Rhyl area (Gerddi Heulwen) which involved investment of more than £16M into the demolition of poor quality, redundant HMOs to be replaced with quality, affordable mixed tenure accommodation centred around a pleasant shared garden area. Nearly £1M has been secured to date from Warm Wales to deliver energy efficiency improvements in private sector accommodation tackling fuel poverty and striving to contribute to an increase in household incomes. Partnership investment with Registered Social Landlords and the Town Council has also supported the delivery of a much-needed campaign to improve local, regional and national perceptions of Rhyl as a good place to live, work and visit.

Next steps

The third theme of the Rhyl Regeneration programme focussed on improving the **town centre** has yet to be progressed. Recent data, visual observation and conversations with businesses indicates that Rhyl Town Centre is increasingly unfit for purpose. There has been a continued decline in the comparison offer and a consistent increase in the percentage of properties that are vacant over the past 10 years rising from 7% to 21% currently. Whilst the national trend of decline has stabilised over the last four years, Rhyl's decline has continued. It is a coastal town with a gravitational draw area limited by the sea and in conflict with a number of its direct but smaller neighbours. It is essential therefore to consider the re-configuration of the town in order to diversify and improve

its offer to reconnect with local people and visitors to the new waterfront tourism and leisure facilities under construction.

Conversations in January 2018 with 65+ Town Centre retailers confirm that:

- Christmas was quieter in 2017 than the previous 2 years
- Businesses are feeling a significant drop in footfall
- The top end of the High Street closest to the waterfront is “Dead” from a retail footfall perspective
- Although it is ..”Good to see the work around the outskirts going on – it’s like a doughnut with no centre!”

Securing beneficial public and private sector investment, attracting more economically active residents, overcoming Rhyl’s poor reputation and nurturing business confidence / growth are key concepts behind an emerging Town Centre Master Plan which will provide the coherent long term physical regeneration framework for the town centre. With links to wider activities for addressing social issues and tackling poverty and support for local businesses to explore the viability of introducing a Business Improvement District the Master Plan focusses on delivery of the following objectives:

- Establish a vibrant and balanced mix of uses
- Improve ease of access to the town centre
- Improve pedestrian flows around the town centre
- Create a desirable town centre ambience

A number of key concept ideas tackling fundamental highways & access, environmental, residential, retail / commercial problems have been identified and provide focus for a stakeholder engagement campaign scheduled to begin in February 2018. Initial projects envisaged for the period 2018-2022 in order to begin the delivery of the Masterplan and achieve transformational change will include:

Retail and Commercial Improvements to the High Street, attracting footfall to a vibrant, modern high street area:

- Acquisition / redevelopment of key anchor buildings within the High Street to provide improved commercial and residential space;
- Grants and loans to acquire, reconfigure and renovate key town centre properties for commercial and residential purposes in the town centre in order to consolidate the offer, improve retail effectiveness and reduce town centre vacancies;
- Completion of Phase 1 of the Queens Market redevelopment proposals to acquire and remodel a significant block of commercial property located between the Waterfront and the high street;
- Development of an entrepreneurs hub, providing shared office space for business start-ups, aimed at bringing young entrepreneurial business people onto the high street
- Links to the emerging activities of a Business Improvement District initiative

Improvements to the residential offer available in the town centre to increase higher spending footfall and attract a wider mix of people to the area:

- Development of a Living over the Shop initiative to make use of vacant upper floors;
- Renovation of key residential streets to build on the impact of the Gerddi Heulwen housing scheme led by Welsh Government (i.e Edward Henry Street);

Public Realm improvements to create a vibrant and safe environment which will attract and retain residents and visitors for longer and encourage investment in retail, commercial and residential offers:

- Development of a public realm strategy with links to emerging Business Improvement District priorities
- Improvements to the public realm including greening and the creation of public space
- Animation of spaces within the town centre in order to draw people in

Focus on enforcement to develop a sense of pride and community ownership in the area and ensure that all sectors are delivering a commitment to Rhyl:

- Greater enforcement activity and campaigns;

Longer-term projects are likely to include:

Improvements to Highways and access including:

- Improved signage to assist people to navigate around the town and to the various attractions;
- Improved highways and streetscape between the waterfront and High Street to encourage footfall into the town centre;
- Remodelling of the road systems to ensure that the traffic systems reflect modern highways and access requirements for Rhyl taking into account the increase in road users and changes to journey purposes over the last 30 years, providing an easier and more efficient travel experience;
- Adjustment of the parking offer to reflect the changing needs of the area's visitors;
- Improvements to cycle and pedestrian access throughout the town in order to connect with outlying neighbourhoods and the excellent cycle and pedestrian routes on the seafront that currently don't extend into the town centre.

Priority Regeneration Area: Wrexham Town

Purpose

To regenerate the town centre to achieve the objectives identified in the Town Centre Masterplan which was adopted in April 2016. This is a planning led tool which is a framework for decision making for regeneration in the town centre. The overall vision is a new revitalised town centre and its surrounding neighbourhoods through the delivery of new and improved homes, the creation of businesses and jobs with a diverse offer of independent quality retail, leisure uses such as family restaurants, arts and cultural attractions, and all in a quality public realm providing an environment that is identifiable as Wrexham.

The aims behind the vision are:

- To improve the economic, social, environmental, and cultural well-being of Wrexham County Borough
- To support and retain young people in the town and surrounding communities
- To address worklessness and economic inactivity
- To support and
- Enable private sector investment in the town to boost economic growth and employment performance.

The following are the key objectives to be delivered through our long term regeneration plan:

- Improve the town centre identity, and change the use and functionality, to improve the economic performance increase the footfall and vibrancy of the area;

- Improve the visitor experience;
- Improve the accessibility into and around the town;
- Improve the evening economy;
- Provide opportunities for town centre living by generating a significant supply of new homes to meet local and regional need;
- Improve the standard of existing homes , quality of life amongst residents and desirability of the area;
- Accommodate the needs of a growing population; and
- Make the town centre greener with improved streetscape.

The objectives will be delivered by establishing the town centre as a thriving destination by encouraging a wider diversity of uses, this will be achieved by the following:

- Building on its strong sub-regional position as a major shopping destination, diversifying the offer and developing complementary leisure, cultural and arts attractions in an attractive environment;
- Develop an attractive and distinctive environment with high quality buildings, streets and spaces to enhance the character of the town and support the town centre strategies for retail, visitors and attracting residential development;
- Ensuring high quality access to and through the town centre by a range of modes, prioritising walking, cycling and public transport, but maintaining high quality road access to the centre;
- Making Wrexham town centre a great place to live with a wide variety of new homes attractive to a diverse range of people with supporting social infrastructure for offices and vacant office space to make a positive contribution to the role and function of the town centre as a place with a wide and diverse range of attractions; and
- Improving the quality of the public realm to improve places for people to meet, use and enjoy underpins the delivery of improvement in the quality of retail, visitor, housing and office provision.

In order to achieve the overall aims and objectives a regeneration plan has been produced to support the implementation of the masterplan which demonstrates short to long term schemes and projects taking into account the local challenges and opportunities.

The following long term schemes identified below form part of the wider context to explore various funding programmes to lever in investment and provide the appropriate conditions to enable growth in terms of regeneration in the town centre and surrounding areas. They also contribute to the following Themes within the Masterplan:

An Accessible Town:

- In order to address the need for improved accessibility into the town there is an identified scheme to Modernise transport infrastructure in order to enable growth, through the development of various larger schemes for accessibility into the town, such as the implementation of phased works, to improve the junctions on the A483 in order to address congestion issues currently acting as a barrier in terms of accessibility into the town. Support a modal shift of transport to help deliver growth by supporting development that encourages the use of public transport via Wrexham General Station for a transport hub in order to provide better connectivity with the Bus station and improve links and connectivity to the town.
- In addition to the larger scale infrastructure proposals there is a need to develop a network of attractive pedestrian friendly routes and spaces to improve the connectivity

both into and across the town centre helping to bind various parts of the town together in particular on the main corridor into the town centre.

A Place to Visit:

- In order to change the perception of the town as a tourist attraction and visitor destination that the town has a limited range of attractions in order to attract an increased number of visitors to the area there is a need to improve on the number and quality of strategic large scale events, the regeneration of the Wrexham Racecourse ground would be a major contributor to this and would improve the overall perception of the area, given its prime location along the main corridor into the town centre. The objective is to create a first class stadium capable of hosting international sporting events, music and other cultural outdoor events establishing it as a Regional Centre of Excellence. In conjunction with this there is ongoing consideration to maximise the development opportunities afforded on the adjacent parcel of land for commercial or mixed use development. This would not only generate a significant increase in footfall in but also enhance and strengthen the connectivity into the town.

A place to Shop / A place to Live

- As retail trends are changing there is a need to widen the scope of offer and split larger units into smaller units to provide mixed use development in appropriate locations incorporating evening economy uses such as restaurants, leisure, pubs and hotels and small-scale, local need retail. Homes above retail premises can provide opportunities to increase the vibrancy of the town centre and support the evening economy.

The following schemes are identified in our Regeneration plan deliverable in the shorter term under the following masterplan themes:

Is Attractive and Distinctive:

- To celebrate the local character and diversity that reflects the local area, architecture, materials and culture, various schemes have been identified to maximise the opportunities presented by Wrexham's Heritage and conservation areas. Significant parts of the Town Centre fall within conservation areas, which offer a unique environment and visitor attraction. Progress to deliver and then extend the THI Heritage led programme will preserve, conserve and enhance the town centre, bringing back into use derelict and vacant buildings providing residential accommodation and splitting larger retail premises into smaller units. Progress to deliver and then extend a THI scheme is being made, which incorporates a traditional construction skills training package to support a programme to produce employability outcomes.

A Place to Work:

- In February 2017, the Welsh Government announced £1 million funding to develop a new business hub in Wrexham. The Scheme which has recently been renamed 'Town Square' in recognition of its presence within Wrexham Town Centre, develops incubator units which brings together entrepreneurs in a shared environment, to enable ideas and develop collectively. As well as providing good quality business accommodation within Wrexham Town Centre the scheme can also support businesses with advice, workshops, and support with developing international trade and networking opportunities.

As 'Town Square' continues to develop there is an expectation of increased demand for 'growth' accommodation to enable businesses that have been developed to continue to expand within Wrexham Town Centre. This relies on the availability of good quality, sustainable accommodation that suits the needs of businesses and opportunities that outgrow the hub. In collaboration with the Town Centre Regeneration Funding, the use of Targeted Regeneration Investment funding will enable additional accommodation to be acquired and developed to satisfy this anticipated demand. This will provide a longer term legacy which will benefit the economic wellbeing of not only the town centre but the wider region by providing more opportunities for new and existing businesses to develop and flourish.

A Place to Live:

- To address the identified need for town centre accommodation there are identified projects such as HARPS schemes in the town centre to convert unused floor space above shops into habitable homes.
- There is potential to support the existing town centre acquisition scheme with additional funding from the TRI programme to enable some large properties to be supported to provide long term benefits for the town centre. Due to the nature of some of the properties in the town centre, there is likely to be significant costs associated with redeveloping the properties for residential, commercial or mixed use which would typically be difficult to recover through a normal loan scheme. This could potentially include addressing any potential issues such as asbestos, creating new disability access to all parts of the building and fire proofing. The use of grant element alongside the Town Centre Acquisition Fund would enable these issues to be addressed. This will support economic development by providing opportunities for local contractors including apprenticeships and trainee opportunities as part of the redevelopment of the properties and land, as well as providing further opportunities for people to live, work and access services in their own right. This provides Social benefits and outcomes by providing access to good quality residential and mixed use properties. Due to the type of properties being developed these will be in perpetuity and therefore provide a long term benefit. Properties could also be developed as Local Economic Hubs to support the economic regeneration of communities across the County Borough. These could operate in partnership with other similar schemes across the region and be similar to other hubs including ICE which has recently come to Wrexham. This model could also be utilised to promote tourism and businesses associated to this sector by creating Tourism Hubs alongside other sectors of the economy.
- A housing scheme has been identified located on Regent Street on the main arterial route into the town centre, on a derelict site which would allow for 25 units which vary in size. This project would contribute to an increase in the footfall enhancing the overall vibrancy of the area and maximise the linkage and connectivity into the town centre.
- A building has been identified for refurbishment in the town centre which was originally designed for a women's refuge but this facility moved some time and since the buildings has been used as a facility for people with learning difficulties, so there is opportunity for conversion to deliver specialist bespoke housing to meet the needs of the disability service with individuals with complex needs who require the specialist

housing within the communities of their origin. This would also meet the growing waiting list figures which currently has 34 active applications with at least 10 further applications in the process of completion.

- Traditionally known as Housing Renewal, there are opportunities to improve the quality of housing supply with the development of a Private Sector Property improvement scheme. The aim is to target gateway / arterial routes to improve the overall perception of these areas in conjunction with other schemes in order to support the overall aims and objectives for regeneration; this will strengthen connectivity and improve the linkages into and around the town centre.

A Place to Shop / Attractive and Distinctive:

- As part of the vision in the Masterplan and our Tourism Destination Management Plan, to create a visitor quarter in the town centre, a scheme has been identified, following an extensive commercial study, to regenerate the two indoor markets on Henblas Street. This will ensure better utilisation of the space, in order to enhance the offer within the markets and attract relevant and sustainable traders to reinstate Wrexham as a traditional market town and a visitor destination. This could also maximise opportunities for a night time economy in the surrounding area and within the market itself. In terms of branding this would also contribute to reinstating Wrexham as a traditional market town.
- Through our Public realm study it has been identified that there are improvements required both into and throughout the town including improved streetscape, development of lighting works and improved signage from key hubs linking into the town centre. A priority opportunity site for this is Henblas Square which is currently being developed as a mixed use site with retail and leisure, and given its close proximity to TY Pawb and Eagles Meadow shopping centre this is a good time to invest in streetscape improvements, such as trees, lighting, paving and street furniture. This would enhance the overall perception of the area and support our objective to create a café/cultural space in order to retain and manage the footfall in this area by creating a vibrant dwell space with a sense of enclosure.

A Place to Visit:

- Wrexham County Borough has invested significantly in tourism in recent years which has resulted in an increase in day and overnight visitors to the area. To meet this increase in demand there is an identified need for additional suitable coach parking areas in close proximity to the town centre. Attractions such as St Giles Church, Racecourse Ground and Ty Pawb will show that the need for suitable coach parking continues to increase. The Targeted Regeneration Investment funding would enable the acquisition of appropriate land for development as a coach park. Visitors would continue to be dropped off at their destinations but a designated parking site would ensure a safe and secure area where coaches can be parked for a longer period of time. This scheme would support the economic development of the town centre by making it more accessible for day and overnight coach trips, and ensure that visitors on coach trips are able to enjoy the attractions of the area for a longer period of time.

Priority Regeneration Area: Bangor

Bangor is the oldest city in Wales, and as a city and a sub-regional centre for North Wales, Bangor has a distinct character and is marked by a profound sense of civic pride amongst its resident, studying and working populace. It is a place, which possesses a significant number of attributes, both modern and old, but is also faced with significant challenges in terms of its future prosperity and vitality.

Based on the 2011 census, the city has a population of 16,658, including university students. The total estimate number of students has since increased (10,766 based on University's figures for 2014/5) and therefore the estimate of the population of Bangor during term time is 20,244. The Bangor City Partnership was established in early 2016, which brings together a wide range of key partners seeking to collaborate and work collectively to drive an agreed strategy for the City of Bangor. The Partnership includes representatives from Bangor City Council, Gwynedd Council, Welsh Government, Bangor University, Pontio, Betsi Cadwaladr Health Board, Strategic Housing Partnership, Grwp Llandrillo Menai, and the private sector (through the Bangor Business Improvement District).

Following the establishment of the Bangor City Partnership, further work was carried in preparing a regeneration strategy for the city. This Strategy and vision is predicated on exploiting Bangor's primary role as the sub regional centre for Gwynedd and Anglesey, recognising its inherent strengths and latent potential, and eradicating the negatives that have beset this City over the last decade and more. If fully realised, then Bangor can become the Greatest of Welsh Cities; offering the whole ambit of attributes and amenities that makes any City Great; but gilded with a sense of Welsh and Celtic Heritage.

The Strategy has three interdependent themes, none of which can fully achieve their outcomes alone. It is a holistic approach, both on a strategy level and thematic level.

1. Development and Environment

Underpinned by four sub themes:

- Development
- Built Environment
- Public Realm
- Transport and Pedestrian Access

In recent years, Bangor City centre has experienced significant decline and an erosion of its function as a sub-regional retail centre. The main retail core runs along the High Street being over a mile in length. Bangor has maintained a high percentage of vacancy rates when compared to the Welsh average. With 'Retailing in Wales' largest towns and cities' January 2018 identifying an overall decline in across Wales from 16% in 2013 to 14.5% in 2017, Bangor has maintained over 20% retail vacancy over the same time with 2017 showing a reduction to 19.4%.

Bangor has seen an increase of 8% from 2013 in leisure vacancy up to 13.6% with the Welsh average at 8.7 last year. The city needs to consolidate the primary commercial area and improve the retail and leisure experiences; and secure alternative uses for vacant buildings in the city centre. This will be achieved by improvements to the High Street through the Property Renovation and Investment Scheme; and improving the vitality of the city centre through Strengthening Key Urban Access and Linkages.

The Partnership will seek to develop additional activities focusing on addressing the issue of poor building fabric within the retail area and public Realm works. Further investment in developing the Pier, further development of the Cultural Quarter the redevelopment of the University's Campus on Deiniol Road and its transformation into a Science and Technology Quarter. This will be underpinned by a number of initiatives to enhance the overall aesthetic of the city, the provision of citizen friendly green spaces and the rationalisation of transport and pedestrian access.

Activities will be developed and implemented in collaboration with the business community, thus building on the work of the Town Centre Partnership and subsequent establishment of the Business Improvement District in Bangor City centre.

2. Economy and Promotion

Underpinned by three sub themes:

- Business Support
- Marketing and Promotion
- Events

Projects will include reversing the decline in the professional sector and regenerating the city through reutilisation spaces above shops, a grant and advisory support services for retailers and businesses within Bangor, a rebranding and repositioning of the City, and initiatives to encourage private sector investment.

3. Housing Health and Wellbeing

Underpinned by two sub themes:

- Homes
- Health and Wellbeing

Over the last 5 years, the city has also seen significant changes in the provision and quality of student accommodation developed by Bangor University. Over many decades, one key impact of the presence of the University was the multiplicity of student housing stock – with 1,160 Houses in Multiple Occupation (HMO) in Bangor which represents some 21% of the city's total housing stock. A gradual decline in the fabric of many of the older properties, coupled with the emergence of new student accommodation, has resulted in a number of empty properties and / or low quality housing around the heart of the city.

In addition, there are currently 1,528 houses owned by social landlords in Bangor (approximately 25% of the total housing stock). The main Registered Social Landlords (RSLs) are Cartrefi Cymunedol Gwynedd (CCG), North Wales Housing, and Cynefin. The RSL's have a key role, not only to provide housing to an appropriate standard, but also through engagement and the delivery of a range of ancillary and support services.

Project activities will have a significant focus on revitalising and growing housing stock within the City, tackling negative issues around HMOs, improving intermediate housing supply and working with Registered Social Landlords and Private Sector to return Properties back to a standard where young people in particular would wish to live, and will be complemented by appropriate initiatives to support more sustainable and healthy living conditions, and access to health and wellbeing services and support.

The proposed Bangor Integrated Health, Family and Well-being Centre involves the development of a multi-agency facility to incorporate primary care, community, family health and therapy services and appropriate housing development within the city centre. This proposal is being led by Cartrefi Cymunedol Gwynedd and Betsi Cadwaladr University Health Board and will encompass a range of wellbeing initiatives, creating a vibrant one-stop facility that promotes social wellness through social prescribing activities as well as more traditional health services.

As detailed elsewhere in the Regional Regeneration Plan (Section 3, Appendix 2) high levels of social deprivation exist in the Maesgeirchen area of the city. Proposals are also being developed in respect of the Glancegin Integrated Family Centre which would provide support and access to key services that currently do not exist. In addition to providing support to the families in terms of improving the life chances of the children on the estate, a purpose built centre will be able to provide facilities to assist those outside of the employment market to become work ready.

A further project is the development of an Integrated Homelessness Facility. This Project is in early development under leadership of Cartrefi Cymunedol Gwynedd, Betsi Cadwaladr University Health Board and a local mental health charity

In addressing identified housing needs of Bangor City, activities will be integrated with the proposed Thematic Housing Programme.

As part of the TRI Programme, robust arrangements will be established for the delivery of the Bangor City Centre Regeneration Plan. This will include the establishment of a programme office to manage and co-ordinate the delivery of activities.

Priority Regeneration Area: Colwyn Bay and Llysfaen

Colwyn Bay has been a focus of regeneration programmes since 2009 having been characterised by high levels of deprivation in four neighbourhoods. An extensive, and holistic regeneration investment programme has been undertaken including community/neighbourhood development, health and wellbeing programmes, waterfront improvements and coastal defence works, development of a regional events arena, housing renewal, Townscape Heritage initiative, and more recently key bespoke office development. These have attracted new visitors to the town and started to improve its image. However, two neighbourhoods still remain in the bottom 10% of the WIMD, representing 12% of the town's population, and a further 7 wards are ranked within the lowest 10% to 50%, with stubbornly poor indicators for Income, Employment, Housing and Education. This is then combined with persistent high vacancy rates within the town centre and no change in footfall levels there.

The wellbeing of Colwyn Bay is critical to the proper functioning and future prosperity of the wider community of the Bay of Colwyn, at 33,000 the second largest town within North Wales, and the Central North Wales growth hub, recognised in the 2008 Wales Spatial Plan. It's central location along the coast and strong connectivity means that its residents and businesses can play a significant role in contributing to the North Wales Growth Vision.

Whilst to date the regeneration programme has witnessed significant progress in 3 of the 4 drivers, as identified in the Colwyn Masterplan 2010, namely, Parc Eirias, Waterfront and Housing Renewal, progress in the town centre has been limited.

The annual town centre benchmarking exercise undertaken by 'People and Places' confirms that the vacancy rate within the town centre remains at 17% (June 2017), and whilst footfall on the waterfront and in Parc Eirias has increased there has been little noticeable change in the town centre, nor improvement in movement across the town. The Bay View Centre remains the focal point. The quality, and size of premises, lack of convenience retailing, combined with low footfall and concerns about the town centre's traffic management remain the key barriers to investment. The next phase of the Colwyn Bay Regeneration Programme, 2018 -21 will retain it's holistic approach combining physical regeneration with community development and a focus on economic and health wellbeing. A key priority will be investment in the town centre itself, continuing to create an environment that can facilitate private and public sector investment that maximise the town's strategic location and connectivity as a destination, service and commercial centre. This will ensure a:

***"...vibrant town centre destination for shopping, business and commerce, services, culture, entertainment and leisure through the enhancement of its vitality, viability and attractiveness....."** (Conwy LDP Strategic Objective 6 and Colwyn Masterplan 2010)*

This will not be done at the expense of continuing investment to complete strategies for the other three drivers, so that improvements seen over recent years are not lost:

- **Parc Eirias** – continued investment as an events destination and state of the art health and wellbeing centre in collaboration with Betsi Cadwalader University Health Board and Social Services. Redevelopment of the neighbouring Colwyn Civic Centre.
- **Waterfront** – implementation of Phase 2b and the Old Colwyn promenade improvements – North Wales Critical Infrastructure Project, together with the creation of a shortened pier.
- **Housing Renewal** – implementation of the phase of renewal overlapping with the town centre, specifically seeing renewal of residential accommodation in Bay View Road and above commercial property in Abergele Road.

A refreshed Bay Life Regeneration Board – the coordinating body of the regeneration programme – with reinforced roles for the Bay of Colwyn Town Council and Business Improvement District in particular will drive forward the programme under a branding "**Creative Colwyn**". This will highlight the opportunities presented by Colwyn Bay whilst also developing the wider cultural offer of arts, heritage and leisure. The BID and IMAGINE project, supported by HLF, will be key contributors to this.

Alongside investment strategies for Parc Eirias and the Waterfront a **Town Centre Investment Plan** is being finalised, teasing out and reviewing key proposals from the original Colwyn masterplan. This will be focussed on three themes:

Identification: branding, signage, orientation, gateway anchor points, ensuring a consistency and understanding of the town centre and its environs. Key indicators: visitor numbers, footfall and investment enquiries.

Integration: This will focus on improving linkages between currently disparate parts of the town centre. Initial focus will be on those links from Abergele Road to the core town centre; ensuring that the new Coed Pella development is fully integrated; from the Bay View Centre to the station and Station Road; parking provision and its accessibility; and traffic movement, so that it permeates the town centre. It is also critical to improve the connectivity of the town centre with surrounding areas particularly the Waterfront - via Station Square, Parc Eirias – along Abergele Road, and the 'business quarter' to the west. Key indicator: footfall

Animation: that is of the streets and open spaces, so as to create a welcoming business and leisure environment. This will be done by a combination of improved and consistent public realm/streetscape and investment in properties around them to create sustainable futures for

them, be it business, leisure, services or residential. Key initiatives behind this particular theme will be:

- Commercial Property Investment scheme – as a successor to the Townscape Heritage Initiative but looking at a wider area and a mix of grant and loan to the private sector.
- A Key Sites and Properties Investment Scheme with CCBC taking the lead where market failure is evident. An initial property is 7 Abergele Road, but focus will also be on others such as the Imperial Buildings, Market Hall, Bay View Road, etc. Using a combination of funding to create sustainable future investments.
- An integrated marketing and business support programme for prospective investors, between CCBC, BID, Business Wales and Coleg Llandrillo.
- Integrating and animating spaces and linkages both within the town centre and to surrounding areas. Initial focus on Abergele/Conway Road, and Station Road before tackling St Pauls Gardens, and Ivy Street. The HLF supported IMAGINE project will play an integral part in this to assist in developing solutions and also ensuring 'community ownership'
- A renewed vision for Station Square, to include the station, its forecourt, linkages to the waterfront; the Market Hall site, Imperial Buildings, and 'station steps' so that it becomes a true focal point for the town centre. This will require a multi-agency approach given the complicated land ownership pattern.
- A renewed Market and events offer for the town centre which is compatible and complimentary to Parc Eirias and the Waterfront.
- To redevelop Douglas Road as a community hub with enterprise and training opportunities, potentially incorporating a family centre
- Housing renewal in the Abergele Road and Bay View Road areas in coordination with the commercial property investment scheme.
- Tourism Academy related investments such as student accommodation

Key indicators of success will be reduced vacancy rates, new business investments, increased employment levels within the town centre, residential units created, numbers and size of markets/events, business survival rates, visitor and footfall figures.

As has been the case since 2009 the Regeneration Board will be supported by the Bay Life Officer group who will ensure proper and timely delivery of projects using CCBC programme and project management frameworks, and adherence to funding requirements.

Priority Regeneration Area: Caernarfon

Caernarfon is an iconic tourist destination of national and international standing. The town has arguably some of the best heritage, cultural and natural assets in Wales, yet during the second half of the 20th Century it suffered a gradual decline in its economic fortunes. This has resulted in some parts of Caernarfon developing high deprivation levels characterised by high unemployment, low wages, poor housing and health and contributed to the increasing run-down appearance of the town, reducing its attractiveness and confidence to residents, visitors and investors alike.

In response, the town is the subject of an extensive and ongoing developing programme of investment designed to further enhance its status as an iconic and "must see" destination in Wales. A new approach is being developed which builds on the area's undoubted strengths in celebrating differences, and marketing its unique identity and being culturally relevant. The

programme is unique in how it has and will utilise Caernarfon's exceptional cultural and historical assets that is the Welsh speaking capital of Wales; World Heritage Castle and historic environs; strong indigenous creative arts/industry; gateway to Snowdonia; harbour town with unique and historical waterfront; linking of key attractions such as the Welsh Highland Railway and Wales Coastal Path.

The Caernarfon Waterfront Initiative currently forms part of the Tourism Attractor Destination Programme (TAD) led by Visit Wales, Welsh Government. A pan-wales multi-million pound iconic tourism investment programme supporting ten strategic regionally prioritised projects that will raise the quality and perception of destinations in Wales.

During the period of the Regional Regeneration Plan, it is envisaged that further investment will be secured to underpin the new regeneration approach developed for the town.

Priority Regeneration Area: Newbridge/Cefn and Plas Madoc (Wrexham villages)

Regeneration of the High Street in Cefn Mawr has received support from HLF through a THI scheme, which closed this year. Further regeneration to progress Cefn Mawr's role as a tourism centre, linking to the WHS destination and increasing the visitor experience and dwell time on the High Street. This will support employment opportunities within the businesses now operating here as a result of the THI. The emerging masterplan will further support the linkage between Cefn Mawr and the WHS encouraging people to not only visit the area but create a dwell space.

Regeneration activity can support access to services and employment for the neighbouring community of Plas Madoc. The Housing renewal scheme will be beneficial for private properties in the area that now fall behind the standards reached in the social housing stock. There is currently an estate remodelling underway which will act as a vehicle to raise the profile of Plas Madoc and the estate re-modelling agenda within WCBC. This is critical to the success of the regeneration of Plas Madoc and the creation of a sustainable community will be the inclusion of non-physical projects. This will be the framework to encourage and lever in future investment into the area by demonstrating the opportunities for regeneration.

Priority Regeneration Area: Holywell

Holywell is a small rural town with a population of around 8,500. There are significant pockets of deprivation round the town.

The high street area in Holywell comprises around 113 retail units. Holywell has seen two rounds of Townscape Heritage Initiative funding and the quality of the built form is very high with conservation area status and a number of listed buildings. The public realm, though, is very dated and very poor quality. The town centre is pedestrianised which is reducing potential customers. Footfall in the town is reported as very low. Although vacancy levels are low compared to national figures they are high in a Flintshire context.

The regeneration priorities for the town are:

- Review and develop options to improve access to the town centre, including for vehicles.
- Town centre property interventions to reduce the retail footprint and generate new activity.
- Housing development including social and affordable rent housing.
- Enhance the visitor economy through links to wider infrastructure.
- Improvements to the street environment.

Priority Regeneration Area: Shotton (Deeside)

Deeside has a population of around 54,000 people. It is a major hub for employment and economic growth potential in both the North Wales and Mersey Dee context with a particular focus on manufacturing. The high street areas in Deeside comprise around 215 retail units extending over far too great an area to be sustainable.

The built environment in Deeside is poor along the main coast road, creating a weak first impression. There are large clusters of private housing in need of modernisation and the street environment is dominated by traffic, an outdated public realm and many poor quality shop fronts. Although retail vacancy levels are relatively low there remains an over-provision of retail units. Traffic is an increasing problem in Deeside with local movements through the urban area to areas of employment heavily congested. Despite the economic opportunities in Deeside there are significant pockets of deprivation in Shotton and Connah's Quay.

The Deeside Plan, developed in early 2017 sets out the priorities for economic development in Deeside:

1. Economic growth
2. Transport
3. Housing
4. Skills and employment
5. Environment

Delivery against these will come from a mixture of strategic interventions from the North Wales Growth Deal as well as more localised regeneration projects including:

- Continuation of the housing renewal area programme to improve the housing stock.
- Housing development including social and affordable rent housing.
- Improvements to the local transport infrastructure to improve access to employment and services.
- Town Centre property interventions to reduce the retail footprint and generate new activity.
- Opening up access to the river Dee.
- Improvement to the street environment.

Priority Regeneration Area: Llandudno

Llandudno has a population of 15,266 and has developed as a regional, and nationally significant tourism resort. As an integral part of the Central North Wales Growth Hub identified in the Wales Spatial Plan 2008 it is also significant as a regional retail and service centre.

Despite the apparent success of the resort town two LSOAs demonstrate low levels of income, employment and educational attainment. Tudno being within the 10% most deprived LSOAs within Wales. Changes within the tourism industry resulting in the closure of some hotels and B&Bs has also led to conversions of properties to the private rented sector as small flats or Houses in Multiple Occupation, bringing with it a transient population.

In recent years Communities First programmes have worked within these communities making substantial in roads to improve the circumstances. The Conwy Economic Growth Strategy 2017 - 27 recognises, as a key issue, the need to raise income levels and create full time employment in

the tourism/leisure sector. Whilst benefit from all five ambitions within the strategy key to Llandudno's future is the development of the winter tourism offer.

Working closely with key landowners, Mostyn Estates, significant tourism/leisure, hospitality, retail and commercial investments have been made in recent years with others proposed. The continued success of the town as a nationally significant resort is dependent upon continued exemplary destination and investment management coupled with supporting and skilling the community to be able to access the opportunities that that brings. Regeneration investment will therefore be focussed upon people outcomes.

Priority Regeneration Area: Denbigh

Amongst the 10% most deprived communities in Wales, the town of Denbigh lost its main employer (the North Wales Hospital) over two decades ago and the site has never been returned to productive use. Securing private sector investment in both this site and the town centre itself has proved elusive for many years.

The town centre exhibits signs of decline including increased vacancy rates, significantly reduced footfall and spend and derelict prominent historic buildings in the town centre. There is a limited range of popular independent shops and services but the town's night time offer has contracted significantly in recent years despite national trends that suggest it should be expanding.

Denbigh is in a period of adjustment and turbulence, needing support to accelerate its move towards being a speciality town where the anchor tends to be a strong tourism offer. The town has a very high number of historic buildings including the spectacular Denbigh castle, but lacks a good accommodation base that would help anchor visitor spend in the town centre.

There is wider prospect of new customers for town centre businesses from potential development of new homes on land allocated for residential developments around Denbigh, but with mixed perceptions of parking in the town (Denbighshire Town Centre Parking & Traffic Management Study 2015) access improvements will be critical to exploiting these new markets. A significant unmet need for affordable homes in the area also provides potential opportunity for providing new uses for derelict and under-utilised town centre properties, with added potential to increase town centre footfall and the longer term vitality of the town centre where investment can be secured. Failing to address the range of issues highlighted will lead to a decline in local employment opportunity and local access to goods and services.

Priority Regeneration Area: Holyhead

Despite its strategic role as an international ferry port, Holyhead has suffered from poverty, unemployment, and deprivation for many decades, and many residents are being adversely impacted by welfare reform. Large scale job losses took place in 2009-10 with two of the town's three main employers effectively closing down, reversing previous job gains. Of all North Wales towns, Holyhead ranks second after Rhyl in the percentage of population in income deprivation (27%) and working age people on employment related benefits (17%).

The current Holyhead regeneration strategy was launched in 2014 with the vision that :- *Holyhead has taken full advantage of the opportunities it has to become a dynamic and sustainable place to live, work, visit, and invest.*

The key aims in the Strategy are :-

1. *Improve the supply, choice, and standard of homes, and quality of place*
2. *Capitalise on major investments to secure new jobs for local people*
3. *Reduce poverty by maximising local benefit from new developments*
4. *Integrated and innovative working leading to positive long-term transformation*

The VVP Programme 2014-17 saw overall capital investment of £32m in the town, including new social housing, housing improvements, town centre improvements and business support, a new primary school, new Flying Start centre, and new and improved facilities for the community. The process of regeneration clearly remains unfinished and will need to continue for several decades. The primary need is to boost local employment.

Key needs and opportunities for capital investment include : a multi-use/ cruise ship berth, harbour infrastructure works, and the redevelopment and suitable re-use of large vacant buildings and closed school sites.

Priority Regeneration Area: Abergele & Pensarn

Abergele/Pensarn with a population of 10,700 is identified in the Conwy Local Development Plan 2007 -22 as a key growth area in the NE of the County with over 800 housing units allocated towards the south east and west of the town. However, the settlement area includes the most deprived LSOA in the County of Conwy in Pensarn, demonstrating high levels of income, housing, employment and educational attainment deprivation.

The apparent general vitality of the community is contrasting with the issues in Pensarn and the town centre which is now demonstrating a 17% vacancy rate with the recent loss of its last bank. The town is vulnerable to stronger competing centres within the region, and whilst its proximity to the A55 may seem to be a benefit, being at a junction of routes means that it does generate issues with the town’s infrastructure specifically traffic and congestion that is impacting on its attractiveness and appeal for investment. The need for accessible and integrated services is a key issue going forward with over a third of households being over the pensionable age and almost a quarter in the Pentre Mawr ward having the greatest number of dependent children.

As a consequence of these pressures/issues in 2016 a Place Plan for the community was developed to respond to future growth and delivering change that works towards meeting its environmental, economic and social goals. The Plan also recognises the local community’s assets and needs as inspiration for creating good, functional places that promote people’s health, happiness and well-being.

An adopted Place Plan is now in existence to provide strategic direction with a vision that is based on *“Between coast and hills, Abergele is known as a town centre community that has a heart and is memorable for a diversity of activities taking place as well as base to explore from.”* Supported by a 15-year action plan a number of “Big Ideas” and “Quick Wins” have been identified which include a community hub, an arts and culture venue, active health trails, local enterprise support, infrastructure improvements, Pensarn housing area and Pensarn promenade.

Governance and management has also been established with the Place Plan Programme Board now directing actions across thematic areas such as housing, health and well-being, access and infrastructure, business, tourism and jobs and culture and heritage with a community forum representing the wider views of local organisations and residents. Abergele and Pensarn therefore

has the delivery infrastructure in place to respond to strategic opportunities such as the Targeted Regeneration Investment programme.
Thematic Priorities
Thematic Priority 1 - Housing
1.1 Empty Properties Housing Programme
<p>The need for a specific programme to address the challenges and opportunities posed by empty buildings has been highlighted as a need in North Wales, where there are an estimated 6,000 long-term empty properties. The need to reduce the number of empty homes is a key housing policy aim of the Welsh Government.</p> <p>Empty houses and flats represent a wasted resource and an opportunity to increase housing supply at a time of significant housing shortage. A combination of repayable loans, grants and proactive liaison with property owners, together with enforcement work by Local Authorities in appropriate cases, will enable more empty properties to be brought back into occupation.</p> <p>The closure of facilities such as chapels, courts and banks is having a detrimental impact on several smaller towns in the region, and these buildings are often suitable for conversion to residential, business or community uses, or as multi-use centres. Buildings, such as churches, are often challenging and expensive to refurbish (e.g. due to being listed) and, without public subsidy or support, may remain disused for years. As with empty homes, the support required will involve a combination of grants and repayable finance, together with other measures, such as appropriate enforcement.</p> <p>Investment under this theme will be prioritised in the most deprived towns, or those where the number or type of empty buildings creates particular problems, but will also help to address specific needs and opportunities in other settlements where a strong case can be made.</p> <p>Although in most cases, empty property owners are liable for the payment of Council Tax after the property has been empty for 6 months or more, empty properties make no other positive contribution to the neighbourhood in which they are located, and can help to make an area appear neglected. Empty properties can also impact negatively on the value of adjoining properties and make them less attractive to potential purchasers.</p> <p>The Welsh Government-funded interest free loan scheme has made a positive contribution to returning empty properties to occupation, but the number of properties benefiting from the scheme remains a small percentage of the total number of empty properties.</p> <p>The Social Housing Register and Local Housing Market for each county in North Wales indicates the scale of the current need, and it is clearly logical for a significant part of this need to be met from the existing stock by bringing empty properties back into occupation.</p> <p>An offer of appropriately targeted grants would enable:</p> <ul style="list-style-type: none"> • first time buyers to purchase empty properties which may have been outside their reach previously (due to mortgage retentions or issues of insufficient equity), and will also contribute to improvements in the condition of the private sector housing stock • Authorities to target problematic empty dwellings where offers of loan assistance have not been taken up, or where owners' circumstances have made them ineligible for the scheme • The potential to create work for local contractors with consequential benefit to the local supply chain

An Empty Property Scheme will need to be supported by an assessment process, allowing grant funding levels to vary from property to property, to ensure that as many properties as possible are included, with the remaining costs being met from owner's contributions or from other funding sources.

Recent legislation by central Government has contributed to making the private rented sector more difficult to access for low income households than it has been previously. Grants could be linked to nomination rights to assist with meeting social housing need.

Proposals in the first year focus on a joint scheme for the Bangor & Holyhead Travel to Work Area, linked to the impacts of Welfare Reform, Bangor university student accommodation issues, and the anticipated impacts of Wylfa Newydd on the local housing market.

Thematic Priority 1 - Housing

1.2 Housing Renewal

The actions within a programme of housing renewal projects aim **to support wider regeneration programmes by improving investor confidence and protecting existing investment** through work to remedy the pockets of poor quality housing and deprivation, which still exist in settlements across north Wales.

The Welsh Government Renewal Area programme that operated for many years until March 2017 was very successful. However, there remain pockets of poor quality and empty properties in and around key settlements that were not addressed through this programme of works.

It is commonly acknowledged that poor-quality housing can have a detrimental effect on the health of its occupants, and more generally on the quality of life in an area. Whilst it is primarily the responsibility of homeowners to maintain their own properties, it is recognised that some homeowners, particularly the elderly and vulnerable, do not have the necessary resources to keep their homes in good repair. Local Authorities have a duty to review and address housing standards in their area and they have a significant role to play in helping homeowners to meet this responsibility.

The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (RRO), came into effect on 18th July 2002, repealed and replaced Part I of the Housing Grants, Construction and Regeneration Act 1996. The RRO permits Local Authorities in England and Wales to offer measures to help residents with the repair, adaptation and improvement of their homes, to target resources in accordance with local priorities and to set qualifying conditions, criteria and financial limits which must be satisfied if financial assistance is to be considered.

It therefore provides an opportunity to contribute further towards the Government's overall strategies which aim to tackle poverty and social exclusion, health inequalities and neighbourhood decline. Under the terms of Regulatory Reform, Councils must also align their housing policies with wider national strategic objectives.

The key objectives of the Housing Renewal proposal are:

- To improve the quality of life for residents by targeting homes in the poorest condition
- To support the continuation of an affordable housing market alongside a fuller choice of dwellings
- To restore and replace derelict property through enforcement and compulsory purchase where necessary

- To bring back underused or derelict sites
To improve the environment through increasing the amount of green space in the vicinity

An Area Based Housing Renewal approach has proven to be an effective means of renovating areas of poor quality housing and of preserving communities. A number of initiatives can be undertaken which include the provision of grant aid in the form of group repair schemes, conversion grants, commercial grants and energy efficiency measures linked to funding from energy providers. Additionally a certain amount of environmental improvement work can be undertaken within the areas at include the establishment of low maintenance landscaped areas, improved access to a community car parks, common access paths and boundary walls.

These schemes can provide leverage for additional funding for energy efficiency measures and private sector contributions.

Work carried out might include improvements to the external parts of buildings that include the following elements:

- roofs
- chimneys
- windows and doors
- external walls
- gutters
- pointing and rendering

The need for a Housing renewal scheme within Priority Regeneration Areas has been highlighted as a need across north Wales with a focus on Town Centre Living including HARPS/LOTS.

This thematic priority not only responds to the recognised housing need across the region but also provides a purpose for some of the empty space above retail properties in town centres which is no longer required.

The provision of a range of suitable accommodation in and near town centres will also support the region's regeneration aspirations for some areas by attracting a more diverse mix of people to live in the town centre providing an additional source of footfall and spend within the local economy.

Types of schemes include:

Conversion - Homes above Retail Premises (HARPS) - Financial assistance towards the cost of converting under used space within commercial premises for residential use, within a town or village centre and any other strategic scheme decided by the Council.

Commercial Grant - To enable existing commercial premises in line with domestic dwellings to be improved to group repair standard.

Loan Schemes - Wrexham County Borough Council currently benefits from funding provided by the Welsh Government to support both improvements to private sector homes and to bring empty properties back into use, through the provision of loans. The purpose of the loans is to provide a sustainable and long term model to drive up standards of residential accommodation within the County Borough.

These schemes, subject to availability and eligibility operate alongside other initiatives such as Renewal Area, Townscape Heritage Initiative and Energy Efficiency (ECO & Nest) to ensure

properties gain maximum benefit from this added investment within the housing stock. The nature and coverage of the loans varies depending on the scheme with some covering specific areas and others available across the County Borough.

Empty Houses into Homes - The loan scheme was developed to address the issue of long term empty properties across Wales.

Private Sector Improvement Loans - A loan scheme to renovate a dwelling to a reasonable standard, free from any serious hazards (as a minimum).

Houseproud - If there are no external sources of funding available to home owners this Council run scheme ensures that any home improvement, repairs and adaptation works to properties can be carried out with total peace of mind. Houseproud offers a safe, easy way to get those essential jobs done professionally and with the minimum of fuss, with the sole aim to help residents to live safely and independently in their own homes by paying for the works directly themselves.

Priority areas for Year 1 of the Targeted Regeneration Funding Programme would include South West Wrexham, the North Central Colwyn Bay area and Rhyl Town Centre with the potential to improve circa 130 properties over a 12 month period.

Further development work would be undertaken during Year 1 to develop further schemes for years 2 & 3 which will include projects in Flintshire, Wrexham, Conwy and Denbighshire.

Thematic Priority 2 - Important Buildings

Background

Smaller town centres across the UK face challenging economic conditions which threaten their vitality and viability. Changing customer patterns of behaviour are impacting on some of their traditional roles; in particular retail and service provision. The scale of high street retail has been reducing over time as customers opt for greater reliance upon a smaller number of larger retail centres and as online retailing grows in dominance. Traditional high street services such as banking have also been withdrawn from many towns as customers increasing rely upon telephone and online alternatives.

The built form of town centres reflects their traditional pattern of use and is often difficult and expensive to adapt to new purposes. The loss of retail and service functions can lead to a vicious cycle of increased vacancy rates, less investment in property maintenance, a less attractive town centre environment, reduced footfall and worsening trading conditions for remaining businesses.

It is therefore vitally important that the public sector intervenes to support the vitality and viability of the town centres. Despite their changing functions, they remain important centres for employment, access to services and social interaction and play a vital role especially for the more vulnerable in society.

Priority purpose

The work undertaken under this priority will enable the public sector to intervene where key buildings in town centres become vacant or where conversion to alternative functions would safeguard their viability in the long term. The priority will support carefully targeted acquisition and/or renovation of important buildings in town centres; important due to their heritage, profile, location or scale.

Priority benefits

In safeguarding important buildings the work undertaken under this priority will:

- help to restore confidence in town centres;
- contribute to breaking the cycle of decline in town centres;
- safeguard important heritage assets;
- create employment opportunities.

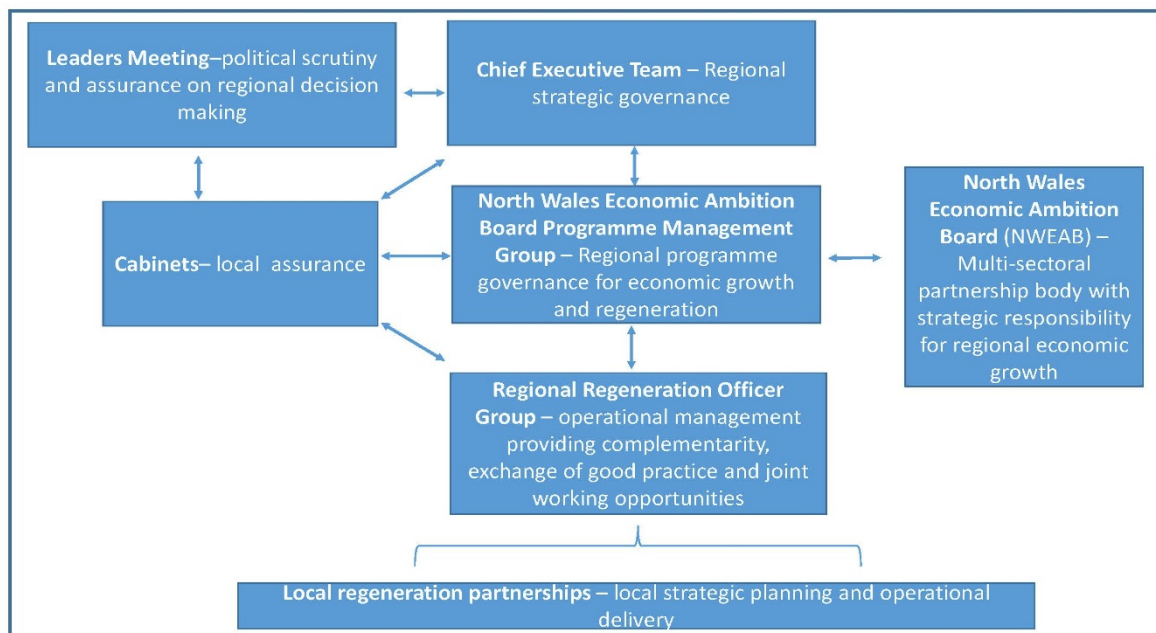
It is recognised that there is work to be done regionally to develop a strategic approach to this issue. It is anticipated that some support from the Targeted Regeneration Investment Programme will be sought to support the development of a cohesive plan which would then inform future project applications in Years 2 and 3.

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GOVERNANCE ARRANGEMENTS

Governance Arrangements for the North Wales Regeneration Plan are set out in Table 2 below:

Table 2: Governance structure for the North Wales Regeneration Plan



A **Regional Regeneration Officer Group** has been established with representatives from each of the six Local Authorities which an expertise in Regeneration and is chaired by a member of the North Wales Economic Ambition Board Programme Management Group (PMG). This group are responsible for:

- Agreement of operational arrangements for delivery of the Regional Regeneration plan and any thematic projects;
- Monitoring progress of thematic and area projects against financial and output targets from any relevant regional funding streams and proposing remedial action as appropriate; and
- Developing proposals for prioritisation for any future funding.

This group report progress to the North Wales Economic Ambition Board PMG on a regular basis.

The **North Wales Economic Ambition Board Programme Management Group** (PMG) involves Senior Officers from each of the six Local Authorities with the remit for Economic Growth and Regeneration and is chaired by a member of the Chief Executive Team (CET). This group are responsible for:

- Strategic development and delivery of the Growth Deal bid for North Wales;
- Strategic management and monitoring of the Regional Regeneration Plan and any relevant regional funding packages; and
- Endorsing recommendations for proposals for projects for future regeneration funding in line with the Regional Regeneration Plan.
- This group report progress to their relevant Cabinet groups, the Chief Executive Team, the Leader's group and the cross-sectoral North Wales Economic Ambition Board regularly.

The local regeneration partnerships and management arrangements draw partners from a range of organisations, some within the governance structures and others within individual project development to ensure that skills, expertise and resources are maximised to deliver the best solution for each local area.

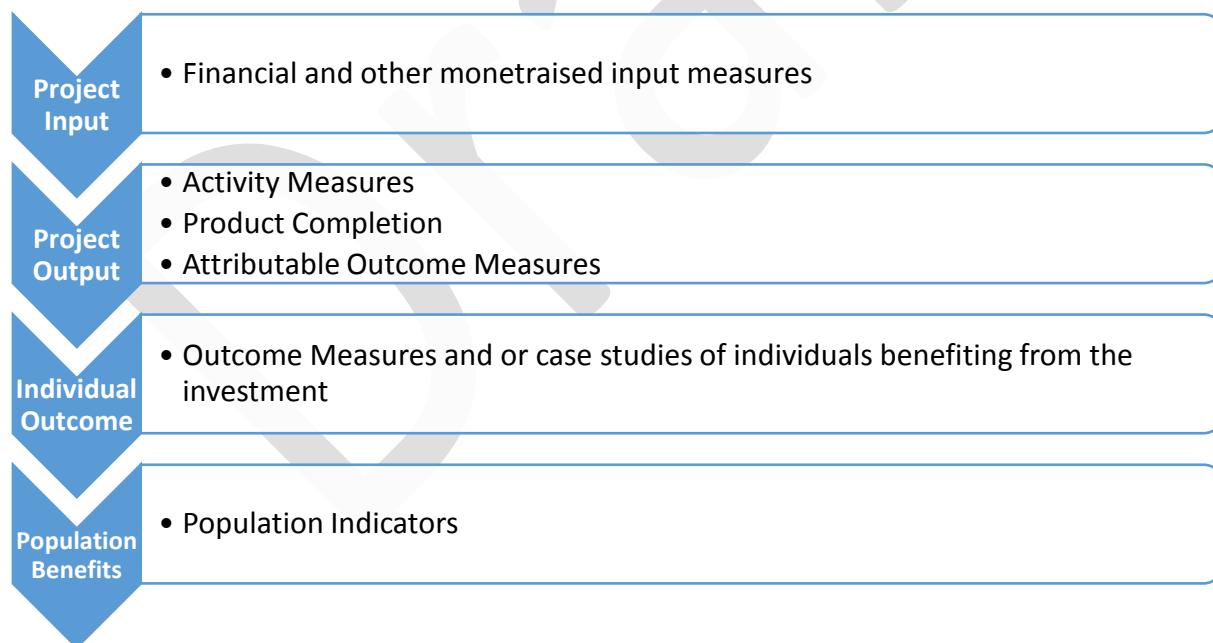
MONITORING

The North Wales Regeneration Plan sets out priorities and aspirations for the region until 2035. Success of the plan will be dependent on delivery of regeneration interventions amidst the wider national economic priorities and global context.

The North Wales Regional Regeneration Officer’s group will meet regularly and will undertake a monitoring role to ensure that:

- Priorities within the Regional Regeneration plan are up to date and take into account regional and local developments;
- Applications for regional funding opportunities are prioritised in line with the priorities set out within the Regional Regeneration plan;
- Projects invited to go forward for regional funding opportunities are developed in line with agreed financial and output profiles and timescales and remedial steps are agreed if applications are not likely to meet funders expectations in order to safeguard the funding for the region;
- Projects approved within any regional funding programmes are delivered in line with agreed financial and output profiles and where issues occur, ensure that steps are taken to support the project or where appropriate safeguard the funds;
- Opportunities to maximise efficiencies through joint working are identified.

Evaluation model



An evaluation framework has been developed drawing on the guidance of the HM Treasury Magenta Book. At a project level, financial input will be measured along with measures of activity and those outcomes directly attributable to the project.

Two further levels will be examined from a programme perspective. Case studies will be collected from discussion with those members of the community who have benefited from the investments

and regeneration activities. These will provide a broader 'human story' to complement the statistical analysis.

Finally, these regeneration activities are considered as a key component of the region's wider economic strategy. It will therefore be important to baseline and track a set of population level indicators. These population level indicators have double purpose. They represent the benefits that it is anticipated that regeneration activities will produce. The current baselines represent the evidence of need on which the project planning is based. This baseline information is included within Appendix 2.

Population Indicators

For each of our prioritised areas we will report on the following data on an annual basis:

1. Household Incomes
 - a. In town
 - b. In deprived area
2. Number of Employments (in town)
3. Number of Businesses (in town)
4. WIMD Income indicator (in deprived area)
5. WIMD Employment Indicator (in deprived area)

Individual regeneration projects will establish relevant outputs and targets that will be monitored and reported at an individual project board level.

COMMUNICATION

Communication will be managed at both a regional level with the development of a programme level communication strategy and then as an integral part of each project.

All communication activity will be in line with the expectations set out in the Welsh Language Standards.

The Communication Strategy will identify the key communication aims, objectives and measurable outcomes along with the key messages for communication.

Key messages will be developed to ensure that key stakeholders and communities across the region understand:

- The 6 north Wales Local Authorities are working collaboratively in the best interest of the region;
- Resources will be used thoughtfully to bring about the biggest impact;
- Failure to address the challenges in our most deprived communities will have an impact on services across the region (including the demand on health services and police);
- North Wales has many strengths and opportunities and is a good place to live, work and visit;
- North Wales is a good place to invest;
- This is a long-term commitment.

Support from Welsh Government and other funders will be communicated at a regional and project level.

A stakeholder analysis will be undertaken to inform the development of an engagement strategy for the Regeneration Strategy. This will identify communication and engagement messages for key stakeholders which will include:

- Welsh Government;
- AM/MP;
- Local members / Cabinet members;
- Public Service Boards incorporating health, emergency services and education;
- Communities;
- Existing Businesses; and
- Investors.

Appendices

Appendix 1 - Emerging Proposals

This section of the document is intended to be reviewed and updated on a regular basis both as opportunities emerge and as the Plan progresses and will set out the rationale and detail for project proposals to each funding opportunity.

Proposals will be drawn from those identified within the Regional Regeneration Plan and will be prioritised based on relevance and fit to the criteria of each funding opportunity.

Current Funding Opportunities:

- 1.1 - Welsh Government's Targeted Regeneration Investment Programme –2018-21

APPENDIX 1.1

EMERGING PROPOSALS – WELSH GOVERNMENT'S TARGETED REGENERATION INVESTMENT PROGRAMME (2018-21)

The Targeted Regeneration Initiative (TRI) programme is a new Welsh Government (WG) programme of regeneration investment commencing in 2018.

This section specifically relates to priorities and projects which may be supported through this funding programme. The wider regeneration context for these projects is set out in the Regional Regeneration Plan.

This section is intended to be reviewed and amended on a regular basis as proposals evolve, project applications are developed and approved and as longer-term aspirations become more defined. This regional approach to applying for Welsh Government Regeneration Investment is also new and it is anticipated that the processes and approach will be reviewed and refined as the regional partnership matures.

The Welsh Government is looking to support projects that promote economic regeneration - creating jobs, enhancing skills and employability, and creating the right environment for businesses to grow and thrive –with focus on individuals and areas most in need to ensure prosperity is spread to all parts of Wales.

The aim of the Targeted Regeneration Investment programme is to facilitate the development of, and support for, regionally-significant regeneration investment proposals in defined Regeneration Areas designated on the basis of socio-economic data.

There is a notional grant allocation of £22 million over the three-year period 2018-2021 for Targeted Regeneration projects. The North Wales Regeneration Plan provides the strategic prioritisation for projects from the region.

Priority Regeneration Areas 2018-2021

12 settlement areas have been identified as regeneration priorities within the North Wales Regeneration Plan. These have been selected based on evidence of high levels of concentrated multiple deprivation as measured through the Welsh Index of Multiple Deprivation (2014). Table 3 below provides further details.

Of these, the four most populated areas have been identified as Priority Regeneration Areas for 2018-2021 for the purposes of investment through the TRI Programme. These are set out in Map 2 below.

It is recognised that there is not sufficient resource available through the TRI programme to deliver all the regeneration activities that are required across the region. In targeting these four Priority Regeneration Areas during 2018-2021, there is the potential to reach 62% of the people of North Wales living in the 10% most deprived areas across the region. This prioritisation will maximise the benefit of limited resources and provide the greatest impact.

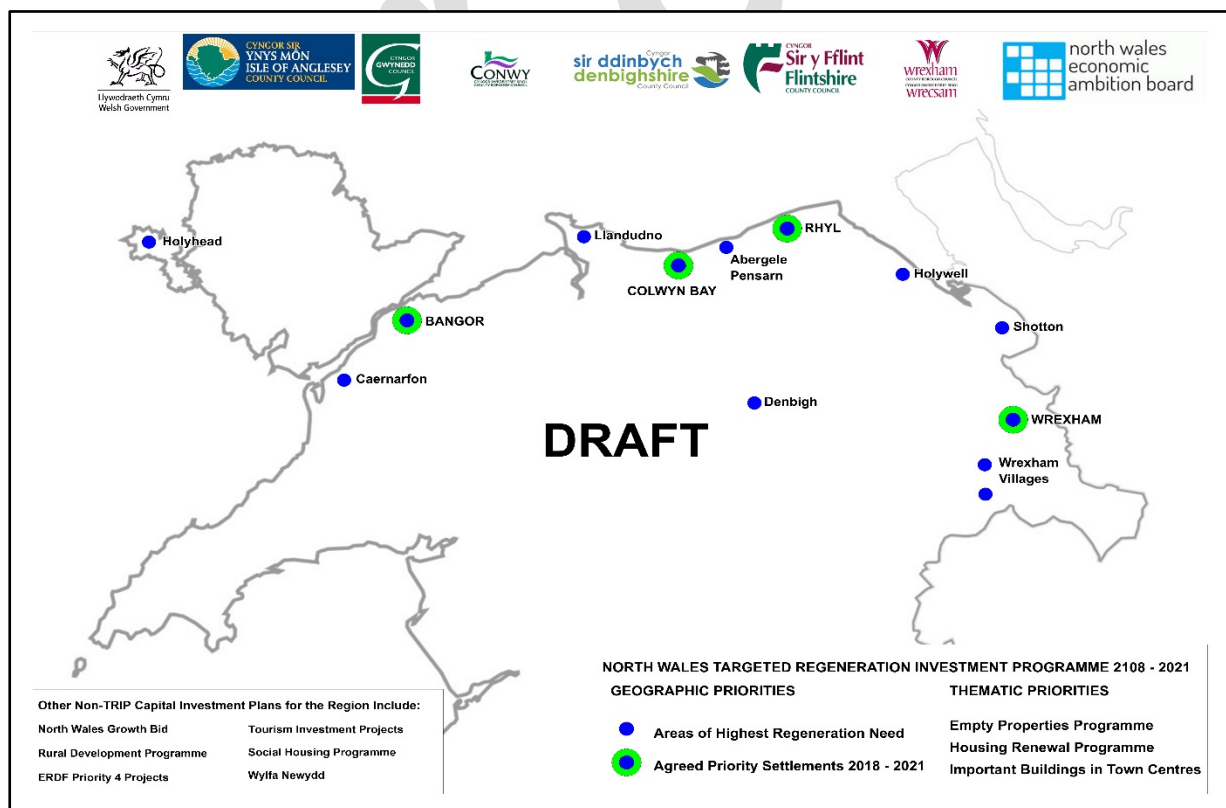
Discussion around these priority areas also recognised that investment at this stage would be beneficial for each town not only because of the concentrated levels of deprivation evidenced in the areas but also because of the benefits that investment would bring to each of them on their regeneration journey.

The Regional Regeneration Plan will provide a flexible basis for prioritising regeneration interventions across the region. Priority Regeneration Areas will change as regeneration aspirations in these first four priority settlements are realised and the focus will move to the other priority towns. As updated data becomes available, this will also inform future prioritisation.

Table 3: Most deprived towns in north Wales in population order with four selected as Priority Regeneration Areas for the purposes of the TRI programme

1. Rhyl	7. Holywell
2. Wrexham town	8. Shotton
3. Bangor	9. Llandudno
4. Colwyn Bay and Llysfaen	10. Denbigh
5. Caernarfon	11. Holyhead
6. Newbridge/Cefn and Plas Madoc (Wrexham villages)	12. Abergele & Pensarn

Map 2: Map of the Areas across North Wales of highest regeneration need and the Priority Regeneration Areas for 2018-2021



Targeted Regeneration Investment Programme – Priority Projects

The four Priority Regeneration Areas, have all identified significant regeneration needs around town centre regeneration.

Housing Renewal is a regional regeneration investment priority with very specific requirements emerging in North West Wales around the proposed new power station.

All six local authorities identified a more recent but significant regeneration challenge threatening the economic stability of smaller towns across the region. The withdrawal of key businesses from key locations is having a substantial impact on the prosperity of those towns.

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Emerging Proposals taken from the Regional Regeneration Plan relevant to the TRI Programme criteria	
Thematic Proposals	
Housing	Yrs
1.1 Empty Properties Programme in North West Wales	
The need for a specific programme to address the challenges and opportunities posed by empty buildings has been highlighted as a need in North West Wales. Empty houses and flats represent a wasted resource and an opportunity to provide a home. A combination of repayable loans, grants, and pro-active work by local authority officers will enable many empty properties to be re-occupied. This theme will help to tackle the problem of privately rented residential properties being in a poor condition, and will support first-time-buyers to take on empty homes in need of improvement.	Short-term – Yr 1 Medium term 1-3
Housing	
1.2 Housing Renewal Programme – North East Wales	
Improve the quality of housing supply with the development of a Private Sector Property improvement scheme. This scheme is traditionally known as Housing Renewal.	Short-term – Yr 1 Medium term 1-3
Thematic Proposal – Important Buildings	
This recognises the devastating impact that the loss of major businesses within key buildings in a town can have on the look and feel of that economic centre and thus the prosperity of the area. This proposal would provide a Grant/Loan scheme to help small towns adapt buildings to changing economic circumstances.	Short-term – Yr 1 Medium term 1-3
Priority Regeneration Areas – Town Centre Regeneration	
Rhyl	
Rhyl Town Centre Gateway schemes 1 & 2 - External and internal renovation of the upper stories of key properties at prominent entry points into Rhyl High Street to provide much needed quality residential accommodation, provide modern commercial	Short-term – Yr 1 Medium term 1-3

<p>premises on the ground floor and stimulate further private investment nearby. The project also proposes that one of these vacant commercial units be used to provide accommodation for an ‘entrepreneurial’ hub supported by a range of local stakeholders which would serve as a launch pad for small digital entrepreneurial businesses, aiming to increase digital programming and creative entrepreneurial activity within Rhyl. By providing relevant space and wraparound support the project will target untapped potential in the area and raise aspirations / achievement of younger people, linking them to business opportunities locally and further afield.</p>	
<p>West Rhyl Regeneration Area - Final Phase - Completion of the final phase of delivery of the West Rhyl Regeneration Area Supplementary Planning Guidance. This is an innovative partnership project replacing poor quality housing which no longer meets the current housing needs (many Houses of Multiple Occupation) with quality, mixed tenure, affordable housing. The first phase has successfully remodelled a poor quality housing area to create a successful mixed tenure community. This project in partnership with Pennaf Housing Group and Tir Prince Raceway involves the redevelopment and renovation of properties which were not addressed in the earlier phases and will increase levels of available quality accommodation needed to support town centre living.</p>	<p>Medium term 1-3</p>
<p>Contemporary living accommodation and shared retail space / enterprise arcade - Acquisition and renovation of key building on Rhyl high street to provide modern contemporary residential living space on upper floors and shared retail space on ground floor.</p> <p>The shared retail space element will enable multiple small independent retailers to inhabit a high-street property as a stepping stone to taking on an individual premises in future. The project would support local online / start up retailers to test their business concept in ‘bricks & mortar’ form with reduced risk, offering a business support service to occupants of the space. It is envisaged that around 5 businesses will share the ground floor retail space with provision for the day to day management and development of new tenants.</p> <p>In-house support would also be made available to existing independent retailers in Rhyl Town Centre and could include a full start-up service, retail skills training, mentoring and support. This could extend to promoting retail as a viable self-employment opportunity and mentoring people who are keen to develop a retail business.</p>	<p>Medium term -1-3 Long-term - 4-6</p>
<p>Wrexham</p>	
<p>Coach parking - Additional suitable coach parking areas in close proximity to the town centre, for drop offs in the town centre. The site would need to be secure for all day parking facility.</p>	<p>1-3</p>

<p>Business Grow On units - In February 2017, the Welsh Government announced £1 million funding to develop a new business hub in Wrexham. The Scheme which has recently been renamed 'Town Square' in recognition of its presence within Wrexham Town Centre, develops incubator units which brings together entrepreneurs in a shared environment, to enable ideas and develop collectively. As well as providing good quality business accommodation within Wrexham Town Centre the scheme can also support businesses with advice, workshops, and support with developing international trade and networking opportunities.</p> <p>The Business Grow on Space is a project developed to meet increased demand for 'growth' accommodation to enable businesses that have been developed to continue to expand within Wrexham Town Centre. This relies on the availability of good quality, sustainable accommodation that suits the needs of businesses and opportunities that outgrow the hub. In collaboration with the Town Centre Regeneration Funding, the use of Targeted Regeneration Investment funding will enable additional accommodation to be acquired and developed to satisfy this anticipated demand. This will provide a longer term legacy which will benefit the economic wellbeing of not only the town centre but the wider region by providing more opportunities for new and existing businesses to develop and flourish.</p>	1-3
<p>Markets - Undertake works on a scheme developed from a previous study undertaken to regenerate the two indoor markets to enable better utilisation of the space, in order to enhance the offer within the markets and attract relevant and sustainable traders to reinstate Wrexham as a traditional market town and enhance the markets as a visitor destination.</p>	1-3 4+
<p>Town Centre Empty Properties Back into Use - There are several prominent buildings within the core of Wrexham Town Centre that have been vacant for a few years. A combination of repayable loan and grant funding will enable the acquisition and refurbishment of a number of properties bring new life to key prominent buildings within Wrexham Town Centre. Potential Long term sustainable uses being considered include development of a Tourism Hub incorporating a Tourist Information Centre, business grow on space (as above) and accommodation for local social enterprises, community facilities and good quality housing above retail units as above, in order to meet the need of the area based on suitability and demand etc. The buildings would be selected based on a number of factors such as ideal location within the town centre, the type of building, possibly heritage or iconic in some way.</p>	1-3
<p>Bridge Street mixed use regeneration site - This is a brownfield site adjacent to the town centre which is a key development site proposed for Mixed use regeneration. The proposed development will comprise of 100 flats, 6 commercial units & A3 restaurants and convenience stores. Funding is required for site remediation to enable development and funding to underpin residential development for private rented sector schemes or commercial.</p>	1-3

Bangor	
Property and Renovation Investment - A suite of support measures (inc grants and loans) to target vacant, underutilised or unsightly properties within the commercial city centre.	1-3
Glancegin Integrated Family Centre, Maesgeirchen, Bangor - Provision of a fully integrated family centre. The centre would provide extra support and care in an area of high social deprivation. In addition to providing support to the families in terms of improving the life chances of the children on the estate, the centre will be able to provide facilities to assist those outside of the employment market to become work ready.	
Integrated health, family and well-being Centre - Development of a multi-agency and integrated health, family and well-being Centre. Proposal will include primary care, community, family health and therapy services and appropriate housing development within an integrated site. The project will also encompass a range of wellbeing initiatives, creating a vibrant one-stop facility that promotes social wellness through social prescribing activities as well as more traditional health services. The project addresses the Five Ways of Working highlighted in the Wellbeing of Future Generations Act. The project will also provide a robust and sustainable location for services that are currently vulnerable, and introduce innovative new ways of working through increased opportunities for training, which in turn will improve recruitment and retention.	1-3
Bangor City Centre : Programme Management - Project Manager to manage and co-ordinate activities within the Bangor City Centre Regeneration Plan. Project Manager will also include project development support for Year 2 and 3 projects and management of programme risks.	
Strengthening Key Urban Access and Linkages - Proposals to develop strategic links between key areas of the city centre (inc University's proposed Science and Technology Quarter) and enhancement of urban environment.	1-3
Integrated Homelessness and Multiagency Facility - Proposed facility to establish a joint housing and multi services provision for homeless clients in Bangor. The development will have a multi-agency focus to provide coordinated support to this hard to reach client group and include homeless housing provision through local housing association. The centre will engage with its clients to provide facilities to improve their physical and mental wellbeing and engage them in skills development and engagement activities. It is envisioned that the centre will offer the necessary support to integrate them into the community.	1-3

Colwyn Bay and Llysfaen	
<p>Commercial Property Investment Scheme - The aim of this project is to improve the general appearance, vitality and sustainability of Colwyn Bay for residents, visitors and businesses. This will be achieved by offering grant/loan assistance to property owners for projects that improve the quality and sustainability of commercial premises within the town centre area. This will:</p> <ol style="list-style-type: none"> 1. enhance the physical built environment of the town centre 2. address problems associated with the poor condition, inappropriate interventions and under-use of prominent or historic buildings 3. provide high quality commercial spaces within buildings that are capable of supporting business and employment opportunities 4. improve accommodation above premises to encourage full occupation of upper floors and reduce transience of residency 5. offer a financial incentive to owners to carry out appropriate and high quality repairs and improve the general condition of their properties 6. support the construction industry and local companies, tradesmen and students 	1-3
<p>Key Sites and Properties Investment Scheme- This project is part of an integrated investment programme to improve the general appearance, vitality and sustainability of Colwyn Bay town centre to the benefit of residents, visitors and businesses alike. The aim is to target key privately owned properties within the town centre, which are currently largely unoccupied and falling into disrepair, and ensure that they are brought back into sustainable use to the benefit of the town’s economic wellbeing. This will be achieved by working with property owners to develop sustainable business plans for properties and supporting their improvement/renovation and conversion by way of a combination of grant and loan assistance. This will bring forward improvements to a small number of properties which would normally fall outside of the Property Investment Scheme.</p>	2-5
<p>Integrated and Animated Spaces</p> <ul style="list-style-type: none"> • Creation of sustainable business, community and residential spaces • Improved traffic management • Improved and animated spaces and linkages both within the town centre and to surrounding areas. • Station Square Zone – to include the station, its forecourt, linkages to the waterfront, Market Hall, Imperial Buildings, and ‘station steps’ • Douglas Road Zone 	1-3

<p>Waterfront - Completion of the final two stages of the Colwyn Waterfront regeneration programme is critical to both coastal defence and the town's regeneration programme. Completion of phases 1 & 2a, development of Porth Eirias and resolution of the Victoria Pier issue has brought substantial change and benefit to the town in terms of both visitor and resident amenity. It has also triggered significant private sector investment and new business ventures.</p>	<p>2-4</p>
<p>Proposal / Project – Long-term</p>	
<p>Thematic Proposals – Not determined at this stage</p>	
<p>Regeneration of the Racecourse Ground in Wrexham as a regional centre of excellence by creating a first class stadium capable of hosting international sporting events, music and cultural outdoor events. Also to maximise the development opportunity afforded on the adjacent parcel of land for commercial or mixed use development.</p>	<p>4-7</p>

PROJECT OUTPUTS

*- This is an indicative projection of outputs based on the emerging proposals. At this stage of the project identification stage it is only possible to include very broad estimates which will be subject to change if taken forward for further development. Therefore, all Local Authorities reserve the right to amend the data in this table.

		Thematic Proposals		
		Empty Properties Housing Programme	Housing Renewal Programme	Important Buildings
TRI 1	Gross jobs created	14	2	
TRI 2	Number of Jobs accommodated (enabled through regeneration investment)	23	2	
TRI 3	Number of jobs created in the construction sector as a result of Welsh Government regeneration investment.	55	67	
TRI 4	Total number of traineeships on the project.	30	12	
TRI 5	Number of traineeship leavers progressing to further learning (at a higher level) or employment (incl. employment with the contractor)	11	3	
TRI 6	Investment induced (£M)	2m	2	
TRI 7	Enterprises accommodated	10		
TRI 8	Hectares of Land developed	4		
TRI 9	Non-residential Premises created or refurbished (sqm)	1500		
TRI 10	Non-residential Premises created or refurbished (number)	10		
TRI 11	Number of additional market housing units (Built or ready for Occupation - as a direct result of regeneration support)	18		
TRI 12	Number of Additional Social housing units delivered (Built or ready for Occupation - as a direct result of regeneration support)	0		
TRI 13	Number of Additional Intermediate housing units delivered (Built or ready for Occupation - as a direct result of regeneration support)	16		
TRI 14	Number of households helped towards securing improvement in the energy performance of their homes	30	65	
TRI 15	Number of empty homes brought back into use	20	3	
TRI 16	Number of non-residential units brought back into use	8		
TRI 17	Estimated Reduction in CO2 Equivalent Emissions	2500		
TRI 18	Number completing employment related courses or gaining employment related qualification	30		
TRI 19	Number of SMEs based in Wales successful in securing contracts/sub contracts	26		
TRI 20	Value of contracts/sub contracts awarded to SMEs based in Wales (£M)	3.5		
	Residential Properties Renovated		85	

Outputs – Regional priority Areas – Town centres

Tudalen 189

	Rhyl Town Centre				Wrexham Town Centre				Bangor City Centre					Colwyn Bay and Llysfaen				Total		
	Rhyl TC Gateway 1	Rhyl TC Gateway 2	West Rhyl Regeneration Area - Final Phase	Rhyl TC Contemporary Accommodation	Markets - Phase 1	Coach Parking	Town Centre Empty Properties	Business Grow on Space	Bridge Street	Property Renovation and Investment	Blancpain Integrated Family Centre	Integrated Health, Family and Well-being Centre	Programme Management	Strengthening Key Urban Access and Linkages	Integrated Homelessness and Multi-agency Facility	Commercial Property Renovation and Investment	Key Property Investments		Integrating and Animating Spaces	Waterfront
TRI 1	Gross jobs created																			100
TRI 2	Number of Jobs accommodated (enabled through regeneration investment)																			372
TRI 3	Number of jobs created in the construction sector as a result of Welsh Government regeneration investment																			156
TRI 4	Total number of traineeships on the project																			70
TRI 5	Number of traineeship leavers progressing to further learning (at a higher level) or employment (incl. employment with the contractor)																			14
TRI 6	Investment induced (€M)																			2
TRI 7	Enterprises accommodated																			92
TRI 8	Hectares of Land developed																			11.4
TRI 9	Non-residential Premises created or refurbished (sqm)																			2521
TRI 10	Non-residential Premises created or refurbished (number)																			484
TRI 11	Number of additional market housing units (Built or ready for Occupation - as a direct result of regeneration support)																			55
TRI 12	Number of Additional Social housing units delivered (Built or ready for Occupation - as a direct result of regeneration support)																			26
TRI 13	Number of Additional Intermediate housing units delivered (Built or ready for Occupation - as a direct result of regeneration support)																			16
TRI 14	Number of households helped towards securing improvement in the energy performance of their homes																			102
TRI 15	Number of empty homes brought back into use																			34
TRI 16	Number of non-residential units brought back into use																			41
TRI 17	Estimated Reduction in CO2 Equivalent Emissions																			2500
TRI 18	Number completing employment related courses or gaining employment related qualification																			65
TRI 19	Number of SMEs based in Wales successful in securing contracts/sub contracts																			70
TRI 20	Value of contracts/sub contracts awarded to SMEs based in Wales (€M)																			4.55
	Residential Properties Renovated																			85

DELIVERY PLAN – AN EARLY INDICATION OF FINANCIAL IMPLICATIONS OF EMERGING PROPOSALS

There is a notional allocation of £22M for eligible north Wales projects through the Targeted Regeneration Investment Programme with a £3M notional allocation for 2018/19.

The following table provides an early indication of indicative costs for emerging projects which may be eligible for TRI Programme funding and is not a decision on financial allocation.

Emerging Proposals	Indicative costs Yr 1 (£M)*	Indicative costs Yr 2/3 (£M)**	Future Years 4+	Total
Thematic Proposals				
Housing - 1.1 Empty Properties Housing programme	0.7	2.6		3.3
Housing - 1.2 Housing Renewal	1.5	5.78		7.28
Important Buildings	tbc	tbc		0
New themes	0			0
Thematic Proposals - Indicative Project Costs	2.2	8.38	<i>tbc</i>	10.58
Regional Priority Areas - Town Centres - Emerging Proposals & Indicative Project Costs				0
Rhyl	2.1	3.1		5.2
Rhyl Town Centre Gateway scheme 1 - Upper floor residential /lower commercial refurb				0
Rhyl Town Centre Gateway scheme 2 - residential/digital hub				0
West Rhyl Regeneration Area - Final Phase				0
Contemporary living accommodation and shared retail space / enterprise arcade				0
Wrexham Town	1.7	2.8		4.5
Markets - Phase 1				0
Coach Parking				0
Town Centre Empty Properties back into use				0
Business Grow on Space				0
Bridge Street				0
Bangor	0.025	3.6		3.625
Bangor City Centre Property Renovation and Investment				0
Glancegin Integrated Family Centre, Maesgeirchen, Bangor				0
Bangor City Centre : Integrated Health, Family and Well-being Centre				0
Bangor City Centre : Programme Management				0
Bangor City Centre : Strengthening Key Urban Access and Linakges				0
Integrated Homelessness and Multiagency Facility				0
Colwyn Bay and Llysfaen	0.275	5.3		5.575
Commercial Property Investment Scheme				0
Integrating and Animating Spaces				0
Key Property Investments				0
Colwyn Waterfront				0
New Priority Areas	0	<i>tbc</i>	<i>tbc</i>	0
Priority Areas - Town Centres - Indicative Costs	4.1	14.8	<i>tbc</i>	18.9
Total Indicative Costs	6.3	23.18		29.48

* Potential year 1 costs for proposals - subject to meeting WG eligibility, timescales and within notional allocation

**Proposals for Years 2 & 3 under development - project costs are indicative only. As above any funding awarded will be subject to meeting WG eligibility, timescales and be within notional allocation for the region.

APPENDIX 2: DATA ANALYSIS – METHODOLOGY AND RATIONALE

The following sets out the process for selecting the priority areas; the aggregation of these areas in to economic Town geographies; and an outline of the evaluation model and key indicators.

CHOOSING THE BUILDING BLOCKS

Each of the priority areas is made up of LSOA building blocks. LSOAs are the small neighbourhood geographies used in the Welsh Index of Multiple Deprivation (WIMD). The building blocks chosen are those deemed to be the most deprived because they were included within the 10% most deprived in the 2014 WIMD.

This approach yields the following building block areas:

LSOA Name (Eng)	% of the population of the most deprived areas	Town Area Name	WIMD 2014 Overall Rank(r)	WIMD 2014 Overall Decile	Tier
Rhyl West 2	30.3%	Rhyl	2	1	Tier1 62%
Rhyl West 1			11	1	
Rhyl West 3			19	1	
Rhyl South West 2			20	1	
Rhyl East 3			99	1	
Rhyl South West 1			100	1	
Rhyl South East 4			182	1	
Queensway 1	17.4%	Wrexham	3	1	
Wynnstay			52	1	
Queensway 2			108	1	
Cartrefle 2			128	1	
Marchog 2	7.2%	Bangor	105	1	
Marchog 1			157	1	
Glyn (Conwy) 2	6.9%	Colwyn Bay	110	1	
Llysfaen 1			172	1	
Peblig (Caernarfon)	6.7%	Caernarfon	103	1	Tier 2 38%
Plas Madoc	6.0%	Wrexham Villages	54	1	
Holywell Central	5.0%	Holywell	155	1	
Denbigh Upper/Henllan 1	4.1%	Denbigh	163	1	
Morawelon	4.1%	Holyhead	168	1	

Tudno 2	4.3%	Llandudno	113	1	
Shotton Higher 2	4.3%	Shotton	82	1	
Abergele Pensarn 2	3.2%	Abergele & Pensarn	57	1	

THE TOWN ECONOMIC AREAS

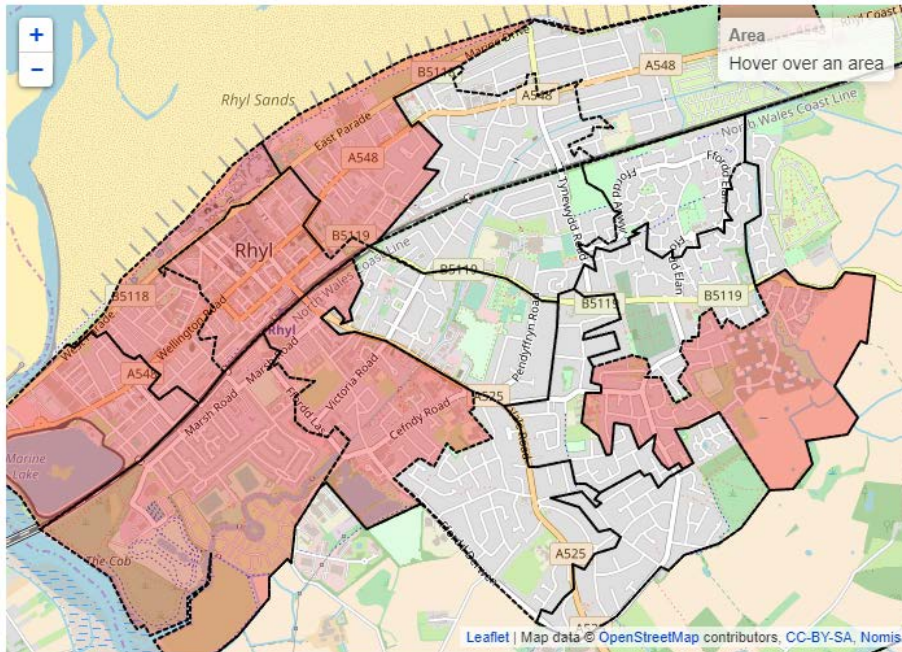
When considering projects the view has been taken the clusters of deprivation identified are each situated within a larger economic unit; the Town. In focusing on projects which regenerate the Towns identified it is felt that this will benefit the deprived communities within these Towns. This means that:

1. Projects will not be required to sit within the (of residential area) where the deprived population actually live, but rather in an economically appropriate location within the boundary of the Towns as we have defined them.
2. Secondly, in monitoring and evaluation the focus will be on monitoring the impact projects have on, the growth of businesses and employment and household income in the Town area as well as specific progress on the income, employment overall deprivation measures in the deprived areas themselves.

APPENDIX 3 - AREA PROFILES

RHYL

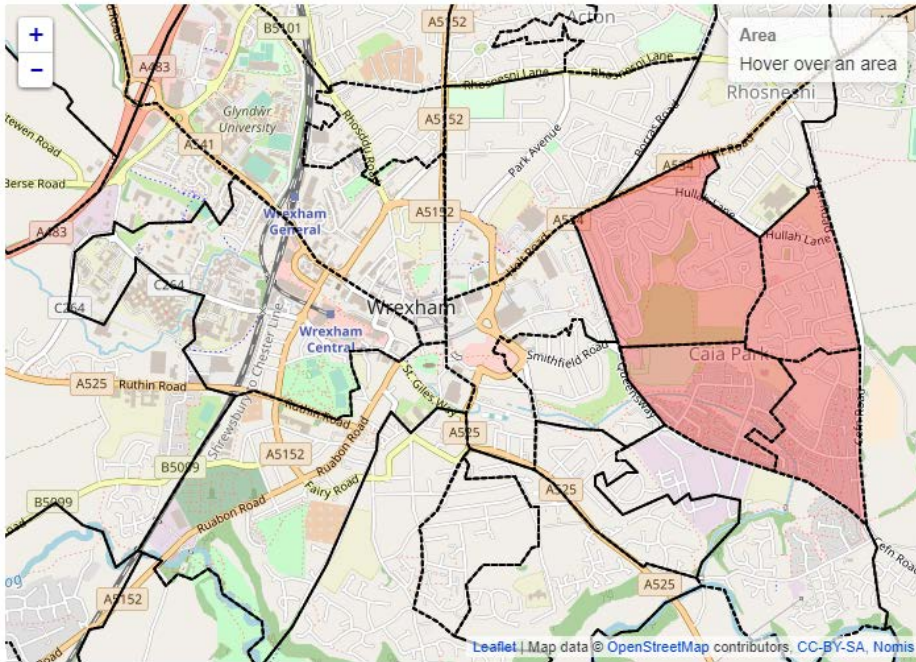
Rhyl Areas of Highest Deprivation



Baseline		
Number of Households below 60% Poverty Line		
<ul style="list-style-type: none"> • Town • Deprived Areas 		3722 2540
Number of Businesses (Town)	Denbighshire 004 Denbighshire 006 Denbighshire 017	450 195 165
Number of Employments (Town)	Denbighshire 004 Denbighshire 006 Denbighshire 017	5,000 2,500 900
WIMD Income Indicator- income deprivation (percentage of population)	Rhyl West 2 Rhyl West 3 Rhyl West 1 Rhyl South West 2 Rhyl East 3 Rhyl South West 1 Rhyl South East 4	67 50 48 46 39 38 35
WIMD Employment Indicator - employment related benefits (percentage of working-age population)	Rhyl West 2 Rhyl West 1 Rhyl East 3 Rhyl West 3 Rhyl South West 2 Rhyl South West 1 Rhyl South East 4	45 33 26 25 23 22 18

WREXHAM TOWN

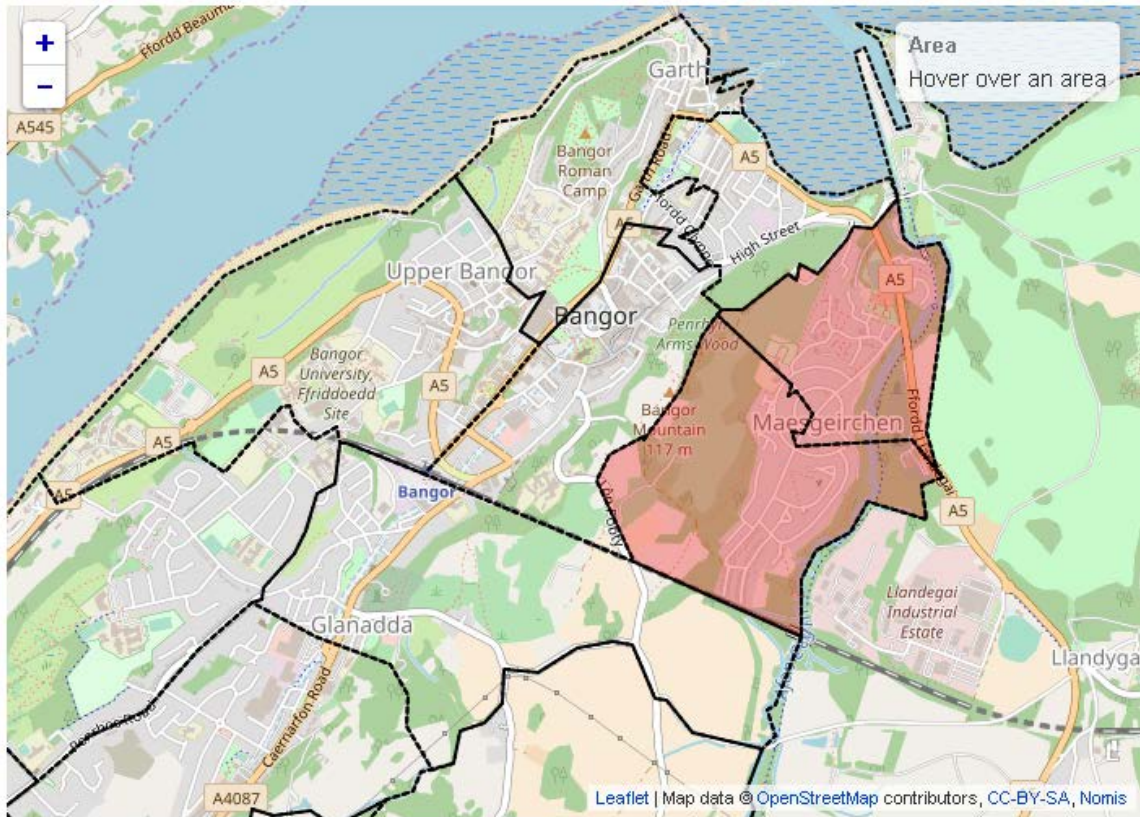
Wrexham Area of Highest Deprivation



Baseline		
Number of Households below 60% Poverty Line	• Town	7021
	• Deprived Areas	1480
Number of Businesses (Town)	Wrexham 007	100
	Wrexham 008	495
	Wrexham 009	120
	Wrexham 010	65
	Wrexham 011	465
	Wrexham 012	285
Number of Employments (Town)	Wrexham 007	500
	Wrexham 008	8,000
	Wrexham 009	1,500
	Wrexham 010	700
	Wrexham 011	11,000
	Wrexham 012	3,500
WIMD Income Indicator- income deprivation (percentage of population)	Queensway 1	50
	Wynnstay	38
	Cartrefle 2	37
	Queensway 2	36
WIMD Employment Indicator - employment related benefits (percentage of working-age population)	Queensway 1	24
	Wynnstay	21
	Queensway 2	18
	Cartrefle 2	17

BANGOR

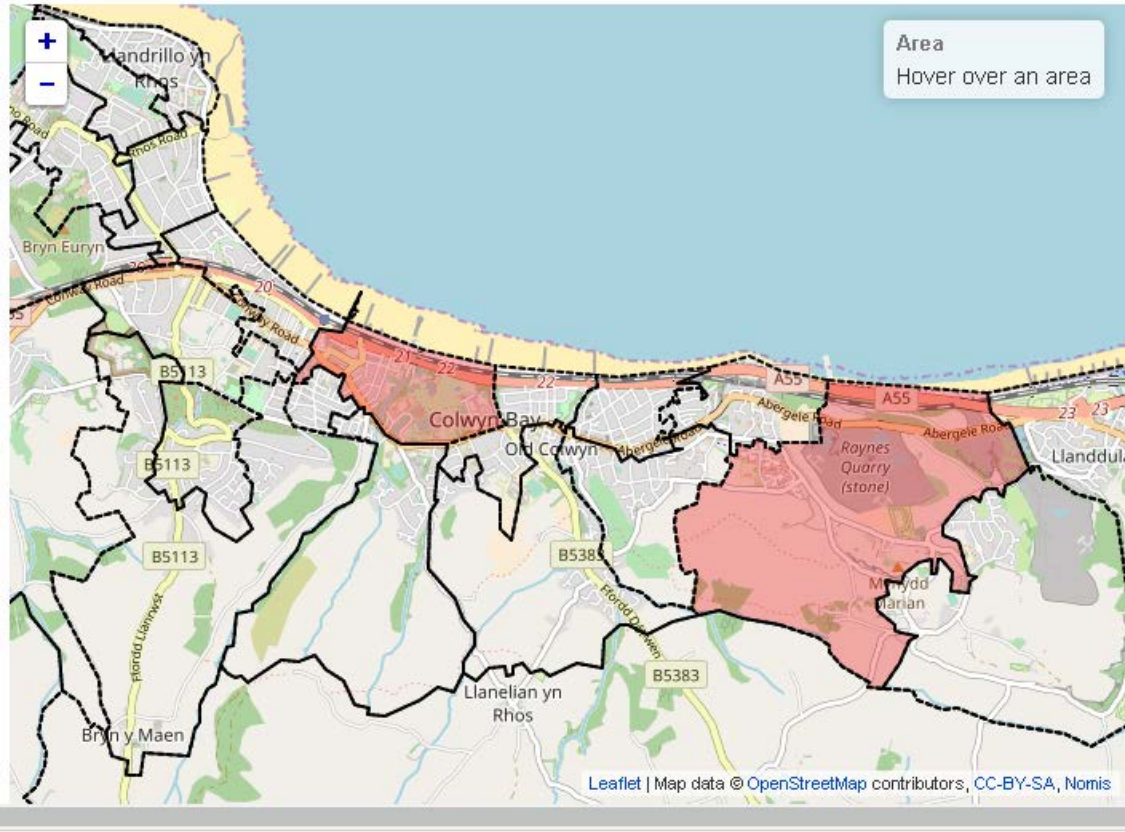
Bangor Area of Highest Deprivation



Baseline		
Number of Households below 60% Poverty Line		
• Town		1991
• Deprived Areas		566
Number of Businesses (Town)	Gwynedd 010	505
	Gwynedd 011	430
Number of Employments (Town)	Gwynedd 0010	3,500
	Gwynedd 0011	3,000
WIMD Income Indicator- income deprivation (percentage of population)	Marchog 2	36
	Marchog 1	33
WIMD Employment Indicator - employment related benefits (percentage of working-age population)	Marchog 2	19
	Marchog 1	13

COLWYN BAY & LLYSFAEN

Colwyn Bay Areas of Highest Deprivation

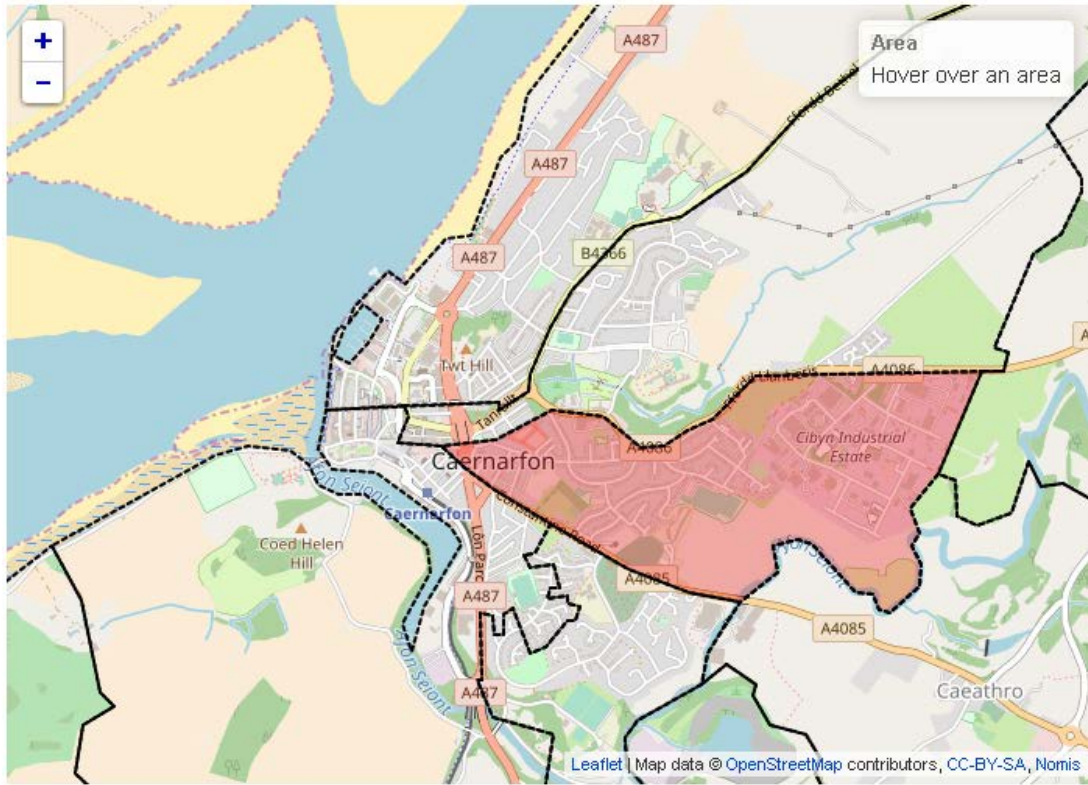


Baseline		
Number of Households below 60% Poverty Line	• Town	3269
	• Deprived Areas	501
Number of Businesses (Town)	Conwy 007	400
	Conwy 008	250
	Conwy 009	200
Number of Employments (Town)	Conwy 007	5,000
	Conwy 008	2,250
	Conwy 009	1,250
WIMD Income Indicator- income deprivation (percentage of population)	Glyn (Conwy) 2	37
	Llysfaen 1	37
WIMD Employment Indicator - employment related benefits (percentage of working-age population)	Glyn (Conwy) 2	37
	Llysfaen 1	19

AREA PROFILES AND BASELINE INFORMATION - TIER 2 PROFILES

CAERNARFON

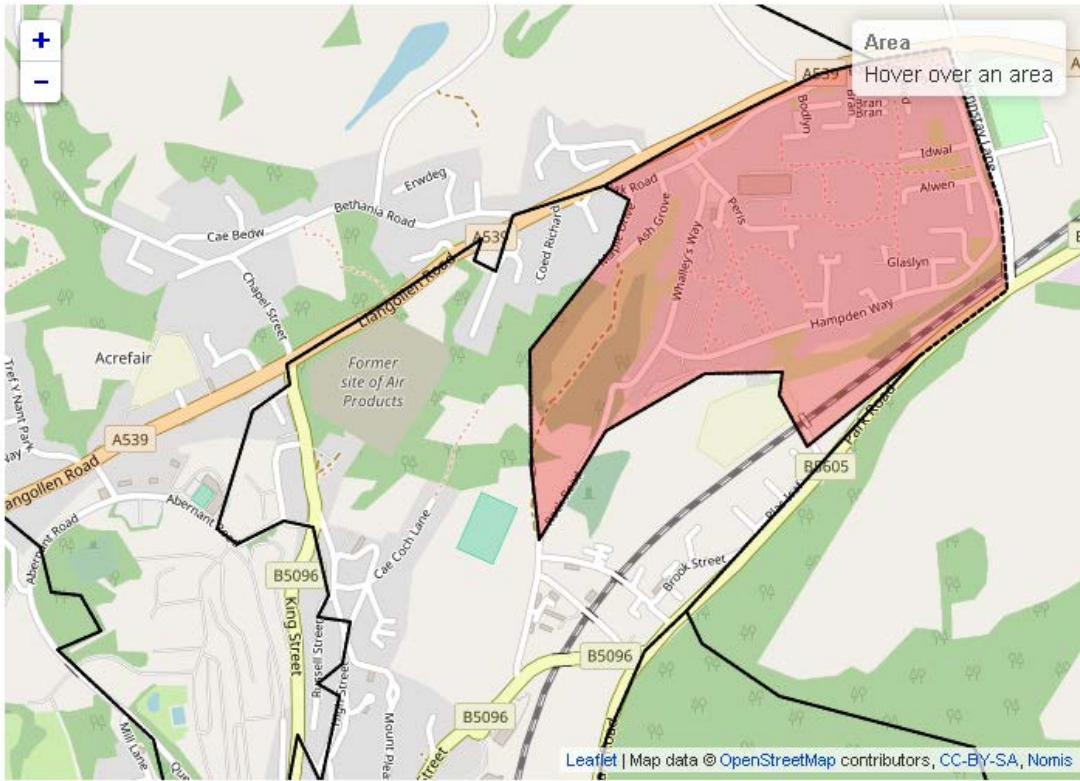
Caernarfon Most Deprived Area



Baseline		
Number of Households below 60% Poverty Line		
• Town		2282
• Deprived Areas		497
Number of Businesses (Town)	Gwynedd 006	220
	Gwynedd 007	295
Number of Employments (Town)	Gwynedd 006	4,500
	Gwynedd 007	4,000
WIMD Income Indicator- income deprivation (percentage of population)	Peblig (Caernarfon)	36
WIMD Employment Indicator - employment related benefits (percentage of working-age population)	Peblig (Caernarfon)	19

WREXHAM VILLAGES

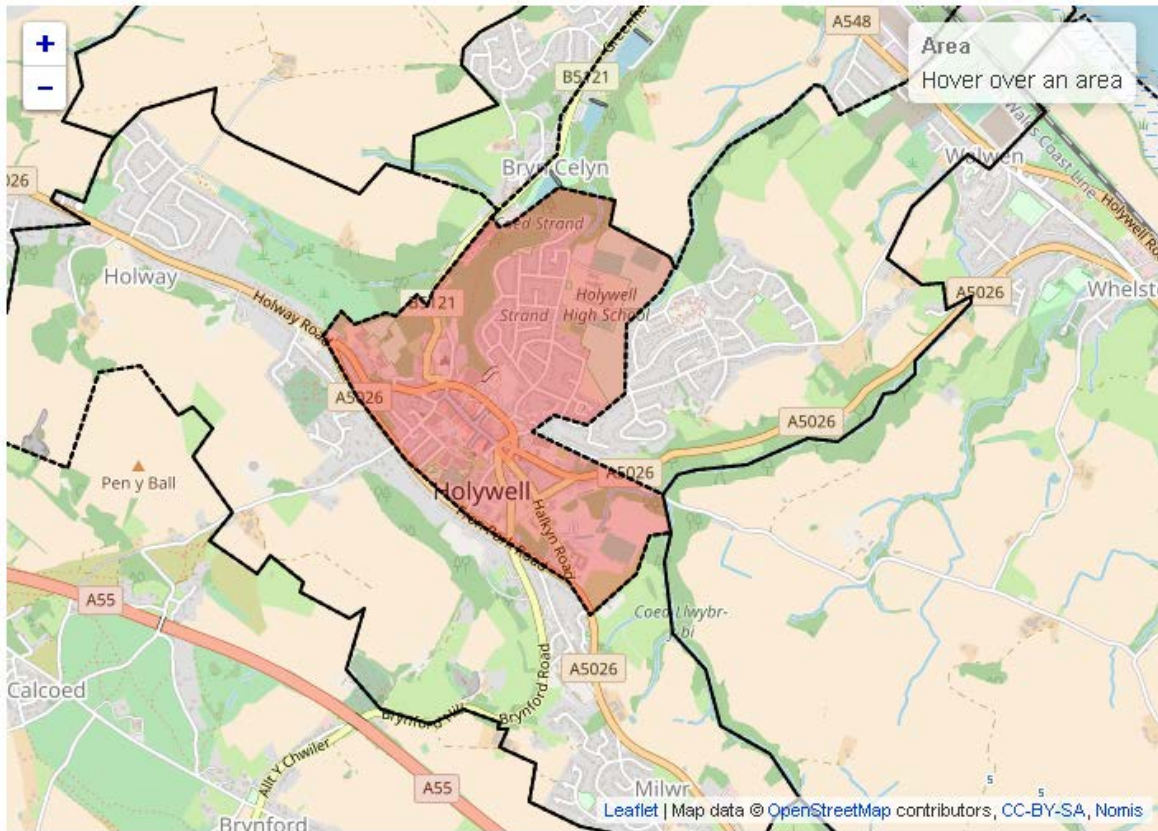
Wrexham Villages Most Deprived Area



Baseline		
Number of Households below 60% Poverty Line		
• Town		950
• Deprived Areas		561
Number of Businesses (Town)	Wrexham 017	150
Number of Employments (Town)	Wrexham 017	1,000
WIMD Income Indicator- income deprivation (percentage of population)	Plas Madoc	39
WIMD Employment Indicator - employment related benefits (percentage of working-age population)	Plas Madoc	20

HOLYWELL

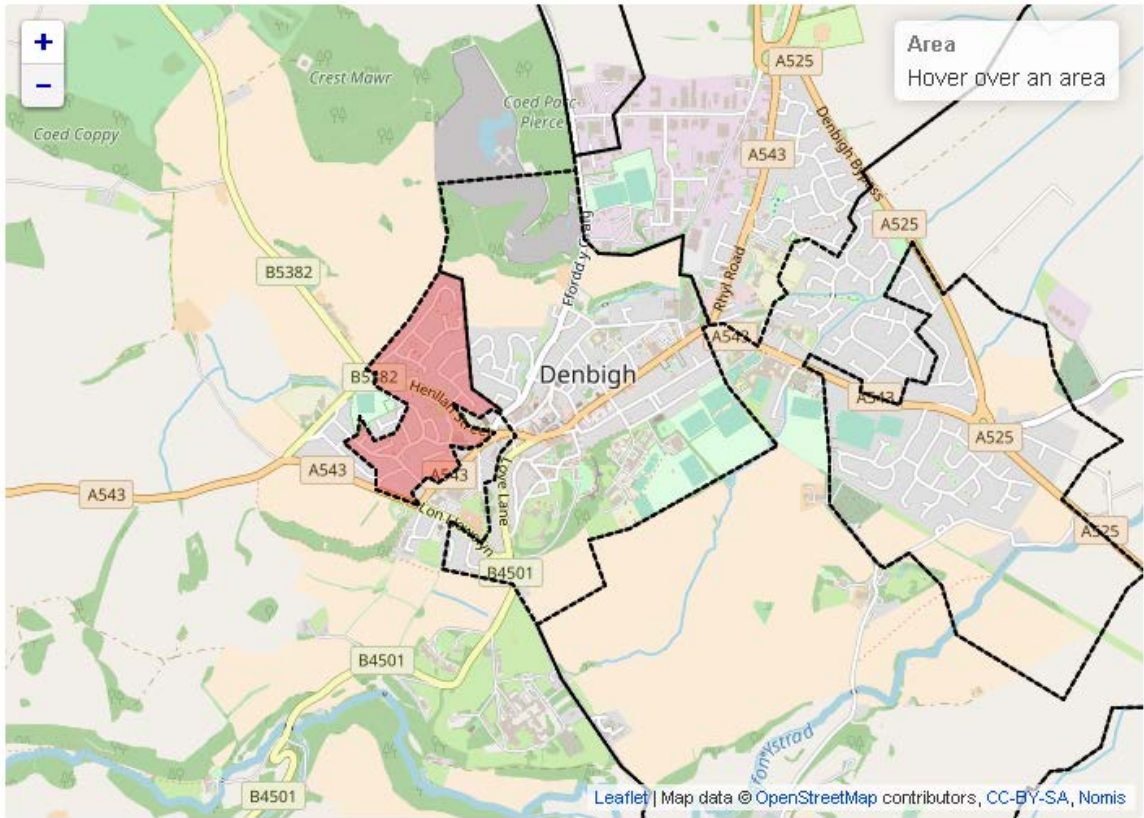
Holywell Most Deprived Area



Baseline		
Number of Households below 60% Poverty Line	• Town	2578
	• Deprived Areas	462
Number of Businesses (Town)	Flintshire 002	205
	Flintshire 003	325
Number of Employments (Town)	Flintshire 002	2,000
	Flintshire 003	3,500
WIMD Income Indicator- income deprivation (percentage of population)	Holywell Central	33
WIMD Employment Indicator - employment related benefits (percentage of working-age population)	Holywell Central	22

DENBIGH

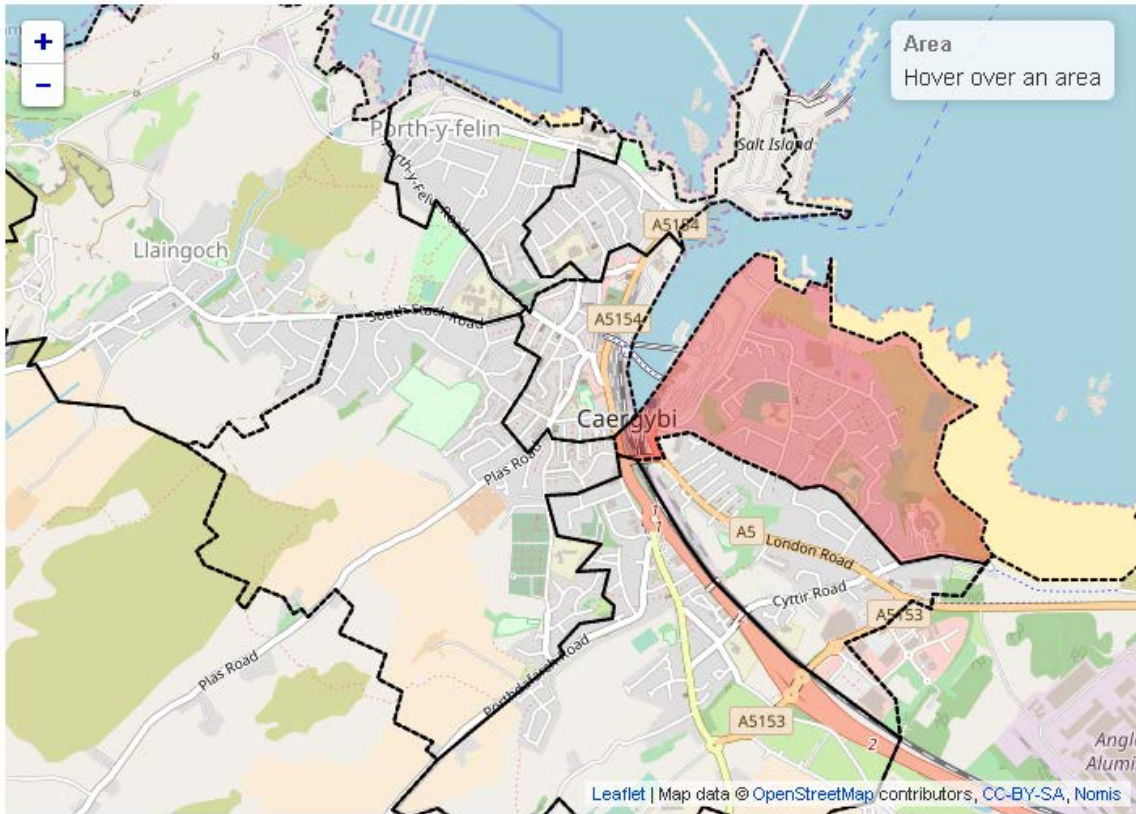
Denbigh Most Deprived Area



Baseline		
Number of Households below 60% Poverty Line		
<ul style="list-style-type: none"> • Town • Deprived Areas 		1285 369
Number of Businesses (Town)	Denbighshire 011 Denbighshire 012	185 350
Number of Employments (Town)	Denbighshire 011 Denbighshire 012	1,750 2,250
WIMD Income Indicator- income deprivation (percentage of population)	Denbigh Upper & Henllan 1	33
WIMD Employment Indicator - employment related benefits (percentage of working-age population)	Denbigh Upper & Henllan 1	19

HOLYHEAD

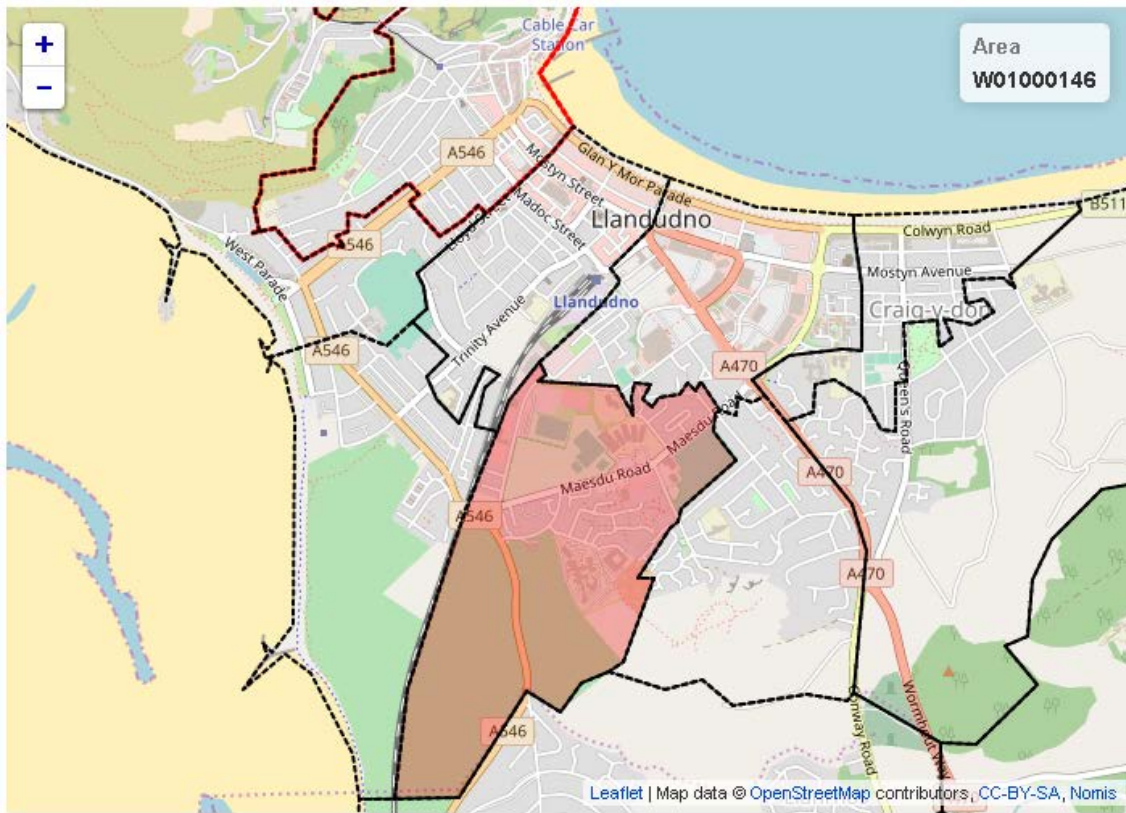
Holyhead Areas of Highest Deprivation



Baseline		
Number of Households below 60% Poverty Line		
• Town		2175
• Deprived Areas		363
Number of Businesses (Town)	Isle of Anglesey 003	295
Number of Employments (Town)	Isle of Anglesey 003	3,500
WIMD Income Indicator- income deprivation (percentage of population)	Morawelon	32
WIMD Employment Indicator - employment related benefits (percentage of working-age population)	Morawelon	19

LLANDUDNO

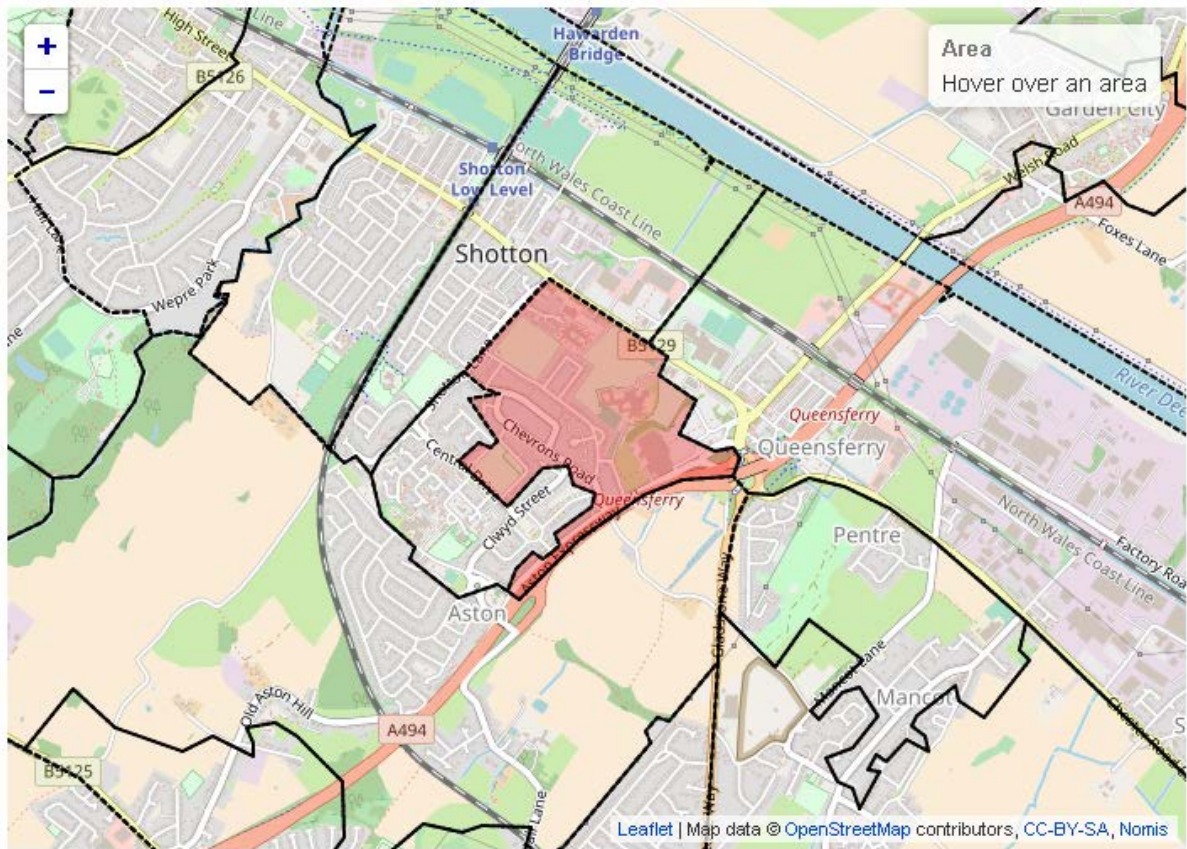
Llandudno Most Deprived Area



Baseline		
Number of Households below 60% Poverty Line		2745
• Town		377
• Deprived Areas		
Number of Businesses (Town)	Conwy 001	555
	Conwy 002	140
Number of Employments (Town)	Conwy 001	9,000
	Conwy 002	2,000
WIMD Income Indicator- income deprivation (percentage of population)	Tudno 2	39
WIMD Employment Indicator - employment related benefits (percentage of working-age population)	Tudno 2	23

SHOTTON

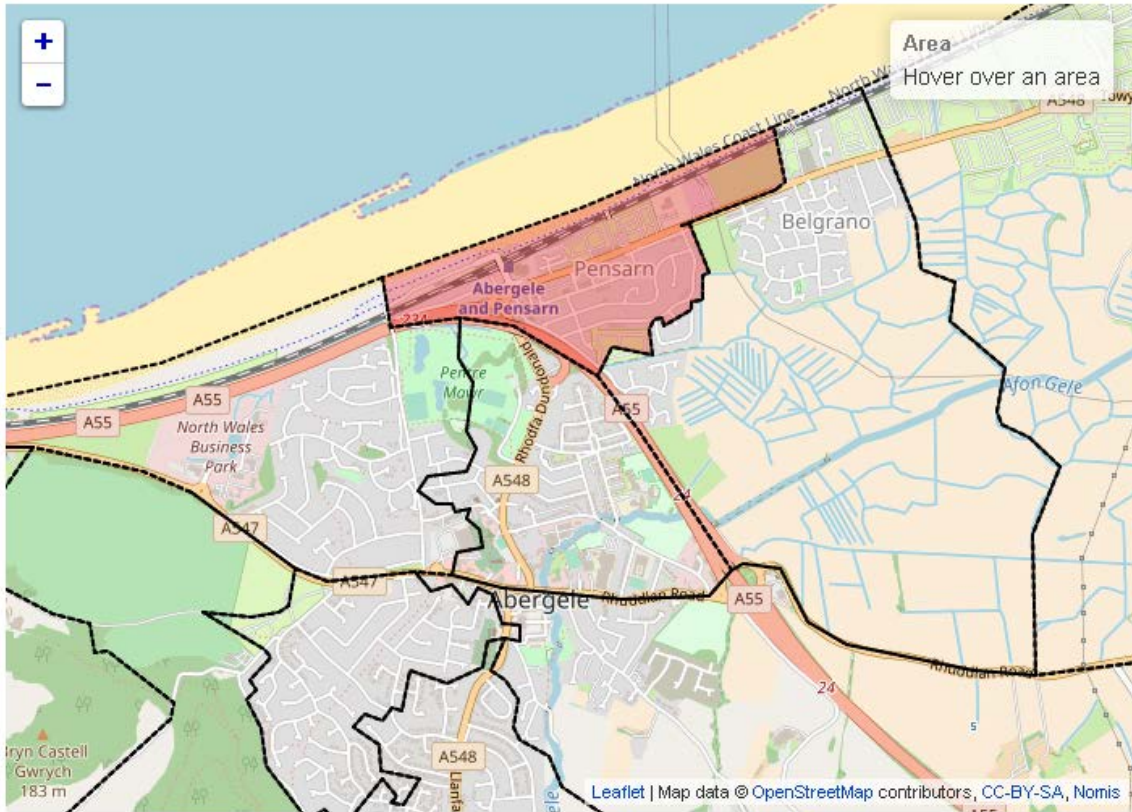
Shotton Most Deprived Area



Baseline		
Number of Households below 60% Poverty Line		
• Town		2636
• Deprived Areas		329
Number of Businesses (Town)	Flintshire 009	445
	Flintshire 011	275
Number of Employments (Town)	Flintshire 009	13,000
	Flintshire 011	6,000
WIMD Income Indicator- income deprivation (percentage of population)	Shotton Higher 2	33
WIMD Employment Indicator - employment related benefits (percentage of working-age population)	Shotton Higher 2	18

ABERGELE & PENSARN

Abergele & Pensarn Most Deprived Area



Baseline		
Number of Households below 60% Poverty Line		
• Town		1951
• Deprived Areas		223
Number of Businesses (Town)	Conwy 010	260
Number of Employments (Town)	Conwy 010	3,000
WIMD Income Indicator- income deprivation (percentage of population)	Abergele & Pensarn 2	37
WIMD Employment Indicator - employment related benefits (percentage of working-age population)	Abergele & Pensarn 2	32

Eitem ar gyfer y Rhaglen 6



CABINET

Date of Meeting	Tuesday, 22 nd May, 2018
Report Subject	Parliamentary Review of Health & Social Care
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Strategic

EXECUTIVE SUMMARY

The demand for health and social care has increased dramatically over the last 20 years, with changing needs, increased expectations and new forms of treatment and care expanding the provision. This has created a significant challenge for public services and this Parliamentary Review into Health and Social Care was established by Welsh Government to identify how public services might better anticipate and address the new demands being put upon them.

An interim report was produced in July 2017 and set out the case for change and the reviewers' initial findings.

The final report was published in January 2018 and this report provides details of its findings and next steps.

RECOMMENDATIONS

1	Cabinet to discuss and consider response to the report.
2	Cabinet to contribute to the national work through Flintshire County Council representation at the North Wales Regional Programme Board.

REPORT DETAILS

1.00	EXPLAINING THE PARLIAMENTARY REVIEW OF HEALTH & SOCIAL CARE OF HEALTH AND SOCIAL CARE IN WALES
1.01	The health and social care sectors are valued assets, offering reassurance to the people of Wales that they will receive care and support when they need it. Both sectors make a substantial contribution to improving people's well-being – on which a productive economy, social and community networks and vibrant cultural life depends. Both comprise a significant part of the Welsh economy as major employers and by generating business – for example, through scientific research and innovation activity.
1.02	Given the importance, Welsh Government commissioned a review of the health and social care sectors and systems and how they could be improved. In November 2016 Vaughan Gething AM, Cabinet Secretary for Health and Social Services, announced with cross-party support, the establishment of an independent panel to undertake such a review and to report back by December 2017. An Interim Report was published in July 2017 and the Final Report published in January 2018.
1.03	The Interim Report emphasised that the current pattern of health and social care provision is not fit for the future. This analysis was presented as a 'Case For Change' which showed the impact of a growing and changing pattern of need, expectations of services, and the challenge of securing a future workforce. The Interim Report highlighted that these factors demanded a new approach to maintain and improve the quality of health and care.
1.04	The Ten Key Points from the Interim Report are detailed in Appendix 1
1.05	The Interim Report acknowledged that the way health and care is delivered by the public sector, independent and third sector bodies in Wales needs to change. However, the report notes that this is not about changes to underpinning organisational structures.
1.06	Following the publication of the Interim Report a stakeholder forum was established to work with the review panel to outline these new models and the principles that should be used to plan future service development. Membership was drawn from service users, local authorities, NHS, academia, third-sector and the independent sector.
1.07	<p>Based on the findings of the consultation and stakeholder forums the final report made ten recommendations to Welsh Government which closely mirrored the findings from the Interim Report, they are detailed in Appendix 2 and summarised below</p> <p>Recommendation 1: One seamless system for Wales Care should be organised around the individual and their family as close to home as possible, be preventative with easy access and of high quality</p>

	<p>Recommendation 2: The Quadruple Aim for all Underpin the “one System” vision with four aims:</p> <ul style="list-style-type: none"> a. health and care staff, volunteers and citizens should work together to deliver clear outcomes b. improved health and wellbeing c. a cared for work force d. better value for money <p>Recommendation 3: Bold new models of seamless care – national principles, local delivery Move to a seamless new way of working in localities</p> <p>Recommendation 4: Put the people in control Strengthen individual and community involvement, through voice and control in health and care, and ensuring all ages and communities have equal involvement</p> <p>Recommendation 5: A great place to work Urgently align the workforce with new service models</p> <p>Recommendation 6: A Health & Care System that’s always learning Invest in support to the front line, service users and local leadership that nurtures team-based learning and the use of evidence and sharing of best practice</p> <p>Recommendation 7: Harness innovation, and accelerate technology and infrastructure developments Maximise the benefits of technology</p> <p>Recommendation 8: Align system design to achieve results Design the system better to achieve faster progress</p> <p>Recommendation 9: Capacity to transform, dynamic leadership, unprecedented cooperation Increase capacity at a national level to drive transformation, and strengthen leadership nationally, regionally and locally</p> <p>Recommendation 10: Accountability, progress & pace Publish progress against the vision, Quadruple Aim and new models in one year, three years and five years.</p>
1.08	<p>The Final Report concluded that Wales needs a different system of health and care, and that nobody should underestimate the scale of the challenge ahead.</p> <p>The authors found strong agreement on what could be done differently to meet the changing needs of the population and concluded that the focus now must be on action: delivering the change people want to see.</p>

1.09	<p>Flintshire County Council has welcomed the Parliamentary Review and the support that it has provided to us in terms of our vision and strategic direction. The recommendations in the Review confirm our direction of travel and has given us renewed confidence in relation to our plans for the future.</p>
1.10	<p>Following publication of the report a series of working groups has been established to develop the Long Term Plan in response to the Review. The Long Term Plan will set out the implementation of a large number of recommendations and supporting actions around which there is common agreement. It is also licenced to be ambition and go beyond the report should it believe this to be necessary.</p> <p>The first set of draft papers from each of the working groups has been produced and Dr Andrew Goodall is leading a Reference Group who are reviewing these papers.</p> <p>The working groups cover the following areas:</p> <ul style="list-style-type: none"> • Engagement • Vision and Design Principles • Digital • Leadership • Workforce • Governance • Finance
1.11	<p>The North Wales Regional Partnership Board (NWRPB), of which Flintshire County Council is a member, has been asked by Welsh Government to submit a response setting out priorities for the region and to identify strengths in terms of taking forward seamless models of health, care and well-being.</p>
1.12	<p>In preparation for the response to Welsh Government the NWRPB has undertaken a series of planning workshops and whilst some excellent examples of good practice have been identified (see Appendix 3), including the proposed expansion of Marleyfield House Residential Care Home in Flintshire, we would agree with the Parliamentary Review that the pace of change is slow.</p>
1.13	<p>To assist in the management of change, the NWRPB has suggested a three tier framework be adopted of:</p> <ul style="list-style-type: none"> • National standards, indicators, public engagement and support for change • Regional change management, systems, monitoring and planning and removing system barriers • Locality led service design, delivery and development.
1.14	<p>The Minister for Children and Social Care is attending the NWRPB meeting in early July and this is an opportunity to discuss member's reflections and regarding the final report and the work of the our above reflections with him in addition to the two items already requested.</p>

2.00	RESOURCE IMPLICATIONS
2.01	The Parliamentary Review recognises the limited resources within the health and social care sector and the actions from the working groups.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The authors of the Parliamentary Review undertook extensive consultation with a wide range of people including members of the public, service users, staff in health and social care, and the third sector, and considered evidence about national and international models of care.
3.02	Following publication of the Interim Report consultation events were arranged and interested parties invited to have their say through the Welsh Government website.
3.03	Since the publication of the Final Report the North Wales Regional Partnership Board, of which Flintshire County Council is a member, has already commenced a series of workshops and planning activities in response to the review and plans will mature and be developed over the coming period.

4.00	RISK MANAGEMENT
4.01	The management of risk will form part of the work of the working groups.

5.00	APPENDICES
5.01	Parliamentary Review of Health and Social Care – Interim Report – July 2017
5.02	Appendix 1 – The Key Points from the Parliamentary Review of Health & Social Care in Wales – INTERIM REPORT
5.03	Appendix 2 – The High Level Recommendations of the Parliamentary Review into Health and Social Care in Wales – FINAL REPORT
5.04	Appendix 3 - Parliamentary Review of Health and Social Care in Wales North Wales Regional Partnership Board – Report on Progress

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Jane Davies – Senior Manager Safeguarding and Commissioning Telephone: 01352 702503 (ext. 2503) E-mail: jane.m.davies@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Parliamentary Review: an expert panel has been set up to undertake a review of health and social care. This is in line with the commitment given by the First minister of Wales</p> <p>ADSS Cymru: the Association of Directors of Social Services in Wales. The association works with Welsh Government, the Welsh Local Government Association, Social Care Wales and colleagues in the NHS to deliver positive outcomes for the communities and people of Wales. It is a membership organisation which includes statutory directors and senior social services managers from all 22 local authorities in Wales.</p> <p>North Wales Regional Partnership Board: the Board was established to meet the requirements of Part 9 of the Social Services and Well-being (Wales) Act 2014 to oversee Partnerships and Integration of Services. The North Wales Regional Partnership Board was established in April 2016 and met in shadow form until the Board became fully operational in September 2016. Flintshire is represented by the Cabinet Member for Social Services and the Chief Officer for Social Services.</p>

Parliamentary Review of Health and Social Care in Wales

Interim Report



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

Tudalen 211

Parliamentary Review of Health and Social Care in Wales

Interim Report, July 2017

In November 2016, Vaughan Gething AM, Cabinet Secretary for Health, Well-being and Sport announced, with cross party support, an independent review into the future of health and social care in Wales by an international panel of experts. This interim report sets out the case for change and initial findings. The final report and recommendations will be submitted to the Cabinet Secretary by the end of 2017.

Panel Members:

Dr Ruth Hussey CB, OBE (Chair)

Professor Sir Mansel Aylward CB

Professor Don Berwick

Professor Dame Carol Black DBE

Dr Jennifer Dixon CBE

Nigel Edwards

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Review Staff:

The staff who worked with the panel on this interim report were: Claire Beynon, Angela Evans, Anna Lewis, Matt Jenkins, Eleanor Marks, Leon Rees, and Kenton Whitehall.

Mae'r ddogfen yma hefyd ar gael yn Gymraeg.

This report is also available in Welsh.

Contents

Foreword	3
Executive Summary	6
The Case for Change	9
Future Vision.....	11
Capacity to Care	13
Making Change Happen.....	16
Next Steps	18
1. The Case for Change	19
The Needs and Demands for Services.....	19
Demographic Change.....	19
Risk Factors, Illness, and Need for Care.....	19
A Sustainable Workforce.....	22
Funding and Efficiency.....	23
Outcomes and Performance	25
The Organisation of Services	26
Primary Care and Community Services	26
Hospital Services.....	28
Social Care	29
Integrating Services.....	30
2. Future Vision	32
Future Shape of Care	32
Making Progress.....	35
Making Faster Progress.....	38
3. Capacity to Care	41
Public Involvement.....	41
Workforce	42
Planning.....	42
Recruitment, Morale, and Retention.....	44
Training.....	46
Carers	48
Digital Technology and Innovation	48
Service User Experience	51

The Health and Care Estate.....	52
4. Making Change Happen.....	53
Approaches to Change.....	54
Extrinsic Approaches	54
Stronger Overall Central Guiding Hand.....	54
Performance Management.....	55
Data and Analytics.....	56
Financial System and Incentives.....	57
Regulation.....	58
Intrinsic Approaches	58
Local Autonomy Supported by an Enabling National Framework	58
Quality Improvement.....	60
Staff Engagement	61
Architecture and Systems for Change	62
Governance	62
Bureaucracy and Culture	63
Leadership and Management	64
5. Next Steps.....	65
New Models of Care	65
Further Areas for Consideration.....	66
Annex A: Terms of Reference	68
Annex B: Panel Biographies	69
Annex C: Organisations and Individuals that Submitted Written Evidence	71
Annex D: Organisations and Individuals that Provided Oral Evidence	75
Annex E: References	77

Foreword

The health and social care sectors are valued assets, offering reassurance to the people of Wales that they will receive care and support when they need it. Both sectors make a substantial contribution to improving people's well-being – on which a productive economy, social and community networks and vibrant cultural life depends. Both comprise a significant part of the Welsh economy as major employers and by generating business – for example, through scientific research and innovation activity. Welsh Government spending on health, well-being, and sport is £7.3bn, 48.4% of the overall resource budget, and social care comprises a significant element of local government funding.¹

Given their importance, it is right to review the progress of the health and social care sectors and systems and how they could be improved regularly. In November 2016 Vaughan Gething AM, Cabinet Secretary for Health, Well-being and Sport, announced with cross-party support, the establishment of an independent panel to undertake such a review and to report back by December 2017.

The review panel was asked to assess and make recommendations on how the health and care systems might deliver improved health and well-being outcomes for people across Wales, reduce existing inequalities between certain population groups, and best enable the whole health and social care system to be sustainable over the next five to ten years. The intention is for the findings of this review to inform the forthcoming NHS Wales strategy.

The Terms of Reference for the report are:

1. Define the key issues facing health and social care;
2. Identify where change is needed and the case for change;
3. Set out a vision for the future, including moving health and social care forward together and developing primary care services out of hospitals; and
4. Advise on how change can be delivered, building on the positive aspects of the current system.

The terms of reference for this review do not include analysis of alternative methods of financing the health and social care system, or question the overall range of services available to the population funded by the public sector. For the NHS, this means we have taken as given a tax-funded, free at the point of use to those eligible, comprehensive service, based on need and not ability to pay. For social care, we have assumed the current means-tested method of public financing, the current degree of private payment, and the thresholds for publicly funded care applied by local authorities. However, several stakeholders have suggested that funding arrangements for health and social care need to be considered.

Our remit has focused on the challenges to and the opportunities for improvement by the current services. Wales is not alone in the world in facing complex challenges to meet population needs and can exchange learning with other countries. This interim report defines the key issues facing health and social care as we see them and outlines our initial proposals for a way forward.

The fact that people are now living longer and healthier lives is one of society's great achievements. At the same time, there are persistent differences in health and well-being across society which we highlight. At various points in their lives everyone in Wales relies on health services, and social care is a critical service for people who become vulnerable for a wide range of reasons. These interdependent services can deliver good outcomes for people, and public and patient satisfaction with NHS Wales is relatively high. However, the growing demand for care in the face of modest economic growth means that health and care services must change and adapt to best meet need and help people achieve the outcomes they desire. As we will show, the health and care system is not sustainable into the future in its current form; change which delivers major improvement to services is urgently required much faster than in the past.

There are enormous assets in Wales which can be mobilised to achieve this. This report signals the direction of our thinking, sets out some practical action we want to take immediately with stakeholders, and points to areas we will explore further over the next six months before delivering a final report and recommendations to Welsh Government.

There have been many reviews into health and social care, and the people we interviewed were clear that they do not want another report that does not lead to prompt and tangible action.

This interim report therefore signals our thinking as to the overall strategy for the whole health and care system for discussion with Welsh Government and the Political Reference Group. It will be used to test our findings with service users, local service providers and stakeholders in health and social care, the third sector, and independent sector over the coming months.

Building on this dialogue, in our final report, we aim to list recommendations that command widespread support, are implementable, and give Wales the best chance of delivering the changes needed to achieve a quality driven, sustainable, whole health and social care system and services that the population rightfully expects.

We extend our sincere thanks to all the people and organisations we have heard from so far, via interviews, written submissions, web feedback, and workshops. These are listed in the annexes to this report. All have been generous with their ideas and commitment to change. We particularly appreciate the input from social care colleagues who have provided extensive information and advice.

We have grouped our findings into ten points and will be using these over the coming months to engage further to inform our final recommendations. We want to use the interim report to extend the discussion so that, together, we can inform the way forward for Wales.

Dr Ruth Hussey CB, OBE (Chair)

Professor Sir Mansel Aylward CB

Professor Don Berwick

Professor Dame Carol Black DBE

Dr Jennifer Dixon CBE

Nigel Edwards

Eric Gregory

Professor Keith Moultrie

Professor Anne Marie Rafferty

Parliamentary Review of Health and Social Care in Wales

Executive Summary

In November 2016, Vaughan Gething AM, Cabinet Secretary for Health, Well-being and Sport announced, with cross party support, an independent review into the future of health and social care in Wales by an international panel of experts. This is our interim report, which sets out the case for change and our initial findings. Our findings are grouped around ten key points which are highlighted below and expanded upon in this report. We will submit our final report and recommendations to the Cabinet Secretary by the end of 2017.

Ten Key Points

- 1** The case for change is compelling. Wales can attain better health and well-being outcomes for its citizens and meet the goals of the Well-being of Future Generations (Wales) Act 2015. But to do this it will need to speed up how the health and social care system adapts to the changing needs of the population and other major challenges.
- 2** Wales has very significant assets that can be used more effectively. A bold and unified vision for the whole health and social care system, underpinned by a clear strategy based on the relentless pursuit of continuous quality improvement and prevention, will be needed urgently to drive this forward.
- 3** The Social Services and Well-being (Wales) Act 2014 and Prudent Healthcare offer powerful sets of principles, which can apply equally to both the Welsh NHS and social care and have a high level of support. Widespread and comprehensive use of these principles will transform health and social care in Wales.
- 4** To translate the vision into concrete action, in the first instance a limited set of new models of care should be developed, trialled, evaluated, and scaled up rapidly. These should be developed and tested against clear standards, tailored to local circumstances and needs, and supported by a national learning programme and robust independent evaluation. A number of exemplars that can be built on already exist.

- 5** The people of Wales, staff, service users and carers should be encouraged to have far greater influence and involvement in the design, implementation, evaluation and subsequent development of new models of care and have clearer shared roles and responsibilities. The best results will come through active co-production.
- 6** New skills and career paths for the health and social care workforce need to be planned on a large scale now, aligned with the developing new models of care. Current workforce shortages which inhibit change need to be addressed. A more systematic and effective approach to continuous quality improvement is needed, and a culture that creates a supporting and engaging environment should be actively encouraged.
- 7** Effective new models of care are necessary, but not sufficient, to guarantee a health and social care system that is sustainable in future. Effort needs to be made to boost critical infrastructure to support new models and also drive higher quality and efficiency. Successful digital and infrastructure initiatives need to be systematically identified and spread better. Capital planning needs to be done in a way that supports new models of care. How the health and social care system supports and spreads innovation needs emphasis and more work. Data and information need to be made far more accessible and consistent to aid design and monitor the progress of change.
- 8** There is substantial consensus on the case for change but less clarity on how possible changes can best be developed, implemented and adapted. Progress has been made. But faster change is needed if the health and social care system is to be sustainable into the future. This needs stronger national direction and a better balance across the continuum of national direction and local autonomy in generating change. This must be supported by a more developed performance management approach, which holds people to account effectively but also encourages system-wide learning and is based on outcomes for citizens across the whole health and care system.
- 9** An effectively integrated health and social care system, which offers higher quality care for the people of Wales is an explicit aim. This requires the levers and incentives for change to be aligned and therefore to be acting in synergy. This means they must also be deployed across the whole system, not just one part of it.

10 Governance, finance, and accountability arrangements should be streamlined and aligned across health and social care. There are a number of leadership and cultural issues that need to be addressed, and resolved to enable more rapid and effective progress.

The Case for Change

1 The case for change is compelling. Wales can attain better health and well-being outcomes for its citizens and meet the goals of the Well-being of Future Generations (Wales) Act 2015. But to do this it will need to speed up how the health and social care system adapts to the changing needs of the population and other major challenges.

- The current health and social care system in Wales was developed to serve the needs of the post-war population. Over time these have changed and increased. At the same time, there have been significant advances in care and treatment; however, the challenge of a wide gap in health outcomes between different population groups remains.
- Wales has made good progress in developing its ambition for people to be healthier and in evolving its system of health and social care. There is strong support for, and pride in, the health and care system from the staff who work in it and the Welsh people. Whilst the purpose of this review is to take a step back to look at the challenges and opportunities that are presenting themselves, we also recognise that advances are being made in many areas.
- The changing make-up of the population presents a particular challenge. Wales has the largest and fastest growing proportion of older people in the UK. Strong intergenerational support can improve well-being amongst the population; however, an increasing older population will also lead to greater need for care. The demographic change has been underway for some time, and by 2039, there will be a further 44% more people aged over 65 compared to 2014. By 2035, the proportion of adults living with a limiting long-term condition is expected to increase by 22%.
- Whilst the number of children and young people in Wales will increase slightly up to 2039, it is a concern that there is expected to be a 5 per cent relative decrease of working age adults in this period. This will mean a potentially shrinking tax base, increasing pressure on this cohort as carers, and a smaller pool from which to draw the health and care workforce of the future.
- Across OECD countries for the last 20 years the costs of healthcare have outstripped growth in the economy and thus the tax base. Without effective action to reduce cost pressures, increase efficiency, or reduce the demand for services, NHS spending in Wales will need to rise by an average of 3.2% a year in real terms to 2030/31 to keep pace. Cost pressures for adult social care are projected to rise faster than for the NHS, by an average of 4.1% per year. Increasing effectiveness and efficiency is essential for future sustainability.

- Notwithstanding recent successes in recruiting to GP training places, there are acute shortages of staff in certain clinical fields. In many areas of Wales, the viability of the social care system is being put at risk by shortages of domiciliary and residential care staff. This is largely due to pay and conditions often being less competitive than low-skilled jobs in other industries that offer a more comfortable working environment. The uncertainty relating to how the UK will exit the European Union means that no easy assumptions can be made about drawing a health and care workforce from Europe and beyond.
- The scale of these challenges mean the system is becoming unstable, which cannot be resolved by incremental changes to the current models of care. This creates an urgent need for services to be reformed – including not just where care is delivered but how and by whom.
- An increasing number of frail elderly people are hospital inpatients, and there are problems in discharging patients back into the community because of a lack of primary, community, and social care capacity. There is a shortage of GPs, and their limited time is often absorbed with problems that could be better resolved by alternative support in the community and by colleagues from other professional and care groups - all aided by new technology. There is evidence that concentrating services together can improve the quality of some specialised forms of hospital care as expertise and equipment are utilised more effectively.
- Health and care is not always organised effectively around the needs of the service user. Not ‘joining up’ care can lead to numerous assessments and visits to different providers, delays in provision of services, poorer outcomes, and poorer levels of satisfaction for patients. It has long been recognised that the separation of health and social care services at the point of delivery creates problems, despite much good practice seen in co-ordinating care on the ground. Within the NHS greater integration is also needed – between primary and secondary care and for mental and physical health.
- A wider set of ‘social determinants’ – in particular poverty, poor education, and worklessness – have a bigger influence on the well-being of a population than direct provision of health or social care. Although the review has been asked only to look at the health and care system, it is evident that health and care organisations must work effectively with their partners to address the root causes of ill health; taking action expected under the requirements of the Well-being of Future Generations (Wales) Act, 2015.

Future Vision

2 Wales has very significant assets that can be used more effectively. A bold and unified vision for the whole health and social care system, underpinned by a clear strategy based on the relentless pursuit of continuous quality improvement and prevention, will be needed urgently to drive this forward.

- The pressures identified in the case for change mean the system has to adapt quickly to meet future needs. The challenges are not unique to Wales, but the extent of some of them here is greater. Given the huge assets in the country, Wales has the potential to be a global leader in confronting and managing these challenges well.
- To make progress, a strong vision of a new system is required. This must be translated into practical new models of integrated health and social care services that can be quickly developed on the ground. The vision should be underpinned by a relentless focus on quality, prevention, and efficiency, supported by technology and staff who have fulfilled and productive working lives. The scientific foundations for quality improvement to enable continuous adaptation of care to meet needs and best practice need to be much better understood, acted upon, and supported.
- There is a strong consensus amongst the stakeholders that we spoke to on the broad direction of travel towards the provision of seamless health and social care, focused on outcomes that matter to the individual. Key features of the health and care system to achieve this should include accessible proactive primary care; boosted preventative care; individuals supported to self-manage where possible and safe; and services provided on a home first basis or in the community where possible.
- We heard and saw good examples of efforts in Wales that are working towards this future vision. Many of the leaders involved are starting to implement change by developing models of care with other stakeholders and drawing from international examples. However, current practice seems to be 'let a thousand flowers bloom'. Whilst potentially supporting local innovation, this risks dissipating effort, making evaluation unnecessarily complex, adding difficulty to identifying 'the signal from the noise' and reducing effective learning across organisations.

3 The Social Services and Well-being (Wales) Act 2014 and Prudent Healthcare offer powerful sets of principles which can apply equally to both the Welsh NHS and social care and have a high level of support. Widespread and comprehensive use of these principles will transform health and social care in Wales.

- The Social Services and Well-being (Wales) Act 2014 applies to both health and social care. Its underpinnings, including individuals and professionals co-producing care, are similar to Prudent Healthcare and are a strong basis for citizen empowerment.
- Prudent Healthcare is a philosophy for the healthcare system that encompasses service improvements that benefit people and patients. The prudent approach sees healthcare as fitting the needs and circumstances of patients. It actively avoids wasteful care that is not to the patient's benefit and aims to rebalance the NHS in Wales to create a truly patient-centred system by remodelling service user and provider relationships based on co-production. It also implies a de-escalation of care, giving permission to develop and deliver services in a way which better meets people's needs.
- Whilst there is broad agreement that Prudent Healthcare should be the foundational principle of the NHS, more attention is required to put Prudent Healthcare into practice. This will help the NHS deliver its obligations under the Social Services and Well-being (Wales) Act 2014.

4 To translate the vision into concrete action: in the first instance a limited set of new models of care should be developed, trialled, evaluated and scaled up rapidly. These should be developed and tested against clear standards, tailored to local circumstances and needs, supported by a national learning programme and robust independent evaluation. A number of exemplars that can be built on already exist.

- To make faster progress towards the overall vision, Wales needs a clear, evidence-informed strategy for whole system models of health and social care and a practical transformation programme to achieve it.
- The next step for Wales is to identify the most promising broad models of whole health and social care services (locally and internationally) and adopt them or use their characteristics to develop a manageable set of new models of care for Wales. They should include a combination of primary care, hospital care, and community health and social care provision.

- The set should be developed with clear standards, which can be tailored to local circumstances and needs. The models require input from the public, staff, and health and social care organisations.
- The models should then be scaled up rapidly and adapted as necessary to be trialled, evaluated, and used to steer local and regional service plans, commissioning arrangements, and future investment. Rigorous formative and summative evaluation (including the context which best supports the models) and benchmarking against others should take place. Ineffective models should be stopped after robust and timely evaluation.
- Due to the growing impact of demographic changes, the initial focus should be on models that meet the needs of older people, before moving on to models which address other groups, most critically children and young people. Therefore, models which help to integrate health and social care support for older people must be a priority.

Capacity to Care

5 The people of Wales, staff, service users and carers should be encouraged to have far greater influence and involvement in the design, implementation, evaluation and subsequent development of new models of care; and clearer shared roles and responsibilities. The best results will come through active co-production.

- We heard repeated calls for a stronger public voice in all aspects of the health and care system. This included involving individuals in decisions about their care and supporting self-management as standard practice.
- Stakeholders emphasised the importance of dialogue with individuals and groups on how they can best play a part in influencing the design of services. Stakeholders also emphasised the need for a shared understanding of the challenges facing health and social care to be developed with the public.
- We repeatedly heard about the need to involve the public, staff, health and social care system and other sectors in a meaningful dialogue about the respective roles and responsibilities of services and individuals. Existing efforts to do this were valued, but thought to need significant strengthening.

6 New skills and career paths for the health and social care workforce need to be planned on a large scale now, aligned with the developing new models of care. Current workforce shortages which inhibit change need to be addressed. A more systematic and effective approach to continuous quality improvement is needed, and a culture that creates a supporting and engaging environment should be actively encouraged.

- The vital role that both unpaid carers and volunteers play in the health and care system is acknowledged, and we heard that informal carers should be included when planning and developing the workforce. This would relieve pressure on unpaid carers, making sure their views and needs are considered as part of the overall care team.
- We heard a call to move to integrated health and care workforce planning and multi-disciplinary training on a health board or regional footprint, based on population need and new models of care. Planning should be focused on the needs of the individual and deliver the 'right professional at the right time'. Sufficient carer capacity is required for home or community settings. Utilising allied health professionals, pharmacists, advance nurse practitioners and others to the maximum of their abilities, aided by technology, will help meet the demand in primary care, where all can operate at the full scope of their practice. In addition, the trend in healthcare of specialists growing at a faster rate than generalists must be rebalanced to meet the needs of the population.
- Recruitment to rural posts is an ongoing concern. New models of care should address specific rurality issues, not least access to care. Career structures in which staff can move with ease between health and social care are required. Flexible employment is needed to retain dedicated and trained staff in the health and care system. Stakeholders also identified the need to improve bilingual services to drive quality improvement in health and care.
- Central to establishing more effective models of high quality integrated health and care is effective leadership and management, including engagement with staff to improve morale, motivation, and retention. The quality and safety of care can be improved by creating a supportive and engaging environment.

7 Effective new models of care are necessary, but not sufficient, to guarantee a health and social care system that is sustainable in future. Effort needs to be made to boost critical infrastructure to support new models and also drive higher quality and efficiency. Successful digital and infrastructure initiatives need to be systematically identified and spread better. Capital planning needs to be done in a way that supports new models of care. How the health and social care system supports and spreads innovation needs emphasis and more work. Data and information need to be made far more accessible and consistent to aid design and monitor the progress of change.

- The opportunities offered by technology to improve the quality and efficiency of healthcare in particular were highlighted by many. Progress towards realising these opportunities must be accelerated. It is evident that digital transformation should be driven nationally within a clear framework, which allows for local innovation and progress. We agree with the emerging approach of developing mechanisms for fostering innovation across the board, identifying good practice, and replicating rapidly across the system.
- To realise the ambition of seamless, integrated care for both service users and professionals, an integrated IT infrastructure is required to facilitate the sharing of systems, data, and information. Respondents have criticised how patient and condition-specific data are difficult to share, link and transfer within NHS Wales and to other providers – pertinent as Wales aspires to the collaboration and co-ordination of care across a range of providers. For managerial and clinical staff, a prerequisite of seamless care is good data flows to provide the basis for decisions. For service users and their carers, stakeholders consistently called for a transformation in experience that could be brought about by faster, better exchange of data across providers and between providers and service users. While we received evidence of good initiatives, they were not widespread enough.
- In some areas, the quality of the health and care estate is inadequate for today's needs, let alone tomorrow's. Capital budgets have been under significant pressure. It is therefore imperative to maximise the use of resources that are available through effective capital planning, including joint planning with other public and third sector partners. In particular, we heard the importance aligning housing policy with approaches to care in view of the growing emphasis on care provided at home. It was apparent that single routes to accessing capital funding, where resources in Welsh Government are combined nationally and accessible using one process, would improve collaborative working on the ground.

Making Change Happen

8 There is substantial consensus on the case for change but less clarity on how changes can best be developed, implemented and adapted. Progress has been made. But faster change is needed if the health and social care system is to be sustainable into the future. This needs stronger national direction and a better balance across the continuum of national direction and local autonomy in generating change. This must be supported by a more developed performance management approach, which holds people to account effectively but also encourages system-wide learning and is based on outcomes for citizens across the whole health and care system.

- Many stakeholders agreed with the OECD conclusion that a stronger central overall guiding hand and greater accountability in the system are needed to drive meaningful improvement in the Welsh NHS. This includes a number of ‘Once for Wales’ decisions that would be beneficial to make at a national level and a clearer mechanism to enable leaders to transcend local interests.
- A unified national performance management framework and specific shared metrics for health and social care are needed to prompt and guide progress. This would move beyond measuring processes and targets, often centred on secondary care, to one which focuses on care outcomes and patient experience across the whole system, especially population health and care outside hospitals.
- While a stronger central ‘guiding hand’ is needed, a balance needs also to be struck with local autonomy: the balance is not yet right in Wales. The ability to plan and take decisions at both regional and local levels within nationally set priorities can facilitate innovation and encourage new ways of working to meet local population needs more rapidly. Empowering leadership and decision-making at the frontline is essential here.
- We heard calls to develop the current financial system and incentives in health and social care to prompt needed change. For example, to encourage integrated care across whole care pathways, stakeholders wanted resources to flow more easily between organisations. To encourage proactive population health, stakeholders were interested in exploring capitation financed models of care.
- Regulation was also identified as an area that could more effectively encourage speed of change, especially to improve quality and efficiency of care, and new models of integrated care.

9 An effectively integrated health and social care system, which offers higher quality care for the people of Wales is an explicit aim. This requires the levers and incentives for change to be aligned and therefore acting in synergy. This means they must also be deployed across the whole system, not just one part of it.

- Wales has seen useful developments over recent years via new legislation and the organisation of bodies responsible for delivering health and social care.
- However, change must be delivered more quickly and barriers to change overcome. At national level, the government needs to review the range of approaches it uses to encourage change in health and social care and consider their adequacy given the prime need to speed up change. These approaches include directive extrinsic levers on organisations to change in specified ways and those which are less directive, but support the intrinsic motivation of staff within organisations to do the right thing within a local framework. The near universal consensus from stakeholders that the speed of change was not fast enough at present implies that the balance of current approaches is suboptimal and can be improved upon. This will be a central consideration of our final report.

10 Governance, finance, and accountability arrangements should be streamlined and aligned across health and social care. There are a number of leadership and cultural issues that need to be addressed and resolved to enable more rapid and effective progress.

- If the principles set out for the health and social care system are to be realised, all leaders need to possess the skills we saw in some of Wales' best leaders: a willingness to take informed risks and an ability to work closely with other sectors. Overall, the health and social care system needs to boost skills among leaders to plan, drive and deliver the transformational change now needed.
- Many thought the systems they worked in were far too bureaucratic, and slowed needed change. It is now critical to streamline - clarify, simplify and unify - governance and accountability arrangements for health and social care.
- We were encouraged by the energy and drive we saw in initiatives largely operating outside of traditional governance structures, in particular in primary care clusters. How these will develop, and where they fit in existing

accountability and governance structures, needs to be clarified, without damping their potential.

Next Steps

- The scale and pace of the challenges facing Wales requires urgent and sustained effort in order to meet changing needs. In order to translate the overall vision into practical action, which improves quality and the efficiency of the health and social care system, we recommend as a first step that a set of integrated whole-system models of health and social care be identified for further development and evaluation.
- We will establish a stakeholder forum to work with the review panel to outline these new models and the principles that should be used to plan future service development. The forum should:
 - Draw membership from service users, NHS, local government, academia, professionals, third sector, and independent sector;
 - Outline a set of new models; and
 - Suggest how the models might be implemented effectively to allow faster change and what action is needed over the next two years to achieve this.
- We will also work on a range of further issues outlined above and detailed at the end of this report to develop more detailed recommendations in the final report.

We invite you to have your say. Have we identified the right issues and prospective solutions that will help Wales address the challenges ahead? What might we have missed so far? What matters to you in ensuring Wales will offer high quality, sustainable health and social care in the future?

You can contact the Parliamentary Review through the following routes:

Email ParliamentaryReviewHealthandSocialCare@wales.gsi.gov.uk

Post Parliamentary Review of Health and Social Care
Life Sciences Hub
3 Assembly Square
Cardiff
CF10 4PL

Website www.gov.wales/futurehealthsocialcare

www.llyw.cymru/dyfodoliechydgoalcymdeithasol

1. The Case for Change

The current health and social care system in Wales was developed to meet the needs of the post-war population. Over time these needs have increased, and along with advances in care and treatment, have added pressure to the existing delivery models in health and social care services. These are exacerbated by staff shortages, low morale in the workforce, and funding challenges. The system is becoming unstable, which creates an urgent need for services to be reformed. In this section, we outline these drivers for change and the pressure on the current models of care.

The Needs and Demands for Services

“Need will continue to grow in the medium term, affecting the least well off the most.”

Demographic Change

Wales has the largest and fastest growing proportion of older people in the UK.² By 2039, the number of older people over 65 years in Wales is projected to be 44% greater than 2014.³ In rural communities, 54% of people are aged over 45 years compared to 48% in small towns and 42% in large towns.⁴ Increased life expectancy is something to celebrate, and not only as a measure of human progress. Strong intergenerational links can improve the well-being of others in the population. Nevertheless, Wales must understand how to manage the impact of this success, which will further increase and change the need for services over the next twenty years, as more people suffer ill health, including dementia. 86% of people aged 85 years and over report health problems that limit them a little or a lot.⁵

Wales can also look forward to an increase in the number of children and young people in the population up to 2039, although this will be a smaller increase than that expected for older people.⁶ However, a 5% decrease of working age adults is expected in this period. This means the tax base may shrink, there will be increased pressure on this cohort as carers, and there will be a smaller pool from which to draw the health and care workforce of the future⁷. These changes are an important part of the case to reshape health and care over the next twenty years.

Risk Factors, Illness, and Need for Care

Risk Factors

There is now compelling evidence that a wider set of factors, namely ‘social determinants’, have a bigger influence on the health and well-being of a population than direct provision of health or social care.⁸ Social determinants include poverty, poor education, and worklessness as well as social exclusion. Economically disadvantaged groups have a higher prevalence of social harms, illness, and early death. In Wales, the least socioeconomically deprived population groups have 18 to 19 more healthy years of life than the most deprived.⁹ Measures of individuals’ well-

being also show differences across populations according to socio-economic deprivation.¹⁰ Inequalities in health arising from these ‘social determinants’ have been estimated to cost Wales £3-4 billion per year through additional illness, productivity losses, lost taxes and welfare funding.¹¹

While there has been action in Wales to tackle these social determinants of health, as across the UK, there is still a lot of progress to be made. 23.2% of working age adults in Wales are economically inactive, compared to 21.5% across the UK.¹² Likewise, Wales has one of the highest rates of out-of-work benefit claimants in Great Britain, with 11.4 per cent of the population claiming, compared to 8.6 per cent of the British population.¹³ Almost one in three children in Wales lives in relative poverty – the highest proportion in the UK – posing a risk to children’s health and development. The highest number of children since data collection began in 2002 report being bullied.¹⁴

Adverse childhood experiences (ACEs) (such as domestic or sexual abuse and violence) can lead to poor development and poorer life chances. In Wales, one in every seven adults aged 18-69 years had experienced four or more ACEs during their childhood.¹⁵ While people living in areas of deprivation do not experience ACEs exclusively, individuals living there are at greater risk.

Healthcare inequalities do not just occur amongst economically disadvantaged groups. Certain BME groups have higher rates of some health conditions. For example, people in Wales from South Asian and Caribbean-descended populations have a substantially higher risk of diabetes. For people with learning disabilities too, health inequalities potentially arise because of increased risk from genetic and biological factors, social determinants, poor health literacy, personal health risks, and difficulty in accessing services.

Across Wales life expectancy is slowly increasing, mortality rate in the under-fives is decreasing, and people are staying healthy for longer. But while life expectancy has been increasing, there isn’t clear evidence that healthy life expectancy is increasing at the same rate.¹⁶ The risk factors driving death and disability in the population are relatively unchanging: smoking; poor diet; high blood pressure; obesity; alcohol and drug misuse; and lack of exercise. However, many of these are amenable to change with greater action.

There has been good progress on some of the lifestyle and behavioural changes that help to reduce premature deaths from conditions such as heart disease, cancer, and stroke. For example, fewer children are showing unhealthy lifestyle behaviours. Between 2010 and 2014 the number of children drinking on a weekly basis and smoking tobacco fell significantly; the number of children smoking cannabis also decreased.¹⁷ Smoking rates in Wales have decreased to 19% and are projected to decrease to 15% by 2025, though this is still higher than the best achieved in other European countries.¹⁸

Notwithstanding this, not all indicators of a healthy lifestyle are on an improving trend. Smoking rates in the most disadvantaged populations in Wales are 28%, over three times those of the least disadvantaged populations at 9%.¹⁹ There is also a

very high proportion of people who are overweight (59%) and physically inactive (32%).²⁰ Obesity has been estimated as costing NHS Wales £73 million a year.²¹ Levels of fruit and vegetable consumption have fallen.²²

Illness and Need

The pattern of ill health across Wales is very similar to that across the UK as a whole, and has little changed over the last ten years²³. The conditions causing the most premature death are: ischaemic heart disease; lung cancer; cerebrovascular disease; chronic obstructive pulmonary disease; lower respiratory infections; Alzheimer's disease; colorectal cancer; breast cancer and self-harm. Those causing the most disability are: low back and neck pain; sense organ diseases; depression; asthma; skin diseases; and migraine. Preventable illness is still widespread, and is a key cause of lost lives, lost quality of life and lost economic productivity in Wales.

The prevalence of multiple chronic conditions is rising in Wales. There was an increase in the number of new cancer cases of 10% over the ten years to 2015.²⁴ Wales has the highest rates of long-term limiting illness of the four nations in the UK.²⁵ This is in part because chronic illnesses increase with age, but it must be emphasised that there is growth across all age groups.

By 2035, the proportion of adults living with a limiting long-term condition is expected to increase by 22%, with the greatest increases in stroke (33%) and heart conditions (31%).²⁶ Assuming dementia prevalence rates remain as they are, there is projected to be a 30% increase in the number of people with dementia between 2015 and 2025, with some age groups increasing by more than 50%.²⁷ And between 2016 and 2035 there is predicted to be an increase of 8% in people with common mental ill health disorders aged 16 and over.²⁸ All of these factors are leading to an increase in demand for both health and social care services.

Medical advances have turned many life-threatening conditions, including premature birth, into long-term conditions as more people survive acute episodes of illness and live many years with their conditions. It is notable that there has been a 44% fall in the burden of disease due to cardiovascular disease over the last 15 years.²⁹ Although there is a paucity of data and evidence in relation to the prevalence of mental health issues in Wales, there has been an increasing trend of adults reporting being treated for mental illness, estimated to cost at least £7.2 billion per year in Wales.³⁰ Research from the UK found people with severe and enduring mental health problems die on average 10 years earlier than the general population.³¹

The health and well-being of children is changing for the better in some regards but is also facing new challenges. There has been a positive trend of children with learning disabilities living longer. The health and care services will need to adapt to a 10% increase in people with a learning difficulty in the UK in 2020 than in 2008.³² These individuals need complex support for many more years, and their carers need support. There are worrying trends in terms of young peoples' mental health and emotional well-being. There was a 75% increase in referrals for child and adolescent psychiatry between October 2013 and October 2016, including referrals

to Children and Adolescent Mental Health Services (CAMHS), though there may be complex reasons for this trend.³³ Moreover, there is variation between health boards, with some children and young people waiting a considerable amount of time for appointments, which are not always appropriate for their needs.

Social Factors

People's expectations of services offered by health and social care are changing, in part driven by factors outside the care system. More people use online services for help, information, and consultation and are accustomed to a rapid response from some online-facing services. This contrasts with some experiences in the NHS; for example, according to the National Survey for Wales, 39% patients find it difficult to make a convenient GP appointment.³⁴ Much has been written about the decline in deference to the authority of professionals and the expectation of the public for information about their care and dialogue as equal partners in care.

The changing patterns of work, community, and family will have complex ramifications for services. For example, we are seeing recently retired people playing important roles in the care and support of their older parents, as well as caring for grandchildren, and there are many children and young people taking on crucial care and support responsibilities for siblings or parents. For others, loneliness is recognised as an important factor leading to poor health and well-being.

A Sustainable Workforce

“The health and care system will need to be staffed differently.”

A major challenge for the health and care system is the number of available staff now and in the future. 218,000 people are employed in the health and care system, 15% of employment in Wales.³⁵

There are acute shortages of staff in certain clinical fields, including higher paediatrics and acute medicine, especially in rural areas. In 2016, 14% of medical and dental trainee places were not filled.³⁶ Shortfalls in NHS staff make it very difficult to maintain safe medical rotas, leaving services vulnerable, with poorer outcomes for patients and at higher cost to the NHS. Although the number of nurses in Wales stands at a record high of 29,000, Wales suffers from recruitment challenges similar to those faced around the world. 69% of nurses work overtime at least once a week.³⁷

GP recruitment problems are putting great strain on practices. The pattern of disease in Wales has increased the workload in General Practice, yet the number of GPs remained static between 2010 and 2015.³⁸ Although the number of junior doctors training as GPs increased by 16% this year following a recruitment drive, there is still an overall shortfall against growing demand.³⁹

Retention is also a challenge, with the Welsh NHS due to lose some of its most experienced members of staff over the next ten years through retirement. This is disproportionate compared to previous years because of the increasing age profile

of the workforce.⁴⁰ Wales has the second oldest GP population of any UK country, with 22% of GPs aged 55+.⁴¹

In many areas of Wales, the viability of the social care system is being put at risk by staff shortages, especially of domiciliary and residential care staff. Recruitment is challenging, with pay and conditions often less competitive than jobs in other industries that require less complex skills and offer a more comfortable working environment.

The uncertainty relating to how the UK will exit the European Union means that no assumptions can be made about drawing a health and care workforce from Europe. Currently around 6% of people working within the Welsh NHS and 7% of people working in the UK social care system are EU nationals.⁴² In the last 12 months, there has been a sharp decline in nurses from the EU applying to register in the UK.

Dealing with the challenges set out so far will require a skilled and motivated health and care workforce - in the most recent NHS Wales Staff survey, 71% of staff said they are satisfied with their present job. However, 48% said they cannot meet all the conflicting demands on their time. Just 30% said there are enough staff for them to do their job properly.⁴³ In social care, 11% say they want to leave their job, although this compares favourably with the 17% working in social care across the UK as a whole⁴⁴

Sickness absence, often associated with low staff engagement, is higher in the Welsh NHS than the average in both the Welsh labour market and the NHS in England.⁴⁵ Meanwhile 28% of staff in the Welsh NHS say they have been injured or felt unwell as a result of work-related stress in the previous 12 months, and 15% have experienced harassment, bullying or abuse.⁴⁶

Addressing the above is a very complex task. What is clear is that the methods used to plan staff numbers for the medium term and strategies for retention in the short term need to be reviewed and strengthened.

Funding and Efficiency

“Services have made improvements but could be more efficient.”

Across OECD countries for the last 20 years the costs of healthcare have outstripped growth in gross domestic product (GDP). Without effective action to reduce cost pressures, increase efficiency or reduce the demand for services, NHS spending in Wales will need to rise by an average of 3.2% a year in real terms to 2030/31 to keep pace with demographic and cost pressures, the rising prevalence of chronic disease, and changes in the expectations of the public about the role they play in maintain their own health and well-being.⁴⁷ Advances in medical knowledge and technology have been the main reason for raised costs in the health services.

Cost pressures for adult social care are projected to rise faster than for the NHS, by an average of 4.1% per year.⁴⁸ At the same time, UK GDP is projected to increase by 2% (2017), 1.6% (2018) rising to 2% in 2021⁴⁹ – projections which are uncertain

not least given the UK's exit from the EU.⁵⁰ Across the wider economy, productivity has been lacklustre since 2008 and is 20% lower than the UK average in Wales.⁵¹

The Welsh government's 2017/18 Main Expenditure Group (MEG) budget for Health, Well-being and Sport is £7.3bn, representing 2.3% real growth on 2016/17.⁵² This followed an 8.2% real terms reduction in funds available for day-to-day spending in Wales on health and social care between 2009-10 and 2015-16.⁵³ At national level the 'gap' between the projected resources (if current trends apply) and cost pressures is £2.5bn by 2030/31.⁵⁴

Some of the gap could be narrowed if the health and social care system could become more efficient and productive. Productivity compares how the quantity and quality of care provided has changed compared to the inputs (e.g. staff medicines and equipment). Efficiency takes into account the costs as well as the volume of inputs used to deliver care. In the UK, as a whole, the NHS has achieved efficiency growth of an average of 1% a year in real terms since 1997 – this is an estimation given the known limitations of current measures of efficiency for healthcare.⁵⁵ If this trend continues in the NHS in Wales, then an average real increase in spending of 2.2% will be needed to 2030/31 just to maintain current standards of care.⁵⁶ For social care, ONS figures show an average fall in productivity by 1.5% a year, although, unlike the figures for healthcare, productivity for social care is not adjusted for quality.⁵⁷

If the quality or amount of care provided is not to deteriorate given the funding likely to be available, there needs to be a serious and unrelenting focus on improving the efficiency and productivity of healthcare in particular. This means policies and initiatives which curb cost growth, reduce costs and waste and/or increase the outputs used by labour or capital. For example, more effective public health, preventive care, self-management, and primary, community, and social care would reduce the need for expensive hospital care.

In this report, we identify some of the many initiatives in Wales which are active in these areas. These approaches need to be stepped up significantly to meet the challenges ahead.

We are also clear that greater efficiency of care is not enough in itself. Professional and public expectations will need to be redefined about what makes great health and social care. Good health and well-being will need to be promoted for all citizens, ensuring systems are geared towards independence; actively promote self-care; intervene quickly and proportionately when needed; and reduce the need for complex, chronic or substitute care. Best use of community resources will be essential to ensure that the number of people who need, for example, acute, residential, ongoing nursing, and safeguarding services are minimised. Services need to be both efficient and most effective. It is essential that other public services are recognised as key building blocks for sustainable whole health and care systems.

Outcomes and Performance

“Quality is improving but could be better and improve at a faster pace.”

It is important to note that public satisfaction with NHS Wales’ services is high: in 2016-17, 90% were satisfied with care from their GP and 91% were satisfied with the care at an NHS hospital.⁵⁸ Results are lower in social care: 70% of social care users rated the service as either excellent or good.⁵⁹ Notwithstanding this, the recent CSSIW report into domiciliary care found that most people, most of the time, are happy with and appreciate the care they receive.⁶⁰ This is an achievement for a sector that provides more than 14 million hours a year of care in Wales.

For NHS care, trends show steady service improvements in many areas at a similar rate to the other home nations.⁶¹ For example, cancer survival rates are improving overall and fewer people are dying from heart disease. In 2015, 9,000 people died from cardiovascular disease, down from just over 12,000 in 2005.⁶²

Yet there is clear scope for improvement in reducing avoidable mortality, improving cancer survival, and reducing hospital admissions due to chronic obstructive pulmonary disease (COPD). From an international perspective, recent figures show that the healthcare system across the UK as a whole scores relatively poorly with respect to preventing death from conditions amenable to healthcare.⁶³ And for the top ten causes of premature mortality in Wales, the years of life lost per 100,000 population are higher in Wales for every condition relative to England, although on an improving trend.⁶⁴ Avoidable mortality rates in Wales are 16% higher than in England, with 256 deaths per 100,000 population. Comprising deaths that could have been prevented through public health interventions or treated through good quality healthcare, avoidable mortality rates are on an increasing trend, driven by increases in the mortality rates for respiratory illnesses.⁶⁵

Survival rates for breast cancer in the UK overall are below the EU average.⁶⁶ In Wales, lung cancer survival rates are lower than the UK average too – the five-year survival rate is only 6.5%.⁶⁷ UK hospital admissions for chronic respiratory problems (COPD) are well above the EU average (212.7 per 100,000 population compared to 180.6 per 100,000).⁶⁸

Given the specific issues of poverty and unemployment which exist in Wales, developing a better understanding of mental health and its impacts is key to improving access to healthcare. The Together for Mental Health strategy appears to have made progress in improving access to therapeutic interventions services at a primary care level.⁶⁹ However, at this point in time there is no up to date financial, economic or clinical analysis for how well the current shape of services is meeting demand, particularly for secondary care, or how well equipped it is to meet future needs.

While waiting times for NHS care are very important to the public, they are a small measure of the quality of care in the health system. But it is clear that waiting times targets in the NHS in Wales are not being achieved, as in other areas of the UK. The

number of patients seen within 26 weeks of referral has decreased over the past five years, although there has been improvement in the most recent few months.⁷⁰ In the first quarter of 2017, none of the health boards met waiting time targets for urgent cancer treatment and only three met targets for non-urgent treatment.⁷¹ The high-occupancy rate in hospitals was part of the reason the four-hour A&E waiting time target was met on 83.1% of occasions in May 2017.⁷² There is ample evidence across the UK health services that there are wide variations in clinical practice and service performance, which are unexplained.

Notwithstanding this, some services are showing improvement. May 2017 ambulance response times were the best since Welsh Government introduced a new target in October 2015.⁷³

In 2015-16, only 85% of adult social services met standards of care.⁷⁴ The Older People's Commissioner found quality of care to vary unacceptably and concluded some care homes focus too much on the functional aspects of care, failing to deliver person-centred care.

The Organisation of Services

“There is a mismatch between the needs of the population and the delivery of services. The health and care system is fragile.”

The current pattern of services has deep historic roots. The NHS was designed in 1948 for people with different illnesses, with limited treatment options. Significantly, there were fewer frail older people with multiple comorbidities. Local authorities led the development of the social care system but the public, private, and voluntary sectors have delivered it. It has focused on meeting the care, support and safeguarding needs of the population.

What we have heard, and has been amply recognised in previous reviews, is that the way in which health and care is delivered has not changed that much, even where healthcare treatments and social care interventions have changed beyond recognition. It is this model of care that needs to change in the light of life today – this means not just where care is delivered but how and by whom.

Primary Care and Community Services

Primary care is under severe pressure across the UK, in part due to an increase in demand and a shortage of GPs, as well as a changing clinical practice.

In the short term, there are options to increase the funding of primary and community care and boost the number of GPs, but these are not likely to be sustainable, and additional measures will be required to close the gap between need and capacity. As other reviews and policies have highlighted, the route ahead must include the following ingredients:

- Greater telephone and online access to advice and care for patients;

- Expanded roles for other professional care groups, particularly in the care of people with known chronic or simple conditions;
- Advice and support to patients to build confidence to self-care where appropriate;
- Better care co-ordination and integration for people with multiple health and social needs;
- Early and proportionate assessment and support for people to promote well-being and reduce the need for complex packages of care;
- New technologies to improve self-management and for remote monitoring;
- Better use of data to identify and support those most needing health or care support.

This is not only the direction of care across the UK, but is the aspiration in almost all developed countries with evidence to back it up.⁷⁵

At present in Wales, as across the UK, General Practices are usually relatively small enterprises. To make serious progress, the infrastructure supporting General Practices will need to be scaled up significantly, including IT and management, while maintaining the much-valued microenvironment and continuity of care provided. This is a significant and complex agenda to design and implement and will need investment. General Practices are a lynchpin of community-based healthcare and progress here is crucial.

Without progress, the pressures will mount. Many appointments in General Practice are taken up by people with social or low-level mental health problems, contributing to high levels of anti-depressant prescribing.⁷⁶ Other approaches to support patients in the community might be far more effective. Across Wales people reported to us there are still too many GPs doing tasks that could be done just as well by other healthcare professionals with enabling technology. The short appointment times with GPs militates against co-production. Similarly, there are still too many patients in acute hospitals whose health and care needs could have been anticipated and be better met by more extensive primary and community services.

The challenges facing GPs apply more widely to the whole primary and community health sectors and make it hard to provide continuity of care. Yet the evidence shows that patients who experience good continuity of care are more likely to have their problems recognised, have their needs met in an appropriate way, and have fewer diagnostic tests, prescriptions and hospitalisations. We heard that there could be more co-ordination between dentists, pharmacists, optometrists, and GPs to make best use of their skills.

NHS community services have historically also received lower growth in investment and lower scrutiny relative to the hospital sector (in part due to limited data being

available on the level of quality and costs of care). They have too often been the poor relation of other services, yet this area is particularly ripe for development. Patterns of illness and disability mean that more people with predictable needs will need to be cared for in the community. Community services can have an important role in co-ordinating care for patients and liaising with other sectors, in particular to avert the need for admission to hospital and to ease earlier discharge of patients from hospital. There is also ample evidence that the majority of people prefer to die at home rather than in a hospital; yet in 2015 only a quarter died while being cared for at home.⁷⁷

Equally, the much called for increased focus on prevention and early intervention can best be achieved through support from services that are close to citizens. Prevention and early intervention are important issues in their own right. Achieving both means a greater emphasis on well-being and applying the Prudent Healthcare principle of shared responsibility. Public Health Wales' report, 'Making a Difference', sets out key areas for action.⁷⁸

Whilst the wider social determinants of health are not a focus of our terms of reference, we are clear that the key to sustainable health and care services is in large part better population health. Health boards in Wales have a population health remit, and this opportunity to address the social determinants of health requires more attention. Much of what can be done to support a healthier and more active population sits outside the health and care system. Health and well-being at work, the promotion of healthy behaviours through schools, colleges and universities and building resilience across all these settings require concerted cross-government action.

Hospital Services

The district general hospital model evolved in the twentieth century to provide care for people with acute problems, in particular infectious diseases. Hospitals now face an increasing number of frail older inpatients admitted as emergencies with acute problems but with underlying multiple chronic conditions, not least dementia. Average bed occupancy in Wales in 2015/16 was 86.9%, the highest recorded level to date.⁷⁹ This figure is higher than the OECD average but lower than countries such as Norway and Canada.⁸⁰ There are problems, similar to those throughout the UK NHS, in discharging patients back into the community because of insufficient primary, community, and social care capacity.

Hospital stays are not optimal for frail older people and can cause harm. Many hospitals are not 'dementia friendly', leading to avoidable distress and further ill health. Every day in hospital reduces the muscle function of older people by 5%.⁸¹ A knock-on problem is that there is suboptimal capacity in hospitals to treat patients waiting for planned care, with the concomitant rise in waiting times: 34,000 operations were cancelled in Wales in 2015-16 due to non-clinical reasons.⁸²

While admissions to hospital have been rising, the number of hospital beds has reduced by 25% in the first 15 years of this century, and the average time people

stay in hospital during an admission has reduced from 8 days to just under 7 in the ten years to 2015/16.⁸³ There have been attempts, with mixed results to date, to improve the flow of patients through hospitals by training staff in quality improvement techniques; for example with the Wales 1000 Lives Improvement programme.⁸⁴ As we have heard in the review, to date there have been many important initiatives to improve efficiency.

Having a smaller number of larger facilities for some specialised forms of care, which are concentrated together so that expertise and equipment are utilised more effectively, is also a way to improve quality of care. The evidence is strongest for stroke, trauma, and heart attack services, even if this means patients travelling further to receive care. In London, the development of eight hyper-acute stroke units in 2010 led to 168 fewer deaths over a 21-month period.⁸⁵

Despite some developments, there is still a long way to go. In particular, there is clearly not enough co-ordination of care for patients between hospitals and other sectors, such as primary, community and social care, and suboptimal communication between staff and sharing of information. Hospitals need to reshape their approach to meet the changing needs of the population, to deploy their workforce effectively, and to be supported to do so to be sustainable in the long run. This has been well known for some time. There is some progress but it is slower than is needed.

Social Care

Social care is very important to support vulnerable individuals, particularly in old age, to live independently in their own homes or with their families for as long as possible. While residential and nursing homes do provide great security, they can reduce self-reliance, separate people from their families and communities, and are expensive. Decreasing the reliance on care homes is particularly relevant in areas of Wales with a low population density, where care homes' wide catchment areas can mean individuals are geographically distant from their families and communities. The Welsh Audit Office found that access to alternatives to residential care, such as extra care housing, sheltered housing, and housing based support services has reduced recently, and construction of extra care housing is not keeping up with the projected demand.⁸⁶

Social care services are under substantial pressure at present, because of a large demand for local authority funded care, a squeeze on funding, and a shortfall in staff available. People are expected to contribute to the cost of social care, based on an assessment of their financial means. For non-residential (domiciliary) care the cost to the individual is capped at £70 a week. For residential care, individuals with capital assets of £30,000 or more do not qualify for local council funded care.

Demand for care is predicted to grow further in the future. The number of over 65s needing local authority funded domiciliary care or residential or nursing homes is predicted to rise by 47% and 57% respectively between 2013 and 2030.⁸⁷ As local authorities are increasingly unable to meet demands for care, more people in Wales

are responsible for arranging for their own care. Approximately 51% of care home beds are filled by local authority placements.⁸⁸ Those with assets over £30,000 pay for care privately.

The majority of care homes, and domiciliary services in Wales are provided by the independent sector.⁸⁹ Small home care firms are currently facing severe pressures as the fees paid by local authorities for those people who qualify for funding support struggle to keep pace with wage rates and other business costs. This is leading to challenges recruiting and retaining staff. This all risks business failure: 13 of Wales' 22 (59%) local authorities have reported that they have had domiciliary care contracts handed back to them by the independent sector, compared to a UK average of 48%.⁹⁰

Similarly, the number of looked after children has increased in the past five years (although the figures have been stable for the last three years), with a number of those children displaying complex and difficult behaviours at a young age.⁹¹ Provision of residential care for children with complex needs is expensive. There is concern in the sector about the ability to recruit sufficient and skilled foster carers.

The emotional well-being of young people was also raised to us as a concern. We heard that steps have been taken to address the waiting times for Child and Adolescent Mental Health Services, but that provision across Wales is variable. We also heard that there is a tendency for early intervention and preventative youth work to be based on short-term funding, which presents a risk to good quality sustainable provision by qualified and motivated staff.

Integrating Services

“Care is not always organised effectively around the needs of the user”

It has long been recognised that the separation of health and social care services creates problems despite the best efforts to co-ordinate care on the ground. Within the NHS, greater integration is needed – between primary and secondary care and mental and physical health. In social care, transitions for young people between child and adult services are not centred on the individual as much as they could be.

Uncoordinated care is known to be poor quality and inefficient. Not joining up care can lead to numerous assessments and visits to different providers, delays in provision of services, poorer outcomes, and poorer levels of satisfaction for patients. It can result in multiple trips to hospitals for tests, diagnostics and treatment, or different professionals advocating different solutions to an individual's problem. The fragmentation of services is a key contributor to increasing emergency admissions and delayed transfers of care.

It is clear that suboptimal preventative care and treatment in the community increases the risk of emergency admission, particularly for people with frailty and multiple chronic conditions. Seamless integration between all parts of the system was described as the exception, not the rule. We are also aware of instances where

low-level preventative services sometimes accelerate a person's need for care if they are not effectively targeted or addressed with sufficient skill or intensity. Greater efforts to support high-risk individuals in residential and nursing homes has been a feature of some integrated models across the UK and internationally. Similarly, there are many examples across the UK of stronger links between the health and social care services and other public services such as housing and education to meet needs effectively and prevent the unnecessary use of care services.

There has been progress in reducing the delays patients experience between being ready to leave hospital, and actual discharge. Nevertheless, many frail older people are left at risk of harm by waiting in hospital for care and support in the community. Although the NHS is the main cause of the number of delays, community care accounted for around a quarter of delayed transfers on average in 2016.⁹² Again, another focus of initiatives in Wales and elsewhere in the UK has been hospital-led 'discharge to assess' schemes, boosted integrated community support, and incentives for hospitals to design and implement safer and faster discharge. There is still a lot of work to be done and faster progress needed.

2. Future Vision

The pressures explored in the case for change mean Wales will have to adapt quickly to meet future needs. Whilst the challenges faced in Wales are replicated all over the world, Wales is at the forefront of changes in demand due to its changing population and pattern of ill health. This gives Wales the opportunity to adapt services with service users and potential to become a global leader. The Well-being of Future Generations (Wales) Act 2015 provides a strong integrated framework for public services to address current and future needs.⁹³ To make progress, a strong vision of a new system is required, which is translated into transformation on the ground through practical new models of care. In this section, we look at what this vision may be and the progress Wales is making towards new models of care.

It is not in our remit to look at future funding; instead, we focus on practical steps to develop sustainable services over the medium term. To do this, Wales requires models of care that are more effective and efficient and support people to be more involved in their own care.

Future Shape of Care

There was a remarkable degree of consensus amongst the stakeholders we spoke to on the case for change. There was equally as much agreement on the broad direction of change and the change needed in specific areas.

There was consensus on the overarching principles shaping both the health and social care sectors. Most often referred to were the Social Services and Well-being (Wales) Act 2014 and Prudent Healthcare, not least as the underlying imperative for organisations to collaborate to coordinate care for patients more effectively.⁹⁴ It was clear that representatives of both health and social care believed a seamless health and care service is the desired direction of travel; indeed, it is a longstanding Welsh Government objective and will have a significant impact on those who use both sectors. Although each Local Health Board had different local priorities, there was broad agreement that future models of care must also address new approaches involving people, processes, and technology.

The features of the future shape of care include the following:

- Universal primary health services with a proactive approach to preventative care – improving population health.
- Individuals to be supported to self-manage where possible and safe.
- Greater access from care providers to online support, which includes information, consultation, communication, comparisons of quality, appointment bookings, and test results.
- Services provided at home or in the community in the first instance wherever possible. Hospital service restricted to assessment and treatment that only a hospital facility can provide. A more flexible model of home-

based care and support, which enables the individual to have control over when and for how long they use a service.

- Seamless co-ordination between different types of care; for example, primary and secondary care, health and social care, and mental and physical health.
- A care culture orientated towards the outcomes the citizen wants and can achieve: 'what matters to me'.
- A relentless focus on quality and efficiency. Services should be more efficiently run and represent good value (quality for the cost).
- Staff should have fulfilled and productive working lives and work towards continuous quality improvement.

New technology can enhance and shared data and analytics can inform all the above. For example, social services can support people to live in their own home via telecare. Data analytics of routine NHS data can help to identify high-risk patients who should be a priority for targeted support. Integrated electronic records can help streamline the provision of care for citizens across care boundaries and give them more control through direct access to their information.

Many policies and initiatives have already described these and many more features we heard, and to an extent, they are already being implemented. Wales is well served with legislation and national health and social care policies, including:

- The Well-being of Future Generations Act 2015;
- The Social Services and Well-being (Wales) Act 2014; and
- The Nurse Staffing Levels (Wales) Act 2016).Taking Wales Forward;
- Prudent Healthcare;
- Our Plan for Primary Care Service in Wales up to March 2018;
- Informed Health and Care: A Digital Health and Social Care Strategy for Wales;
- Strategic outline programmes (SOP); and
- Integrated medium term plans (IMTP).⁹⁵

Local authorities have a clear shared agenda, partly due to the clarity provided by the Social Services and Well-being (Wales) Act 2014.

Policies have helped to establish an approach to quality improvement in Wales that provides the basis of a future vision. The Social Services and Well-being (Wales) Act 2014 applies to both local authorities and NHS Wales, requiring both to arrange the right preventative services; give people an equal say in the support they receive;

and require assessments to be carried out in the best way to meet an individual's needs. Prudent Healthcare supports this by providing a model that encompasses the majority of the dimensions of quality set out by the Institute of Medicine and meets the Institute for Healthcare Improvement's Triple Aim.⁹⁶ We see capacity here for the themes to be integrated to cover health, care and well-being.

We believe the Prudent Healthcare approach is the right one for Wales, a view that stakeholders shared. Whilst we heard frequent references to Prudent Healthcare, more action is required to align it with the principles of the Social Services and Well-being (Wales) Act 2014 and put Prudent Healthcare into practice.

Prudent Healthcare

The essence of Prudent Healthcare is four principles set out by the Bevan Commission, which are:

- Achieve health and well-being with the public, patients and professionals as equal partners through co-production;
- Care for those with the greatest health need first, making the most effective use of all skills and resources;
- Do only what is needed, no more, no less; and do no harm.
- Reduce inappropriate variation using evidence based practices consistently and transparently.

When published by Welsh Government, these principles were associated with a commitment to rebalance the healthcare system by strengthening primary and community-based care. They support an equal partnership between patients and professionals and aim to change the relationship between healthcare services and the public, forming a shared responsibility for securing improved health outcomes.

It is a philosophy for the whole healthcare system, which encompasses all service improvements that benefit people and patients. Through placing greater value on patient outcomes than the volume of activity and procedures delivered, as we currently do, Prudent Healthcare aims to create a patient-centred system. An NHS based on Prudent Healthcare principles would ensure patients receive the most appropriate treatments to achieve mutually agreed goals.

Prudent Healthcare encompasses the idea of 'quality' as the degree of concordance between work and its results, on the one hand, and the need that work is intended to meet, on the other. When work matches need, quality is high; when work fails to match need quality is, to that extent, defective. This is a dynamic goal, which means the quest for quality is never ending. It is not a matter of compliance and ticking boxes; it is a matter of continual learning and adjustment as knowledge grows, contexts vary, and needs evolve.

What is missing is a shared understanding of how transformational change is delivered in practice. Policies are too often long on the ‘what’ and short or silent on the ‘how’. For example, the roadmap for improvement across the whole of the mental healthcare system is not clear. There are many examples of interesting developments across Wales, but practice currently seems to be to ‘let a thousand flowers bloom’. Whilst potentially supporting local innovation, this risks dissipating effort, making evaluation unnecessarily complex, reducing effective learning across sites, and making it more difficult to spot the ‘signal from the noise’. Neither, as we heard, is it appropriate or desirable for a one size fits all model to be imposed on different localities.

Our view is that the first tangible step on this journey should be the establishment of a bold and unified vision for the whole health and social care system, underpinned by a clear evidence-based strategy based on the relentless pursuit of continuous quality improvement and prevention. They should focus on how changes can be delivered fast, learning from past experience and trusting models used elsewhere.

Making Progress

Wales has considerable assets that could be leveraged to change the system faster and achieve commonly shared principles. Clearly, there is significant political consensus and support for the NHS and social care. The Social Services and Well-being (Wales) Act 2014, for example, builds in a focus on early intervention and prevention to the legislative framework, underpinning the responsibilities of local government and its partners. The structure of the NHS, with the seven health boards and no commissioner-provider split, makes conditions more favourable for developing integrated care (across secondary, primary, and community care), although governance across so many different parts is complex. The size of the country allows for closer analysis of developments and their impact. The ‘Once for Wales’ principle is widely agreed where the benefits are clear and require a standardised approach.

Wales has many examples that are showing the path to the future. The leaders involved have the ability to develop models with other stakeholders, drawing from international examples, and are starting to implement change.

For example, Wales’ plan for primary care up to March 2018 outlined that GPs, grouped in localities, and pharmacists would deliver more care, whilst clinical networks would enable people over a wide area to benefit from the best blend of skills and equipment. Primary care clusters showed us impressive energy and initiative. Healthy Prestatyn Iach is an emerging example of innovation. The group of GP surgeries use ‘KeyTeams’ made up of GPs, nurse practitioners, occupational therapists, pharmacists and a dedicated co-ordinator to provide a person-focused experience, supported by other professionals such as physiotherapists. The model drew ideas from the Nuka model in Alaska, which uses multidisciplinary teams to

provide care, combined with a broader approach to improving family and community well-being.

Nuka System of Care, Alaska

The Nuka System of Care, developed by Southcentral Foundation in Alaska, is recognised as one of the most successful and innovative primary care systems in the world. Benefits include improved quality of services and fully engaged staff, together with improved health outcomes. The model involves spending more on primary care per person, but spending less in total on healthcare per person. Importantly, the 4-week average delay to schedule a routine appointment has been reduced to same day access, and staff turnover is just a quarter of the previous rate. Recruitment is based on values not skills (which can be learnt), and induction is standard, regardless of position, including three days with the Chief Executive Officer exploring the values and operational principles of the organisation. Genuine ownership of the system has resulted in improvements in population health. Measurement of employee and customer owner (patient) satisfaction is measured continuously and used to improve performance.

Similarly, the Choose Pharmacy service launched nationally in 2016 with the aim of encouraging people to see a pharmacist about minor conditions and free up GPs' time to focus on more complex conditions.

There are clear examples of Wales moving care into the community. The National Planned Care Programme focuses on reforming the way care is provided in ophthalmology, orthopaedics, ENT, and urology, so that many more patients are seen in community-based settings.

There is a further sense of emerging progress across community care. More GP practices in Wales are open between 8.00 am and 6.30 pm in the week, and more appointments are being made available to patients early in the morning and later in the day. We saw examples of increased telephone and web use, better integration with mental health and social care staff, better supporting diagnostics, and experimentation with direct access (without GP referral) for talking therapies and musculoskeletal treatments. Work has been undertaken to develop directories of services and to develop an integrated approach to out of hours' care.

Colocation of staff was often associated with more integrated service provision in community care. In order to build on this, we heard that the next steps to further integration should include shared management, communications, systems, assessments, and protocols for working.

Many examples exist of new approaches to joining up services within and between health and social care so that people have the best possible experience and outcomes. For example, we heard from leaders of the Mid-Wales Collaborative,

which comprises three health boards seeking to raise quality through creating new models of care and more integrated working. In Powys' virtual ward project, frail patients who are at risk of emergency hospitalisation are cared for at home. A GP, district nurse, and social worker meet daily where they discuss and assess the patients on the 'virtual' ward, with the most appropriate professional attending to them and co-ordinating care with the wider team. The project has led to a 12% drop in emergency admissions to hospitals.

The best examples of seamless services identified so far shared the characteristic of every member of a multidisciplinary team being focused on the service user. In Bridgend, the integrated care model is based around, 'What is best for Mrs Jones?' and shares similarities with the Esther model established in Sweden (see box). Services are co-located, and communication problems between different elements have been addressed, so each part of the system respects each other's requirements. The time slots in the community, where staff were on hand to manage a transfer of care, were respected and acted upon by hospital staff; equally, community staff were able to respond to requests for patients to leave hospital on the same day. Resources have been aligned to that vision. What 'Mrs Jones' receives is accessible, integrated care by the right professional with the right skills at the right time, provided closer to home, with access to specialist treatment when necessary. Services in this area were characterised by single approach, which demonstrated holistic service user health and care as the predominant concern that trumped all others.

Jönköping County Council, Sweden

For more than 20 years, Jönköping County Council has implemented a population-based integrated model of health and social care. Planners use population-level data to understand different groups' needs, and a wide range of indicators to assess health outcomes; for example, rates of obesity, social deprivation, and educational outcomes. The approach has resulted in improved and sustained performance when compared with other parts of Sweden across the range of indicators, including life expectancy and emotional well-being.

The workforce has focused on the fictional resident, 'Esther', and her needs. Benefits have included reductions in hospital admissions and appointment waiting times.

They use group meetings called 'life cafés', where people come together to discuss how they can improve different aspects of their health and well-being. These meetings have focussed on different topics, including physical activity, nutrition, intergenerational activities, and the needs of minority groups.

The Council has developed strategies for four main population groups: children and young people, people with mental health conditions, people living with drug and alcohol addiction, and older people. Staff from different sectors come together to plan and implement new models of care across each of these areas.

We also heard about positive steps to address the fragmentation of services. In some areas, Local Authority funded 'Community Connectors' play a valuable role in actively signposting people to local provision. The Integrated Care Fund has played an important role in supporting these endeavours. Many local authorities have created hub-based resources for their local communities, which offer local people easy access to information, advice, assistance, and local services to promote their well-being and help them address their care and support needs.

Progress on concentrating highly specialised services in South Wales has been slow but is underway. Independent experts are currently reviewing plans from Swansea's Morriston Hospital and Cardiff's University Hospital of Wales to house a major trauma centre. Trauma patients in north Wales already access the major trauma centre in Stoke. Specialist services in the Aneurin Bevan Health Board will be centralised in the Specialist and Critical Care Centre near Cwmbran, planned to open in 2022. Wales is also on the path to concentrating hyper acute stroke units to the 3-8 units recommended by the Royal College of Physicians.⁹⁷ Aneurin Bevan University Health Board has redesigned its stroke services and introduced a new care pathway for patients, including the development of a specialist Hyper-Acute Stroke Unit at the Royal Gwent Hospital.⁹⁸

There is some evidence of empowering the service user through Choosing Wisely and Prudent Healthcare.⁹⁹ In social care, we saw examples of largely integrated service provision as it would appear to a service user 'on the ground'. The move in social care to a collaborative, strengths-based approach is seen as a positive step, and the 'what matters' conversation is beginning to have an impact in ensuring services are focused on all the needs of the individual.¹⁰⁰ This can often result in the relationship with the individual in social care being less prescriptive than in healthcare and less centred on professional specialisms. Overall, however, this is an area for Wales to develop further – as we expand upon in the Public Voice in the following chapter.

We heard about the significant number of important national initiatives shaping health and care services in Wales that have a direct bearing on efficiency, such as the NHS Wales Efficiency, Healthcare Value and Improvement Group (NWEHVIG). Whilst many of the recommendations of the Carter review in England are relevant to Wales and are being pursued via the NWEHVIG, we heard that Wales is well-placed in some respects. For example, 90% of NHS expenditure for consumables is via the 'national catalogue', a national procurement service for the NHS in Wales.¹⁰¹

Making Faster Progress

To translate the vision into concrete action, we think there is merit in identifying a limited set of the most promising broad models of whole health and social care services and adopting them or their characteristics to develop a manageable set of models for Wales. We are not talking about re-arranging governance, organisation, or political boundaries here. Whole system health and social care is about models of service delivery that ensure that citizens, patients, families, and carers get reliable

and joined-up care and support and that precious resources are not wasted in inefficient, poorly targeted, or inappropriate care.

A generally permissive approach is used currently to develop new models of care, which has resulted in a wide range of practice being developed, only some of which will prove to be effective. We have not seen enough emphasis on the consistent and comprehensive evaluation or assessment of the value and benefits across the whole system of different models. If there is no mechanism to assess these and scale up the most effective, then variation becomes a permanent state, effort is dissipated, and there can be little learning. This provides little basis for systematic quality improvement and the transformation necessary to meet future need.

The set of models should be developed with clear standards, which can be tailored to include service provision in different contexts in Wales (for example, urban, rural, predominantly Welsh speaking), and different types of conditions (for example, acute conditions, chronic conditions, mental health needs, frailty needing long-term care in the community, and possibly palliative care). Based on the evidence we have received so far, we think that the models can be developed through peer learning from the best local and international practice and by drawing on the evidence and the expertise of the public, staff, and health and care organisations.

The models should then be scaled up rapidly and adapted as necessary to be trialled, evaluated, and used to steer local and regional service plans, commissioning arrangements and future investment. There needs to be rigorous evaluation of initiatives, benchmarking against others, learning from best practice and robust dissemination across Wales. Such evaluation should be as 'real time' as possible to allow national and local 'course correction', including in some cases halting an ineffective model.

Due to the growing impact of demographic changes, the initial focus should be on models that meet the needs of older people and then move on to address other areas of the life-course, most critically children and young people.

National programmes for unscheduled care, planned care, and primary care and learning from the Integrated Care Fund provide wide knowledge and experience of change. Learning from this work needs to be translated into integrated models of service delivery.

A national support programme to aid progress in broad models could be designed with sites and patients. Such a support programme could have a mission to identify and reduce barriers to change that are currently in the system and that are amenable to national policy.

From our stakeholder meetings to date it seemed to us that other key elements are crucial to making faster progress on a whole system approach to health and social care:

- A stronger and explicit strategy for achieving greater efficiency and productivity, particularly in the NHS.

- An improved approach to filling short-term acute shortages in the workforce and better long-term planning for a sustainable workforce in future;
- An effective strategy to enable staff to carry out continuous quality improvement as part of everyday work;
- Boosted digital infrastructure, which supports new models of care and analysis of quality and costs of care; active fostering and trialling of innovation;
- A transformation in service user experience, involving easily accessible and high quality information made available to the public consistently; and
- In some cases, redesign and redevelopment of buildings across the public sector estate.

For example, regarding efficiency, the Welsh Government has not explicitly set efficiency targets for NHS and social care organisations. Regarding continuous quality improvement, while there have been efforts to train staff in quality improvement techniques, such as in the 1,000 Lives Improvement initiative, we rarely heard specific mention of quality in oral and written evidence, indicating it might not be the guiding principle throughout the sectors.

3. Capacity to Care

In previous chapters, we have illustrated the growth in capacity needed to meet future demands. Some of the capacity will come from people being more involved in their care and undertaking more self-care. Further capacity will be generated through greater efficiency and effectiveness achieved by focusing on the five key enablers we have heard are needed to help accelerate high quality new models of care and efficiency. These are:

- A better enabled and supported workforce;
- Continuous quality improvement carried out by staff as part of everyday work;
- Improved digital and technology infrastructure;
- A transformation in service user experience; and
- In some cases, better use of buildings across the health and care estate and with other partners to deliver integrated care.

We now outline our thoughts to date on public involvement and the key enablers.

Public Involvement

We repeatedly heard calls for a better conversation with the public about:

- their role in their own health and well-being;
- their expectations of services; and
- the rights and responsibilities they will have in the future.

This is not least because public support is vital to developing and delivering policy and change. Making this a two-way conversation is vital. We feel that the public voice in Wales could be stronger by going beyond the current arrangements (for example, the Community Health Councils in healthcare).

Many people are more informed and expect more involvement in decisions about their care. There are clear opportunities here for the health and care system. For example, there is clear evidence that patients who self-manage and share decision-making where possible have safer and better outcomes, follow appropriate drug treatments, avoid over-treatment and are less likely to be hospitalised.¹⁰²

Although this co-production is happening in parts of the health and social care system, for a culture change to take place, more users of services need to be viewed as partners to involve in decision-making. 10% of all healthcare interventions are associated with some harm, and approximately 20% of all work done by the health service has no effect on outcomes.¹⁰³

Wales needs to develop a shared understanding of the challenges facing health and social care and to explore with individuals how they can best play a part in influencing the design and use of services. We heard examples of this in practice. The Mid-Wales Healthcare Collaborative had facilitated engagement between clinicians and both small and large groups of the public. Disability Wales have the ongoing 'Citizen-directed Co-operative' project, which gives those in receipt of direct payments an opportunity to discuss ideas and make decisions on the services they receive.

There are further opportunities for Wales to involve the public – including children – in wider decision-making. Involving the community in service design can align services to their needs and utilise their assets and strengths. Making greater use of social enterprises to deliver services is one model that might enable the public voice to be heard louder. Many people we have spoken to emphasised the importance of measuring patient experience to assist services in decision-making, yet mechanisms both nationally and sub-nationally are piecemeal.

There was a desire to reach an explicit agreement with the public on the respective roles and responsibilities of services and individuals. There is a base for this – 91% of people believe they have responsibility for their own health.¹⁰⁴ We noted that in many ways social care services are more advanced in this area and have valuable experience to share with healthcare partners. Historically, there has been a more flexible boundary between formal and informal social care, and budget cuts to local authorities in recent years have created much more negotiation about what the state should provide.

There were mixed views on who should lead this conversation. Some suggested that it is led best by health and social care professionals rather than by politicians. Others emphasised the importance of government level backing.

We will explore the issues raised during our public engagement sessions over the next few months.

Workforce

The review panel heard that central to establishing more effective models of high quality integrated health and care must be effective workforce planning to meet future needs; multidisciplinary training to drive integration; enhanced engagement with staff to improve morale, motivation, and retention; and development of staff so they practice continuous quality improvement in everyday work.

Planning

We heard that workforce planning is mainly undertaken within individual sectors at the organisational or professional level. A key issue raised by stakeholders was the need for an integrated approach to health and social care workforce analysis, planning, and development. There is a clear wish for greater alignment between professional groups and a need to address the mismatch of demand for health and

care services and current staffing structures. Our discussions revealed the need for fully developed, costed plans that describe the shift of services to the community to direct and inform the workforce planning processes. Tackling workforce shortages requires forward planning and takes time to address. Exiting the European Union will have an impact on the health and care workforce in Wales, and this needs to be planned for. Workforce planning at the organisational level was described as suboptimal for the provision of high quality integrated services. We heard a call to move to an integrated approach to workforce planning across health and social care organisations on a health board or regional footprint.

Some key areas stand out as requiring attention, including domiciliary care, residential care, care nursing, and stabilising and developing the primary and community care workforce, but the data are not strong in some areas, which makes workforce planning difficult. The recent Nurse Staffing Level (Wales) Act 2016 was welcomed as a radical and innovative piece of legislation, which puts patient safety at the heart of the NHS and puts Wales ahead of all European nations in following international best practice. It is also a hugely significant step in improving workforce planning for nurses in Wales. It does not extend to some areas such as mental health and community settings, and further work to identify appropriate staffing in wider health and care settings was suggested or was being planned.

Workforce planning should be based on robust population health needs assessments, and these have been produced recently across Wales. Whilst we see services under pressure, there may be significant gains to be made from more effective work design. The OECD recently reported that 76% of doctors and 79% of nurses reported being over skilled for parts of their work.¹⁰⁵ This suggests that alongside better workforce planning, there is also significant scope for the adoption of new job roles and different models of care. Stakeholders identified the need to accelerate the expansion of the use of well-trained non-medical staff to care for people in their own homes and communities using allied health professionals, pharmacists, and advance nurse practitioners to the maximum of their abilities to help address the gap between demand and workforce supply in primary care. Similar ideas were promoted for aspects of hospital care, such as in surgical teams.

An expansion of some current roles is required to grow capacity in the community. The new models of care, which aim to provide holistic personalised care, will require more generalist skills from some healthcare professions. Specialist skills need to be planned and deployed on an all Wales basis so that there is equitable access to care whether by face to face or via telehealth or telecare.

We heard that the trend in healthcare of specialists growing at a faster rate than generalists needs to be rebalanced to meet the needs of the population. The increasing number of consultants reflects the focus on secondary and acute care in recent years, counter to policy initiatives to expand community services. There is a growing need for generalists, not only in primary but also in secondary care, where evidence shows the benefits of generalists co-ordinating the care of acutely ill

patients.¹⁰⁶ The Royal College of Physicians has reported that in 2015, 40% of consultant physician vacancies in Wales could not be filled.¹⁰⁷

We know that demand for health and care services have seasonal fluctuations, with increased demand in winter due to influenza-like illnesses, respiratory complications, cardiovascular complications of cold weather, and increased falls. It is necessary to plan the workforce to account for these seasonal fluctuations.

Recruitment, Morale, and Retention

There are staff shortages in several areas including residential and domiciliary care assistants, experienced child care social workers, GPs, nurses, and junior doctors. Wales has started to address these issues through the recent ‘Train. Work. Live. in Wales’ recruitment campaigns. 16% more GP training places have been filled this year compared to 2016.¹⁰⁸ Phase two of this campaign (launched in May 2017) targets nurses in primary care, secondary care, and the care home sector, and future phases will target pharmacists and allied health professionals.¹⁰⁹ We believe that the successful response to these campaigns is in part due to the emphasis on work-life-balance, which was consistently described as an important feature of improving job satisfaction and retention of staff.

A supportive and engaging environment can improve the quality and safety of care – staff well-being is highly correlated with productivity in health and care services.¹¹⁰ Health and care employers should act as exemplars, promoting the health and well-being of the workforce in and out of the work place and eradicating fear. We heard that many health and care organisations are working towards workplace health initiatives and seeking to improve staff engagement; and this will be an area that we will explore further.

Whilst we identified a huge amount of commitment and dedication amongst the staff that work in the health and care system in Wales, we also heard that culture and morale in health and social care need urgent attention to ensure the workforce is attracted, supported, and then retained. This is supported by several staff surveys, which reveal a worrying level of stress and anxiety as well as adverse working experiences. The need to value, reward, train, trust, and empower staff was raised in discussions about morale. A key issue is developing leadership and managerial skills to improve the communication between senior managers and staff; improve awareness of organisations’ long-term goals; and involve staff in discussions and decisions on changes that are introduced.

Team Manager Development Programme for Wales

The Social Services Improvement Agency for Wales has been working with Oxford Brookes University since 2013 to deliver a comprehensive programme of management development for social services and other community team leaders in Wales. The programme has become the quality standard for operational managers, focusing on leading practice quality, change and improvement. Over 400 people in 25 cohorts from across the country have already completed the yearlong programme, which offers individuals the opportunity to secure a post-graduate certificate worth 60 CATS points.

We heard that the high level of turnover in direct care roles was a particular issue: making continuity of care for vulnerable individuals difficult and services complex to manage. There was a clearly articulated need for more attractive roles and a clear career structure for those working in care services. Social care providers were often described as being ‘in competition’ with the NHS for nursing and care staff, with the NHS in a position to offer better terms of employment. The disparity of terms and conditions for workers in different sectors providing similar services was also highlighted to us as a key workforce issue. We will consider the need to provide career structures where staff can move across organisational boundaries with ease further. There were a number of ideas that were put forward which could aid workforce flexibility including rethinking employment conditions to meet the needs of the future services, with staff less attached to organisations and buildings and more able to work across different settings in a locality. An integrated framework for career progression across health and care services in Wales is not yet available, and this may benefit from greater facilitation at a national level. We will explore this further in the coming months.

We heard that social care providers are finding it difficult to recruit staff with the right skills and aptitude for the work. There is increased competition for jobs, with staff able to earn similar wages working in supermarkets. It is widely recognised that home care for individuals has become harder over the years due to multiple illnesses and higher levels of dependency.¹¹¹ The ethical care charter for care workers was highlighted to us as an example of good practice: this calls for home care workers to be treated with dignity and allowed to do their jobs better, to be paid at least a living wage (including travel time), and to receive regular quality training. We were also urged to increase awareness of social care as a potentially fulfilling career option.

There was a clear and consistent view that designing jobs that fit with people’s lifestyles is required to retain dedicated and trained staff in the health and care sector. The current high and increasing use of locums and agency staff makes providing care more expensive, which is unsustainable and may demonstrate the desire of staff to work flexibly. Between 2008 and 2013, the number of consultants in Wales who worked part time increased from 6% to 14%.¹¹² Portfolio careers,

where people do several jobs over a lifetime, was highlighted as a new way of working that should be taken into consideration when planning the workforce. We heard frustrations from clinicians that 'bureaucracy' was preventing staff working across health board areas.

Recruitment in Rural Areas

Recruitment to rural posts is an ongoing concern: many health and care employers described increasing recruitment difficulties away from the urban areas and were concerned with equity and quality of service issues. This is set in the context of a growing elderly population in rural areas with multiple chronic conditions.

Any new models of care for health and care services need to recognise and take into account rural issues. Rural models will need a particular set of skills, delivered both by generalists on the ground and specialists via networked links and telehealth. We will further explore how Wales can provide innovative and dynamic job roles; increase new care models, such as local care hubs in residential homes; and expand services provided by advanced practice nurses in under-doctored areas. An important part of meeting rural need is training. Suggestions included more rural placements, high quality support in rural training, and encouraging local people to train. We noted some progress in this area; for example, some medical training schools have put in place rural modules across Wales. We welcome further suggestions of solutions to this problem, and we will review international evidence in this area.

Welsh Language

There was a consistent view from stakeholders that to drive quality improvement, services should be provided in Welsh whenever and wherever service users required. Respondents reported variation in the availability and standard of Welsh language services in health and social care. This matters in the context of international evidence, which emphasises the importance of communicating in one's first language with health and care professionals. It is especially true for elderly people, those with dementia or who have experienced a stroke, and young children who only speak Welsh. The challenges of recruiting and retaining health and care staff that can work confidently in Welsh is set within the context of broader recruitment and retention challenges in many parts of the workforce.

'More than just words' is a strong framework that has been put in place by the Welsh Government to guide greater availability of public services in Welsh.¹¹³ Despite this, recruitment campaigns, and the availability of Welsh language training in health and social care, we note that a concerted effort is needed to increase Welsh language skills in the workforce.

Training

Stakeholders raised a number of training issues that we will look at further including teamwork, system leadership, middle management skills, training needed to support new models of care, and continuous quality improvement. We heard that

training programmes should change to meet future service needs; for example by increasing training in the community setting and embedding prudent principles in health and social care training so it becomes standard practice. There was much support for staff from different professional backgrounds learning new skills together to become more aware of other roles and understand the whole system.

Many observed that internal management processes often hampered translating an organisation's ambitions into practical action. Training of middle managers was described as crucial to promoting innovation, a supportive environment, and the spread of best practice across Wales. We heard training managers to engage staff was essential to address morale issues and improve staff well-being.

Whilst digital savvy workers are required, both health and care stakeholders were keen to ensure that the softer skills of good communication and compassion were also retained. The need to handle highly complex situations is critical in this environment. Staff development for community professionals needs to be based on a common set of shared generic skills. Training everyone in preventative skills was also highlighted as having potential. We recognise that if all areas of the system are working towards this aim it is vital that all staff are given the skills to co-produce and advise service users of evidence-based preventative measures. There were calls for 'Making Every Contact Count' training to become mandatory for all health and care staff.¹¹⁴

We were pleased to hear of some examples where health and care staff were training together, (for instance the Welsh Ambulance Trust and Social Services) resulting in collaboration and cultural change across organisations and positive outcomes for patients. However, we also heard that a pipeline for future health and care leaders is not yet well developed and that more should be done to develop primary care leaders, perhaps drawing on the experience of existing programmes.

Confident Primary Care Leaders Programme

The first cohort of primary care leaders has completed a course to enhance their leadership skills. The course brought together a diverse range of participants from across Wales. Modules included: Examining the role of primary care in NHS Wales; Examining ways to engage with stakeholders; Engaging with patients and the public; Population health and maximising the patient experience; Business planning and finance; and Governance and legal frameworks.

The second cohort of primary care leaders have already started on their learning journey and are due to finish in September 2017.

The establishment of Health Education Wales was described as a positive step towards integration within the health sector. This new body, which will be designated as a Special Health Authority with an independent board, will have

responsibilities including strategic workforce planning, education commissioning, and organisational role design. It will be crucial that as this organisation (due to be established in April 2018) works closely with Social Care Wales to deliver on an integrated approach to workforce development across the sector.

Carers

Wales is a caring country, with a higher proportion of unpaid carers than any English region at 12%.¹¹⁵ This 'care force' makes an enormous contribution to society that needs to be nurtured and supported. It is also acknowledged that unplanned admissions into the health and care system are often a result of the carer having their own health issue or reaching crisis point. We intend to investigate further the benefits to both individuals and the wider system of providing further support for carers.

We recognise the important role that both unpaid carers and volunteers play in the health and care system and believe that informal carers need to be taken into account when workforce plans and development nationally and regionally. The benefit of this would be more effective working between paid and unpaid carers and better consideration of unpaid carers' views and needs.

Digital Technology and Innovation

The opportunities offered by technology for health and care efficiency and effectiveness have been highlighted to us repeatedly. The Nuffield Trust suggests that despite interest in new models of care, 'the most significant improvements in productivity over the next few years are likely to come from the combined impact of large numbers of small changes and extracting the full benefit from the technologies currently available.'¹¹⁶ Those working on the front line of care need to be provided with the technological tools to do their job. IT and shared data can help underpin redesigned internal processes and remove duplication and waste. Care recipients have the right to benefit from improvements brought about by digital and technological advances – not least those that help people stay in their own home. We see many good digital solutions in Wales; it is now important to accelerate progress across the system.

At the service user level, we have seen positive use of technology, such as My Health Online, which allows patients of some GP practices to manage appointments and prescriptions online, and My Health Text for appointment reminders and other messages, though they have not been widely adopted in practice.

My Health Text

In Caerleon, one of the six GP practices that first piloted the text messaging service “My Health Text” has been using the service to send a text message reminder to patients 24 hours before their appointment. The message reminds the patient of the time of their appointment and asks them to call the surgery if they are unable to attend.

As well as providing a useful reminder to patients, the service has delivered cost efficiencies. The “Did not attend” (DNA) rate for the practice has fallen by around 60 appointments per month, an improvement of 36.6%. Taking into account the cost of a GP appointment (£11), this equates to a cost saving of £7920 a year for one GP practice alone.

The practice has also used the text service to reduce the number of patients missing routine appointments such as flu jabs or asthma clinics.

For professionals, we heard reports of staff having good access to IT to help their daily work and others who had limited access to computers. Ideas we have frequently heard to help staff include mobile access to existing applications to realise efficiencies and streamline patient flow and the deployment of accredited apps.

At an organisational level, we have seen the benefits of a ‘Once for Wales’ approach in creating national shared service and digital organisations: NHS Wales Shared Services Partnership (NWSSP) and NHS Wales Informatics Service (NWIS).

We have been pleased to see the streamlining of e-learning, recruitment, and procurement initiatives by NWSSP. The next steps for Wales are to achieve greater collaboration to drive further efficiencies from operational systems, with a sharper focus on benefits realisation and benchmarking against other systems.

NWIS offers a national architecture, which spans organisational and sector boundaries. We heard comments that resourcing here needs addressing. The majority of NWIS’ 534 staff are currently involved in maintaining digital services and infrastructure (key components of which need replacement) rather than developing new systems. The few that work on a wide collection of initiatives usually require the agreement of individual health boards. We would like to look at what else is needed for both NWIS and NWSSP to make faster progress.

There is a commendable growing focus on innovation and technology across the system, including via the Efficiency Through Technology Fund, the forthcoming Digital Health Ecosystem (which seeks to open up NWIS architecture to independent software developers), and the work of the Life Sciences Hub and the Bevan Commission. Rather than looking at specific examples of innovation and good practice, the approach focuses on the mechanisms to foster innovation across the

board, identify good practice, and replicate across the system with more pace and purpose.

At a system level, we heard that existing national initiatives yielding efficiencies, including via the national architecture, such as digitised patient records, Choose Pharmacy, and e-rostering, could be accelerated by more effective and co-ordinated action nationally and by local boards and local authorities. We heard that Wales should still identify specific examples of innovation and good practice, but primarily in order to strengthen the approach to rapid evaluation (with a focus on outcomes) and benchmarking. Where there is evidence of significant improved value the developments should be rapidly introduced system-wide.

If Wales is to realise the widely held ambition of seamless, integrated care for both service users and professionals, the IT infrastructure needs to be similarly integrated within and between health and social services to allow for the sharing of systems and data. There are already some national systems in place in the health service, such as the Laboratory Information Management System (LIMS). We heard about the roll out of the Welsh Community Care Information System (WCCIS), which is starting to enable safe sharing of information such as case management and referrals between social care and community health services. Choose Pharmacy allows pharmacists to access patient's health records with their consent. There are some good examples of sharing data with patients but more could be done.

Welsh Community Care Information System (WCCIS)

WCCIS is helping health and social care professionals work together to provide care closer to people's homes, reducing unnecessary hospital stays and improving consistency of care.

WCCIS allows access to relevant information about the care provided and when fully implemented will overcome the obstacles posed by organisations using a variety of different IT and paper-based systems. Information covering a range of activities, including community nursing, health and social care visits, mental health, learning disabilities, substance misuse, complex care needs, and social care therapy, is shared securely across regional and organisational boundaries. Community health, mental health, social services, social workers, and therapists use WCCIS to record the care they provide.

Frontline staff access and record information 'on the go' using mobile devices including tablets and smartphones. They can access the most current information and so know who was the last person to see the patient, what happened, and what treatment or service plans are in place. This negates the previous issues of printing paperwork and having to return to the office or a home location to access key information.

The system is currently live in Powys, Ceredigion and Bridgend, with a further 11 implementations planned for this year.

However, in general, respondents have criticised how patient and condition-specific data are difficult to share and transfer within NHS Wales and also to other providers – especially as Wales aspires to a whole system approach. Clinical records are not yet consistent across disciplines, care settings or geographical boundaries. Some we met spoke of a lack of trust between organisations that each will apply the same security procedures to the information.

This is an area we would like to explore further – delivering digital transformation nationally within a clear framework which allows for local innovation and progress.

Service User Experience

Stakeholders consistently called for a transformation in service user experience as part of fitting service around the person. There were concerns that easily accessible and high quality information is inconsistently available for the public.

There are some good initiatives. The Choose Well website provides clear information on the most effective services for different conditions. Dewis is a single system that provides information and advice about well-being, self-care, and health issues at different stages of a person's life – although only with regards to social care.

In general, an area that stood out as needing attention was the information available to users of health and social care to help them make informed decisions about their care and treatment. Whilst this is acknowledged in Welsh Government documents and strategies, we heard from Macmillan Cancer Care, whose cancer information review found that there is no national, strategic approach to information content, production, and co-ordination.

Stakeholders painted a picture of information that is provided piecemeal and/or in duplicate by different services – if at all. Responses stressed the need to inform the public of what services are available, how to access them, and the relationships across the whole system – including healthcare, social care and the third sector. The development of 111 service is an example of this approach. Respondents emphasised the need to provide timely and relevant information to service users and carers about pathways and to support self management, delivered in a way that is appropriate for the individual. This included informing children and foster parents of the rights they have to services. The lack of standards across Wales for information quality was also raised.

We are mindful that these issues can exacerbate health inequalities in Wales. Focusing care on the individual means producing guidance that is not always communicated through leaflets and the written word, but consistently provided in the most appropriate way to different people.

In our final report, we will consider what steps can be taken to increase the ability of people to self-manage and take part in decisions about their treatment; improve service user experience; and reduce variation.

The Health and Care Estate

In some areas, the health and care estate quality is of concern. We heard examples of GP surgeries not able to expand to deliver a modern range of services and adult residential care based in buildings that militated against good quality care. We are also aware of the wide range of quality in residential care provision across the country and concerns about the future viability of some provision. The age of the infrastructure raises questions about whether the current estate can be a basis for delivering effective new models of community-based health and care consistently across Wales and whether it fits with Welsh Government's decarbonisation agenda.

Capital budgets have been under significant pressure. Following the global crash in 2008, the UK government reduced capital budget allocations to the devolved administrations, and this is only now recovering to pre-recession levels. Health boards do not have borrowing powers. The Welsh Government has assumed borrowing powers; however establishing revenue funded capital borrowing will be challenging at a time when revenue budgets are under considerable pressure.

It is imperative to maximise the use of the resources that are available. This will involve effective capital planning and making better use of the wider public estate. For example, the Welsh Government has undertaken asset mapping with Rhondda Cynon Taff local authority, which has identified some opportunities. In the future, investment in new community facilities should be done in a way that reflects the whole system health and care models that we propose should be developed. Seamless service provision will require all local partners to have a voice in decisions about major new investments. Regional Partnership Boards and Public Service Boards should be a useful forum for facilitating this. In new developments, we would expect to see space for multi-disciplinary working, including the third sector. A plural approach to planning GP surgeries may need to be taken to attract new practitioners into the field who do not find buying into a practice attractive.

As more people are treated and cared for in their own home, housing has become a setting for health and care. The Expert Group on Housing an Aging Population in Wales has emphasised the need to make better use of existing stock and plan homes that can be adapted and sustain people at different stages of the life course.¹¹⁷ Potential adaptations need to take account of sight loss, sensory loss, dementia, and include barrier-free design features to facilitate access and mobility.

We also heard that single routes to accessing capital funding, where resources in Welsh Government are combined nationally and accessible using one process, would support collaborative working on the ground. Previous practice was said to be separate budgets with separate governance processes. The establishment of a combined social care and housing budget is a progressive move.

4. Making Change Happen

Change is not easy in a complex, high-risk organisation like the NHS or in a network of more locally organised social care systems with multiple small providers, especially in a resource constrained and pressured environment. Many reports have made recommendations for system change in Wales with varying success. For example:

- *The Review of Health and Social Care in Wales* (Derek Wanless, 2003) warned that unless Wales took prevention seriously, it would be faced with a sharply rising burden of avoidable illness.
- *Setting the Direction: Primary and Community Service Strategic Delivery Programme* (CDV Jones, 2010) recommended the changes necessary to rebalance care between acute hospital and community settings.
- *The Commission on Public Service Governance and Delivery* (Paul Williams, 2014) addressed governance, leadership and management challenges in public sector bodies, including the NHS and local authorities responsible for health and care.
- *The OECD Review of Health Care Quality: United Kingdom 2016* (OECD, 2016) extensively reviewed the quality system underpinning Welsh healthcare.
- *The NHS Workforce Review* (David Jenkins, 2016) examined the sustainability of the NHS Wales workforce and the strategic developments required to address the funding challenges.
- The Bevan Commission has also considered future workforce, barriers to change and remodelling the relationship between the citizen and the NHS.

Many of the themes from these reports are still relevant and remain key issues for stakeholders according to the evidence we received.

That is not to say that Wales has not already seen much change. New legislation, in the shape of the Well-being of Future Generations (Wales) Act 2015 and the Social Services and Well-being (Wales) Act 2014 have been introduced in recent years. The Well-being of Future Generations (Wales) Act 2015 established Public Services Boards (PSBs) in each local authority area in 2016 to help integration between different public sector organisations. Health boards have created local planning mechanisms by clustering several adjacent GP practices together to collaborate more effectively and plan for their combined population's needs. There are 64 of these primary care clusters in Wales.

However, we have heard that the next steps for Wales are to capitalise on this progress by moving faster towards a 'whole health and social care system' and to address the barriers to implementing the recommendations in reports preceding this Parliamentary Review. We heard a desire to provide seamless integrated services, but those who were struggling to deliver this in practice pointed to

separate governance, accountability, regulatory and financial systems of health and social care as barriers to achieving it.

Approaches to Change

Within the health and social care system, ‘extrinsic’ and ‘intrinsic’ approaches to change are needed. Extrinsic national approaches tend to ‘direct’ health and social care organisations to do specific things that can create added focus and momentum for delivery. Regulation, targets, national performance management, national contracts and nationally designed financial incentives are examples. Intrinsic approaches rely on supporting key individuals to do the right thing. This includes developing leaders to manage staff better to instil more effective cultures and behaviours within an organisation and providing professionals with information and analysis to allow them to review their performance and that of their peers. A successful seamless health and social care system needs a balance of both.

From the evidence we have taken so far, there is consensus that the speed of change is too slow, the balance in approaches is suboptimal, and the areas outlined below need further development.

Extrinsic Approaches

Stronger Overall Central Guiding Hand

The OECD’s review of the healthcare systems in Wales was supportive of the Health Boards’ aims but concerned that they showed less innovation than expected and fewer radical approaches to system change and quality. It called for a ‘stronger guiding hand’ from the centre and for the centre to make ‘more prescriptive demands’ of health boards to drive meaningful improvement.¹¹⁸

The Commission on Public Service Governance and Delivery reflected that:

“There must be much greater clarity about which organisation or partnership is responsible for what, how well they have discharged that responsibility, and what can be done to challenge and change that. Only then will there be a consistent and effective “visible hand” driving continuous improvement.”¹¹⁹

Some stakeholders have agreed that there could be clearer co-ordination, direction, and stronger accountability regarding expectations on bodies and organisations from Welsh Government. Some proposed a vehicle for all-Wales planning and decision-making in health and social care, and identified a small number of ‘Once for Wales’ decisions, which would be clinically beneficial to make at a national level. We heard a clearer mechanism is needed to enable leaders to transcend local interests.

There is evidence that accountability in the NHS is increasing with the use of a new escalation and intervention arrangements framework.¹²⁰ There is more work to do to embed it and ensure it is understood at all levels, within the context of a future vision that encompasses whole system outcomes. Overall, we observed that Wales

needs to simplify responsibilities, improve reporting and make information clearer to achieve a step change in accountability.

More fundamentally, the range of extrinsic approaches currently used could be reviewed to see if there are gaps (e.g. relative to elsewhere in the UK) that would be worth filling, or to assess the evidence to see if the strength of current extrinsic levers (e.g. regulation, accountability, planning, performance management, financial incentives) should be boosted.

The objectives of such an exercise might be threefold to assess:

1. If current extrinsic approaches could be enhanced to improve the quality of care;
2. If there could be more central effort to boost efficiency and productivity. From our assessment so far, national policies and other national efforts are commendable and all in the right direction, but they could more explicitly describe the need for efficiency, what the various policies are expected to contribute, and how they are evaluated. This will be a focus of our work in the second half of the review; and
3. As noted above, how extrinsic approaches could be used to accelerate the progress of a set number of the most promising new models of care, in particular those requiring robust collaboration and effective commissioning of independent providers.

Performance Management

There was strong acknowledgement that a unified national performance management framework and specific shared metrics for health and social care – agreed by all political parties - would be helpful.

There are currently four different outcome frameworks used: NHS Outcomes Framework; Social Services National Outcomes Framework; Public Health Outcomes Framework; and Early Years Outcomes Framework.¹²¹ However, the health and social care frameworks are different, creating difficulty in measuring the impact of initiatives on the totality of health and social care and hindering a shared narrative of what success looks like across the whole system.

We heard Wales needs to move beyond measuring processes and targets to a performance management system that focuses on population health, clinical outcomes, and patient experience across the whole system, perhaps drawing on the Institute for Healthcare's Triple Aim. This may be an effective way to put the principles of Prudent Healthcare into widespread action too. It was positive to see the Social Services and Well-being (Wales) Act 2014 has defined outcomes in social care based on quality of practice – local authorities will start to report on these soon. The next steps for Wales include combining these with health outcomes.

In healthcare, all stakeholders acknowledged the importance of waiting times and were proactive in working to reduce them. Nevertheless, most reflected that targets

can drive behaviour in adverse ways. Focused on acute and secondary care, they do not always support attempts to redesign services, such as the shift to primary and community care. This was seen to be particularly the case within mental health services. People we spoke to highlighted the lack of meaningful success indicators to know whether people are benefiting from the treatment they receive and what models of care may have the most impact in improving and maintaining mental health and well-being.

The new Clinical Response Model for the Welsh Ambulance Services NHS Trust is an example of Wales leading the way in this. It has used evidence to deliver a clinically appropriate response to patients, only using a target time where clinical evidence supports this decision and focusing instead on improving outcomes and experience for patients.

Data and Analytics

Effective performance management that improves quality and safety requires robust data that describes the whole system. People raised a number of ways in which the sector can use data more effectively to support this.

Currently information on healthcare performance is available online and monitored by health boards at public meetings. Local authority performance is also accessible online. These data, however, focus on certain health and care processes and organisational performance rather than outcomes for service users across a whole pathway of care. For example, compared to other parts of the UK, there is little in the way of monitoring data for learning disabilities to assess how well Wales is delivering the outcomes required and how effectively it meets the aims and objectives of the existing policy framework.

There has been good work done on developing patient reported outcomes of care (health outcomes or experience of care). We had many positive discussions about the importance of service user experience in its own right, building it into reporting and governance mechanisms, and consistently acting upon it to improve services. Many of the stakeholders we met were clear that patient experience was equally as important an indicator of healthcare quality as clinical outcomes and patient safety. A positive example was Aneurin Bevan University Health Board's partnership with the International Consortium for Health Outcomes Measurement (ICHOM) to draw upon their set of globally agreed standards for Parkinson's disease. Though there has been a commitment to roll out the ICHOM approach across the system, initiatives such as this generally remain experiments and are not replicated as standard across the system.

The Parliamentary Review panel will continue to look at the use of data to incorporate the service user's perspective alongside other outcomes. We will look at the metrics used to measure effectiveness and efficiency at a national and local level to track progress and reduce variation.

As we further develop our ideas, it is worth highlighting that data need to be supported by a strong infrastructure and published for the public to see – enhancing

transparency, understanding and therefore trust in the system. Rather than gathering data in anonymous form, Wales would benefit from studying the causes of successes and failures in different areas to drive improvements in quality and safety for the service user.

Measuring Outcomes in Parkinson's Disease

Aneurin Bevan University Health Board, in partnership with the International Consortium for Health Outcomes Measurement (ICHOM), developed an electronic form that interfaced with the Board's clinical informatics system, to test the effectiveness of value-based care in Parkinson's disease.

The questionnaire looked at key areas, including health-related quality of life, falls, hospital admissions, the ability to work, and motor functioning. It helped patients and clinicians to prioritise the main issues together, and included the patient perspective in the outcomes data, which has in turn enabled doctors to set their expectations more effectively.

The programme's success was immediately evident, not only in terms of individual patient experience but also on the level of service provision. The team realised they could redesign the care they offered to provide a full-day specialist clinic where a multidisciplinary team was present, rather than scheduling sequential visits for patients. This shift not only improved the patient experience but also made the practice more efficient by reducing the number of patients lost in follow-up. The value-based care pilot highlighted areas where previous financial decisions had accrued unforeseen and costly effects, both in terms of the patient experience and in funding allocations. Perhaps most crucially, it forced doctors and staff to reconsider every aspect of what they were doing, a useful process for clinicians who may have worked in the system for years.

Financial System and Incentives

Effective financial management aids change in any public service system. We heard calls to reform financial systems so that they facilitate transformative change.

This involves aligning resources with outcomes that create value for the whole health and care system, including well-being. The focus of performance management on service access measures, such as waiting times, tends to mean that money flows in that direction. As an example, between 2010-11 and 2015-16, the growth in health boards and Trusts' secondary care spend was 20%, compared to 3% in primary care.¹²² Yet if care were boosted in the community, the risk of needing hospital care and waiting times for those who have to access hospital care might be reduced. Similarly, local authorities are finding it a challenge to adequately resource measures that help prevent children needing care in local authority funded

homes or by foster parents, as well as safeguarding and addressing poor educational attainment.

It was often put to us that excellent examples of innovation get lost without long-term funding to mainstream them. In responses, we heard support for mechanisms that would enable resources to flow easily between organisations to incentivise change and a single route to Welsh Government capital funding. Some respondents praised the Integrated Care Fund as an initiative that encourages joint-working. Some favoured stronger direct financial incentives to facilitate rapid change.

Regulation

Wales has different national inspection and support bodies across health and social care. Health Inspectorate Wales (HIW) inspects healthcare. The Care and Social Services Inspectorate Wales (CSSIW) inspects social care. The two regulators work collaboratively in some common areas, such as healthcare in care homes in north Wales, and focus on the experience of people using care. The functions of each organisation are clearly set out, although there is complexity over which regulator inspects different aspects of care.

As new models of integrated care are clearly desirable, it is time to look at whether the two regulators might develop their approach to assess the quality of care in these new models, and in doing so set expectations in the health and social care systems that this is the future direction. Similarly, there are secondary questions as to the merits of developing a single regulator or inspection body for both health and social care, which measures against common standards for the whole system. The advantages of this would seem to be a less complex system, which prevents issues falling between organisations. The disadvantage in the short term would be distraction of management effort in administrative reform, rather than the much-needed service reform.

We also heard some calls for national regulatory oversight of larger independent providers of social care when failure might mean major problems for one or more local authorities. For the most part, however, independent social care providers in Wales are small enterprises. This poses inherent risks due to their size and the age profile, with many looking to leave the sector due to retirement. This emphasises the importance of larger professional providers to long-term sustainability in this sector – whether profit distributing or not – notwithstanding the risks posed above.

Intrinsic Approaches

Local Autonomy Supported by an Enabling National Framework

There is consensus from the evidence received that there is a balance to be struck between taking decisions at the national and at the local level which is not currently optimal.

Many interviewees were enthusiastic about the autonomy of a regional (i.e. health board boundary) approach to planning and delivery, encompassing social care, community health, public health, and well-being. Flexibility and local knowledge can aid resource-effective solutions that meet the needs of local populations within priorities set nationally.

We were impressed with the energy and innovation we witnessed when local autonomy had been given to GP clusters or to community service hubs, providing a positive impetus to drive change. From our evidence to date it seemed that a combination of a small grant, the incentive to earn QOF (Quality and Outcomes Framework) points, a degree of autonomy, significant local pressures on services, plus the obvious desire to improve care by practice staff were the active ingredients spurring change. Further developing these, based on the examples of good practice, will help Wales take the next steps to truly locally based planning and service delivery.

However, the key twin issues here are what national support would best help local bodies to accelerate the change they want to make and how best to hold localities to account to reduce unnecessary variation. We noted the struggle of primary care clusters, for example, to secure relatively small amounts of funding, which was described to us as a key brake on local progress. Some questioned the maturity of regional planning and the willingness of regional leaders to take big decisions.

Stakeholders generally felt that a regional approach should underpin agreed national priorities and outcomes. In our comments to date, we have focussed on robust scaling up of demonstrably effective local initiatives, such as new models of care or digital innovations. We have also echoed the OECD's view about a 'stronger central guiding hand'. Let this not be mistaken for a call for over-centralisation. We see a spectrum of decisions, with those that would benefit from a strong 'guiding hand' (such as mandatory improvements to safety) at one end and those that would benefit from local autonomy at the other. A national set of standards appeared to our interviewees as essential, but this should not be confused with standardisation of approaches. Stakeholders considered this would stifle local innovation and initiatives. While a small number of 'Once for Wales' decisions are important, in general decisions made at the regional and local level according to local population needs, informed by good practice elsewhere, and with agreed outcomes, can aid progress towards a more effective and efficient system more compellingly than mandating nationally. Local implementation can flourish when the expected outcomes are clear; indeed clarity of intended outcomes is the golden thread that links action at all levels.

We will be working further to develop our recommendations on how best to align the levers and incentives for change across the system, identifying where on the national to local spectrum decisions are best made.

Quality Improvement

Improvement is not automatic. Over the past 50 years, the quality movement has developed the scientific foundations for improvement and outlined the organisational forms and leadership behaviours that reflect them in service delivery systems. Famously, the quality scholar, W. Edwards Deming, categorised scientific elements supporting improvement as a system in four groups: knowledge of systems; knowledge of variation; knowledge of human psychology; and knowledge of how understanding can grow under conditions of complexity.¹²³ The successful pursuit of quality improvement will draw momentum from the mastery of these methods by the workforce, their leaders, and ideally, the public at large. Improvement sciences matter in practice.

Internationally, there are respected voices that show the dominant approach to improvement in the public and private arenas today, in most nations and at most times, does not conform to these scientific foundations. Instead, it rests almost entirely on extrinsic levers through a combination of targets, scrutiny, incentives, accountability, exhortation, and at worst, 'naming and shaming', to produce improvements. Such approaches almost inevitably introduce their own costs and ill will between those 'policing' the system and those delivering services. In turn, this militates against true learning and improvement. This characteristic is understandable when viewed through the prism of 24-hour media and short political cycles, which require the immediate presentation of apparent solutions as problems inevitably arise, even though this cannot always truly be delivered. However, a confident country can make choices about which approach to favour, or at least where to strike a balance. The cause of scientific quality improvement would be aided if more people who work in the system became skilled in its techniques and tools.

Wales has made good start on building knowledge and skills for quality improvement. 1000 Lives Improvement is the national improvement service, which is integrated into the work of every health board and trust in Wales, supporting national and local improvement programmes across primary, community and acute care. The philosophy of Prudent Healthcare and the Triple Aim underpin its work. 8,000 people have gained an awareness of improvement by completing the Improving Quality Together Bronze award, and these staff, along with others who have trained in further aspects of quality improvement, are a resource that must be utilised fully. But we also heard, in particular from junior clinical staff working in hospitals – the staff we will depend on in the future – that too often the environment they work in is not supportive in helping them skill up in this area or to design and help implement change effectively. Similarly, Social Care Wales works with people who use care and support services and a broad range of organisations to lead improvement in social care. It aims to make sure the people of Wales can call on a high-quality social care workforce that provides services to fully meet their needs.

However, we also heard concerns that detailed knowledge of the breadth and depth of learning disability services across Wales remains patchy. This is likely to improve

as regions produce population assessments in line with the Social Services and Well-being (Wales) Act 2014, but does raise questions about whether the findings from the Confidential Inquiry into Premature Deaths of People with Learning Disabilities are being delivered in Wales.¹²⁴

Crossing the 'quality chasm', as it has been described, and meeting changing population health and care needs cannot, as we have argued throughout this report, be achieved through traditional service configurations and ways of working.¹²⁵ Nor can it be achieved without a greater focus on the principles and practice of quality improvement.

Staff Engagement

The link between staff engagement and the delivery of high quality services is well established. Ongoing and continuous engagement of staff in health and care is required to maintain motivation, harness ideas, and ensure continuous quality improvement. We heard examples of healthy respect between managers, practitioners, and clinicians and, likewise, examples where improvements could be made. Some of the frustrations expressed to us included where professionals had been heavily involved in the development of solutions but the implementation of these had not yet occurred – this had subsequently led to disengagement. The pace of managerial change, levels of bureaucracy, cultural barriers, and lack of change skills and information were described as barriers to implementation of change. There will be further consideration of how professionals and clinicians are empowered to innovate and lead significant new models of care, as well as carry out continuous quality improvement initiatives as part of everyday work. Here, the joint working commitment between the BMA, the Welsh NHS Confederation, and NHS Wales Employers on increasing clinical engagement is an important development, as is the introduction of core principles for the NHS in 2016.¹²⁶

Within the health service, we noted that the staff survey is neither comprehensive nor takes place every year, although it was positive to note new metrics in staff and service user experience in the social care sector. Given the importance of an engaged workforce to deliver the principles set out in the Social Services and Well-being (Wales) Act 2014 and Prudent Healthcare, the results of the most recent survey, and ongoing change, we believe leaders need to monitor this aspect of change management more closely, own the results, and build clear whole system action plans to improve results year on year.

In social care, one suggestion we received was to consider adopting UNISON's 'ethical care charter' as the baseline for the treatment of all care workers.¹²⁷ It noted that Southwark and Islington local authorities had taken this step and seen improvements in staff retention and recruitment.

Architecture and Systems for Change

Governance

Wales, through the seven Local Health Boards (LHB), has spent recent years integrating hospitals with local primary and community services in terms of structures but not comprehensively in the delivery of services. Public Service Boards (PSBs) have been introduced as part of the Well-being of Future Generations (Wales) Act 2015, and enable public services to commission and plan collaboratively. Regional Partnership Boards (RPBs) work between health boards and social care to plan services and pool budgets.

The decision-making landscape is very complex, with a range of differing roles and responsibilities and different funding, accountability and reporting arrangements. Some stakeholders were concerned by the number of small organisations in Wales, given inherent risks to governance and delivery.

A recurring theme raised by stakeholders was whether there is an overload of governance, which affects the pace of change and decision making by the right people at and across the national, regional and local levels, including on the big health and social care programmes. We received many comments concerning tensions surrounding the different boundaries of Health Boards and local authorities when planning and developing services. There were calls from across the sector to streamline - clarify, simplify and unify – the governance of health and social care. There were also calls for health boards to work more collaboratively, with some recommending the creation of a national decision-making body to achieve this. We will consider the Welsh Government's white paper on NHS Quality and Governance with interest.¹²⁸

Numerous organisations have raised the inconsistencies between the roles of PSBs and the RPBs. The PSBs must undertake well-being assessments and produce well-being plans under the Well-being of Future Generations (Wales) Act 2015. RPBs must undertake area assessments and produce area plans focused on joint health and social care outcomes for the population across health board boundaries under the Social Services and Well-being (Wales) Act 2014. We have been told there are overlaps between these assessments and plans, but their processes and desired outcomes are different, duplicating some of the reporting demanded of Local Authorities. In addition, we heard concerns that the difference in the number of boards and the size of the area they are responsible for adds to a confusing picture, although we note that Welsh Government is currently reviewing public services and greater regional working through a white paper.¹²⁹

The CSSIW/HIW report on provision for people with learning disabilities stated that, whilst there was a strong value base of multi-agency and multi-disciplinary working at the frontline, it had concerns about the ability of local areas to adequately plan services.¹³⁰ We saw little evidence of a co-ordinated approach to understanding what models of care are most likely to improve outcomes for this group of people; how well this is reflected through existing and potential providers;

and what commissioning approaches may be needed to develop services in line with good practice. Whilst the forthcoming commissioning guidance will offer some insight into what 'good' looks like, there is still considerable work to be done to share detailed good practice and ensure this is strategically embedded across local authorities and Health Boards.

We heard that the primary care clusters' place within the governance structure in relation to NHS Wales and local authorities needs to be clearer. Currently, the clusters occupy different positions in the different decision-making and governance maps. We note that the National Assembly for Wales' Health, Social Care and Sport scrutiny committee will shortly present a report on clusters, and we will draw on the findings to inform our thinking.

Some stakeholders suggested that decision-making structures should include leaders in the independent sector and provider forums. We heard from community organisations that spoke about the importance of community assets, such as parks and swimming pools, to a preventative health approach and emphasised the importance of local authorities making cross-organisational decisions to maintain the preventative infrastructure.

For the rest of this review we will explore the qualities needed from a governance system. We will also look at planning, commissioning, and delivery to best secure improvement.

Bureaucracy and Culture

We heard evidence to suggest that the Commission on Public Service Governance and Delivery (2014) findings are still relevant.¹³¹ One of the Commission's conclusions was that many organisations in the public sector, including the NHS, local authorities, and others responsible for health and social care, were slow to respond to pressure for change due to their internal bureaucracy and arrangements with partners. Innovation was inadvertently discouraged from spreading by multiple accountability channels demanding compliance and assurance, creating a risk-averse culture. This may help explain third sector frustrations that their services – often preventative in nature and difficult to evidence – are sometimes not used in lieu of perceived 'safer' options such as hospital or residential care.

The Commission assessed that culture and values within public sector organisations allow 'parochialism, defensiveness and insularity rather than innovation, flexibility and responsiveness'. This is something that stakeholders have raised with us, with concerns that it gets in the way of shared and joint leadership and enabling staff to do their job most effectively. Many emphasised that health boards should work together where services must be planned on a national footprint. Wales must do everything it can to promote an open culture of learning from others and sharing why things did not work in pursuit of quality.

A common reason given for innovative change not being sustained – especially from those in the third sector – was the barriers to scaling up innovative initiatives. We heard complaints about the difficulties in getting those who hold the purse strings in

different sectors to commission innovative pilots and evaluate them effectively. Innovation that does succeed was characterised by some as being owned by likeminded individuals, rather than being engrained in the system's operational procedures.

We have seen many good examples of innovation that come from local organisations being given autonomy. However, it is also clear that the local bureaucracy and culture we have heard so much about are stalling progress. What could overcome this is a focus of interest for us over the next six months.

Leadership and Management

Clarity about the future design of services and how to achieve the ambition will need strong transformational leadership skills and a clear method and timetable for change.

We saw this in some of the places we visited. For example, in Bridgend we saw integrated community services, which had embraced the need to work differently. Leaders here understood the strategic direction of travel and had solved immediate problems within their setting, such as closer working with other sectors, to enable staff to centre care on the patient. Staff were supported to take the next level of risk in decision making and discussed these with service users to co-produce care.

In light of the strong consensus on the way forward, we are keen to identify what would help leaders make more progress. Whilst there are many outstanding leaders and examples of innovative change in the sectors, we heard more could be done to recruit and retain good leaders and to identify and develop future leaders.

We also learned Wales needs to resolve systemic problems, which militate against good leadership and effective change. Successful transformation requires leaders to have the capacity and skills to plan, drive, and deliver change. Despite this, we frequently heard that the challenges of day-to-day problems and navigating the complexity of the system meant many leaders struggled to find time to look at the long-term future of their organisation. Likewise, we detected a lack of capacity to establish cultures that are more positive, engage with staff, and use data to improve frontline delivery.

Some said that the health and social care systems need more leaders who are adept at dealing with complex and changing situations and can adapt to new ways of working. We heard concerns about the role of middle management from stakeholders and the importance of changing its mandate to being about learning, spread, improvement, and accountability.

5. Next Steps

This Interim Report sets out the review panel's initial views of the opportunities and challenges facing the health and social care system. It also highlights areas which we will explore further before making recommendations in the final report. We have heard from a wide range of stakeholders and service users in this first six months, and we want to continue to involve service users, service planners, and providers in health and social care, the third sector, and the independent sector in the next stage.

Our focus in this next stage will include the following areas:

New Models of Care

What is already clear is a consensus on the broad direction of travel and the need to consolidate effort behind a small number of shared seamless whole system models of health and social care delivery that can be identified now.

These new models of care should be based on the principles of integration of care, quality, efficient ways of working, and putting patients and service users at their heart. They should include a combination of primary care, hospital care, and community health and social care provision and work in different settings such as urban and rural. We envisage a limited number of models, which could be widely trialled, developed and evaluated, with the intent to rapidly test and scale to all-Wales coverage.

The scale and pace of the challenges heading towards Wales create urgency for a practical way forward. We are therefore proposing to set up a stakeholder forum to work with the review panel to develop these new models and the principles that should be used to plan future service development.

Doing this work now will create an environment for progress after the review has concluded. It will also provide a platform to support existing efforts to develop new models of community and locality provision and encourage innovation by providing targeted support.

We will establish a stakeholder forum to work with the review panel to outline these new models and the principles that should be used to plan future service development. The forum should:

- Draw membership from service users, NHS, local government, academia, professionals, third sector, and independent sector;
- Outline a set of new models; and
- Suggest how the models might be implemented effectively to allow faster change and what action is needed over the next two years to achieve this.

As this work progresses, we envisage that a support programme will provide support, peer learning, and independent evaluation of progress, building on work already underway.

Further Areas for Consideration

We will also work on a range of further issues outlined in the interim report to develop detailed recommendations in the final report. These are:

Public Involvement

We will consider what we have heard about a two way dialogue between service providers and the public and the importance of the ‘public voice’. This will focus on the following: understanding and developing new models of care; boosting useful information about care; promoting self-care; and accessing the right advice in the right place.

Workforce

We will expand upon what the key areas of focus should be for a national health and care workforce strategy. This will include how to develop and plan new skills needed for the future health and social care system, including flexible working, boosting skills in making change happen, and continuous quality improvement.

Digital and Infrastructure

There are real opportunities to deploy technology to underpin initiatives to meet the challenges facing Wales. Digital and technological developments will deliver benefits to care recipients, enable self-care, and support the health and social care workforce in their roles. Sharing data to provide integrated services and drive quality and value, performance, pace, and innovation is an area that we will focus on for the final report.

We will examine the metrics used to measure efficiency and effectiveness at the national and local level to track progress, highlight best practice, eliminate waste, and resolve unwarranted variations within sectors and over time. In particular, the metrics might cover care across different integrated settings – for example primary and hospital care, primary, community and self-care, and health and social care.

We will consider what other steps might be needed to support digital transformation and greater efficiency.

Innovation

We will examine the extent to which systems and structures are being put in place to embed innovation in the business of health and care organisations. We aim to explore a ‘triage’ process for valuing and prioritising initiatives and to identify and up-scale those compelling innovations that have the potential to deliver substantial benefits.

Making Change Faster

We will consider barriers to systematic quality improvement and how governance could be a stronger enabler for change. We will also look at the methods used for planning and commissioning and the impact on delivery of services.

Specifically, we will further examine the governance, finance, and accountability arrangements in the health and social care system to see if they could be improved.

We will do more work to assess the current range of national approaches - extrinsic and intrinsic - to motivate and enable change to occur.

We will also assess the support, investment, and leadership skills required for the health and social care sectors to deliver substantive 'transformational' change, at speed. We will draw upon examples of UK and international best practice and the successes and challenges experienced in Wales to date, with the focus on outcomes.

There is much to do to reach our final recommendations. As we continue our work, we invite you to have your say. Have we identified the right issues and prospective solutions that will help Wales address the challenges ahead? What might we have missed so far? What matters to you in ensuring that Wales will offer high quality, sustainable health and social care in the future?

You can contact the Parliamentary Review through the following routes:

Email	ParliamentaryReviewHealthandSocialCare@wales.gsi.gov.uk
Post	Parliamentary Review of Health and Social Care Life Sciences Hub 3 Assembly Square Cardiff CF10 4PL
Website	www.gov.wales/futurehealthsocialcare www.llyw.cymru/dyfodoliechydgoalcymdeithasol

Annex A: Parliamentary Review into the Future of Health & Social Care in Wales - Terms of Reference

The establishment of a Parliamentary Review into the long-term future of health and social care in Wales is a key commitment in the Programme for Government launch in September 2016. The independent panel of experts, established in November 2016, was tasked with producing a report in 12 months focussing on the sustainability of health and social care in Wales.

The report should consider the current situation and draw out the challenges facing health and social care over the next 5-10 years bearing in mind the context set by the Social Services and Well-being Act, and the seven goals of the Well-being of Future Generations Act alongside rising demand, demographic changes and financial sustainability.

The review is tasked with producing recommendations that will deliver improved health and well-being outcomes for people across Wales with a particular focus on reducing health inequalities.

The Terms of Reference for the report are:

- Define the key issues facing health and social care
- Identify where change is needed and the case for change
- Set out a vision for the future including moving health and social care forward together, developing Primary Care services out of hospitals.
- Advise on how change can be delivered, building on the positive aspects of the current system.

These areas will be explored initially via six strands across health and social care:

- Situational analysis including learning from previous work
- Future Vision including Delivery Models, & Organisational Issues and the citizen's perspective
- Metrics, Systems, Governance and pace of change
- Workforce including culture, morale, education & training, rurality and Welsh Language
- Quality and Safety including, R&D, and Innovation
- Productivity including Data and Insight, Digital, & Finance

Annex B: Panel Biographies

Dr Ruth Hussey CB, OBE (Chair)

Ruth currently chairs the Welsh Food Advisory Committee of the Food Standards Agency. She retired as the Chief Medical Officer for Wales in 2016.

Professor Sir Mansel Aylward CB

Professor Sir Mansel Aylward CB is Chair of the Bevan Commission and is currently the Chair of Public Health Wales.

Professor Don Berwick

Donald M. Berwick, MD, MPP, FRCP, President Emeritus and Senior Fellow, Institute for Healthcare Improvement, is also former Administrator of the Centers for Medicare and Medicaid Services.

Professor Dame Carol Black DBE

Professor Dame Carol Black DBE, FRCP, FMedSci was appointed Principal of Newnham in September 2012. She is a past-President of the Royal College of Physicians, of the Academy of Medical Royal Colleges, and of the British Lung Foundation and has chaired the UK Health Honours Committee.

Dr Jennifer Dixon CBE

Dr Jennifer Dixon joined the Health Foundation as Chief Executive in October 2013, and was Chief Executive of the Nuffield Trust from 2008 to 2013.

Nigel Edwards

Nigel Edwards is Chief Executive at the Nuffield Trust. Prior to becoming Chief Executive in 2014, Nigel was an expert advisor with KPMG's Global Centre of Excellence for Health and Life Sciences and a Senior Fellow at The King's Fund.

Eric Gregory

Eric is currently Chair of the Assembly Commission Audit and Risk Assurance Committee and also holds non-executive director/independent adviser roles in the Cabinet Office, Ministry of Justice and Home Office. He previously worked for the John Lewis Partnership.

Professor Keith Moultrie

Keith has led the Institute of Public Care at Oxford Brookes University team as director since 2008.

Professor Anne Marie Rafferty

Professor Anne Marie Rafferty CBE, FRCN is a British nurse, administrator, academic and researcher. She is currently (as of 2010) Professor of Nursing and Dean of the Florence Nightingale School of Nursing and Midwifery, King's College London.

Annex C: Organisations and Individuals that Submitted Written Evidence

Action for Children

Age Alliance Wales

Age Cymru

Aizlewood Group

Aneurin Bevan UHB

Applied Psychologists in Health National Advisory Group

ARCH

Association of British Pharmaceutical Industry

Association of Directors of Social Services

Betsi Cawaladr UHB

Bevan Commission

Bliss

British Dental Association

British Heart Foundation

British Medical Association Cymru Wales

British Red Cross in Wales

Cancer Research UK

Cannabis 4 MS in Wales

Cardiff and Vale of Glamorgan Integrated Health and Social Care Partnership

Cardiff Third Sector Council

Care Forum Wales

Carers Trust Wales

Chartered Society of Physiotherapy

Children's Commissioner for Wales

Citizens Advice Cymru

CLIC Sargent

Community Health Councils

Cwm Taf UHB

Directors of Primary, Community and Mental Health

Directors of Public Health

Directors of Therapies and Health Sciences

Exercise for All Campaign

Expert Reference Group Domiciliary Care Wales

Faculty of Public Health

Faculty of Sport and Exercise Medicine UK

Future Generations Commissioner for Wales

General Medical Council

Hafal

Health, Social Care and Housing Group

Hospice UK

Jeff Cuthbert, Police and Crime Commissioner for Gwent

Learned Society for Wales

Lyndon Miles

Macmillan Cancer Support

Marie Curie

Mid Wales Collaborative

Mind Cymru

Motor Neurone Disease Association

MS Society Cymru

National Osteoporosis Society

National Provider Forum

Dr Neil J Kitchiner

Older People's Commissioner for Wales
Paediatric Continence Forum
Pembrokeshire Association of Voluntary Services
Powys Teaching Health Board
Public Health Wales
Public Service Ombudsman for Wales
RNIB Cymru
Royal College of GPs
Royal College of Midwives
Royal College of Nurses
Royal College of Occupational Therapists
Royal College of Paediatrics and Child Health
Royal College of Physicians
Royal College of Psychiatrists
Royal College of Speech and Language Therapists
Royal College of Surgeons
Royal College of Surgeons Edinburgh
Royal Pharmaceutical Society
Samaritans Cymru
Sandeep Hammedi on behalf of Consultant Orthopaedic Surgeons
Social Care Wales
SOLACE
Dr Sue Fish
Swansea Centre for Improvement and Innovation
Swansea University Medical School
Tenovus Cancer Care
UNISON Cymru

Wales Ambulance Services NHS Trust

Wales Cancer Network and Cancer Implementation Group

Wales Principal Youth Officers Group

Welsh Language Commissioner

Welsh Language in Health and Social Services Partnership Board

Welsh Local Government Association

Welsh NHS Confederation

Annex D: Organisations and Individuals that Provided Oral Evidence

111 Roll Out Team

Academy of Medical Royal Colleges

Allied Health Professionals

Association of Directors of Social Services

British Dental Association

British Medical Association

Care and Social Services Inspectorate Wales

Care Council for Wales

Chief Medical Officer for Wales

Children's Commissioner for Wales

Community Health Councils

Director General of Health and Social Services, Welsh Government and Chief Executive of Welsh NHS

Director of Finance, Health and Social Services, Welsh Government

Director of Social Services, Welsh Government

Director of Workforce & Organisational Development, Welsh Government

Directors of Nursing

Directors of Therapies and Health Sciences

Directors of Workforce and Organisational Development

Primary Care Clusters

Health Inspectorate Wales

Macmillan Cancer Support

Medical Directors

Mid Wales Collaborative

National Provider Forum

NHS Chairs

NHS Chief Executives

Older People's Commissioner

Public Health Wales

Sir Paul Williams

Royal College of GPs

Royal College of Nursing

Royal College of Physicians

SOLACE

Welsh Council for Voluntary Action

Welsh Language Commissioner

Welsh Local Government Association

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- ¹³¹ Williams, P. (2014). *Commission on Public Service Governance and Delivery. Full report*. Available from: <https://www.lgcplus.com/Journals/2014/01/21/d/r/x/Commission-on-Public-Service-Governance-and-Delivery-Wales.pdf>.

Ten Key Points from the Parliamentary Review of Health & Social Care in Wales – INTERIM REPORT

<p>1. The case for change is compelling. Wales can attain better health and wellbeing outcomes for its citizens and meet the goals of the Well-being of Future Generations (Wales) Act 2015. But to do this it will need to speed up how the health and social care system adapts to the changing needs of the population and other major challenges.</p>
<p>2. Wales has very significant assets that can be used more effectively. A bold and unified vision for the whole health and social care system, underpinned by a clear strategy based on the relentless pursuit of continuous quality improvement and prevention, will be needed urgently to drive this forward.</p>
<p>3. The Social Services and Well-being (Wales) Act 2014 and Prudent Healthcare offer powerful sets of principles, which can apply equally to both the Welsh NHS and social care and have a high level of support.</p>
<p>4. To translate the vision into concrete action, in the first instance a limited set of new models of care should be developed, trialled, evaluated, and scaled up rapidly. These should be developed and tested against clear standards, tailored to local circumstances and needs.</p>
<p>5. The people of Wales, staff, service users and carers should be encouraged to have far greater influence and involvement in the design, implementation, evaluation and subsequent development of new models of care and have clearer shared roles and responsibilities.</p>
<p>6. New skills and career paths for the health and social care workforce need to be planned on a large scale now, aligned with the developing new models of care. Current workforce shortages which inhibit change need to be addressed. A more systematic and effective approach to continuous quality improvement is needed, and a culture that creates a supporting and engaging environment should be actively encouraged.</p>
<p>7. Effective new models of care are necessary, but not sufficient, to guarantee a health and social care system that is sustainable in future. Effort needs to be made to boost critical infrastructure to support new models and also drive higher quality and efficiency. Successful digital and infrastructure initiatives need to be systematically identified and spread better. Capital planning needs to be done in a way that supports new models of care. How the health and social care system supports and spreads innovation needs emphasis and more work.</p>
<p>8. There is substantial consensus on the case for change but less clarity on how possible changes can best be developed, implemented and adapted. Progress has been made. But faster change is needed if the health and social care system is to be sustainable into the future. This needs stronger national direction and a better balance across the</p>

continuum of national direction and local autonomy in generating change. This must be supported by a more developed performance management approach, which holds people to account effectively but also encourages system-wide learning and is based on outcomes for citizens across the whole health and care system.

9. An effectively integrated health and social care system, which offers higher quality care for the people of Wales is an explicit aim. This requires the levers and incentives for change to be aligned and therefore to be acting in synergy. This means they must also be deployed across the whole system, not just one part of it.

10. Governance, finance, and accountability arrangements should be streamlined and aligned across health and social care. There are a number of leadership and cultural issues that need to be addressed, and resolved to enable more rapid and effective progress.

The High Level Recommendations from the Parliamentary Review of Health & Social Care in Wales – FINAL REPORT

Recommendation 1: One seamless system for Wales

Rapidly articulate a clear simple vision of what care will look like in the future to meet the needs of the population. Care should be organised around the individual and their family as close to home as possible, be preventative with easy access and of high quality, in part enabled via digital technology, delivering what users and the wider public say really matters to them. Care and support should be seamless, without artificial barriers between physical and mental health, primary and secondary care, or health and social care. The public, voluntary and independent sectors all have a role to meet the needs of the population now and in the future.

Recommendation 2: The Quadruple Aim for all

Underpin the “one System” vision with four aims - the Quadruple Aim. That is, health and care staff, volunteers and citizens should work together to deliver clear outcomes, improved health and wellbeing, a cared for work force, and better value for money.

Recommendation 3: Bold new models of seamless care – national principles, local delivery

Move to a seamless new way of working in localities – guided by the vision and Quadruple Aim with national good practice principles. There should now be rapid acceleration of action to develop, implement, and evaluate: seamless care close to home in localities; proactive improvement of population health and wellbeing; and reoriented specialised care.

Recommendation 4: Put the people in control

Strengthen individual and community involvement, through voice and control in health and care, and ensuring all ages and communities have equal involvement. The public rightly want a modern service in which they have much better information about health and care, shared decision making in treatment, choice of care and setting, and peer support.

Recommendation 5: A great place to work

Urgently align the workforce with new service models. Staff should be well trained, supported and engaged to deliver and continually improve a quality service consistent with the vision and Quadruple Aim. Wales should aim to be a great place to train and work.

Recommendation 6: A Health & Care System that’s always learning

Significantly increase support so that the pace of improvement accelerates. Invest in support to the front line, service users and local leadership that nurtures team-based learning and the use of evidence and sharing of best practice. Develop and implement a strategy for quality improvement and continuous learning for health and care, enhancing the leadership and infrastructure required to support it.

Recommendation 7: Harness innovation, and accelerate technology

and infrastructure developments

Maximise the benefits of technology and innovation to pursue the Quadruple Aim and deliver more effective and efficient care. This needs the right culture, behaviours and leadership to embrace innovation, embed collaboration and support prudent risk-taking.

Recommendation 8: Align system design to achieve results

Design the system better to achieve faster progress. Given the need for transformative change, at national level there should be focus on designing a more effective blend of incentives, regulation, planning, targets and performance management.

Recommendation 9: Capacity to transform, dynamic leadership, unprecedented cooperation

Increase capacity at a national level to drive transformation, and strengthen leadership nationally, regionally and locally to make progress in line with the vision and Quadruple Aim.

Recommendation 10: Accountability, progress & pace

Publish progress against the vision, Quadruple Aim and new models in one year, three years and five years, and benchmark progress against the other three countries in the UK, and internationally.

Parliamentary Review of Health and Social Care in Wales

A revolution from within: Transforming Health and Care in Wales

Recommendation 1: One seamless system for Wales

What we are currently doing

Reviewed the RPB's vision, and guiding principles for local design and delivery in the light of the Parliamentary review and agreed:

- RPB committed to delivering sustainable and improved health and well-being for all people in North Wales
- Whole system change and reinvestment of resources to preventative model promoting good health and well-being and drawing effectively on evidence of what works best
- Care is delivered in joined up ways centred around the needs, preferences and social assets of people (service users, carers, communities)
- People are enabled to use their confidence and skills to live independently as possible supported by a range of high quality, community based options
- Embedding co-production in decision making so that citizens and their communities shape services
- Recognise the broad range of factors that influence health and well-being and the importance of the links to these areas

RPB and PSB's have opened a dialogue about how they can best work together so as not to duplicate effort and agree what each Board should focus on.

Population Needs Assessment and Area Plan published. Priorities are Children & Young People; Adult Mental Health; Learning Disabilities; Carers; Older People.

Direction of travel /what we want to do

Agree common design principles for seamless health care and well-being locality services across the region informed by national models.

Undertake a review of locality working across the region measuring their progress against the principles and priorities for change.

Undertake a parallel review of the governance and support arrangements in each area to ensure localities have the leadership capacity to move forward.

Develop a delivery plan for each locality developed with the public and agreed by local partners and signed off by the RPB.

Assign a regional transformation team to support transformation of the changes in

each locality and refocus the regional programme towards delivering on local arrangements.

Introduce a regular programme of review and challenge to localities and to each partner undertaken by the RPB and based on site visits, local practitioner and user and carer reports.

Influence the change in culture required to deliver on the scale and pace of the transformation required.

Recommendation 2: The Quadruple Aim for all

Focus on prevention

Improve experience for individuals and families

Enrich well-being capability and engagement of workforce

Increase value

What we are currently doing

Population Needs assessment has a focus on prevention.

Regional and organisational strategies such as Well North Wales; Care Closer to Home; Care and Support at Home (SCW); Community Resource Teams; supporting children and family strategies;

Deep dive exploration into system conditions (5 days in a room; 5 days on a ward)

Established the 'What Matters' conversation within service delivery; within the region there are examples of embedding what matters to people into the heart of service design e.g. NHS nursing documentation now includes 'what matters'; Ffordd Gwynedd model.

Developing TEP plans for individuals that ensure what matters to them at end of life is acted upon respectfully thus avoiding unnecessary and painful admissions to acute settings.

North Wales Mwy Na Geiriau Forum is well established that includes all partner agencies across the region which won the Welsh Language Accolade in 2017. The region has expressed an interest in the work welsh pilot commissioned by Social Care Wales.

See Recommendation 5 re workforce.

Direction of travel /what we want to do

Release funding to community settings allowing for re-distribution of resources community, primary care and prevention strategies.

Further embed the 'What matters' and rolling out of community resource teams

throughout the region through development of trust and changes in cultures and behaviours.

Agree regional approach to the shift required from a risk averse culture to one of empowerment and defensible decision making. Discussions will need to be undertaken with key partner organisations such as Police and Regulators to enable this change.

Recommendation 3: Bold new models of seamless care – national principles, local delivery

What we are currently doing

We have a range of excellent examples within the region of both models of delivery and strategies that demonstrate seamless care.

For example:

- Care and support at home strategy (SCW) national
- Care closer to home strategy (BCU) regional
- Dementia Action plan for Wales
- Mental Health Strategy
- Made in North Wales Programme
- Area Plan
- Regional Workforce Strategy
- PSB Well-Being plans

Delivery of a range of integrated approaches and testing/piloting new ways of working via ICF funding for example:

- Integrated teams e.g. Ffordd Gwynedd local
- Community Resource teams local
- Single points of access/Hubs
- Community navigators/connectors
- Community Well-Being Centres e.g. Eirias Park
- Joint Equipment stores
- Health wrap around service for dementia care in residential homes e.g. Carreglwyd and Llys Cadfan
- Housing officer working within acute hospital discharge team
- Multi-disciplinary approach within primary care e.g. Prestatyn Iach

Establishing/running of regional services and systems for example:

- WCCIS
- Integrated Autism Service
- DEWIS Cymru
- Adoption Service
- Team around the Family and Supporting People
- IFSS

Formal pooled budgets arrangement pilot on community services including CHC in one area of Gwynedd.

Working on the principle of agreeing a regional approach/offer/framework but with local delivery for example:

Services for carers; older people

Direction of travel /what we want to do

Building on the integration currently developing within localities with the development integrated teams/community resource teams link into primary care services and clusters to ensure that the planning of services for localities is based on the needs of the population; much of which is collated within the regional population needs assessment. The model of the seamless locality service to be agreed by the Regional Partnership Board and the Board could monitor a plan to ensure that the integration of services are developing in a timely manner. This would be for children and adult services, for childrens this would build on what has been developed currently under schemes such as Families first and for some localities will include fully integrated teams with partner organisations.

Agree a regional standard for the community navigator/connector roles, working in localities and establish these regionally linked to single points of access, third sector and community based services.

It would be expected that over time these developments could have single line management and operate under a pooled budget arrangement where this is appropriate.

Develop a range of early intervention services giving opportunities for the third sector to develop and grow innovative services to support local communities – providing opportunities for social value initiatives to deliver community care in different ways.

Learning from what is achieving the best outcomes from the ICF programme and scaling these up at a regional level as appropriate.

Develop trauma informed approaches within children services learning from the ACE agenda and develop appropriate interventions below usual thresholds.

Recommendation 4: Put the people in control

What we are currently doing

Information and advice services have been developed to align to the requirements of the Social Services and Well-Being (Wales) Act.

DEWIS Cymru is being used extensively across the region to access information on services available, the success of DEWIS lies with all community services being registered on the directory and kept up to date. The new DEWIS app is imminent and brings a new dimension into how the director of services can be accessed by front line staff in future.

An established Citizen panel managed by the third sector from which we draw views of citizens as required. In addition Carer and service user rep on the RPB will be doubled.

Established and embedded the use of the core data set and 'What Matters' conversations in contacts and assessment processes; including nursing documentation.

Delivery of the Welsh Language Act requirements and Mwy na Geiriau across social care and health services.

Piloting home care in Bethesda whereby home care agency is given more control with service users to determine how their care is delivered.

Direction of travel /what we want to do

Initiate a joint programme of public consultation and engagement to shape and inform of the transformation of services that's required and to keep citizens informed of imminent changes; to compliment any proposed national campaigns.

Develop joint approaches and campaigns with Public Health Wales to health promotion issues (recognising that the public sectors are significant employers of people who will need health and care in North Wales).

Learn from complaints/compliments and accidents and incident reporting across health and care services, becoming organisations that promote continuous professional development and learning from adverse experiences.

Ensure that the use of technologies is being fully explored to share messages with citizens across North Wales; using platforms such as facebook, twitter and the like as well as developing self service portals and apps for citizens.

Undertake a review of the 'what matters' approach to assess its effectiveness i.e. is the services received reflected of what mattered to the individual.

Continue to change culture to ensure that those requiring services are empowered to access the right services for them based on 'what matters'.

Recommendation 5: A great place to work

What we are currently doing

The North Wales Regional Workforce Board have completed its workforce strategy – North Wales Social Care and Community Health Workforce Strategy and are moving to delivery of the programme.

The three main key priorities are:

- Workforce sustainability
- Learning and development
- Workforce and intelligence

Influencing the work of the Economics Ambition Board through the North Wales Regional Skills Partnership to ensure that social care and health are recognised as a sector of economic significance.

Engagement to support the sustainability of a traditionally low paid workforce within a competitive employment market.

Support the workforce to have the knowledge, skills and competencies and developing new integrated posts for example health and social care workers; mentors for integrated team development.

Continue to work on changing the culture to enable delivery aligned to the requirements of the SSWB Act.

Supporting providers through the RISCA process as well as the new qualifications requirements for registration of social care workers.

Strategic partnership boards are held with the North Wales Universities to support the delivery of Social Work Qualifications.

Direction of travel /what we want to do

Delivery of the strategy as per published programme.

Development and training of staff as required to deliver a seamless service across health and social care and develop career pathways; this could include new posts as required.

Influence the number of training placements and funding streams for various training courses within Universities and colleges for example nurse, social worker, health and social care courses and explore the possibility for hard to recruit posts and new integrated posts.

Work with universities on how best to change cultures of staff to deliver services and how we also change the culture of citizens to make wise choices and promote their well-being.

Supporting workforce sustainability through the promotion of the sector as a career of choice, working with the sector to co-produce approaches and promotions.

Recommendation 6: A Health & Care system that's always learning

What we are currently doing

Regional Safeguarding Boards looking at how the Serious Untoward Incidents process within the Health Board sits with the Adult Practice / Child Practice Review process so that we share the key learning from these reviews to inform service improvements.

Some localities have adopted systems thinking methodologies whereby continual learning is a key component.

Cultural change initiatives developing from the work undertaken regionally on the Provider market initiative and this identified a risk aversion culture.

Cross sector training opportunities for example:

SSWBA Training

What Matters training

RISCA

SCWDP training

National outcomes framework for social care services.

Individual partner organisation learning and development strategies and training requirements.

Direction of travel /what we want to do

Changing the focus of the Regional Partnership Board on understanding what's working in the region and sharing good practice across the region.

Focus on patient and service user experience and what's worked from their perspective.

Recommendation 7: Harness innovation, and accelerate technology and infrastructure developments

What we are currently doing

The DEWIS Cymru concept was developed in North Wales. Promoting the use of DEWIS Cymru website. The DEWIS app is imminent and this has the potential to change the way that the directory of services can be accessed by front line staff from health, social care and wider sectors.

Local Authorities are developing their own digital/technology infrastructures for other departments of the council e.g. payments on line; more use of social media etc

WCCIS is currently rolling out across the region, albeit at the pace of current information systems expiring.

E-learning is used by organisations to deliver training to staff within partner organisations.

Ensuring that health and social care has a voice on the North Wales Regional Skills Partnership and that the sectors are seen as an economically important sector with the ability to attract funding to support the sector.

Extensive use of both telehealth and telecare across the region.

Direction of travel /what we want to do

This is an area least developed in the North currently and an area where there is ever evolving initiatives. The possibilities need to be explored and an integrated strategy developed for example how apps, and initiatives such as Amazon Alexa could be utilised, although there would need to be the need to deliver to the same level in Welsh.

Investment into DEWIS Cymru at a national level would enable the system to continue to develop at pace as the directory of services. It has the ability to be embedded into organisational websites and ability to work with other directories of services. Work is also underway nationally on how DEWIS will work with 111 and also the app has the potential for front line staff to have access to the website from smartphones.

Further develop telecare and telehealth services across the region. Work with retail and leisure services around well-being and enabling simple tests such as blood pressure tests to be undertaken in a range of retail and leisure facilities.

Continue work on WCCIS implementation with aim of ensuring both health and social care can work in an integrated way on one system.

Recommendation 8: Align system design to achieve results

What we are currently doing

We have different measurement tools across Local Authority and Health Board on a national level which means we are often driven to achieve different things.

Locally within integrated teams progress is being made to develop measures around how well services are delivering 'what matters' to individuals.

Short term funding streams and grants make planning of services difficult particularly when these require commissioning processes to be undertaken and reporting requirements for these funding streams need to be proportionate.

Piloting of pooled budget arrangements where we can change the system design to achieve results. We believe this is best achieved by pooling resources around integrated teams thus giving front line staff the ability to make effective decisions for service users.

Regional non risk sharing pooled budget for care home placements as per requirement by Welsh Government.

Publishing the ICF revenue investment plan demonstrating links to the national

principles and outcomes. Quarterly reporting against the plan.

Direction of travel /what we want to do

Outcome frameworks across health and social care should be proportionate, outcome focussed and aligned particularly when services are delivered in an integrated way.

Learn from the experience of system design.

Design an ambitious long term ICF Capital Programme that will deliver a strategic use of funds to improve service delivery and maximise the contribution housing interventions can make.

Recommendation 9: Capacity to transform, dynamic leadership, unprecedented co-operation

What we are currently doing

We have established joint regional governance with several key aspects of work approached in a regional way for example; workforce, commissioning, safeguarding; pooled budgets group; ICF; mental health; children; older people; carers; learning disabilities. Leadership capacity to operate on a local and regional basis is a challenge as is the relationship between different legislative Boards e.g. PSB and RPB.

Our experience of developing the regional population needs assessment and Area Plan across partners means that we have the experience to be able to work collectively to develop joint plans as required for example the moving to joint commissioning plans.

We have strategic commissioning partnership in North Wales focussing on care homes; market supply; service quality and outcomes; value for money; contract and quality management.

There are a number of integrated activities taking place around commissioning and contracting for example: contract, quality and risk management; standard contracts and specifications; fees methodology.

Training for health and social care commissioners and finance officers on effective integrated procurement strategies.

We have established a regional Social Value Forum Steering group this is exploring areas such as return on investment; developing of local forums; development of social value measures.

Direction of travel /what we want to do

Influence the leadership training available across the sector ensuring that this is appropriate for the transformational change and covers leadership at all levels.

Evaluate the existing regional governance and work streams to reflect the parliamentary review recommendations.

Build on the strengths developed within the regional work streams but be clear on where we add value on a regional basis.

Recommendation 10: Accountability, progress & pace

What we are currently doing

The RPB meet monthly with good governance and attendance. With presentation of good practice, scrutiny and challenge.

To share information widely with the public we have the Collaborative Website which is used to publish:

- Regional plan
- Regional Partnership Board minutes
- Regional Partnership Board Annual Report
- Membership
- Programme updates
- Consultation and engagement opportunities across the region

Direction of travel /what we want to do

Regional Partnership Board is committed to delivering the recommendations of the Parliamentary review and has a series of workshops and planning sessions over the next few weeks to be clear on its actions and projects. Early notification and details of the Transformation Fund would be appreciated.

The RPB is keen to be the custodian of the funding allocation to North Wales as it has cross partner representation to ensure its effective and efficient use

The RPB sees itself as the accountable Board to ensure progress and pace of change by freeing up localities to design, deliver and develop solutions based on regional support and national standards and principles.

Eitem ar gyfer y Rhaglen 7



CABINET

Date of Meeting	Tuesday 22 nd May 2018
Report Subject	Adoption of Supplementary Planning Guidance Note – Clwydian Range and Dee Valley Area of Outstanding Natural Beauty (AONB)
Cabinet Member	Cabinet Member for Planning and Public Protection
Report Author	Chief Officer (Planning, Environment and Economy)
Type of Report	Operational

EXECUTIVE SUMMARY

To seek final approval to formally adopt Supplementary Planning Guidance (SPG) for the Area of Outstanding Natural Beauty (AONB). The SPG has been prepared jointly by Flintshire, Denbighshire and Wrexham Councils and has been the subject of an extensive public consultation exercise. The SPG is being recommended for adoption by each of the three Local Planning Authorities.

RECOMMENDATION

1	To approve the adoption of the AONB SPG so that it can be given weight as a material planning consideration when considering relevant planning enquiries, applications and appeals.
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REPORT DETAILS

1.00	ADOPTION OF SUPPLEMENTARY PLANNING GUIDANCE NOTE – CLWYDIAN RANGE AND DEE VALLEY AONB
1.01	This report seeks final approval for a SPG note so that it can be afforded weight as a material planning consideration in relation to planning proposals affecting the AONB.
1.02	The SPG has been prepared by a working group comprising a planning consultant (funded by the AONB Partnership), Officers from the three Local Planning Authorities (Flintshire, Denbighshire and Wrexham), and a representative from Natural Resources Wales.
1.03	The SPG has been drafted in an easy-to-read style, supported by suitable photographs and illustrations yet still providing robust guidance.
1.04	The aim of the SPG is to improve the quality of development in and around the AONB and to ensure that the AONB is a design consideration from the earliest stages of designing a development.

2.00	RESOURCE IMPLICATIONS
2.01	The main resource implications at this stage are staff resources to formally publish the document. These can be accommodated within existing Portfolio budgets.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	A draft SPG was presented to Planning Strategy Group at its meeting on 21/09/17 and agreement reached for the document to be the subject of public consultation. The consultation exercise took place from 20/11/17 to 29/01/18 and included two exhibitions / drop in sessions at Loggerheads on 06/12/17 and 18/01/18.
3.02	The consultation exercise was conducted simultaneously by the three LPAs, but Flintshire hosted the consultation in terms of being the recipient for consultation comments and undertaking the initial processing of comments.
3.03	The draft SPG has been well received and generally comments are supportive. Some comments have resulted in relatively minor amendments being recommended, in order to improve clarity and meaning of certain sections. The comments received have been compiled in table form and the responses and recommended changes to the documents have been agreed by the three LPA's. The summary table is available in appendix 1 and a version of the draft SPG showing the amendments is available in appendix 2.

3.04	Each LPA will be adopting the SPG and the AONB Partnership will also be approving the document. In due course a final published version of the document will be made available.
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4.00	RISK MANAGEMENT
4.01	This is important guidance to support development plan policies and requires simultaneous endorsement by the three authorities.

5.00	APPENDICES
5.01	Appendix 1 – Summary of Comments and Responses and Recommended Changes Appendix 2 – Revised SPG showing amendments

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Andy Roberts (Service Manager Strategy) Telephone: 01352 703211 E-mail: andy.roberts@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Supplementary Planning Guidance – guidance that supports and expands on the interpretation and implementation of policies in a development plan. Must be the subject of public consultation and Council resolution to be formally adopted.

Mae'r dudalen hon yn wag yn bwrpasol

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
Roger Pawling	In general	Concerned about apparent lack of mention of light pollution despite the current Dark Sky Wales to assess the feasibility of gaining Dark Sky status. Concerned about floodlighting of buildings and their surroundings, whether residential or commercial. The A55 Caerwys roundabout has become an area of light pollution, with petrol station, cafe and the nearby plant hire business all brightly lit at night. The level of lighting is typical of an urban area, but is in the AONB. Should be both restrictions on the brightness and quantity of light fittings, and on the percentage of light that escapes upward from them?	Noted – the A55 Caerwys junction is not in the AONB but it is accepted that the light in this area is visible from the higher ground of the AONB. The issue of light pollution in and around the AONB is important, particularly in the context of the Dark Skies initiative. Development proposals that are likely to affect the amenity of local residents or the characteristics of the locality by virtue of light pollution are specifically assessed in line with policies in the Denbighshire LDP, Flintshire UDP and Wrexham UDP. Draft AONB SPG, paragraph 37, provides further design considerations for the installation of lighting facilities – either within or in the vicinity of the AONB. However, it is agreed that para 37 could be strengthened. In addition, a Design Note may be prepared on this topic (see para 17). (See also response to representations from Bro Partnership).	Paragraph 37. p29 - sentence starting 'Excessive lighting...' to read 'Excessive lighting will produce glare and light trespass outside the site which can impact on tranquillity, wildlife and local quality of life. It is possible to provide shields and baffles and angle lighting downwards to prevent the upward spillage of light, minimise lighting output, introduce timers and specify colour temperature to moderate the impact of lighting over a wider area.'
Michael Skuse	In general	Overall I think it is a splendid document and will give balanced and thorough guidance to developers within the AONB.	Support welcomed.	No change proposed.
	Paragraph 1, first word	Grammatical error; use of Plural form, not possessive noun	Grammatical error to be rectified.	Paragraph 1, first word to read: AONBs

Tudalen 319

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
Tudalen 320 Michael Skuse	The AONB Landscape Types – Built environment, p. 10	In my view the house on the right is poorly designed and not suitable as an example of good design. It appears to be a cottage and a barn, joined together to make one big house. The white finish is incompatible with the stone finish, the blue colour is inappropriate, and the long strip window in the 'joining' section is out of keeping with the other windows.	Subjective view of representor is acknowledged; Consideration will be given to an alternative photo which better illustrates the key 'built environment' characteristics in this section.	Replace photo in the top right hand on page 10 at document design stage.
	The AONB Landscape Types – Quarries, p. 11	I think the picture of the quarry is outside the AONB?	The picture on the left is a former sand pit which lies on the north side of the A541; adjacent to the boundary of the AONB. Nevertheless, the draft SPG is not only pertinent to development proposals within the AONB boundary but applies to development outside the AONB that could have an impact on its setting or characteristics.	No change proposed.
	Paragraph 14, p.18, last sentence	Grammatical/ typo error; duplication of words	Typo error to be rectified. 'There are similar smaller scale examples elsewhere, where villages follow the line of the line of the lower hillslopes - for example the villages to the west of the Clwydian Ridge.'	Paragraph 14, p.18, last sentence to read: 'There are similar smaller scale examples elsewhere, where villages follow the line of the lower hillslopes - for example the villages to the west of the Clwydian Ridge.';

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
Michael Skuse				Re-paragraphing the document for ease of reference
	Paragraph 14, p.19, Renewable energy and climate change section	Line 3: the use of the word 'However' is inappropriate. It should be 'Moreover' because it adds another similar sentiment to what has gone before. (The word 'however' introduces a conflicting idea, e.g. 2 and 2 are 4; however 2 and 3 are not. The word 'moreover' reinforces what has gone before, e.g. 2 and 2 are 4; moreover 1 and 3 are 4 as well.)	Avoiding conflicting sentiments in interpretation of sentence, delete the word 'however' i.e. ' However , Larger renewable energy proposals outside the AONB can be highly visible and impact on its setting.'	Paragraph 14, p.19, Renewable energy and climate change section, second sentence to read: 'Larger renewable energy proposals outside the AONB can be highly visible and impact on its setting.'; Re-paragraphing the document for ease of reference
	Paragraph 14, p.19, Renewable energy and climate change section, sixth sentence	"The influence of climate change will not be immediately obvious, but increases in temperature will lead to habitat loss and change." Perhaps you should not be so dogmatic here.....it might be wiser to hedge your bets! You do not absolutely know without any doubts whatsoever that climate change will lead to increases in temperature, nor that habitat loss will result. The use of the word 'may' rather than 'will' would be more appropriate.	A fundamental principle embodied in Planning Policy Wales is 'Planning for Climate Change'. Para 4.4.4 of PPW states 'Climate change will have potentially profound environmental, economic and social justice implications...' and goes on to list some of the 'events' that Wales 'can expect'. In this context the wording of this section of the guidance note, and the examples of climate change given, are considered to be reasonable.	No change proposed to content; Re-paragraphing the document for ease of reference

Tudalen 321

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
Tudalen 322	Paragraph 3	The consultation document is primarily targeted at individuals proposing new development. However I am concerned that nowhere in the document is there a reference to developments affecting Listed Buildings. Some years ago Llanferres Mill was de-Listed because planning consent had been given for a development that detracted from its original appearance. Currently a planning application is under consideration at the Nant Engine House, Llanarmon yn Ial, which is also a Listed Building. If consent is given in this case some characteristic features of this building will be lost and therefore may lead to de-Listing.	There are specific Supplementary Planning Guidance notes for 'Listed Buildings' and 'Conservation Areas' which complement development plan policies. The AONB SPG must be read in conjunction with them. Paragraphs 14 and 21 refer to Listed Buildings and conservation areas but it is agreed that further reference could be made in paragraph 14 relating to 'Factors for Landscape Change'.	Paragraph 14, p18 Development section - add additional bullet point after 'the major town of Llangollen...' 'The built environment of the AONB, notably the World Heritage Site, Listed Buildings, Conservation Areas and Historic Parks and Gardens all contribute to the special character of the area, and insensitive development and change can impact on the quality of these heritage assets.'
	Paragraph 9, table 6	In para 9, table 6, AONB Special Qualities: the relevant AONB policy is to conserve and enhance features and sites of archaeological, cultural or historic importance. It is perfectly possible to carry out sympathetic development of most Listed Buildings. I would argue that the development of a Listed Building within the AONB should not result in de-Listing	There is a distinction between an AONB Management Plan, which focus on the special characteristics, and a Supplementary Planning Guidance note, which can be material in determining planning applications by a local planning authority. The draft AONB SPG will apply in conjunction with the procedures for securing listed building consent, and,	No change proposed.

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
		except in exceptional circumstances. Some guidance on this issue should be given in the Guidance note.	therefore, should ensure that the qualifying features of the building are preserved. De-listing is not within the remit of this SPG.	
The AONB Partnership	Paragraph 9	The bold type sentence starting 'Consideration ...' should be amended by deleting 'during the process' at the end. The rationale behind the comment was to give it added strength in, for example, an appeal where an applicant might argue that they did consider such matters 'during the process' of developing their scheme but dismissed them!	Change agreed. Delete '...during the process' as the AONB Special Qualities should not only be considered in the planning process. 'Consideration should be given to how new development proposals impact on these special qualities and whether they are conserved and enhanced during the process.'	Paragraph 9, 4th sentence, to read: 'Consideration should be given to how new development proposals impact on these special qualities and whether they are conserved and enhanced.'
	Paragraph 14, Agriculture and Forestry section, second sentence	Factors for Landscape Change - Agriculture and Forestry section. The Brexit word came up in relation to the sentences about agri-conservation schemes and the potential impact this could have. I don't think it would be appropriate to specifically mention Brexit, but would have no problem with adding a more general sentence after '... the management of common land.' along the lines of 'Possible future changes to agri-environment support schemes may also impact on the landscape.'	There is no reference in the document to the United Kingdom of Great Britain and Northern Ireland's decision to leave the European Union. It is acknowledged that changes in land management may have an impact on the landscape. That will be reflected in the document by inserting the following sentence: 'Future changes to agri-environmental support schemes may also impact on the landscape.'	Paragraph 14, Agriculture and Forestry section, new third sentence to read: 'Future changes to agri-environmental support schemes may also impact on the landscape.'
BRO Partnership	Paragraph 37	My initial thoughts are that the reference to lighting in para 37 is fine, though of	See response to representations made by Roger Pawling. In addition, paragraph 14 -	See changes to paragraph 37. p29 in

Tudalen 323

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
(Dark Skies project)		course if Dark Skies Community status is secured at a later point this could be strengthened. Also, it might be useful to include some references earlier in the document to set out the added value of dark skies to the special qualities of a landscape, especially in terms of a sense of place and protecting wildlife.	Development section - could make additional reference to the benefits of dark skies.	response to comments by Roger Pawling. Paragraph 14, p18 Development section – add new bullet point 'Excessive lighting of development impacts on the sense of tranquillity, wildlife and quality of life.'
Friends of the Clwydian Range and Dee Valley	In general	On behalf of the "Friends of the Clwydian Range and Dee Valley AONB" I write to express the Charity's support for the draft Supplementary Planning Guidance Note which has been the subject of the recent consultation exercise. The draft document made available as part of the consultation process is both comprehensive and properly understanding of the sensitivities needed to protect and enhance this most important landscape. The document has the "Friends" full and unequivocal support.	Support welcomed.	No change proposed.
Ramblers Association Flintshire	In general	On behalf of the Ramblers' Association's Flintshire Footpaths Committee I write to express full support for the draft SPG.	Support welcomed.	No change proposed.

Tudalen 324

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
Ramblers Association Flintshire	In addition	The draft document is both comprehensive and properly understanding of the sensitivities needed to protect and enhance this most important landscape. Our only additional comment concerns cases where sensitive development is permitted, and that development affects or possibly incorporates a public right of way. In these circumstances, developers should be encouraged to make use of the footpath or bridleway in a way which supports active travel and stimulates residents to access adjacent countryside and, where available, local shopping and recreational facilities. This should mean sensitively retaining and, where necessary, improving the existing path and not merely making it part of the development's adopted highway.	Agreed – new development should sensitively incorporate and wherever possible enhance opportunities for active travel and recreation. Welsh Government published guidance on rights of way for local authorities and individuals on their website. Obstructions to rights of way are the responsibility of the Highways authority, not the local planning authority. Concerned ramblers should report any obstructions to them. Nevertheless, development proposals likely to affect a right of way will be consulted on with Highways. To that extend, it is expected that they also comply with the provisions of the Active Travel (Wales) Act.	No change proposed.
The Coal Authority	In general	The Coal Authority has no specific comments to make.	Comment noted.	No change proposed.
The Campaign for the Protection of Rural Wales (CPRW), Clwyd Branch	In general	Although generally supportive of the contents of the SPG, it is felt that AONBs are likely to become hubs for the development of intensive tourism (chalet / lodge / static caravan park / touring caravan park), leisure activities, renewable	Noted - Supplementary Planning Guidance notes are neither national nor local policy. Planning policies are laid out in Planning Policy Wales (PPW) and the adopted Local Development Plans. PPW Edition 9, paragraph 2.3.1, 'Selective use of	No change proposed.

Tudalen 325

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
The Campaign for the Protection of Rural Wales (CPRW), Clwyd Branch		energy with associate infrastructure and economic development at the expense of landscapes. SPG is not in itself policy and therefore fails to carry the same weight, although it is a material planning consideration when making development management decisions.	supplementary planning guidance (SPG) is a means of setting out more detailed thematic or site specific guidance on the way in which the policies of an LDP are to be interpreted and applied in particular circumstances or areas.'	
	In addition	It is recommended that there is a stated commitment within the document that the Sandford Principle will be applied as and when necessary. This is a long standing mechanism for ensuring that priority is given to conservation where there are irreconcilable conflicts with other purposes and duties.	The Sandford Principle was introduced as a means of reconciling conflicts in National Parks between conservation and recreation. In effect it advises that conservation interest should take priority. However, the SPG is not in itself the means for decision making on development proposals as this rests on conformity with policies in the development plan, national policy and other material planning considerations. In many instances it is necessary to balance competing policy objectives or effects and benefits of developments, and this is a matter of planning judgement in each case. PPW Edition 9 advises in in 5.3.5 'The primary objective for designating AONBs is the conservation and enhancement of their natural beauty. Development plan policies and development management decisions affecting AONBs should favour	No change proposed.

Tudalen 326

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
The Campaign for the Protection of Rural Wales (CPRW), Clwyd Branch			conservation of natural beauty, although it will also be appropriate to have regard to the economic and social well-being of the areas. Local authorities, other public bodies and other relevant authorities have a statutory duty to have regard to AONB purposes.' Hence it is not considered necessary or appropriate for the Sandford Principle to be embodied within this SPG.	
	In general	Uniformity of the three local authority planning policies and SPG Notes require to be taken into account with regard to development management decisions for the AONB. Failure to address omitted or conflicting planning policy or guidance occurring will result in difficulties when defending planning appeals.	Noted - all three local planning authorities, i.e. Denbighshire, Flintshire, Wrexham, are aiming to adopt the SPG subject to any approved changes following public consultation. National planning policy for AONB's applies across all the planning authorities. Local development plans are at different stages of preparation and it is acknowledged that there is a need for consistency across the AONB.	No change proposed.
	In general	It is advised that prior to formal adoption, proofreading is undertaken to eliminate errors.	Comment noted.	Typo errors to be corrected.
P. Gill	In general	There is one particular aspect of the SPG which relates to the approach to be adopted in relation to disused quarries within the AONB of which there are number, mainly limestone quarries. By its very nature, a disused quarry leaves a	The comments raise policy issues which are outside the remit of supplementary guidance. The role of the SPG is not to set out a strategy for the restoration of quarries (active or disused) within the area but to identify the matters which should	No change proposed.

Tudalen 327

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
P. Gill		<p>substantial scar on the countryside in the form of a large void which is not easy to ameliorate due to its size. Planning policies in the past have attempted to address this problem by insisting, rightly, that restoration and aftercare measures are taken on the cessation of quarrying activities. However, even the most careful scheme of restoration usually still leaves a substantial hole in the ground which is a blot on the AONB and as a disused quarry is a dangerous place, it becomes an area of the AONB to which access generally is prohibited and which cannot be enjoyed by others. Whilst restoration and aftercare provide a short to medium term (i.e. a 5 to 25 year) solution to the visual impact of a disused quarry, the long term outcome is a problem which neither the Consultation Draft nor the SPGN address directly. A disused quarry void will, to all intents and purposes, be there forever and whilst the surface itself may well become overgrown in time, the void containing it will remain out of bounds for pretty well forever because of the inherent dangers in it. I submit, therefore, that the SPGN needs to address this problem in a manner which takes a long term view of the</p>	<p>be taken into account when considering planning applications for development within the AONB and its setting. Quarries are identified as an important feature of the AONB as they reflect its industrial heritage. Many of the disused quarries within the AONB have been assimilated into the landscape, offering valuable habitat for protected and important species and some also offer significant opportunity for tourism. (National policy seeks to move mineral extraction away from the AONB, however, there are existing quarries which are yet to be fully restored within the AONB and quarries within the setting of the AONB which could have an adverse impact on the AONB if not given adequate consideration at the planning application stage.) The draft SPG sets out the importance of quarrying and its history as a key characteristic of the AONB and advises that any after uses should not have an adverse impact on the tranquillity of the AONB. The SPG therefore doesn't preclude any specific after uses within disused quarries but does highlight the fact that reuse for waste management and industrial uses can reintroduce</p>	

Tudalen 328

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
P. Gill		<p>disused quarries and allows for sensible and sensitive development of them which has the objective of returning them in some way to a more positive presence within and in the context of the AONB. For example, sensitively carried out development which would reduce the extent of the void and return it to a contour more in keeping with the surrounding countryside should be encouraged not least from the point of view of improving the long-term visual impact of the quarry on the AONB. Quarry faces which are interesting from a geological or other point of view could be easily preserved within development of this kind for future generations. In addition, properly managed development of this kind could and would be very likely to improve the natural habitat of local flora and fauna and the general biodiversity of the disused quarry site and its environs. The restrictive nature of the SPGN when applied to disused quarries, which should be considered differently from working quarries, positively discourages attempts to ameliorate and improve their impact on the AONB and return the countryside of which they form</p>	<p>disturbance to what are now tranquil places. The infill of voids within hard rock quarries created by quarrying brings with it potentially significant impacts (noise, dust, disturbance and so on) which could be contrary to the special qualities of the AONB. The policies of the Denbighshire LDP seek to direct waste management activities away from the AONB and significantly, Policy VOE 8 directs disposal of waste away from the AONB so any re-contouring of quarries would need to be carried out without reliance on waste material. Any benefits of in filling a void would therefore need to be carefully balanced with any disbenefits, with significant weight to be given to the need to protect the special characteristics and qualities of the AONB.</p> <p>In respect of the commentary on p11 a minor factual amendment is necessary to reflect the presence of active quarries both within and adjacent to the AONB'</p>	<p>The first bullet point under Specific development management considerations' in the 'Quarries' section on p11 should read: 'There are a number of active quarries within</p>

Tudalen 329

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
P. Gill		part to “natural beauty” as defined by the Countryside Council for Wales as follows:- “Natural Beauty applies to unspoiled, rural landscapes that are largely free from the effects of disfiguring development or urbanisation...” Whilst quarrying activities, by their very nature, undoubtedly disfigure the countryside, existing planning policies need to take a far longer term view than at present regarding the means to enable and encourage these sites to be improved and returned where possible to a state of natural beauty within the AONB for the enjoyment and benefit of future generations not only for the next 25 years or so but also for those in the remainder of this century and the next. If this is not done, disused quarry sites will become largely inaccessible to visitors to the AONB and sterilised for future enjoyment by future generations. That does seem to defeat an essential purpose of the AONB.		and adjacent to the area. Long term...’.
Bourne Leisure (c/o Lichfields)	In general	Of relevance to this consultation, Bourne Leisure operates Presthaven Sands Holiday Park, which is located almost immediately to the north of the Clwydian Range and Dee Valley Area AONB. The Park straddles the boundary of Flintshire and	Support welcomed.	No change proposed.

Tudalen 330

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
Bourne Leisure (c/o Lichfields)		Denbighshire Councils' administrative areas. Bourne Leisure also operates Bodelwyddan Castle Hotel which is located approximately 5 miles away from the AONB. As a matter of principle, Bourne Leisure supports the recognition of the value of the AONB and the tourism sector. Importantly, it is noted that the draft SPG does not seek to preclude new development, but rather ensures that new development conserves and enhances the special qualities of the AONB. This approach accords with the primary objective for designating AONBs that is set out within Planning Policy Wales (PPW) (edition 9, November 2016), at paragraph 5.3.5. It also aligns with paragraph 5.5.5 of PPW which states that "statutory designation does not necessarily prohibit development...".		
	Paragraph 14, Tourism section	From reading Para 14 of the draft SPG it is clear that tourism is a significant contributor to the AONB, and the Company considers that it is vitally important that local planning authorities support the future growth of tourism-related development. This accords with national planning policy, which states that	Comment noted.	No change proposed to content; Re-paragraphing the document for ease of reference

Tudalen 331

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
Bourne Leisure (c/o Lichfields)		development plan policies and development management decisions affecting AONBs should 'favour conservation of natural beauty', although also 'have regard to the economic and social well-being of the areas' (PPW, (edition 9, November 2016), paragraph 5.3.5). Paragraph 14 will also contribute positively towards meeting the Welsh Government's aim which is for "tourism to grow in a sustainable way and to make an increasing contribution to the economic, social and environmental well-being of Wales" (PPW, paragraph 11.1.2).		
	The AONB Landscape Types – Built environment, p. 10	Page 10 of the draft SPG sets out the special qualities and key characteristics of the built environment of the AONB. It states "The built environment has varying influences on the character of the AONB and its setting, and includes towns, villages, rural farming and residential settlement and transport, energy and communications infrastructure" (page 10). Bourne Leisure raises no objection in principle to the key characteristics listed within the draft SPG but considers that tourism-related development, such as holiday parks and hotels, should also be	The list is not all embracing as it is prefixed by 'and includes...'. It would not be helpful to list all forms or types of development and if 'tourism' were added then other individual types of development could also make a case for inclusion. Nevertheless, it would be reasonable to add a catch all category of 'rural enterprise development' which could include a wide variety of rural employment generating activities, which would include tourism.	The AONB Landscape Types – Built environment, p. 10; amend sentence to read: 'The built environment has varying influences on the character of the AONB and its setting, and includes towns, villages, farming and rural enterprise development, residential settlement

Tudalen 332

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
Bourne Leisure (c/o Lichfields)		specifically identified as a key characteristic of the built environment. This will align with paragraph 14 of the draft SPG, which recognises tourism as being a factor that influences landscape change of the AONB and its setting. It also recognises the value of tourism to the local economy. Bourne Leisure therefore requests that the sentence is reworded "The built environment has varying influences on the character of the AONB and its setting, and includes towns, villages, rural farming and residential settlement and transport, energy and communications infrastructure, and tourism-related development".		and transport, energy and communications infrastructure.'; Re-paragraphing the document for ease of reference
	Paragraph 31	Paragraph 31 of the draft SPG relates to new development that impacts on the setting of the AONB and Bourne Leisure supports this approach; the recognition that the visual impact of new development on the setting of the AONB can be minimised is important. The Company recognises that this can be achieved through sensitive design, such as for example the use of natural vegetation for screening, and by siting development with the contours / flow of the landform	Support welcomed.	No change proposed.

Tudalen 333

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
Bourne Leisure (c/o Lichfields)		<p>and the prevailing patterns of the land. The Company also supports the recognition that elements of the landscape may be locally changed to accommodate development, provided that the prevailing character of the landscape remains intact. Bourne Leisure understands the importance of conserving and enhancing the special qualities of the AONB. As many of Bourne Leisure's sites are located in rural and/or coastal areas, incorporating or adjacent to conservation sites and protected areas, the Company has significant experience of operating within and adjacent to such locations and takes the need for conservation and enhancement fully into account – both in day to day operations and when preparing development proposals for sites. This approach is considered to be consistent with national planning policy which recognises the importance of balancing conservation objectives with the wider economic needs of local businesses and communities (PPW, paragraph 5.5.1). National planning policy also encourages local planning authorities to consider whether environmental issues can be adequately addressed by modifying the</p>		

Tudalen 334

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
Bourne Leisure (c/o Lichfields)		development proposal, where possible (PPW, paragraph 5.5.3), and recognises that unavoidable harm to nature conservation can be minimised by mitigation measures (Technical Advice Note 5, paragraph 2.4). This proposed approach in the draft SPG will ensure that suitable and sustainable development proposals that would bring positive benefits to the local area would not be prevented from coming forward. It will also contribute positively towards meeting the Welsh Government's aim which is for "tourism to grow in a sustainable way and to make an increasing contribution to the economic, social and environmental wellbeing of Wales" (PPW, paragraph 11.1.2).		
	Paragraphs 35 to 39	Landscaping Paragraphs 35 - 39 of the draft SPG refer to landscaping and Bourne Leisure supports the recognition that buildings can be screened by good planting schemes, earth mounding and other forms of boundary treatment, and that this can result in new development assimilating into the countryside. The Company has significant experience of preparing and	Support welcomed.	No change proposed.

Tudalen 335

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
Bourne Leisure (c/o Lichfields)		<p>implementing high quality landscaping schemes as part of recent development proposals. These successfully assimilate new development into the countryside, while also providing environmental benefits and biodiversity enhancement. The draft SPG's approach to landscaping is considered to be consistent with national planning policy, which recognises the importance of balancing conservation objectives with the wider economic needs of local businesses and communities (PPW, paragraph 5.5.1), and which recognises that unavoidable harm to nature conservation can be minimised through mitigation (Technical Advice Note 5, paragraph 2.4) as referred to above. This will ensure that development proposals that contribute positively towards meeting the Welsh Government's aim for tourism are not prevented from coming forward, where any unavoidable harm to the AONB is suitably mitigated through a landscaping scheme.</p>		
Natural Resources	In general	It is noted that the document once adopted will be treated as material	Support welcomed.	No change proposed.

Tudalen 336

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
Wales (c/o North Planning)		<p>consideration during the application determination process.</p> <p>NRW welcome the Supplementary Planning Guidance (SPG) for the Clwydian Range and Dee Valley AONB. The SPG marks an important collaboration between the three local planning authorities (Denbighshire, Flintshire and Wrexham) in developing a common approach to managing development change within and adjacent to the AONB.</p> <p>The SPG helpfully describes the characteristic landscape attributes of the area that contribute to local and regional distinctiveness and experience of the area's natural beauty. It then provides an analytical process and uses a series of questions to help structure planning and design thinking. This should lead to developing appropriate forms of development that are responsive to their local context and avoiding forms and locations resulting in landscape impact.</p>		
	In general	We consider that additional photographs / illustrations would be helpful within the final documents in order to help explain some of the points made.	More representative photos will be included in the final document.	Add more pictures

Tudalen 337

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
Natural Resources Wales (c/o North Planning)				
Canal & River Trust	In general	The Trust supports the thrust of the SPG, but has no specific comments to make on the document as currently drafted.	Support welcomed.	No change proposed.
Welsh Government (Cadw)	Section 3	Our only comment is that would wish to see a specific mention of the Welsh Government History Environment Service (Cadw) guidance "Managing Change to World Heritage Sites in Wales" in section 3: http://cadw.gov.wales/historicenvironment/publications/worldheritagesites/?lang=en	Denbighshire CC and Wrexham CBC have a local policy on the Pontcysyllte Aqueduct and Canal World Heritage Site in their local plans, which is supplemented by a joint topic-specific SPG. Draft AONB SPG, paragraph 4, highlights that the AONB guidance note should be read in conjunction with other SPG's. There are numerous guidance documents that could be cross referenced within the document, but given the objective and content of the guidance note in seeking to improve the quality of development generally, it is not considered that this is necessary or appropriate.	No change proposed.
Design Commission for Wales	In general	General formatting and legibility of the document could be improved to be more user-friendly, though we understand that	Improving legibility and formatting of document will take place once the text has been approved by the local planning authorities.	Changes to design and document format prior to publication.

Tudalen 338

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
Design Commission for Wales		this may come at a desktop publishing stage of the final document.		
	In general	The document would benefit from more analysis and presentation of existing local conditions to helpfully inform proposals. There is reference to various aspects throughout the text in the design section but it may be more useful to consolidate this into one place.	Detailed analyses of local conditions within and in the vicinity of the AONB is provided in the AONB Management Plan, Natural Resources of Wales' Landmap system, and design guidance for selective towns such as, Llangollen. The draft AONB SPG draws information from these Plans, and summarises the essential design information in paragraphs 11, 13. Paragraphs 15 to 39 provide guidance for prospective applicants by posing questions under the heading 'It's a question of...'	No change proposed.
	Paragraph 15	New development should be encouraged to firstly seek to contribute positively to the AONB, rather than simply avoiding adverse impacts. This approach to design would avoid the need for any mitigation of detrimental impacts. Reference should be made to sustainable building practice in relation to orientation, mass, materials and glazing. See Welsh Government guide http://gov.wales/docs/desh/publications/150311practice-guidance-planning-for-sustainable-buildings-en.pdf	Thrust of comment agreed – paragraph 15 explicitly makes this point. In addition, Planning Policy Wales (PPW) Edition 9, paragraph 5.3.5., and draft AONB SPG, paragraph 2, 'Development Plan policies and development management decisions should favour the conservation of natural beauty and have regard to economic issues and social well-being.'	No change proposed.

Tudalen 339

Appendix 1 – Summary of representations received on draft document

Name, Organisation	Paragraph / Section	Summary of representation	Council's response	Changes proposed to draft document
Design Commission for Wales				sits within the landscape.'
	Paragraph 35	Sensitively designing for the landscape context of the development should be considered from the outset so as to avoid the need for landscape screening as mitigation for bad design.	This point is considered to be made within the last sentence 'However, landscaping will not by itself, make a poor development acceptable'.	No change proposed.
	In general	Use of the term 'contemporary' rather than 'modern', is more appropriate language to use in this context and will give the reader more clarity on the aspiration of the Local Authorities. Additionally, when schemes are described as 'innovative', this innovation should be detailed and evidenced to set a high precedent for innovative design in the AONB.	This point is a matter of semantics. There could be a lengthy discussion about the difference between 'contemporary' and 'modern'. However, the language of the document should be kept plain and easily accessible for all readers.	No change proposed.

Tudalen 341

Mae'r dudalen hon yn wag yn bwrpasol

Supplementary Planning Guidance Note

Clwydian Range and Dee Valley Area of Outstanding Natural Beauty (AONB)



~~Consultation Draft~~ — ~~October 2017~~ **April 2018**



Document status and stages in preparation (for Denbighshire County Council)

This document is one of a series of Supplementary Planning Guidance (SPG) notes amplifying Denbighshire Local Development Plan 2006—2021 (LDP) policies in a format which aims to guide the process, design and quality of new development. The Council's SPG notes are not part of the adopted LDP.

The Welsh Government (WG) has confirmed that following public consultation and subsequent Local Planning Authority (LPA) document adoption, SPGs can be treated as a material planning consideration when LPAs, Planning Inspectors and the WG determine planning applications and appeals.

The purpose of this document is to provide detailed guidance and advice to assist members of the public and the Council, prospective applicants and Officers in discussions prior to the submission of and, consequently, in determination of future planning applications. It was formally approved for public consultation by Denbighshire County Council's Planning Committee on 11th October 2017.

The following sections do not replace policy. They provide guidance with regard to Denbighshire County Council Local Development Plan (2006—2021) policy VOE 2 'Area of Outstanding Natural Beauty and Area of Outstanding Beauty' (Appendix 2).

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This SPG was adopted by Denbighshire County Council on XXXX, Flintshire County Council on XXXX and adopted as interim guidance by Wrexham County Borough Council on XXXX. The AONB Joint Committee and Partnership approved the content of the document on XXXX. The draft SPG was the subject of public consultation between November 2017 and January 2018. A report of the comments made during the consultation and the changes made as a result is available on request.

Contents

1.	The Area of Outstanding Natural Beauty (AONB)	4
2.	Purpose of this Supplementary Planning Guidance	4
3.	What is Natural Beauty?	6
4.	AONB Special Qualities	7
5.	Understanding Landscape Character and the Special Qualities	9
6.	Landscape Types and Development Considerations	10
7.	Factors for Landscape Change	18
8.	Key Design Considerations	20
8.1	▪ Scale and Siting	21
8.2	▪ Design	22
8.3	▪ Materials	24
8.4	▪ Setting	25
8.5	▪ Landscaping	27
Appendix 1	Map of the AONB showing Local Authority Areas and contact information Map showing extent of local authority areas within the AONB and contact information	
Appendix 2	Main AONB Planning Policies of the Planning Authorities	
Appendix 3	Summary of main differences in Permitted Development Rights in the AONB, World Heritage Site and Conservation Areas	

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This document has been prepared on behalf of Denbighshire, Flintshire and Wrexham planning authorities and the AONB Joint Committee/Partnership by Iwan Evans Planning, supported by a working group of officers from the three authorities, the AONB and Natural Resources Wales.

This document is also available in Welsh

Clwydian Range and Dee Valley Area of Outstanding Natural Beauty (AONB)

1. The Area of Outstanding Natural Beauty (AONB)

1.1 AONB's AONBs are designated for their outstanding landscape and the need to conserve and enhance their natural beauty for the enjoyment of existing and future generations. The Clwydian Range was designated as an AONB in 1985 and in 2011 the area was extended to include the Dee Valley. Within the Dee Valley is the Pontcysyllte Aqueduct and Canal World Heritage Site designated in 2009. The AONB is one of five in Wales and in accordance with national planning policy "must be afforded the highest status of protection from inappropriate development" which is identical to the protection afforded to National Parks.

1.2 The statutory designation of the AONB is underpinned by national planning policies in Wales in the document Planning Policy Wales (PPW) (2016). The document states the primary purpose is to conserve and enhance its natural beauty. Development Plan policies and development management decisions should favour the conservation of natural beauty and have regard to economic issues and social well-being. Development which occurs outside an AONB but could have some impact on its setting also needs to be considered.

2. Purpose of this Supplementary Planning Guidance

2.1 The AONB covers part of the counties of Denbighshire, Flintshire and Wrexham. This guidance is primarily targeted at individuals proposing new development and for decision makers involved in the management of the AONB. The intention is to heighten awareness of the importance of the AONB, and, in so doing, raise the standard of new development and landscape design. It provides some general design principles which should be followed to assist new development proposals whether planning permission is required or not. No specific guidance is given on what proposals may need planning permission as more specific advice is given elsewhere. Permitted development thresholds are however more restrictive within the AONB and a summary of the main differences are shown in Appendix 3. Before considering any new development, it would be advisable to seek professional assistance from a planning agent or architect, to ascertain whether planning permission is needed or any other consents are required such as works affecting public rights of way or highways. If planning permission is required, prospective applicants may wish to obtain further advice from their local planning authority by submitting a pre-application request for advice before embarking on a formal planning application. Further information can be obtained from individual authorities and contact details for planning departments and the AONB are given in Appendix 1 together with a map showing the respective local authority areas within the AONB.

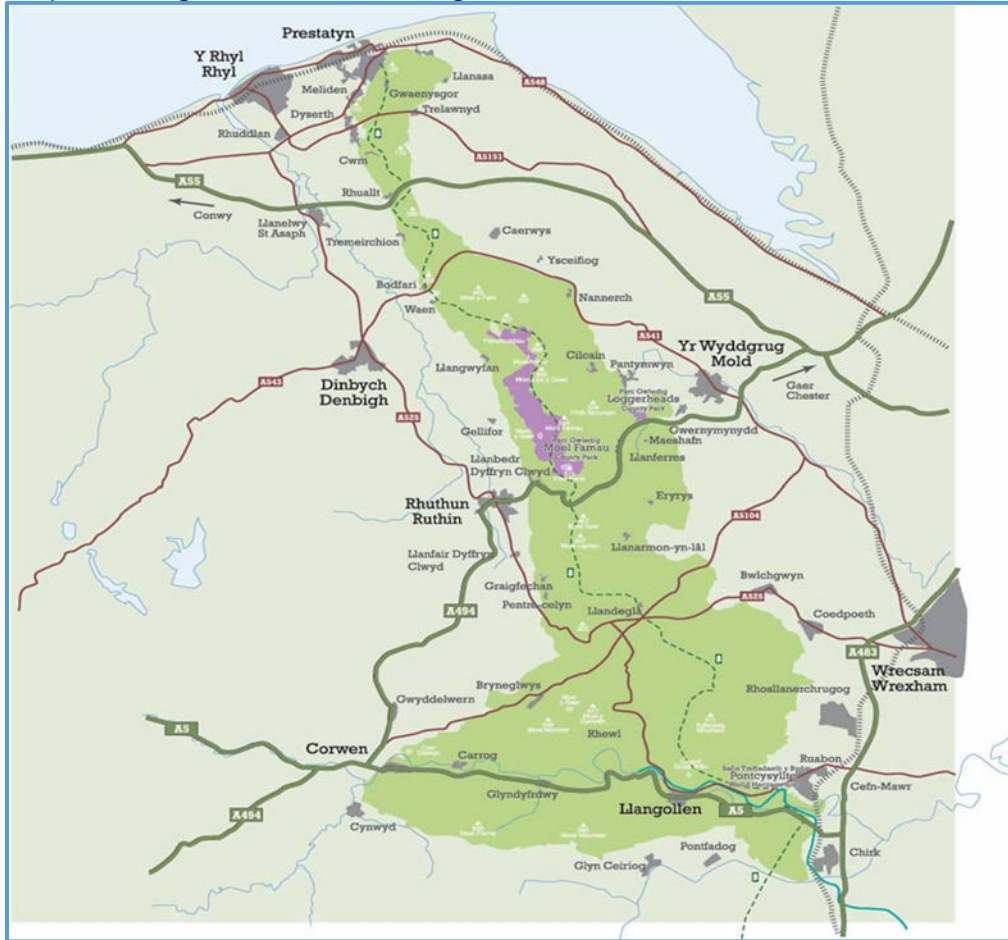
2.2 Once adopted by the planning authorities this guidance will be a material planning consideration when they are making planning decisions within their

respective AONB areas or which affect its set-ting. It should be read in conjunction with the relevant policies of individual development plans and other Supplementary Planning Guidance (SPG) documents. With more complex or larger planning applications, full details of the proposal will need to be submitted to allow the local planning authority to fully assess the impact on the AONB. The current main planning polices of individual authorities relating to the AONB are included in Appendix 2. Further information on planning policies and procedures of individual authorities are available on their websites.

2.3
5. The three authorities have entered into a joint agreement to dis-charge their AONB functions by means of a Joint Committee. This committee is supported by an Officers Working Group which is made up of officers from the local authorities, Natural Resources Wales and the AONB Partnership (The AONB partnership represents landowners, local authorities, farmers, conservation and recreation interests) Critically the local authorities and the AONB must produce an **AONB Management Plan** every five years which provides a framework to inform and guide anyone who undertakes activities within it. This statutory document also identifies the “**special qualities**” of the AONB and includes an Action Plan to conserve and enhance these qualities. The AONB Management Plan can be viewed at:
<http://www.clwydianrangeanddeevalleyaonb.org.uk/plans-and-strategies/>
The AONB Joint Committee and Partnership will also adopt **approved** this planning guidance.

2.4
6. Designers, developers, landowners and relevant organisations should have regard to this guidance when preparing their plans, proposals or strategies. Local authority planning officers will also assess development proposals against the design principles out-lined in this document together with other material planning considerations.

Map showing AONB shaded in green



3. What is Natural Beauty?

3.1 The concept “**natural beauty**” is mentioned in the primary legislation responsible for designating AONB's and in PPW but there is no statutory definition of the term. The concept can be interpreted differently by individuals, but generally it is how we each perceive and value the countryside around us. Most people however, can equate their understanding to the following definition which was first put forward by the Countryside Council for Wales in 1995.

3.2 *“Natural beauty applies to unspoiled, rural landscapes that are largely free from the effects of disfiguring development or urbanisation, although over the ages they have been shaped and nurtured by human activities. People perceive and appreciate “natural beauty” through all their senses, responding to many different aspects of the landscape, including its distinctive character, its aesthetic qualities, the presence of wildlife, its cultural and historical dimensions and its perceptual qualities such as, for example, tranquillity, remoteness and a sense of freedom. Perceptions of, and preferences for “natural beauty” are informed by people’s personal characteristics, cultural backgrounds and individual interests. “Natural beauty” occurs, to varying degrees, in many, though by no means all landscapes. Some places may,*

however, be judged to display “natural beauty” to an outstanding degree and may as a result be recognised as warranting a national level of protection.”

(DERIVED FROM A STATEMENT ON NATURAL BEAUTY CCW RESEARCH PAPER)

Upland character of the AONB



3.3
8. The term triggers a complex sequence of emotions which begins to explain how we interact with our past heritage and most distinctive natural landscapes. It also assists in recognising what should be conserved and enhanced when planning new development. New proposals need to be successfully integrated within their rural context, with reference to commonly associated issues of landscape and visual amenity, natural and built heritage.

4. AONB Special Qualities

4.1
9. Special qualities are those individual features and qualities which define the character of the area and set it apart from surrounding areas. They are a component of the areas “natural beauty” and recognise the human influence in shaping the landscape and establishing cultural identity. The AONB Management Plan identifies these **special qualities** and goes into detail on policies and objectives to conserve and enhance them. **Consideration should be given to how new development proposals impact on these special qualities and whether they are conserved and enhanced during the process.** In some cases, it will not be clear if, or to what degree, new development will impact on the special qualities. Developers and decision makers will need to judge the extent of impact and suggest changes to ensure overall conformity, bearing in mind that the AONB Management Plan is one of several material planning considerations. To assist in this process, the Special Qualities, their individual components and the relevant Management Plan policies to conserve and enhance them are identified below.

Special Qualities	Components of Quality	AONB Management Plan policies relevant to Planning
Landscape Character and Quality	<p>Tranquillity – feeling of calm and stillness with peace and quiet.</p> <p>Remoteness and Wildness, Space and Freedom – feeling of trepidation and sometimes danger and sense of freedom in a wide-open landscape. Also, a sense of belonging and attachment between communities and their land-scape.</p>	<p>1. Conserve and enhance the Special Qualities and distinctive character of the AONB's landscape and associated features including the historic built form.</p> <p>2. Safeguard the panoramic views, tranquillity and environmental quality of the AONB for the generations of today and the future.</p> <p>3. Secure the equitable, sustainable use of the area's natural resources to con-serve and enhance the special qualities of the AONB.</p> <p>4. Protect and promote traditional cultural distinctiveness within the AONB including the Welsh language.</p>
Habitats and Wildlife	<p>Heather Moorland and Rolling Ridges – moor-land ridges of the central Clwydian Range and expansive open moorland found in Llandegla, Ruabon, Llantysilio and North Berwyn.</p> <p>Broadleaved woodlands and Veteran trees – various small copses of woodland.</p> <p>River Valleys and the River Dee – the dramatic and powerful Dee with the smaller rivers Alyn and Wheeler.</p> <p>Limestone grasslands, cliffs and screes – car-boniferous outcrops such as Graig Fawr in Meliden and the Eglwyseg Escarpment in Llangollen.</p>	<p>5. Secure natural systems and networks that provide more and better places for nature for the benefit of wildlife and people.</p> <p>6. Restore, reconnect and expand key habitats and species at a landscape scale in order to increase resilience to environmental change.</p>
Historic Environment	<p>Historic Settlement and Archaeology – historic settlement patterns, conservation areas and features left by previous generations.</p> <p>Industrial Features and the World Heritage Site – includes limestone and slate quarrying, lead mining – the Pontcysyllte Aqueduct and Canal World Heritage Site.</p>	<p>7. To conserve and enhance features and sites of archaeological, cultural or historic importance within the AONB whilst recognising that the whole of the area has an historic dimension.</p>

	<p>Historic Defence Features – chain of Iron Age Hillforts, castles and other defensive features.</p> <p>Small historic features – mix of small historic features such as wells, village pumps, boundary stones and way markers.</p> <p>Traditional boundaries – drystone walls and hedges reflecting traditional craftsmanship.</p>	<p>8. Ensure that the World Heritage Site is conserved and enhanced in the context of its setting within the AONB.</p>
<p>Access Recreation and Tourism</p>	<p>Iconic Visitor and Cultural Attractions – sites identified with the AONB such as Moel Famau, Castell Dinas Bran, Valle Crucis Abbey, Horse-shoe Pass and Pontcysyllte Aqueduct.</p> <p>The Offa's Dyke National Trail and Promoted Routes – the Offa's Dyke path stretches from Prestatyn in the north to Llangollen in the south – other footpath networks and extensive areas of Access Land enhances accessibility.</p>	<p>9. To promote the sustainable use and enjoyment and understanding of the landscape of the AONB in a way that contributes to local prosperity and social inclusiveness.</p> <p>10. Ensure the attractiveness of the AONB's landscape and views as a primary basis for the areas tourism are retained.</p>
<p>Culture and People</p>	<p>The Built Environment – villages, towns and smaller scattered settlements.</p> <p>People and Communities – a rich mix of culture and sense of community and services to sustain rural life.</p>	<p>11. Ensure that new development adopts the highest standards of design and is sympathetic to the character and appearance of the AONB.</p>

5. Understanding Landscape Character and the Special Qualities

5.1 Various elements of the special qualities can be found within different types of landscape which have been geographically defined. These are usually referred to as landscape character areas and are distinctive from each other due to their unique characteristics. It is important to define what makes up landscape character to ensure new development maintains and enhances this character. Other non-development activities such as agriculture will also have an impact on landscape character.

Moel Hiraddug in the north of the AONB



5.2 Information on the area’s landscape and qualities can be obtained from LANDMAP, an all Wales assessment, recorded and evaluated in a nationally consistent manner. LANDMAP provides an assessment of five aspects - Geological Landscape, Landscape Habitats, Visual and Sensory, and Historic and Cultural Landscapes. This information can help us to understand how we can best influence development decisions in the following ways.

LANDMAP	Use in development management considerations
GIS mapping	This spatial framework is helpful in compiling baseline information for a site and its visual setting. The study area could be quite extensive for example in the case of assessing telecom masts.
Description of characteristics, qualities and components	Compiling all 5 LANDMAP aspect area information for a given site and its visual setting together will help provide baseline information on the landscape character.
Evaluation of importance from a national to local scale	Areas with higher evaluations point to where conservation and enhancement will be important. Lower evaluations point to areas where landscape enhancement is required.
Recommends locally appropriate management guidelines	This can point to elements of the landscape that need to be con-served or enhanced which planning proposals should positively address.

5.3 LANDMAP can be viewed at <https://naturalresources.wales/guidance-and-advice/business-sectors/planning-and-development/evidence-to-inform-development-planning/landmap-the-welsh-landscape-baseline/?>

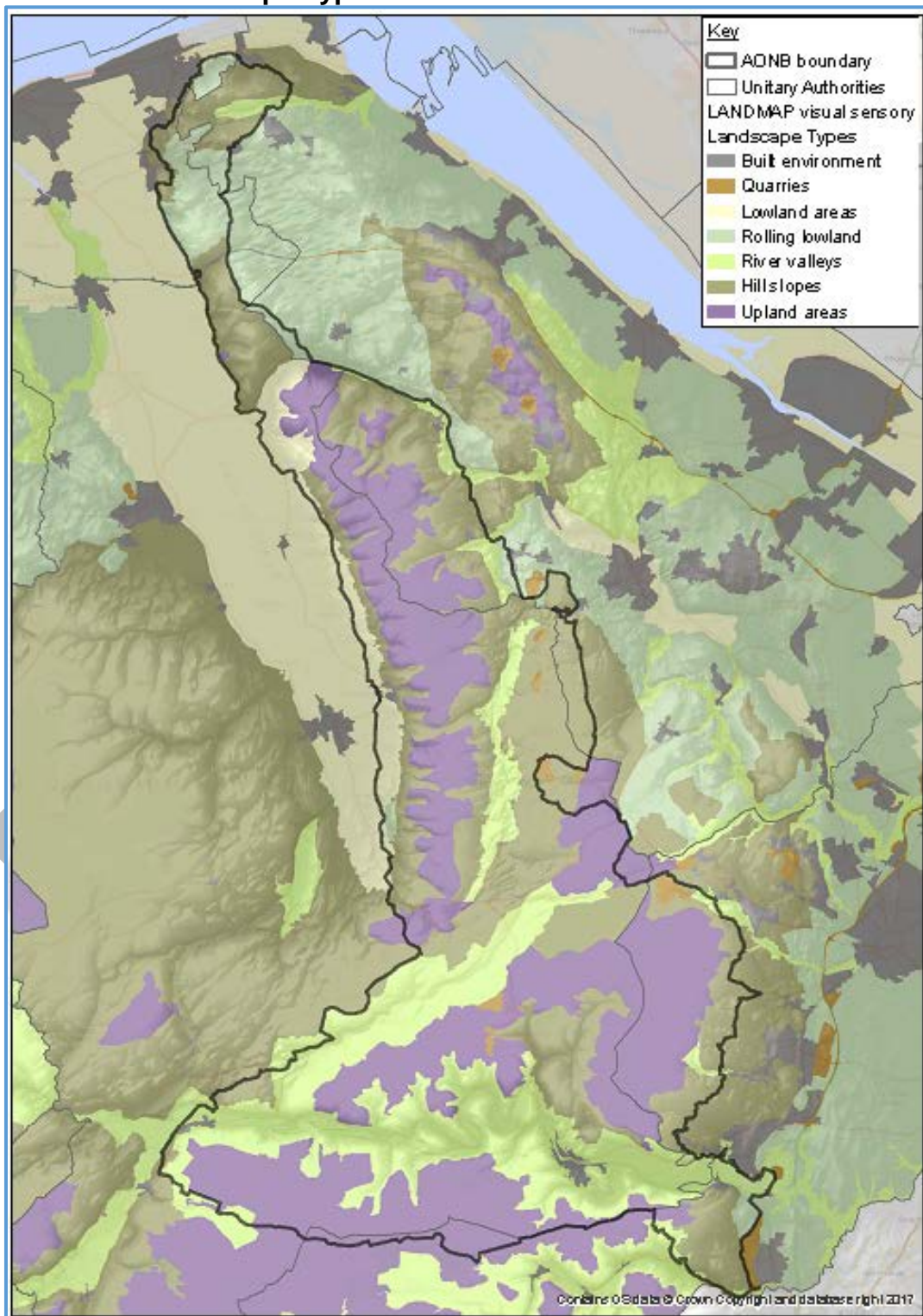
5.4 In addition to LANDMAP, site evaluation will help identify key views, visual character, the presence of distinctive characteristics and special qualities. This local character assessment will also identify specific natural and built heritage conservation features that might need to be addressed for a new development project.

6. Landscape Types and Development Considerations

6.1 Seven main landscape types have been identified in the AONB using LANDMAP visual and sensory data (see Landscape Types map), ranging from the built environment to the remoter upland areas. The special qualities and key characteristics of each landscape type are highlighted in the following table together with analysis of relevant development management considerations. Development can impact on AONB character and special qualities in a number of ways as identified in the tables below. By highlighting the characteristics of each landscape type in more detail, it is possible to build a picture of what con-tributes to character and how it may be possible to retain

and enhance these features. In the case of “Built Environment”, the term is used more generically to include buildings and infrastructure.

The AONB Landscape Types



Built environment



Special Qualities Landscape Character and Quality, Historic Environment, Culture and People.

Key characteristics

The built environment has varying influences on the character of the AONB and its setting, and includes towns, villages, rural farming and rural enterprise development, residential settlement and transport, energy and communications infrastructure.

The built environment is particularly distinctive where it has derived from a response to place - the way topography, availability of local materials, historical approaches to building, craftsmanship/ vernacular and sometimes incremental evolution has formed places that appear to fit with the landscape. These places often have a sense of rural tradition and history derived from rural farming and mining industry.

Defence, status in the landscape and borderland location of the area's chain of upland hills, has also given rise to some unique historic hillforts, castles, earthworks and field archaeology.

Building materials vary across the area. Their use and inherent colour contribute to local distinctiveness, rural traditions, and general visibility in the landscape and therefore clearly influence the character of the wider landscape as well as the locality. For example:

- The use of stone in buildings, field boundaries and retaining walls is widespread across the area, however the type of stone locally available (limestone, sandy limestone, shales, and slate) and its workability introduces some variation across the AONB.
- White washed farms and cottages with slate roofs, with rendered elevations for weather protection are evident across the area, particularly in open and elevated landscapes.
- Mellow red and yellow brickwork is found in some older farm buildings and worker cottages and terraces, influenced by local brick works and characteristics of clay, before introduction from further afield as transport networks improved and brought more standardised ranges of colour and use.
- Grey ashlar stonework or ashlar-effect render is evident in polite Georgian houses found in some villages and estates.
- Rural estates often use a single colour to mark out the buildings, fencing and gates associated with a large house.
- Faded red oxide roofs mark out some older farms.

- Dark blue metal sheeting is used on some barns, as well as Yorkshire timber boarding.
- Natural and darker stained timber cladding is used in some outhouses and log stores.

There is some relationship between settlement/development, where it lies in the landscape and how this influences the AONB's special qualities:

- Scattered rural farms and development more generally is rarely located much above the mid-point of hillslopes, avoiding steep landforms and more remote, exposed places. The uplands and skylines are therefore in the main free of development except for some strategically located transmitter/telecoms and electricity infrastructure.
- Major transport routes follow the easiest valley lines through the area. The A55 in major rock cutting at Rhualt being an exception.
- Remote, tranquil, wilder character, natural skylines and freedom are most apparent where development is absent or very low key and well-integrated. Night time tranquillity through the absence of light source is also higher.

Development management considerations

- See the section on Key Design Considerations.

Quarries



Special Qualities Landscape Character and Quality, Historic Environment, Culture and People, Habitats and Wildlife.

Key Characteristics

- There are a number of relic quarries, rock outcrops, spoil mounds and trackbeds within the area which now after many years of weathering, naturalisation and in places resto-ration have become part of the historical and cultural story of the area.
- Active quarrying lies outside of the AONB, but close enough to influence views from the area, for example sand and gravel extraction at Aberwheeler.

Development management considerations

- There are a number of active quarries **within and** adjacent to the area. Long term planning for landscape integration along the boundaries of such

developments is necessary, with landscape schemes implemented as part of advance works with ongoing management.

- The reuse of sites for waste management and industrial activities need to avoid impacts upon tranquillity.
- Recreational use of disused sites should promote the quiet enjoyment of the countryside.

Lowland areas



Special Qualities Landscape Character and Quality (tranquillity), Historic Environment, Culture and People.

Key Characteristics

- The edge of the Vale of Clwyd rises to meet the Clwydian Range. The narrow strip within the AONB shares similar enclosed farmland and historic parkland characteristics with the wider Vale to the west. Rural traditions in field pattern, hedgerows, trees and woodland, narrow lanes, small villages and scattered rural property prevail, with occasional estate influences (estate fencing, gates with modest ornamentation, stone walls and gateways to drives, parkland trees).

Development management considerations

- This area as well as the wider Vale of Clwyd provides an important setting to the hills and ridges of the Clwydian Range that rise above it. The scale, character and integration of development here needs to take account of elevated views from the adjacent hillslopes.

Rolling lowlands



Special Qualities Landscape Character and Quality (tranquillity, space, remote areas) Historic Environment, Culture and People.

Key Characteristics

- The rolling lowlands lie to north of the area and include the farmed wooded slopes of Gronant Hillside, the farmed Trelawnyd plateau and wooded valley west of Cefn Du.
- These are areas of farmland with mosaic of field patterns and woodland along steeper ground and streams, scattered rural settlement, narrow lanes and one small village. Limestone in building and occasional field boundaries is characteristic of the Trelawnyd plateau.
- The Trelawnyd plateau feels relatively remote in spite of the close proximity to the large villages and towns of the coastal plain.
- There is a strong visual connection with adjacent areas – Gronant hillside connection with the coastal plain, seascape and Prestatyn Hillside; and Trelawnyd plateau connection with the enclosing limestone escarpment and Gop Hill.

Development management considerations

- Tranquillity is locally affected where the A5151 crosses open sections of the Trelawnyd plateau. Noise from the A55 also extends for some distance into this area. Retrofit options to reduce visual movement and noise levels would benefit the area.
- This area contributes to the tranquillity and freedom of views experienced from the adjacent hill slopes and uplands. Consider key views over this area, scale and prominence of development proposals.

River Valleys



Special Qualities Landscape Character and Quality (tranquillity, remote areas)
Historic Environment, Culture and People, Access, Recreation and Tourism.

Key Characteristics

- There are several valleys within the AONB, each made distinctive by their topographical form, visual relationship with surrounding hillslopes and uplands, openness or enclosure provided by woodland, trees and hedgerows and localised presence of settlement, development, roads and activity.
- As lines of least resistance through an area of elevated hills and ridges the valleys they often include villages and main roads, the latter with local effects on tranquillity.

- In the case of the Vale of Llangollen, there are diverse historical influences within a visually scenic valley context - including farming, quarrying, lines of communication (river, road, rail and canal infrastructure) rural villages and town with urban villages to the east.
- The engineering solution to the topographical challenges and beauty of the valley have been addressed in the design of the Pontcysyllte and Chirk Aqueducts and Horseshoe falls. This has given rise to the area's recognition for its landscape and heritage value.
- Scenic qualities and visual interest also derive from a valley's 'lines of visual force' i.e. valley shape, skyline edges, descending ridges, crags/ outcrops and screes and sinuous line of river, to which the pattern of fields, woodland and trees complement the overall scene. An example for the hillslopes area would be how Castell Dinas Bran marks the top of its rounded hill with particular aesthetic effect.

Development management considerations

- Topography (enclosing hillslopes, narrow valley sections) and floodplains form natural constraints to development within the valley and place pressure open more open and elevated locations where development could be more intrusive.
- Strategic development of a scale to be potentially visible in the landscape should work with 'visual lines of force' and areas with a strong integrating pattern of vegetation (i.e. intact tall hedgerows, lines of hedgerow trees, copses and woodland)
- New proposals within the Vale of Llangollen need to assimilate and complement land-scape character and heritage values to support both the AONB and World Heritage Site.

Hill slopes



Special Qualities Landscape Character and Quality (tranquillity, wild, remote) Historic Environment.

Key Characteristics

- Hill Slopes include steep rising landform, escarpments below the uplands and lower hills of the AONB.
- Land cover and settlement characteristics are strongly rural and where development is minor or absent perceptions of tranquillity, remoteness and wildness can be particularly strong.

- These areas all form prominent scenic backdrops to adjacent settled lower areas of the north-east Wales coastal plain, Vale of Clwyd, Deeside, Vale of Llangollen and Welsh Maelor and as such provide a strong sense of place.
- Geomorphology and landform has brought about some notable natural and wild areas. For example - outcropping rock, native woodland, and scrub and grassland mosaics of the limestone escarpments above Prestatyn, Dyserth, Bryn Alyn and the Eglwyseg valley.
- Irregular field patterns and woodland edges, scattered farms along winding narrow lanes and tracks occupy more gentle hillslopes, shallow cwms and side valleys of the area. Some large areas of forestry lie within this area.
- Reservoirs are found in some of the shallower eastern facing valleys.
- Scattered farming and worker cottages associated with historical mining and pro-cessing industries lie this area, with occasional villages at lower elevations. Older settlement is distinctive displaying use of stone, vernacular, rural traditions and integration with the landscape.

Development management considerations

- Slope angle has greatly influenced ease of access to this area and much of the pattern of development hasn't altered or evolved much (with the exception of forestry), which in part gives the landscape a strong rural and traditional character.
- The area's visibility and contribution to scenic quality and sense of place to the more populated adjacent areas, makes the area sensitive to change from development. Available views, development scale, character and integration is therefore important to consider.
- Development within or encroaching upon the more natural and wild escarpments can have particular contrast and appear at odds with the AONB special qualities.

Upland areas



Special Qualities Landscape Character and Quality (tranquillity, remote, wild), Habitats and Wildlife, Access, Recreation and Tourism, Historic Environment.

Key Characteristics

- The uplands comprise elevated rolling ridges, hilltops and plateau of pasture fields and open moorland. The highest points include Moel Famau (554m) within the Clwydian Hills, Moel y Gamelin (577m) on the Llantysilio Mountain

ridgeline, Ruabon Mountain (502m) on the Esclusham/Ruabon escarpment and Moel Fferna (628m) on the north Berwyn ridge.

- Notable scenic qualities of the area include its natural upland skylines – as the chain of hills that define the horizon and backdrop to north-east Wales; there are some particularly distinctive skyline silhouettes - for example Moel Y Parc from the north, Moel Arthur, Moel Famau (its pyramidal form and the highest point marked by the jubilee tower); the bedding plains and outcrops of the limestone escarpments across the area; and the areas of open moorland heather that create strong colour contrasts with the enclosed lower hillslopes such as at Ruabon and Llantysilio Mountain,
- Development is absent except for some remotely located transmitter infrastructure, quarrying and occasional crossings by electricity infrastructure, roads, lanes and tracks.
- Many areas are open moorland unenclosed by field patterns. Where present post and wire fencing is used, with some dry-stone walling along the Clwydian Hills. Forestry extends into some areas from the adjacent hillslopes.
- The northern Berwyn ridgeline differs, in its access by lanes and pattern of improved pasture fields, occasional forestry and pockets of moorland.
- Historic, cultural marks in this area are visually iconic - in the case of the Jubilee Tower, Castell Dinas Bran and many of the Iron Age hillforts. Other earthworks, cairns and field systems are more subtle, add to the local character but remain of historical importance.
- These areas have wide ranging expansive views of landscape and settled lower areas. The sense of removal from towns and villages below, lack of development and visual foci, openness and exposure contribute to the area's special qualities of space and freedom, remoteness, tranquillity and wildness.

Development management considerations

- This is a very visible area of the AONB where natural skylines make an important contribution to the area's special qualities, making it very sensitive to change from development.
- Accessibility along roads and lanes brings potential for activity, movement and noise that can erode the tranquillity of this area. The high passes are popular destinations for visitors and recreation with notable destinations at Bwlch Pen Bara and the Horseshoe Pass. The management of people, parking and character of development have evolved and been treated differently in these locations, with varying success. These are sensitive open locations where careful attention to visual integration is important to support the areas' special qualities.
- Vertical structures on skylines have considerable contrast against the sky and horizontal form of the landscape. The eye-catching nature of such development makes it very difficult to successfully integrate in designated landscapes.

7. Factors for Landscape Change

- 7.1** The landscape we see today has largely been shaped by the influence of man. This process continues, although with the progression of climate
- 44.

variations, the future pace of change will increase. Factors influencing landscape change are discussed below.

7.2 Agriculture and Forestry: The future care and management of the landscape is heavily dependent on agricultural and forestry activity. Around 20% of AONB land is covered by agricultural conservation initiatives and these have had a positive impact on habitat and landscape conservation, particularly the management of common land. **Future changes to agri-environmental support schemes may also impact on the landscape.** The challenge will be to ensure that the farming community sustains a living whilst ensuring the landscape and habitats benefit. For example, the right amount of grazing will sustain calcareous grassland to a high biological interest and protect it from the encroachment of woodland scrub. Likewise, the dominant heather moorland of the Clwydian Range, Llantysilio and Ruabon Mountain is improved when bracken is brought under control. The removal or re-instatement of hedgerows, stone walls and tree felling can all have a significant visual impact. The felling and re-planting of older coniferous trees with mixture of broadleaf and conifer species will improve the landscape and biodiversity.

7.3 Tourism: Tourism can help diversify the local economy and is expected to grow in the future. Currently around £39 million is spent annually in the AONB. There are honey pots such as Moel Famau, Loggerheads and Llangollen which become very busy at certain periods. Sustainable tourism activities should be spread more widely throughout the area and new facilities such as car parking sensitively located and landscaped to reduce landscape impact. The popularity of walking, cycling and associated health benefits and feeling of well-being will assist in the growth of outdoor activities.

7.4 Development: The future scale and location of new development is determined by local planning authorities in their Local Development Plans. A growing and ageing population will put increased demand on services and housing. The extent of growth in the AONB itself will be limited and of a scale and character which will not undermine the special qualities of the AONB. It will also be important to ensure that urban encroachment or other development outside the AONB does not impact adversely on its landscape character and quality, set-ting or sense of tranquillity. Development begins to impact on tranquillity with the introduction of intrusive movement, sources of artificial light and sound. More specifically, development can bring pressures on special qualities in the following ways:

- Major roads crossing the area locally affect tranquillity - the A55 having considerably wider visual impact and audible disturbance.
- Settlement and growth outside and adjacent to the AONB can have a bearing on perceptions of tranquillity, remoteness, space and freedom. It will be important to analyse the impact of larger proposals close to the AONB boundary and, if necessary, to seek mitigation measures or even relocate the development.
- Active quarries can introduce noise and activity with local disturbance to tranquillity.

- The reuse of disused quarries for waste management/ storage/ industrial processes can bring disturbance to sites that have naturalised over time and are tranquil places.
- The major town of Llangollen is steadily expanding beyond the valley floor. This could alter the balance of open country-side and rural town within views, to one of a town with greater visual influence and urbanising qualities. There are similar smaller scale examples elsewhere, where villages follow the line of the lower hillslopes - for example the villages to the west of the Clwydian Ridge.
- Distinctive rural settlement within the AONB is not limited to conservation areas or listed buildings. Attention to what is locally distinctive and why and how new development might complement this, is important to how the landscape can accommodate change, whilst conserving and enhancing its special qualities.
- Livestock numbers and welfare standards can introduce the need for large barns, on farms that have evolved through addition of smaller barns and outhouses.
- Excessive lighting of development impacts on the sense of tranquillity, wildlife and quality of life.
- The built environment of the AONB, notably the World Heritage Site, Listed Buildings, Conservation Areas and Historic Parks and Gardens all contribute to the special character of the area, and insensitive development and change can impact on the quality of these heritage assets.

7.5 Renewable energy and climate change: The area is not appropriate for any large scale renewable energy projects such as large wind turbines or solar farms. However, larger renewable energy proposals outside the AONB can be highly visible and impact on its setting. On and off-shore wind farms are redefining the outlook, sense of space and visual focus of views from the AONB. This can affect perceptions of tranquillity, space and freedom. There may be some pressure in the future for smaller turbines and solar panels. The influence of climate change will not be immediately obvious, but increases in temperature will lead to habitat loss and change. More in-tense rainfall will cause further footpath and soil erosion in up-land areas. The AONB has published a document entitled "Working with a Changing Climate" which gives further information on how the area could adapt to climate change.

8. Key Design Considerations

8.01 Good quality design does not need to be elaborate or expensive, - usually the best design solutions are those simply conceived and executed. They are respectful of their immediate surroundings and the setting in which they are placed, be that in the open countryside or amongst other buildings. Neither does new design always need to adhere strictly to vernacular building character or the use of traditional materials. Simply cladding an inappropriate building or extension with local stone will not necessarily make it acceptable. **As a point of principle, new development should firstly seek to avoid any adverse impacts on the AONB before investigating mitigation**

measures. It is crucial that new development proposals are informed by a thorough assessment of the site surroundings and its setting. Making use of photomontages can be helpful in demonstrating how a development proposal sits within the landscape.

8.02 This guidance adopts a practical and pragmatic approach to design solutions and firstly looks at the proposal and gradually widens the scope of potential impact to the immediate site surroundings and beyond to the wider landscape setting of the AONB. It also gives some practical examples of good design solutions and what should be avoided. It does not however state in detail whether proposals need planning permission (see Appendix 3 for permitted development thresholds). More detailed information on such matters can be obtained elsewhere from the websites of the individual local authorities or from the national planning portal.

8.03 This guidance will be supplemented in the future with more detailed Design Notes on topics specific to the AONB.

8.1 Scale and Siting

8.11 Most new proposals within the AONB will be on a relatively small scale due to its rural location. The **scale** of new development should be relative to what's already around it. For example, a new extension on a dwelling should be relative to the existing size of the dwelling. If it is too large it could overwhelm the existing property and surrounding buildings. The positioning of a larger dwelling next to smaller cottages is likely to be out of scale and will stand out. The mass is the combined effect of the height, bulk and silhouette of a building or group of buildings. In some cases, the impact of scale can be mitigated by good siting, design and the sensitive use of materials. Some traditional cottage style dwellings have been spoilt by large insensitive extensions.

8.12 Smaller scale housing estates will be appropriate in the larger villages and the same principles of scale and siting will apply. Some new dwellings will be justified as affordable need dwellings. The use of more traditional materials and modest designs should ensure prices are maintained at an affordable value.

8.13 New farm buildings will be on a larger scale and therefore their potential impact could be greater depending on site location, their design and use of materials. It would be preferable to site new buildings close to the original farmstead to create a compact farm complex. Stand-alone buildings and structures may have no specific scale reference points and consequently their mass will be more obvious especially if poorly sited. In such circumstances, it may be possible to re-locate a building amongst some natural screening of trees and woodland or within the natural landform. If possible higher vantage points and more visible sites which break the skyline on upland slopes should be avoided. The above advice will also apply to other buildings in more open countryside. Before embarking on a project, the following questions regarding scale and siting should be considered.

8.14 It's a question of scale and siting

- Is the scale of the development commensurate with its functional need?
- Is it in scale with the size and mass of surrounding buildings and structures?
- Is the scale relative to plot size and close to established development?
- Will the development impact on neighbouring properties?
- Is the siting appropriate and takes advantage of natural screening and local, topographic features avoiding natural skylines?
- Can the development be re-located to a more suitable site?

8.2 Design

8.21 21. Once matters of scale and siting have been considered, attention can be given to the appearance of the development. The design will need to fit functional needs and the usual approach will be to study the appearance of existing or traditional buildings in the locality. Many new dwellings have introduced more suburban or “executive” style designs which are more common to urban areas rather than the rural character of the AONB. An existing building may be of historic interest or lie within a Conservation Area. If so any alterations or extensions will need to preserve and enhance the original character of the building. Maintaining original rooflines and the spacing between windows and doors make an important contribution to character, and small changes to the design can have a detrimental effect on the overall integrity and appearance of the de-sign. This is commonly referred to as maintaining “local distinctive-ness” by respecting the pattern of the arrangement and size of buildings, their plots, the general range of building styles and integration of harmonious colours and materials.

8.22 22. Extensions are usually best positioned to the side or to the rear. In terms of scale and design they are usually subservient to the original building by being smaller with a lower roof. If appropriate, a subtle change in the use of complimentary materials can add interest and help date the buildings history.

8.23 23. For free standing buildings or structures there may be more freedom to express new design ideas which are modern but respectful of traditional design forms. In many cases, modern designs and materials can create interesting and diverse forms of architecture. The contrast can accentuate traditional designs. For example, the careful use of glazing can create interesting new spaces and allow light into older buildings. However, the introduction of more urbanised features such as large windows and elaborate entrance gates and walls should be avoided.

Innovative designs with good use of modern materials



8.24 In many cases the conversion of more traditional agricultural buildings to other more economical uses such as holiday accommodation can be challenging. Local authorities will normally only allow the conversion of structurally sound buildings which have some architectural merit worth keeping. It follows that any scheme of conversion should retain this architectural merit without destroying it. This will usually not involve significant alterations to the original structure such as raising the roof or adding a complete new wing. However, the addition of porches and limited new openings may be acceptable provided the character of the original building is retained. As a general rule, it is preferable to re-use existing buildings that are available for conversion before building from new.

Sympathetic conversion retaining historic character



8.25 Another matter to consider is whether the design will stand the test of time i.e. will it age gracefully and be an example of good design for its era. Before embarking on a project, the following questions on design should be considered.

8.26 It's a question of design

- Is the design compatible with existing building character?
- If an extension, is it subservient to the original building?
- Does a modern design echo or compliment more traditional designs in the area and retain or enhance local distinctiveness?

- Does the scheme avoid details which “urbanise” the rural scene with inappropriate windows, gates, kerbs or fencing?
- Can existing buildings be re-used and converted?
- Will it stand the test of time?

8.3 Materials

8.31 26. The choice of materials and the way they are used can be critical in complimenting the design and adding aesthetic value. The predominant building material in the AONB is stone or plain rendering coloured in white or cream. In areas, closer to the Vale of Clwyd and Llangollen reddish/brown brick has been introduced. Most roofs are covered with blue/black Welsh slates. The colour palette is therefore muted with the predominance of blue, grey/white shades. Colours should seek to harmonise with the surrounding landscape and settlements. To understand how colour can be best integrated see

http://www.malvernhillsaonb.org.uk/wp-content/uploads/2015/02/guidance_on_colour_use_screen.pdf

8.32 27. If stone is being used it should preferably be re-cycled local stone or new locally sourced stone. Stone pointing is usually flush with lime added to the mortar to give a white colouring which will fade over time. Older field boundary walls will be constructed of dry stone with no mortar added. Roof material is usually darker than the walls and this helps to sit the building down in the landscape and make it less intrusive. A red tiled roof within an area of darker roofs will obviously stand out and be inappropriate.

Good renovation retaining character



8.33 28. Coloured render (white/cream/grey) can be applied quickly over large areas. In some cases it can be matched with stone i.e. one elevation in stone and others in render. Render should be applied smoothly and not patterned with odd shapes in relief. On more traditional buildings, there is no or limited use of barge boarding with guttering being fixed directly into stone.

Innovative design and traditional stone boundary treatment



8.34 On many new buildings plastic is now being used for doors, windows and boarding. On traditional buildings plastic materials should be avoided, but if this is not possible, at least the existing size of windows and glazing patterns should be retained and appropriate frame colours used. Traditional window openings have a vertical emphasis or occasionally square. These should be retained and similar patterns adopted in extensions and new buildings.

8.35 Wooden doors and windows of traditional patterns should be retained on older buildings. The selective use of naturally finished timber boarding can be appropriate in certain locations and is likely to weather over time. The impact of larger agricultural buildings can be softened by the introduction of wooden materials on extensive elevations. Very often the impact of a larger building can be mitigated with correct colouring matching the background hues in the landscape. For agricultural buildings, the use of dark green, grey or blue will blend in with the surrounding countryside. Darker coloured roofs also produce less glare and are less visible from greater distances or surrounding higher ground. On the other hand, lighter coloured materials are likely to stand out and be easily visible from a wider surrounding area especially from higher ground. Likewise, metal cladding of traditional form, shape and colouring can be applied in a contemporary way. In conclusion, use colour to harmonise with the landscape/settlement setting of the development. Before embarking on a project, the following questions on materials should be considered.

8.36 It's a question of using the right materials

- Are the materials appropriate for the area?
- Can material be re-cycled or sourced locally?
- Are the materials being applied in the correct manner?
- Can modern materials be applied in a sympathetic and innovative way?
- Does the colouring of materials harmonise with surrounding landscape and development?
- Will materials stand the test of time?

8.4 Setting

8.41 Any new development should be assessed against its immediate environment and within its wider landscape setting. This is especially true in

a protected landscape where long distance views are important and need to be protected. Higher ground opens wider vistas over the surrounding countryside allowing the eye to scan greater distances. Very often the visibility of development from greater distances is overlooked and although scale is diminished by distance, from certain viewpoints, development can look out of place and prominent. The same can apply when looking up at higher ground which is visible from valley bottoms. Care should therefore be taken to steer development away from the skyline, open elevated ground or sites overlooked from higher ground. The visible impact of new development will be minimised if sited in more enclosed landscapes, hidden by existing landforms and a screen of hedgerows, trees and woodland. Development should work with the contours/flow of the landform and prevailing patterns of land cover to minimise disturbance. Whilst elements of the landscape may be locally changed to accommodate development, the prevailing character of the landscape should remain intact. Visual prominence is when development forms a new focal point in the landscape which detracts from the general scene, visual focus and sense of place.

- 8.42**
32. In this context, new development outside the AONB but close to the boundary can impact on the setting of the AONB and its natural beauty. Consideration should therefore also be given, as stated in Planning Policy Wales (2016), to development outside the AONB which can have an impact on the designated area. The extent of the impact is likely to depend on scale and proximity to the boundary. In some instances, the accumulation of development can, over time, begin to have an adverse impact on setting. This is termed “cumulative impact” of smaller developments. Although a proposal by itself might not be significant, in combination with similar proposals in the vicinity, it has passed the threshold of acceptability.

Pontcysyllte aqueduct



- 8.43**
33. A good example of the concept of setting is in the way the Pontcysyllte Aqueduct and Canal World Heritage Site has been designated. The actual designation follows the Llangollen canal from Horseshoe Falls near Llangollen via the Pontcysyllte Aqueduct through to Chirk Bank in Shropshire. However, a wider 'buffer zone' following adjoining hillside ridgelines has also been identified acknowledging a wider setting for the canal and aqueduct. One of the overall aims is to “manage the World Heritage Site and Buffer

Zone in a sustainable manner to conserve, enhance and present the Outstanding Universal Value of the site locally and internationally” (refer to the SPG on the World Heritage Site which should be read in conjunction with this guidance if the proposal is within the WHS or its buffer zone). Long distance landscape views are important and new development should avoid intruding on the focus and appreciation of these views. For major developments within or adjacent to the AONB a landscape and visual impact assessment in accordance with the Guidelines for Landscape and Visual Impact Assessment (third edition) is recommended, with advice provided by a professional with landscape assessment and design experience.

8.44 34. There is therefore a recognition that setting goes beyond the immediate vicinity of a building or structure and that a wider perspective needs to be considered. Before embarking on a project, the following questions on setting should be considered.

8.45 It's a question of setting

- Is the site visible from a wider surrounding area and is it visually prominent in the landscape?
- Can a building be sited in the fold of the landscape and screened by natural vegetation?
- Will the development spoil important views from within or outside the AONB and impact on its wider setting?
- Does a proposal outside but close to the boundary of the AONB impact on its setting and special qualities?

8.5 Landscaping

8.51 35. Buildings can be screened by good planting schemes, earth mounding and various other forms of boundary treatment. Very often older structures in the countryside have mature planting around them acting as functional wind screens and points of interest. Where possible such features which make up the existing landscape fabric should be retained or enhanced. Trees and plants soften the outline of buildings, add to biodiversity and a modest landscaping scheme can quickly assimilate new development into the countryside. The way a site is enclosed should also be part and parcel of the initial design process and should not be an after-thought. Existing stone walls and hedges should be retained and restored where possible and protected from building activity. However, landscaping will not by itself, make a poor development acceptable.

8.52 36. Again, as with architectural design, the type of shrubs, trees and permanent materials used for landscaping should reflect what is in the immediate vicinity. Where possible, it is best to choose indigenous species of local provenance and avoid more exotic or alien plants. The planting of leylandii trees or other quick growing conifers should be avoided.

8.53 37. The means of enclosing a plot can often add to or detract from local distinctiveness. Grand entrances with extensive vehicular access points will

reflect a suburban or more “executive” design approach which should be avoided. Wooden close boarded fencing, or extensive brick walling are not appropriate materials for enclosure in more rural areas; - natural hedging or stone is more acceptable. Likewise using hard landscaping materials such as brick or pavements for access roads are not encouraged and will impede natural drainage. If new external lighting is proposed this should be considered as part of an overall landscaping scheme and kept to a minimum to protect the AONB’s dark skies and avoid light pollution. Excessive lighting will produce glare and light trespass outside the site which can impact on tranquillity, wildlife and local quality of life. It is possible to provide shields and baffles and angle lighting downwards to prevent the upward spillage of light, minimise lighting output (maximum 3500 lumens), introduce timers and specify colour temperature (less than 3000 kelvin) to moderate the impact of lighting over a wider area. Development proposals should be accompanied by sufficient technical details of any lighting to enable an assessment to be undertaken.

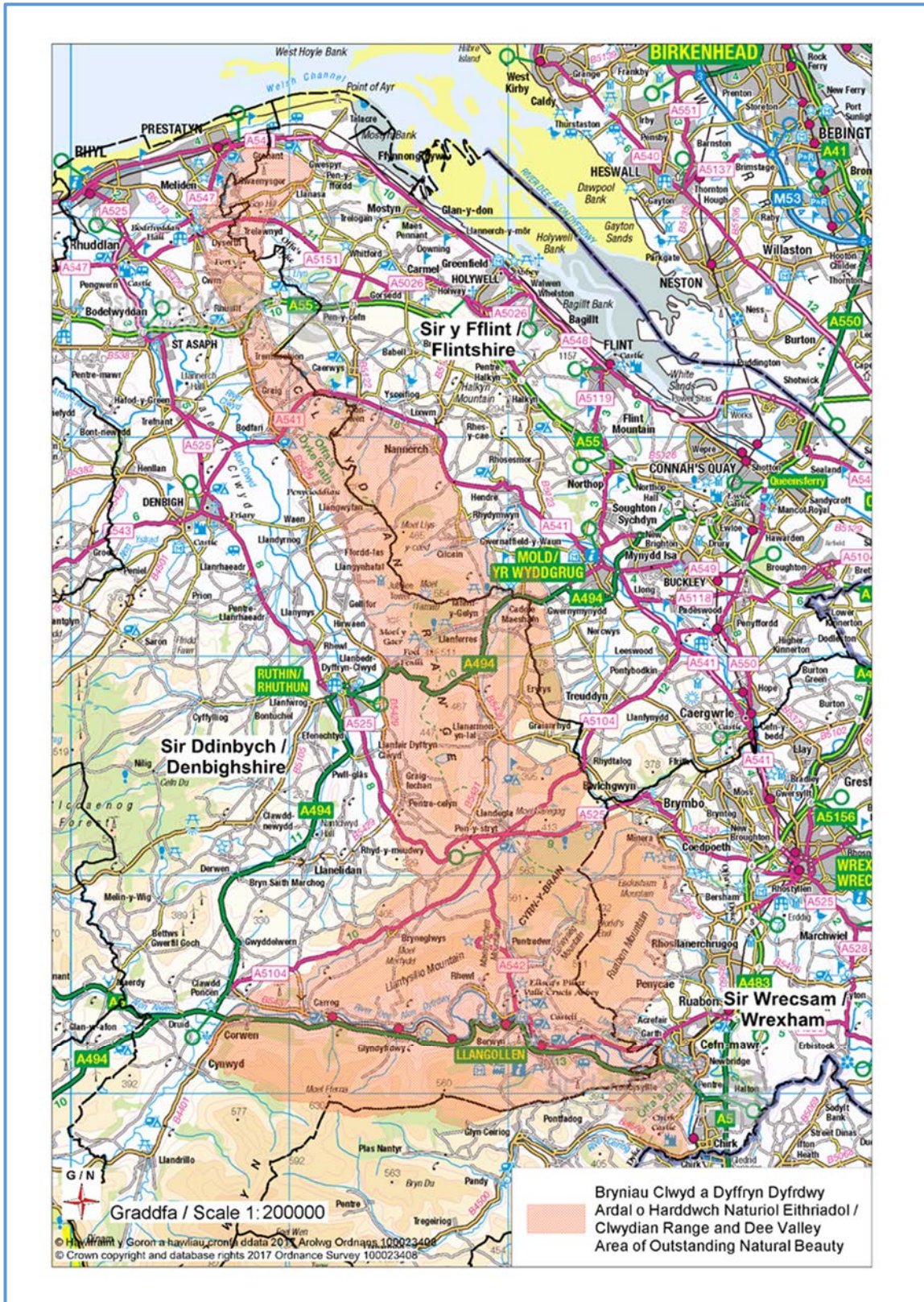
8.54 Development should generally seek to avoid steeper landforms where more extensive engineering work is required. The extent of landscape disturbance from cut and fill, earthworks and retaining structures increases in extent relative to gradient steepness. The successful restoration of disturbed ground is also more difficult due to thin soils and slope angle. Where engineering works are unavoidable, consideration should be given at the outset to the sensitive disposal of any excess material or re-profiling and restoring the site to create a natural landform.

8.55 Taking account of the predominant colour palette of surrounding vegetation can help to identify the correct choice and colour of new materials. Before embarking on a project, the following questions on landscaping should be considered.

8.56 It’s a question of landscaping

- Has landscaping been considered at the outset?
- Can a building be located within existing natural screening?
- Are plants and materials compatible to the area proposed with the avoidance of hard landscaping?
- Is the means of enclosure appropriate and not introducing urban elements such as grand entrances?
- Is the lighting scheme properly designed to avoid excessive light and light trespass outside the site?
- Will the landscaping contribute to the natural beauty of the AONB?
- Are existing landscape features retained and restored?

Appendix 1 Map showing extent of local authority areas within the AONB and contact information



Contact details for Local Planning Authorities and the Clwydian Range
and Dee Valley Area of Outstanding Natural Beauty

Denbighshire County Council

Development Management
P.O. Box 62
Ruthin
LL15 9AZ

Email – planning@denbighshire.gov.uk
Tel – 01824 706727

Website: <https://www.denbighshire.gov.uk/en/resident/planning-and-building-regulations/planning/planning.aspx>

Flintshire County Council

County Hall
Mold
Flintshire
CH7 6NF

Email – planningdc@flintshire.gov.uk
Tel – 01352 703234

Website: <http://www.flintshire.gov.uk/en/Resident/Planning/Home.aspx>

Wrexham County Borough Council

Environment and Planning
16 Lord Street
Wrexham
LL11 1LG

Email – planning@wrexham.gov.uk
Tel – 01978 298994

Website: <http://www.wrexham.gov.uk/planning>

Clwydian Range and Dee Valley AONB

Loggerheads Country Park
NR. Mold
Denbighshire
CH7 5LH

Email – clwydianrangeaonb@denbighshire.gov.uk
Tel – 01824 712757

Website: <http://www.clwydianrangeanddeevalleyaonb.org.uk/plans-and-strategies/>

Appendix 2 Main AONB planning policies of the local planning authorities

Extracts from Denbighshire Local Development Plan 2006 – 2021

Policy VOE 2 - Area of Outstanding Natural Beauty and Area of Outstanding Beauty

In determining development proposals within or affecting the Area of Outstanding Natural Beauty (AONB) and Area of Outstanding Beauty (AOB), development that would cause unacceptable harm to the character and appearance of the landscape and the reasons for designation will not be permitted.

Policy VOE 3 – Pontcysyllte Aqueduct and Canal World Heritage Site

Development which would harm the attributes which justified the designation of the Pontcysyllte Aqueduct and Canal as a World Heritage Site and the site's Outstanding Universal Value will not be permitted. The following are considered to be key material considerations:

- i. The authenticity and integrity of the attributes that contribute to the Outstanding Universal Value of the World Heritage Site including views, and features of cultural, artistic, historical, social and natural environmental importance.
- ii. The setting of the World Heritage Site and attributes important to the Outstanding Universal Value of the site present within the Buffer Zone. Where there is a demonstrable need for essential non-residential visitor attraction facilities for the World Heritage Site which cannot be provided within the settlement limit, their location outside settlement limits will be permitted where there is no adverse impact on the Outstanding Universal Value of the site present within the Buffer Zone.

Where there is a demonstrable need for essential non-residential visitor attraction facilities for the World Heritage Site which cannot be provided within the settlement limit, their location outside settlement limits will be permitted where there is no adverse impact on the Outstanding Universal Value.

Extract from Flintshire Unitary Development Plan 2000 - 2015

Policy L2 - Area of Outstanding Natural Beauty

Development within or affecting the Area of Outstanding Natural Beauty (AONB) will be permitted only where:

- a. it maintains and where appropriate enhances the natural beauty, wildlife and cultural heritage and preserves the natural tranquillity of the AONB; and
- b. it will be designed to a high standard using traditional materials and planting.

Major developments within the AONB will be the subject of rigorous examination and will not be permitted unless there is an overriding need in terms of proven national interest and there are no alternative sites.

(Flintshire Council are currently preparing a Local Development Plan which will contain a new policy on the AONB)

Extract from Wrexham Unitary Development Plan 1996 - 2011

Policy EC5 - Special Landscape Areas

Within Special Landscape Areas, priority will be given to the conservation and enhancement of the landscape. Development, other than for agriculture, small-scale farm-based and other rural enterprises, and essential operational development by utility service providers, will be strictly controlled. Development will be required to conform to a high standard of design and landscaping, and special attention will be paid to minimising its visual impact both from nearby and distant viewpoints.

(Wrexham County Borough Council are currently preparing a Local Development Plan which will contain a new policy on the AONB)

Draft

Appendix 3 Summary of main differences in Permitted Development Rights in the AONB, World Heritage Site and Conservation Areas

1. **House extensions** – permission required if it is more than one storey in height, is to the side of the dwelling and extends more than 3m from the side, or is set back less than 1m from the main elevation of the dwelling.
2. **Cladding of external walls of a dwelling** requires permission, including external insulation.
3. **Enlargement or additions to roofs** of dwellings require permission.
4. **Other domestic outbuildings** or structures within the curtilage of a dwelling re-quire permission if it is located to the side of the dwelling, or the total area of ground covered by buildings or structures (excluding the area of the dwelling) situated more than 20m from the dwelling exceeds 10sq m.
5. **Microwave antenna** on a dwelling or within its curtilage require permission if it faces and is visible from a highway, or is on a building over 15m in height.
6. **Domestic micro generation equipment** – solar/thermal PV equipment on domestic buildings or as stand-alone installations, or biomass heating flues require permission in the WHS or in a Conservation Area if visible from a highway (Note: this does not apply elsewhere in the AONB).
7. **Non-domestic micro generation equipment** - solar/thermal PV installations or biomass/combined heat and power system flues on buildings require permission if fronting a highway. Stand-alone solar/thermal PV equipment require permission if visible from a highway which bounds the curtilage.
8. **Industrial or warehouse extensions** – permission required if the floor space is increased by more than 10% or 500 sq. m, or constructed of materials which do not have a similar external appearance to the existing. Associated refuse and cycle stores also require permission.
9. **Educational or hospital extensions** - permission required if constructed of materials which do not have a similar external appearance to the existing. Associated refuse and cycle stores also require permission.
10. **Office extensions** and associated refuse and cycle stores require permission.
11. **Shop or services establishment extensions** and associated refuse, cycle or trolley stores require permission.
12. **Temporary exploration for minerals** requires permission.
13. **Electricity undertakings require permission for extensions/alterations to buildings** which exceed 10% of the cubic content or 500 sq m in area. Associated telecommunications lines also require permission.
14. **Telecommunication masts** require permission.

Sources: The Town and Country Planning (General Permitted Development) Order 1995 as amended by The Town and Country Planning (General Permitted Development) (Amendment) (Wales) Orders 2009, 2012, 2013, 2014 and 2014 (No.2)

Note: This is a summary of the main differences in permitted development rights. Please refer to the source documents to determine if permission is required.

Mae'r dudalen hon yn wag yn bwrpasol

Eitem ar gyfer y Rhaglen 8



CABINET

Date of Meeting	Tuesday, 22 nd May 2018
Report Subject	Air Quality in Flintshire
Cabinet Member	Cabinet Member for Planning and Public Protection
Report Author	Chief Officer (Planning, Environment and Economy)
Type of Report	Operational

EXECUTIVE SUMMARY

To provide an overview of the findings from the regional Air Quality Report, prepared in August 2017, and recommend how Flintshire County Council can do more to promote air quality considerations when key strategic and operational decisions are taken.

RECOMMENDATIONS

1	Encourage all Flintshire County Council decisions and policies, where appropriate, to proactively consider the impact on air quality.
2	Work with the Public Services Board, as part of their environmental theme, to promote a multi-agency approach to addressing air quality.
3	Note the contents of the North Wales Combined Authority Air Quality Report. As a consequence of the assessment it is also noted that there is no need to escalate action, and that continued monitoring will be sufficient to meet our legal obligations

REPORT DETAILS

1.00	WHAT THE NORTH WALES COMBINED AUTHORITY 2017 AIR QUALITY PROGRESS REPORT MEANS FOR FLINTSHIRE
1.01	Flintshire County Council has a statutory duty to monitor and assess the air quality of the County, as directed by Part IV of the Environment Act 1995. In 2017/18 this requirement, for Flintshire, has been met through the North Wales Combined Authority report.
1.02	The report was prepared by the consultancy Bureau Veritas, on behalf of all six local authorities in North Wales and provides a detailed assessment of the region's air quality. It considers all new monitoring data within the region, and assesses the data against the Air Quality Strategy (AQS) objectives. It also considers any changes that may have an impact on air quality.
1.03	Various methods of monitoring air quality in the region were employed. Automatic monitoring was carried out on Anglesey and Wrexham; and diffusion tube monitoring (please refer to paragraph 7.03 for a fuller definition) was undertaken throughout the region, at key locations within town centres and along the main transport links. In Flintshire the tubes are located across the county at key locations.
1.04	Specifically for Flintshire the main source of air pollution is road traffic emissions from major roads linking England to the rest of North Wales i.e. the A55 and the A494.
1.05	Having considered each pollutant and reviewed any new developments in the region that could adversely impact air quality (such as landfill sites, quarries, industrial sites, etc), it was concluded that the local authorities should continue to maintain their monitoring programmes. No Air Quality Management Areas (AQMAs) were declared in North Wales, consequently the thresholds for further action are not met.
1.06	Overall, air quality is considered to be good within the region, however as Nitrogen Dioxide and Particulate Matter currently have no safe threshold it is desirable to keep levels of pollution as low as reasonably practicable.
2.00	WHY IS AIR QUALITY IMPORTANT?
2.01	Air quality management is a public health priority. Integrated action to improve the air people breathe must be taken internationally, nationally, regionally and locally. From this year local air quality reporting will change to include the effects of noise.
2.02	Whilst undertaking an annual air quality assessment is important (and fulfils a statutory requirement), air quality considerations should be embedded within areas of policy such as land use and transport planning, environmental permitting and statutory nuisance regimes, as well as with the carrying out of any other activities, not confined to the public sector, which have a bearing on local air quality.

2.03	<p>The Welsh Government expects local authorities in Wales to follow the five ways of working set out in the Well-being of Future Generations (Wales) Act 2015 when undertaking its duties in respect of air quality.</p> <p>These are:</p> <ul style="list-style-type: none"> ▪ looking to the long term so we do not compromise the ability of future generations to meet their own needs; ▪ taking an integrated approach; ▪ involving a diversity of the population in the decisions affecting them; ▪ working with others in a collaborative way to find shared sustainable solutions; and ▪ acting to prevent problems from occurring or getting worse.
2.04	<p>The environmental thematic area identified by the Public Services Board makes reference to air quality. This should be seen as an opportunity to raise the profile of this area of work and seek to further improve air quality. It should be borne in mind that technical compliance does not mean the air should be regarded as 'clean'. The Council and its partners should strive towards lowering the levels of pollution, as this will improve health outcomes for the residents of Flintshire.</p>

3.00	RESOURCE IMPLICATIONS
3.01	None as a result of this report.

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	None required.

5.00	RISK MANAGEMENT
5.01	None as a result of this report

6.00	APPENDICES
6.01	Appendix A - North Wales Combined Authority Report on Air Quality.

7.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
7.01	<p>Contact Officer: Sian Jones Telephone: 01352 702132 E-mail: sian-jones@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Local Air Quality Management (LAQM): The Local Air Quality Management (LAQM) process places an obligation on all local authorities to regularly review and assess air quality in their areas, and to determine whether or not the air quality objectives are likely to be achieved. This requirement is set out in Part IV of the Environment Act (1995), the Air Quality Strategy for England, Scotland, Wales and Northern Ireland 2007 and the relevant Policy and Technical Guidance documents.</p> <p>Air Quality Management Area (AQMA): Where exceedances are considered likely, the local authority must declare an Air Quality Management Area (AQMA) and prepare an Air Quality Action Plan (AQAP) setting out the measures it intends to put in place in pursuit of the objectives. There are currently no AQMA's in North Wales.</p> <p>Diffusion Tube Monitoring: Diffusion tubes are small plastic tubes which measure Nitrogen Dioxide levels in the atmosphere. The chemical contained within the tube indicates the level of Nitrogen Dioxide found during the monitoring period.</p>



***North Wales Combined Authority
Annual Progress Report 2017***

Bureau Veritas





September 2017



Move Forward with Confidence

Tudalen 381

Document Control Sheet

Issue/Revision	Issue 1	Issue 2
Remarks	Draft	Final
Date	August 2017	September 2017
Submitted to	Robert Johnston	Robert Johnston
Prepared by	Hannah Smith – Senior Consultant	Hannah Smith – Senior Consultant
Signature		
Approved by	Jamie Clayton	Jamie Clayton
Signature		
Project number	6461908	

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Any questions or matters arising from this Report should be addressed in the first instance to the report author.



North Wales Combined Authority 2017 Air Quality Progress Report

In fulfillment of Part IV of the Environment Act 1995
Local Air Quality Management

September, 2017

North Wales Combined Authority

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<p>David A Williams – Environment Officer Gwynedd Council Dwyfor Area Office Ffordd y Cob Pwllheli Gwynedd LL53 5AA Tel: 01758 704125 Email: davidawilliams@gwynedd.llyw.cymru</p>	<p>Robert Johnston – Environmental Health & Housing Standards Lead Wrexham County Borough Council Environment and Planning Department, Ruthin Road Wrexham LL13 7TU Tel: 01978 297425 Email: robert.johnston@wrexham.gov.uk</p>
<p>Report Reference Number</p>	<p>6461908</p>
<p>Date</p>	<p>September 2017</p>

Executive Summary

Part IV of the Environment Act 1995 places a statutory duty on local authorities to review and assess the air quality within their area and take account of Government Guidance when undertaking such work. This Annual Progress Report is a requirement of the Sixth Round of Review and Assessment and is a requirement for all local authorities. The Report covers the 6 local authorities which encompass the North Wales region (The North Wales Combined Authority). The local authorities are as follows:

- Isle of Anglesey County Council (IACC)
- Conwy County Borough Council (CCBC)
- Denbighshire County Council (DCC)
- Flintshire County Council (FCC)
- Gwynedd Council (GC)
- Wrexham County Borough Council (WCBC)

The Report has been undertaken in accordance with the Technical Guidance LAQM.TG (16) and associated tools.

This annual progress report considers all new monitoring data within the North Wales Combined Authority and assesses the data against the Air Quality Strategy (AQS) objectives. It also considers any changes that may have an impact on air quality.

Automatic monitoring was carried out in IACC and WCBC. The four Osiris monitoring stations measuring PM₁₀ and PM_{2.5} in IACC reported no exceedances of the annual and 24-hour mean PM₁₀ AQS objectives or the PM_{2.5} target value. The AURN station located in WCBC measured NO₂, PM₁₀, PM_{2.5} and SO₂ concentrations in 2016. Similar to the stations in IACC, no exceedances of the relevant AQS objectives or target values for any measured pollutant was reported.

Diffusion tube NO₂ monitoring was carried out throughout the North Wales Combined Authority at key locations within town centres and along the main transport links throughout North Wales. Only one exceedance was reported, at a diffusion tube in IACC. NO₂ concentrations at this site have either exceeded or been within 10% of the annual mean AQS objective for the past 5 years. The diffusion tube is located along

North Wales Combined Authority

the A55 at a kerbside location. There are no nearby sensitive receptors and as a consequence the site does not represent relevant exposure.

There were no other diffusion tube monitoring sites in 2016 where the annual mean AQS objective for NO₂ was exceeded.

WCBC also monitored benzene at one diffusion tube location near an acid tar lagoon. No exceedances of the annual mean AQS objective for benzene have been reported for the past 5 years.

Having considered each pollutant and reviewed the new developments approved in 2016, it can be concluded that there is no requirement for any of the six local authorities within the North Wales Combined Authority to undertake a detailed assessment.

The North Wales Combined Authority will continue to maintain their monitoring programmes and ensure new monitoring sites are installed as required.

Table of Contents

Executive Summary	i
1 Introduction.....	1
1.1 Description of Local Authority Areas.....	1
1.2 Purpose of Progress Report	4
1.3 Air Quality Objectives	4
1.4 Summary of Previous Review and Assessments.....	6
2 New Monitoring Data	8
2.1 Summary of Monitoring Undertaken	8
2.2 Comparison of Monitoring Results with Air Quality Objectives	34
3 New Local Developments.....	63
3.1 Road Traffic Sources	63
3.2 Other Transport Sources	64
3.3 Industrial Sources.....	65
3.4 Commercial and Domestic Sources.....	66
3.5 New Developments with Fugitive or Uncontrolled Sources	66
4 Air Quality Planning Policies	68
5 Local Transport Plans and Strategies	69
6 Conclusions and Proposed Actions.....	71
6.1 Conclusions from New Monitoring Data.....	71
6.2 Other Conclusions	71
6.3 Proposed Actions.....	71
7 References	72

List of Tables

Table 1.1 – Air Quality Objectives included in Regulations for the purpose of LAQM in Wales	5
Table 1.2 – Summary of Previous Rounds of Review and Assessment in the North Wales Combines Authority	6
Table 2.1 – Details of Automatic Monitoring Sites in the North Wales Combined Authority	11
Table 2.2 – Details of Non- Automatic Monitoring Sites in the North Wales Combined Authority	21
Table 2.3 – Results of Automatic Monitoring for NO ₂ : Comparison with Annual Mean Objective.....	35
Table 2.4 – Results of Automatic Monitoring for NO ₂ : Comparison with 1-hour Mean Objective.....	35
Table 2.5 – Results of NO ₂ Diffusion Tubes 2016	40
Table 2.6 – Results of Automatic Monitoring for PM ₁₀ : Comparison with Annual Mean Objective.....	57
Table 2.7 – Results of Automatic Monitoring for PM ₁₀ : Comparison with 24-hour Mean Objective.....	57
Table 2.8 – Results of PM _{2.5} Automatic Monitoring	59
Table 2.9 – Results of SO ₂ Automatic Monitoring.....	60
Table 2.10 – Results of Benzene Diffusion Tube Monitoring	61
Table 3.1 – Approved Planning Applications: Road Traffic Sources.....	63
Table 3.2 – Approved Planning Applications: Industrial Sources.....	65
Table 3.3 – Approved Planning Applications: Commercial and Domestic Sources ...	66
Table A.1 – Short-Term to Long-Term Monitoring NO ₂ Adjustment: Non-Automatic Stations.....	79
Table A.2 – Short-Term to Long-Term Monitoring PM ₁₀ Adjustment	79
Table A.3 – Short-Term to Long-Term Monitoring PM _{2.5} Adjustment.....	79
Table B.1 – Results of NO ₂ Diffusion Tubes (2012 to 2016): Isle of Anglesey	80
Table B.2 – Results of NO ₂ Diffusion Tubes (2012 to 2016): Conwy Borough Council	80
Table B.3 – Results of NO ₂ Diffusion Tubes (2012 to 2016): Denbighshire County Council	81
Table B.4 – Results of NO ₂ Diffusion Tubes (2012 to 2016): Flintshire Council	82
Table B.5 – Results of NO ₂ Diffusion Tubes (2012 to 2016): Gwynedd Council.....	85
Table B.6 – Results of NO ₂ Diffusion Tubes (2012 to 2016): Wrexham County Borough Council	86
Table C.1- Full Monthly Diffusion Tube Results for 2016: Isle of Anglesey County Council	87
Table C.2- Full Monthly Diffusion Tube Results for 2016: Conwy County Borough Council	88

Table C.3- Full Monthly Diffusion Tube Results for 2016: Denbighshire County Council	88
Table C.4- Full Monthly Diffusion Tube Results for 2016: Gwynedd Council	90
Table C.5- Full Monthly Diffusion Tube Results for 2016: Flintshire Council	90
Table C.6- Full Monthly Diffusion Tube Results for 2016: Wrexham County Borough Council	93

List of Figures

Figure 2.1 – Map of Automatic Monitoring Site: Isle of Anglesey County Council	9
Figure 2.2 – Map of Automatic Monitoring Site: Isle of Anglesey County Council – Felin Cafnan, close to the Wylfa Newydd construction site	9
Figure 2.3 – Map of Automatic Monitoring Site: Wrexham County Borough Council	10
Figure 2.4 – Map of non-Automatic Monitoring Sites: Isle of Anglesey County Council – Llanfairpwllgwyngyll and Llangefni	13
Figure 2.5 – Map of non-Automatic Monitoring Sites: Isle of Anglesey County Council – Along the A55 and A5025.....	13
Figure 2.6 – Map of non-Automatic Monitoring Sites: Isle of Anglesey County Council – Along A5025, Cemaes and Amlwch	14
Figure 2.7 – Map of non-Automatic Monitoring Sites: Denbighshire County Council – Ruthin	14
Figure 2.8 – Map of non-Automatic Monitoring Sites: Denbighshire County Council – Denigh	15
Figure 2.9 – Map of non-Automatic Monitoring Sites: Denbighshire County Council – North.....	15
Figure 2.10 – Map of non-Automatic Monitoring Sites: Conwy County Borough Council – A55 by Llanfairfechan	16
Figure 2.11 – Map of non-Automatic Monitoring Sites: Conwy County Borough Council – Wider Area.....	16
Figure 2.12 – Map of non-Automatic Monitoring Sites: Gwynedd Council – Wider Area.....	17
Figure 2.13 – Map of non-Automatic Monitoring Sites: Gwynedd Council – Pwllhei..	17
Figure 2.14 – Map of non-Automatic Monitoring Sites: Flintshire County Council Wider Area.....	18
Figure 2.15 – Map of non-Automatic Monitoring Sites: Flintshire County Council – Rhewl Mostyn and Treffynnon Holywell areas.....	18
Figure 2.16 – Map of non-Automatic Monitoring Sites: Flintshire County Council – Hope Area	19
Figure 2.17 – Map of non-Automatic Monitoring Sites: Wrexham County Borough Council – South	19
Figure 2.18 – Map of non-Automatic Monitoring Sites: Wrexham County Borough Council – North.....	20
Figure 2.19 – Trends in Annual Mean NO ₂ Concentrations Measured at Automatic Monitoring Stations.....	36

North Wales Combined Authority

Figure 2.20 – Trends in Annual Mean Nitrogen Dioxide Concentrations Measured at Diffusion Tube Monitoring Sites: Isle of Anglesey County Council	48
Figure 2.21 – Trends in Annual Mean Nitrogen Dioxide Concentrations Measured at Diffusion Tube Monitoring Sites: Conwy County Borough Council	49
Figure 2.22 – Trends in Annual Mean Nitrogen Dioxide Concentrations Measured at Diffusion Tube Monitoring Sites: Denbighshire County Council.....	50
Figure 2.23 – Trends in Annual Mean Nitrogen Dioxide Concentrations Measured at Diffusion Tube Monitoring Sites: Flintshire Council <20µg/m ³ in 2016	51
Figure 2.24 – Trends in Annual Mean Nitrogen Dioxide Concentrations Measured at Diffusion Tube Monitoring Sites: Flintshire Council >20µg/m ³ in 2016	52
Figure 2.25 – Trends in Annual Mean Nitrogen Dioxide Concentrations Measured at Diffusion Tube Monitoring Sites: Gwynedd Council.....	53
Figure 2.26 – Trends in Annual Mean Nitrogen Dioxide Concentrations Measured at Diffusion Tube Monitoring Sites: Wrexham County Borough Council.....	54
Figure 2.27 – Trends in Annual Mean PM ₁₀ Concentrations	58
Figure 2.28 – Trends in Annual Mean PM _{2.5} Concentrations at the AURN Continuous Monitoring Site.....	60
Figure 2.29 – Trends in SO ₂ Concentrations	61
Figure 2.30 – Trends in Annual Mean Benzene Concentrations	62
Figure A.1 – Factor from Local Co-Location Study	74
Figure A.2 – Fall-off Distance Correction of DT4: Isle of Anglesey County Council...	78
Figure A.3 – Fall-off Distance Correction of Site 57: Flintshire Council	78

Appendices

Appendix A: Quality Assurance / Quality Control (QA/QC) Data

Appendix B: Complete Monitoring Results (2012-2016)

Appendix C: Full Monthly Diffusion Tube Results for 2016

1 Introduction

1.1 Description of Local Authority Areas

The North Wales Combined Authority Area is comprised of six local authorities. A summary of each local authority and their main pollution sources can be found below. There are no Air Quality Management Areas (AQMAs) declared in any of the six local authority areas.

Isle of Anglesey County Council

Isle of Anglesey County Council (IACC) is an island situated off the coast of north-west Wales. It is linked to the mainland by two bridges, Telford's Menai Suspension Bridge and Stephenson's Britannia Bridge. IACC is predominately rural in nature with a number of scattered towns and villages throughout. The Council serves a resident population of approximately 67,800¹ with the majority of whom are situated in the larger towns of Holyhead, Llangefni, Amlwch, Menai Bridge and Beaumaris.

The island suffers from significant job losses and outward migration due to the closure of a number of industrial processes. IACC has been declared as an Enterprise Zone focusing on Energy by the Welsh Government in an attempt to bring low carbon energy industrial activities onto the island. The industrial emissions from such activities will likely be a source of air pollution on the island. Furthermore, Holyhead remains a principal shipping port serving Dublin and as a tourist stop for Snowdonia National Park. Road traffic emissions also contribute to pollution levels, notably along the A55 dual carriage way which begins at Holyhead and runs in a south-easterly direction across the island. The A55 is the most heavily used road on the island and helps alleviate congestion on the A5 which travels through many of the towns and villages.

Conwy County Borough Council

Conwy County Borough Council (CCBC) is bounded by the Irish Sea to the north, with the coastal boundary stretching for 37 miles between Llanfairfechan in the west to the River Clwyd in the east. CCBC extends down to Dolwyddelan and across to Carrigydrudion in the southwest. The Borough serves a total resident population of

North Wales Combined Authority

approximately 115,200¹, the majority of which are settled along the coastal strip in the larger towns of Abergele, Colwyn Bay and Llandudno. Approximately 35% of the geographical area of CCBC lies within Snowdonia National Park. As a consequence, the number of residents and visitors increase dramatically during the summer months due to high levels of tourism.

CCBC is a main trunk route through North Wales and therefore the major arterial roads are a significant source of pollution from emissions from road vehicles. In particular, the A55 dual carriage way which is the main trunk route between the northwest and Holyhead ferry port and the A470 single carriage way which leads inland to Snowdonia.

Denbighshire County Council

Denbighshire County Council (DCC) covers an area extending from Rhyl and Prestatyn, through the Vale of Clwyd, as far south as Corwen and Llangollen. DCC is largely rural in character with tourism and agriculture being the main industries. The Council serves a total resident population of approximately 93,700¹, the majority of which are located in the largest coastal towns of Rhyl and Prestatyn.

The main source of air pollution in DCC is road traffic emissions from major roads, notably the A55, A5 and A494. The A55 crosses north Denbighshire providing direct links to the national motorway network, whilst the A5 crosses the county linking through to Snowdonia in the south. The A494 runs across the county linking Chester to Dolgellau.

Flintshire County Council

Flintshire County Council (FCC) is the north-eastern gateway to Wales. It is bounded by Wrexham in the south, Denbighshire to the west and Cheshire to the east. The extreme north-west of the Council area is bounded by the Irish Sea with the tidal estuary of the River Dee acting as the local authority boundary. FCC is largely rural in character however the coast along the Dee estuary is heavily developed by industry and the northern coast much developed for tourism. The Council serves a total resident population of approximately 152,500¹, the majority of which are located in

¹ Source : Office of National Statistics - 2011 Census Published 11th July 2012 (<http://ons.gov.uk>)

North Wales Combined Authority

the larger towns of Buckley, Connah's Quay, Flint, Hawarden, Holywell, Mold, Queensferry and Shotton.

The main source of air pollution in FCC is road traffic emissions from major roads linking England to the rest of north Wales. These include the A55 towards Colwyn Bay in the north and the A494 towards Snowdonia in the south.

Gwynedd Council

Gwynedd Council (GC) lies between the area from Abergwyngregyn in the north to Aberdyfi in the south, and from the Llyn Peninsula in the west to Glan yr Afon in the east. Gwynedd has a population of approximately 120,000¹. The county shares its inland boundary with four other counties; Conwy, Denbighshire, Powys and Ceredigion. GC is predominantly rural in nature, with the main areas of population concentrated at the University City of Bangor and Gwynedd Administration Centre, Caernarfon, both situated on the south shore of the Menai Strait to the north-west of the county.

The main source of air pollution is emissions from road traffic due to the dependence of cars and the increase in the influx from tourism along the main roads. The busiest road within the country is the A55, connecting the port of Holyhead on Anglesey to the north-west of England. The A470 is the primary route between north and south Wales. It traverses Gwynedd from Blaenau Ffestiniog to Mallwyd in the south. Another important road is the A487 which links Caernarfon and Bangor with the south of the county before merging with the A470 at Llan Ffestiniog, then continuing from the south of Dolgellau towards, Machynlleth and beyond.

Wrexham County Borough Council

Wrexham County Borough Council (WCBC) is bounded by the Clwydian Hills to the west and the Shropshire and Powys countryside to the south. The council serves a resident population of approximately 133,500¹ of which the majority are situated within the centre of Wrexham itself or in the surrounding urban villages. Outside Wrexham centre, the predominant land use is agriculture with the landscape being largely rural in nature.

The main source of air pollution is traffic emissions from vehicles travelling along the A483 which links the north of the county to the south. There are also several industrial estates within its borders, the largest of which is located 5 miles to the east of the main town area and contain over 300 businesses.

1.2 Purpose of Progress Report

This report fulfils the requirements of the Local Air Quality Management (LAQM) process as set out in Part IV of the Environment Act (1995), the Air Quality Strategy for England, Scotland, Wales and Northern Ireland 2007 and the relevant Policy and Technical Guidance documents. The LAQM process places an obligation on all local authorities to regularly review and assess air quality in their areas, and to determine whether or not the air quality objectives are likely to be achieved. Where exceedances are considered likely, the local authority must then declare an Air Quality Management Area (AQMA) and prepare an Air Quality Action Plan (AQAP) setting out the measures it intends to put in place in pursuit of the objectives.

For Local Authorities in Wales, Progress Reports are required in the intervening years between the three-yearly Updating and Screening Assessment reports. Their purpose is to maintain continuity in the LAQM process.

They are not intended to be as detailed as Updating and Screening Assessment Reports, or to require as much effort. However, if the Progress Report identifies the risk of exceedance of an Air Quality Objective, the Local Authority (LA) should undertake a Detailed Assessment immediately, and not wait until the next round of Review and Assessment.

1.3 Air Quality Objectives

The air quality objectives applicable to LAQM in Wales are set out in the Air Quality (Wales) Regulations 2000, No. 1940 (Wales 138), Air Quality (Amendment) (Wales) Regulations 2002, No 3182 (Wales 298), and are shown in Table 1.1. This table shows the objectives in units of microgrammes per cubic metre $\mu\text{g}/\text{m}^3$ (milligrammes per cubic metre, mg/m^3 for carbon monoxide) with the number of exceedances in each year that are permitted (where applicable).

Table 1.1 – Air Quality Objectives included in Regulations for the purpose of LAQM in Wales

Pollutant	Air Quality Objective		Date to be achieved by
	Concentration	Measured as	
Benzene	16.25 $\mu\text{g}/\text{m}^3$	Running annual mean	31.12.2003
	5.00 $\mu\text{g}/\text{m}^3$	Annual mean	31.12.2011
1,3-butadiene	2.25 $\mu\text{g}/\text{m}^3$	Running annual mean	31.12.2003
Carbon monoxide	10 mg/m^3	Running 8-hour mean	31.12.2003
Lead	0.50 $\mu\text{g}/\text{m}^3$	Annual mean	31.12.2004
	0.25 $\mu\text{g}/\text{m}^3$	Annual mean	31.12.2008
Nitrogen dioxide	200 $\mu\text{g}/\text{m}^3$ not to be exceeded more than 18 times a year	1-hour mean	31.12.2005
	40 $\mu\text{g}/\text{m}^3$	Annual mean	31.12.2005
Particulate matter (PM ₁₀) (gravimetric)	50 $\mu\text{g}/\text{m}^3$, not to be exceeded more than 35 times a year	24-hour mean	31.12.2004
	40 $\mu\text{g}/\text{m}^3$	Annual mean	31.12.2004
Sulphur dioxide	350 $\mu\text{g}/\text{m}^3$, not to be exceeded more than 24 times a year	1-hour mean	31.12.2004
	125 $\mu\text{g}/\text{m}^3$, not to be exceeded more than 3 times a year	24-hour mean	31.12.2004
	266 $\mu\text{g}/\text{m}^3$, not to be exceeded more than 35 times a year	15-minute mean	31.12.2005

1.4 Summary of Previous Review and Assessments

Previous rounds of review and assessment have identified areas in the North Wales Combined Authority where exceedances of the annual mean objectives have occurred. Detailed assessments have been carried out when exceedances have been reported to evaluate whether an Air Quality Management Area (AQMA) needs to be declared. There are currently no AQMAs declared in the North Wales Combined Authority.

Table 1.2 – Summary of Previous Rounds of Review and Assessment in the North Wales Combines Authority

Year	Report Type	Detailed Assessment Recommended	AQMA Declared
2003	Updating and Screening Assessment	No detailed assessments required in any Local Authority Area.	No AQMAs declared in any Local Authority Area.
2004	Progress Report	Detailed assessment carried out for PM ₁₀ and NO ₂ close to the A494 in FCC . No other detailed assessments required in any Local Authority Area.	No AQMAs declared in any Local Authority Area.
2005	Progress Report	No detailed assessments required in any Local Authority Area.	No AQMAs declared in any Local Authority Area.
2006	Updating and Screening Assessment	Detailed assessment required at Trimm Rock and Aberdo Limestone Quarries and at Roadrunner Waste Transfer Station in FCC . No other detailed assessments required in any Local Authority Area.	No AQMAs declared in any Local Authority Area.
2007	Progress Report	Detailed assessment carried out for SO ₂ 15-minute mean objective for Penrhos Coastal Park in IACC . No other detailed assessments required in any Local Authority Area.	No AQMAs declared in any Local Authority Area.
2008	Progress Report	No detailed assessments required in any Local Authority Area.	No AQMAs declared in any Local Authority Area.

North Wales Combined Authority

Year	Report Type	Detailed Assessment Recommended	AQMA Declared
2009	Updating and Screening Assessment	<p>Detailed assessment no longer required at Trimm Rock and Aberdo Limestone Quarries and at Roadrunner Waste Transfer Station in FCC.</p> <p>Detailed assessment carried out for SO₂ 15-minute mean objective for Holyhead Railway Station in IACC.</p> <p>Detailed assessment required for SO₂ as a result of steam trains in GC.</p> <p>No other detailed assessments required in any Local Authority Area.</p>	No AQMAs declared in any Local Authority Area.
2010	Progress Report	<p>Detailed assessment required for the area around Wrexham Road in Cefn Y Bedd in FCC.</p> <p>Detailed assessment carried out for SO₂ as a result of steam trains in GC.</p> <p>No other detailed assessments required in any Local Authority Area.</p>	No AQMAs declared in any Local Authority Area.
2011	Progress Report	Detailed assessment carried out for NO ₂ along Vale Street, Denbigh in DCC .	No AQMAs declared in any Local Authority Area.
2012	Updating and Screening Assessment	<p>Detailed assessment no longer required for the area around Wrexham Road in Cefn Y Bedd in FCC.</p> <p>Detailed assessment carried out for the junction of the A5119 and A494 in Mold in FCC.</p> <p>No other detailed assessments required in any Local Authority Area.</p>	No AQMAs declared in any Local Authority Area.
2013	Progress Report	No detailed assessments required in any Local Authority Area.	No AQMAs declared in any Local Authority Area.
2014	Progress Report	No detailed assessments required in any Local Authority Area.	No AQMAs declared in any Local Authority Area.
2015	Updating and Screening Assessment	No detailed assessments required in any Local Authority Area.	No AQMAs declared in any Local Authority Area.
2016	Progress Report	No detailed assessments required in any Local Authority Area.	No AQMAs declared in any Local Authority Area.

2 New Monitoring Data

2.1 Summary of Monitoring Undertaken

2.1.1 Automatic Monitoring Sites

Automatic monitoring was carried out at four sites within the IACC and at one location in WCBC. No other automatic monitoring was undertaken in the North Wales Combined Authority. The monitoring sites are as follows:

- CM1: Llynfaes – Measuring PM₁₀ and PM_{2.5} at Gwyndy Quarry;
- CM2: Brynteg – Measuring PM₁₀ and PM_{2.5} at Rhuddlan Back Quarry;
- CM3: Felin Cafnan – Measuring PM₁₀ and PM_{2.5} at a National Trust Property located near to the Wylfa Newydd construction site;
- CM4: IVC Penhesgyn – Measuring PM₁₀ and PM_{2.5} at Penhesgyn Recycling Centre; and
- AURN: Victoria Road – Measuring NO₂, SO₂, PM₁₀ and PM_{2.5} at a roadside location in Wrexham.

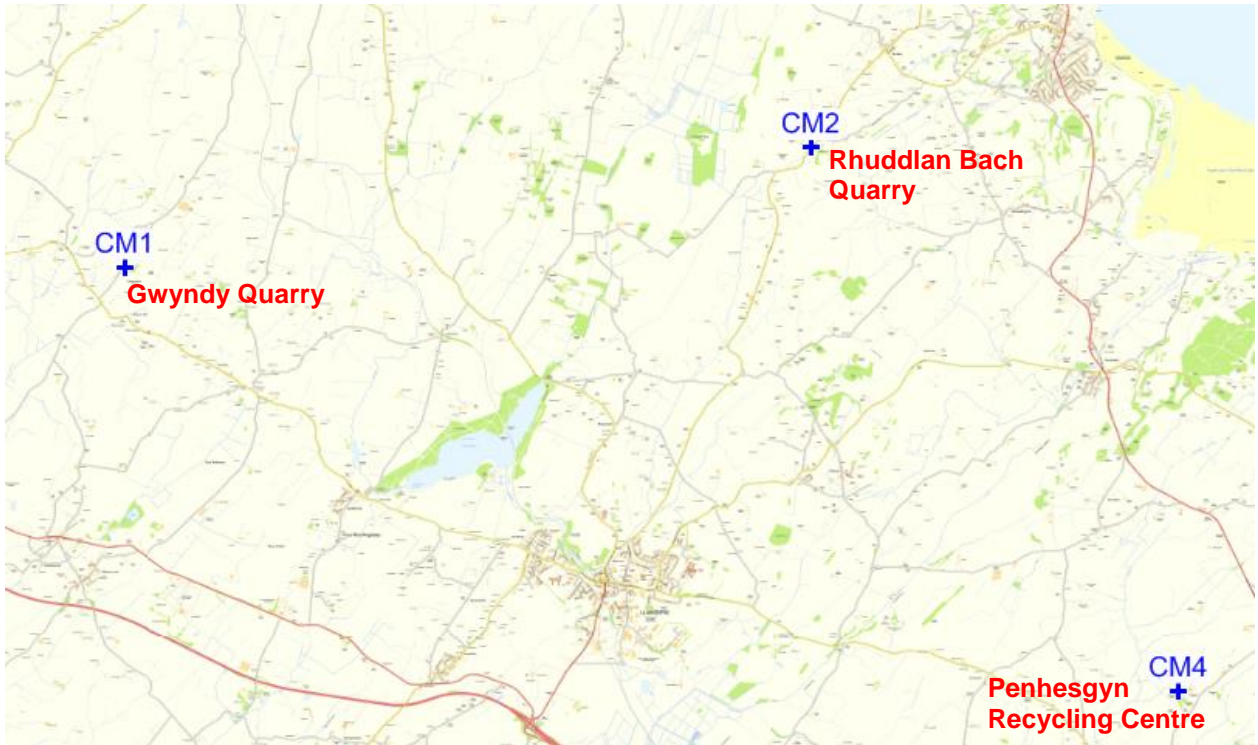
Figure 2.1 to Figure 2.3 and Table 2.1 provide further information with regards to the automatic monitoring sites.

There was one new automatic station installed in the North Wales Combined Authority, at Felin Cafnan, measuring PM₁₀. Monitoring started in December 2015 at the site which is run by the IACC. PM₁₀ monitoring was completed in August 2016 at the IVC Penhesgyn site which was also run by the IACC.

The Rose Cottage, Mold automatic monitor measuring PM₁₀, NO_x and NO₂ in FCC was decommissioned in 2016 due to resource constraints. Reported concentrations have been below the relevant Air Quality Standards for the past couple of years and therefore continued monitoring was not deemed to be necessary at this location.

The Wrexham Isycoed automatic monitor measuring PM₁₀, SO₂ and NO_x in WCBC was decommissioned at the start of 2016 by the Welsh Air Quality Forums (WAQF) as the monitoring programme had concluded that there were no breaches of the air quality objectives over nine years of monitoring.

Figure 2.1 – Map of Automatic Monitoring Site: Isle of Anglesey County Council



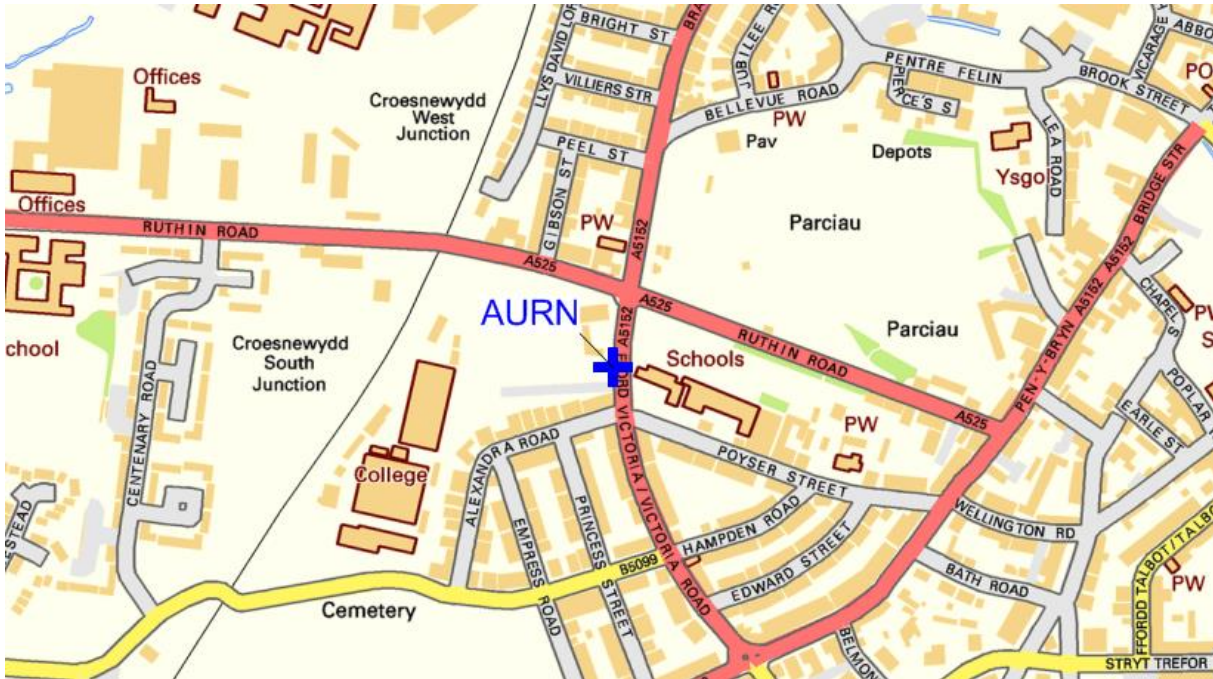
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Figure 2.2 – Map of Automatic Monitoring Site: Isle of Anglesey County Council – Felin Cafnan, close to the Wylfa Newydd construction site



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Figure 2.3 – Map of Automatic Monitoring Site: Wrexham County Borough Council



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Table 2.1 – Details of Automatic Monitoring Sites in the North Wales Combined Authority

Site ID	Site Name	Site Type	X OS Grid Reference	Y OS Grid Reference	Inlet Height (m)	Pollutants Monitored	In AQMA?	Monitoring Technique	Relevant Exposure? (Y/N with distance (m) from monitoring site to relevant exposure)	Distance to Kerb of Nearest Road (m) (N/A if not applicable)	Does this Location Represent Worst-Case Exposure?
Isle of Anglesey County Council											
CM1	Llynfaes (Creigiau)	Rural	239692	379774	1.5	PM ₁₀	N	Osiris	Y (1m)	10	Y
CM2	Brynteg (Chwarelau)	Rural	248566	381325	4.0	PM ₁₀	N	Osiris	Y (1m)	5	Y
CM3	Felin Cafnan, Cemlyn	Rural	234355	393310	1.5	PM ₁₀	No	Osiris	Y (10m)	N/A	Y
CM4	IVC Penhesgyn	Rural	253320	374281	1.5	PM ₁₀	N	Osiris	N (100m)	200	Y
Wrexham Country Borough Council											
AURN	Victoria Road AURN	Roadside	332863	349913	3	NO _x , SO ₂	No	Continuous	Y (20m)	4m	Y (20m)
AURN	Victoria Road AURN	Roadside	332863	349913	3	PM ₁₀ , PM _{2.5}	No	Daily Gravimetric	Y (20m)	4m	Y (20m)

2.1.2 Non-Automatic Monitoring Sites

Non-automatic monitoring of NO₂ using passive diffusion tubes were undertaken within all six local authorities at roadside, kerbside, industrial and urban background locations. The number of monitoring locations within each local authority is as follows:

- Isle of Anglesey County Council undertook monitoring at 15 locations. A 12-month NO₂ survey, consisting of 12 diffusion tubes, commenced along sections of the A55 and A5025 in February 2016 to gather baseline data for the Horion Nuclear Power Project. The monitoring survey has been since extended for a further 6 months.
- Conwy County Borough Council undertook monitoring at 15 locations. A new diffusion tube location was added at a roadside site along Victoria Drive in March 2016 (CBC-034).
- Denbighshire County Council undertook monitoring at 26 locations. No changes to the monitoring locations or number of tubes deployed have occurred in 2016.
- Flintshire County Council undertook monitoring at 52 locations, including duplicate diffusion tube monitoring at 3 sites (3 Davies Cottage, 20/22 Glynne Way and Llys Alun). Triplicate tubes were installed at Rose Cottage until July 2016 where they were then moved to be co-located with the South Bank, Aston Park continuous station for the remainder of 2016.
- Gwynedd Council undertook monitoring at 12 locations. No changes to the monitoring locations or number of diffusion tubes deployed have occurred in 2016.
- Wrexham Country Borough Council undertook monitoring at 24 locations, including one triplicate site which is co-located with the Victoria Road AURN station. There was one new diffusion tube site installed in 2016 at Chapel Lane.

Non-automatic monitoring of benzene (C₆H₆) was also undertaken at one monitoring location in WCBC.

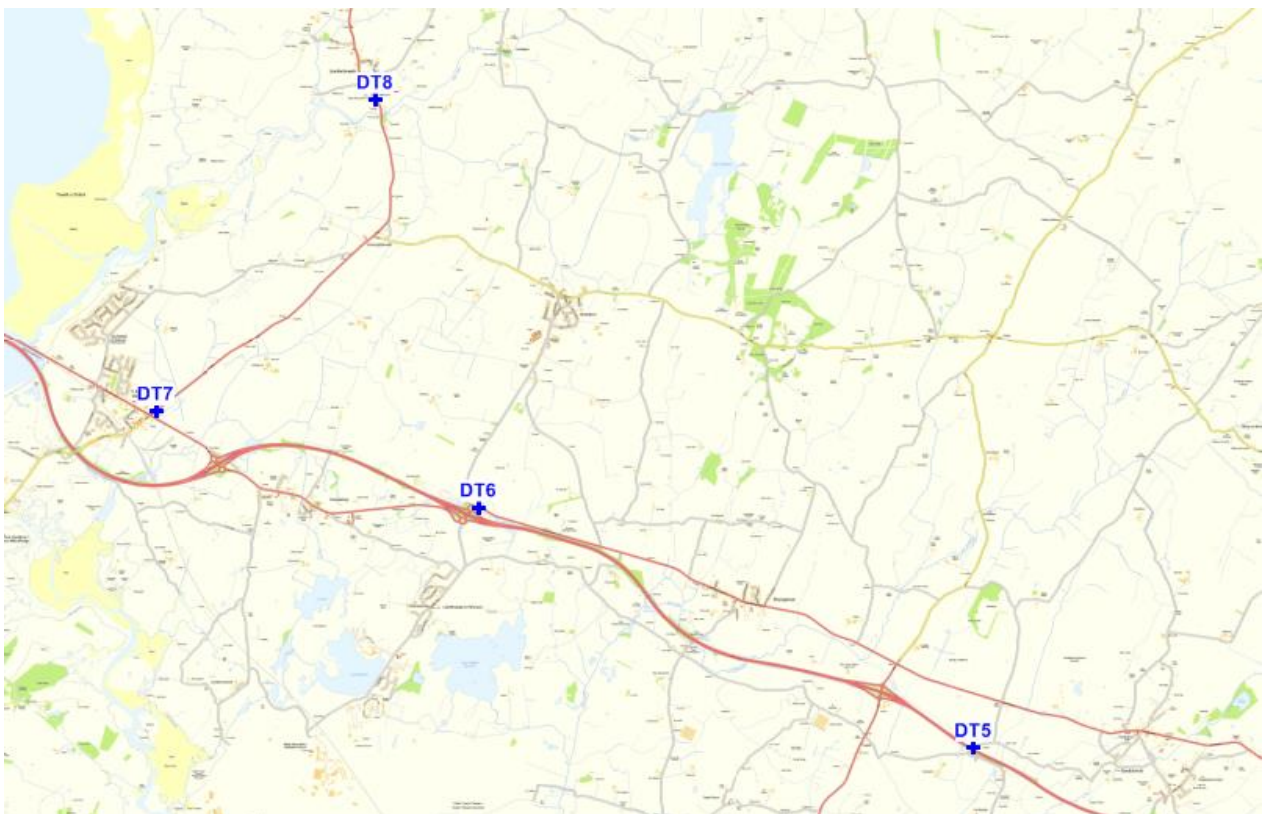
Figure 2.4 to Figure 2.17 and Table 2.2 provide further information with regards to the non-automatic monitoring sites.

Figure 2.4 – Map of non-Automatic Monitoring Sites: Isle of Anglesey County Council – Llanfairpwllgwyngyll and Llangefni



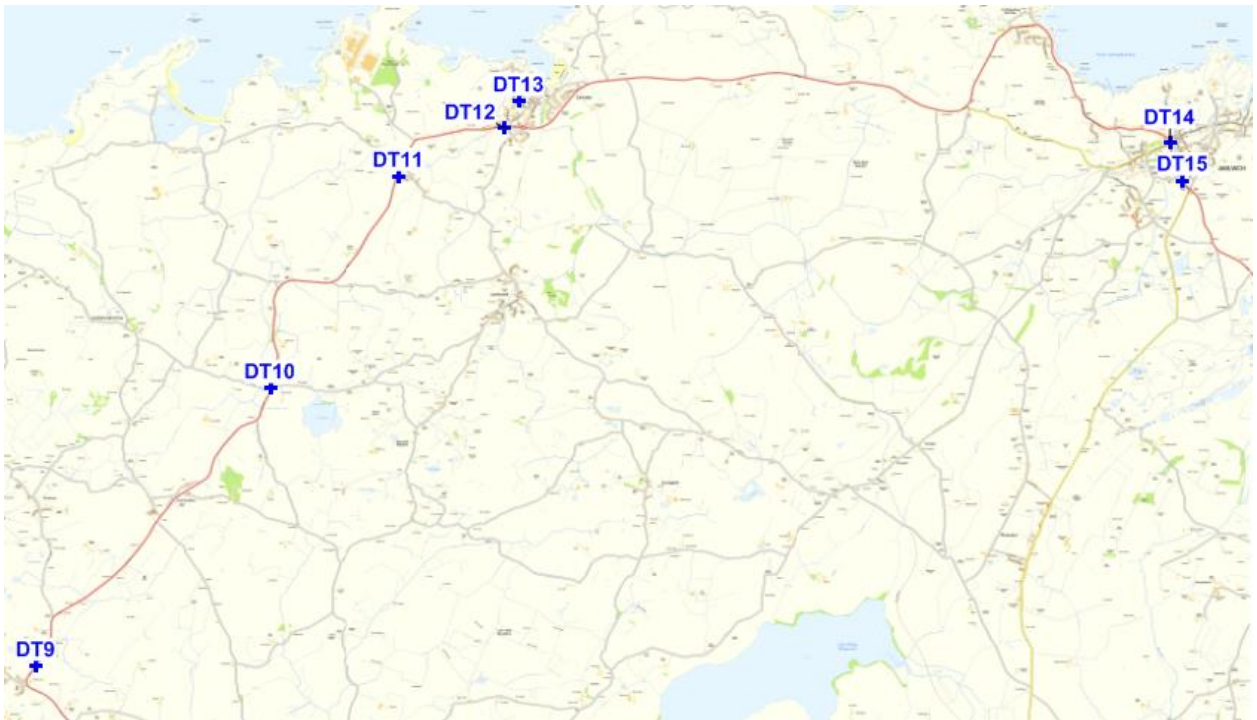
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Figure 2.5 – Map of non-Automatic Monitoring Sites: Isle of Anglesey County Council – Along the A55 and A5025



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Figure 2.6 – Map of non-Automatic Monitoring Sites: Isle of Anglesey County Council – Along A5025, Cemaes and Amlwch



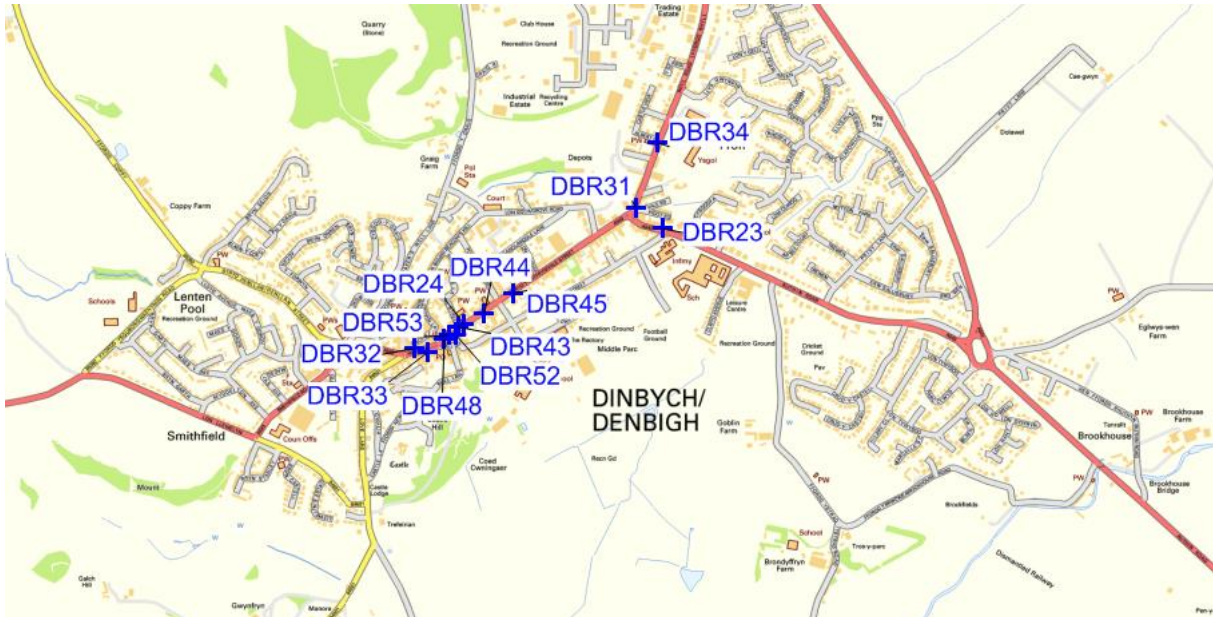
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Figure 2.7 – Map of non-Automatic Monitoring Sites: Denbighshire County Council – Ruthin



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Figure 2.8 – Map of non-Automatic Monitoring Sites: Denbighshire County Council – Denigh



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Figure 2.9 – Map of non-Automatic Monitoring Sites: Denbighshire County Council – North



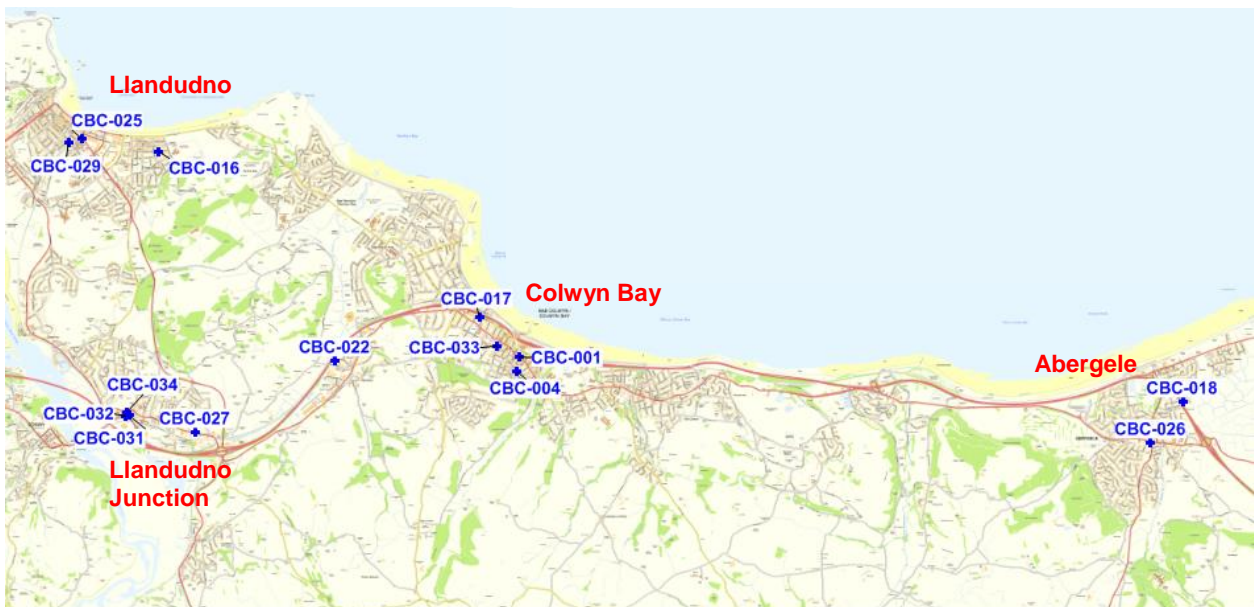
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Figure 2.10 – Map of non-Automatic Monitoring Sites: Conwy County Borough Council – A55 by Llanfairfechan



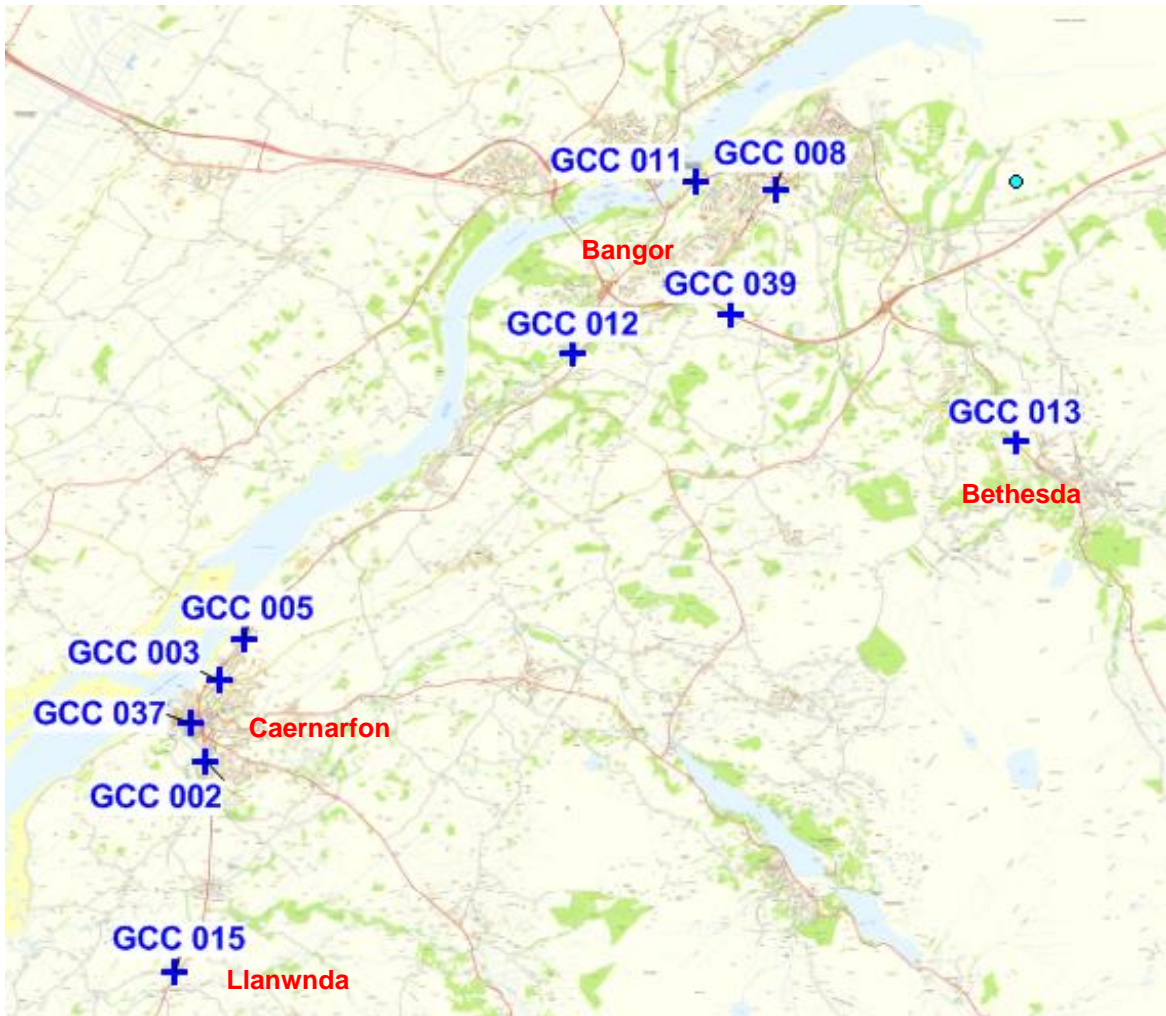
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Figure 2.11 – Map of non-Automatic Monitoring Sites: Conwy County Borough Council – Wider Area



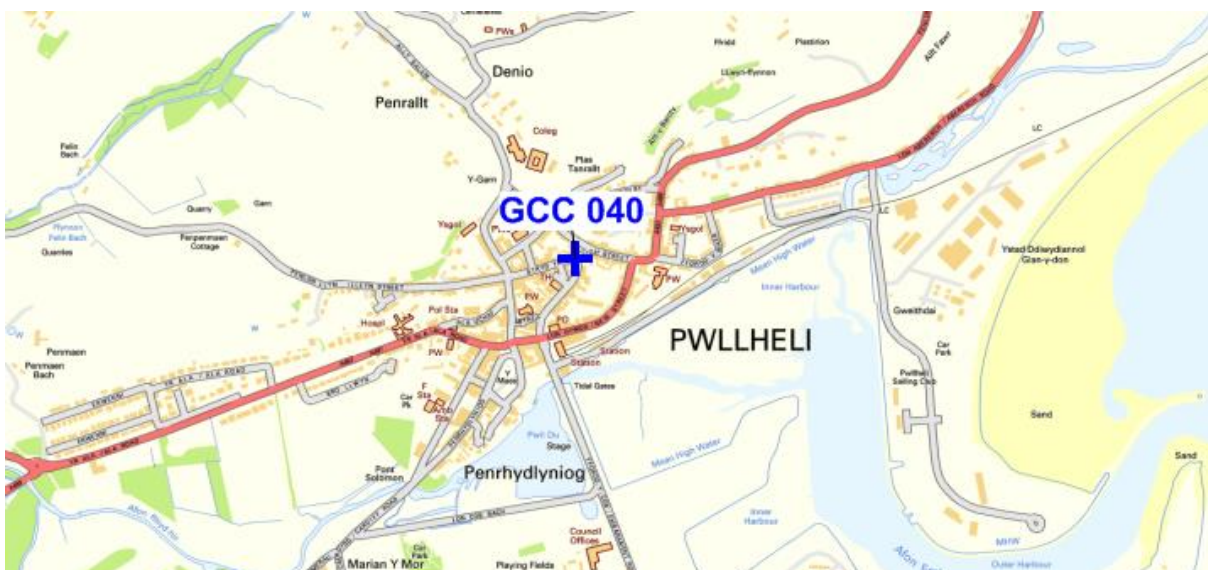
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Figure 2.12 – Map of non-Automatic Monitoring Sites: Gwynedd Council – Wider Area



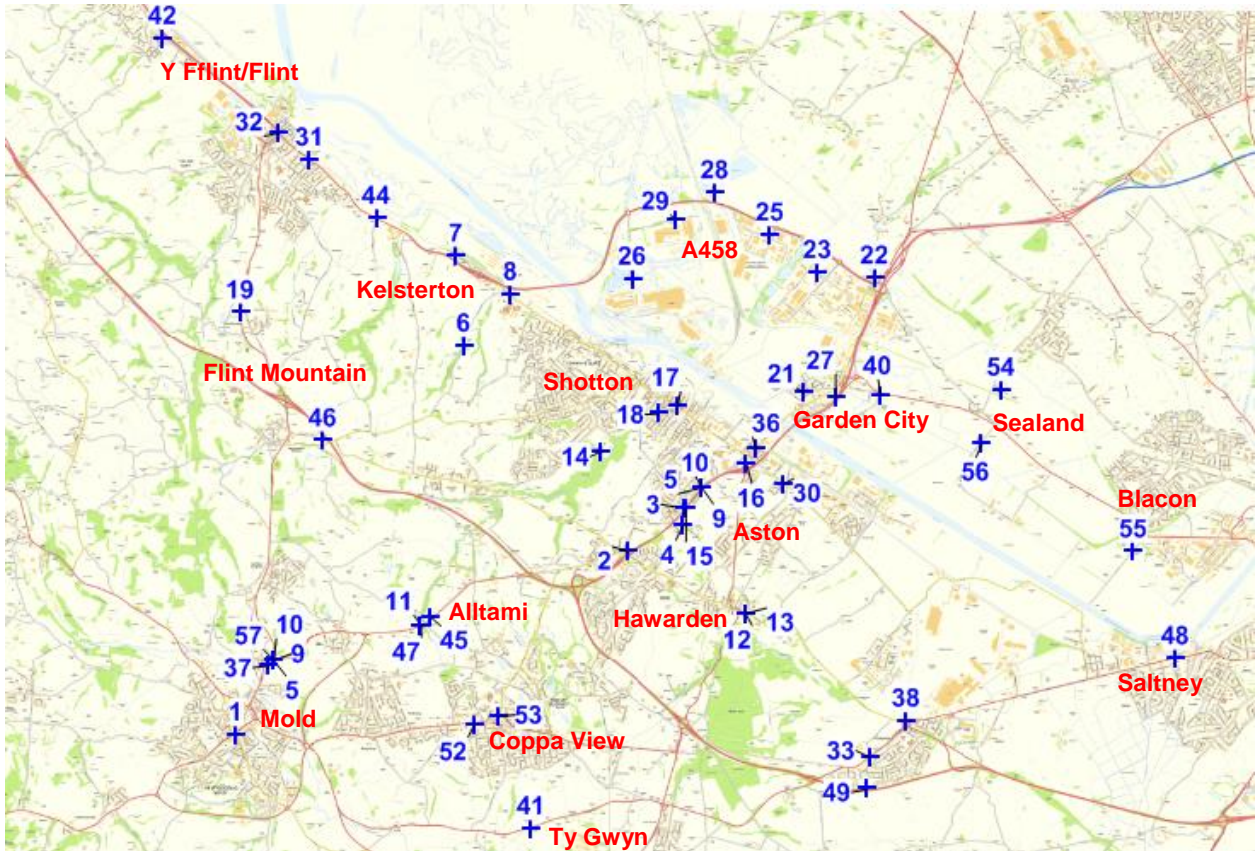
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Figure 2.13 – Map of non-Automatic Monitoring Sites: Gwynedd Council – Pwllheli



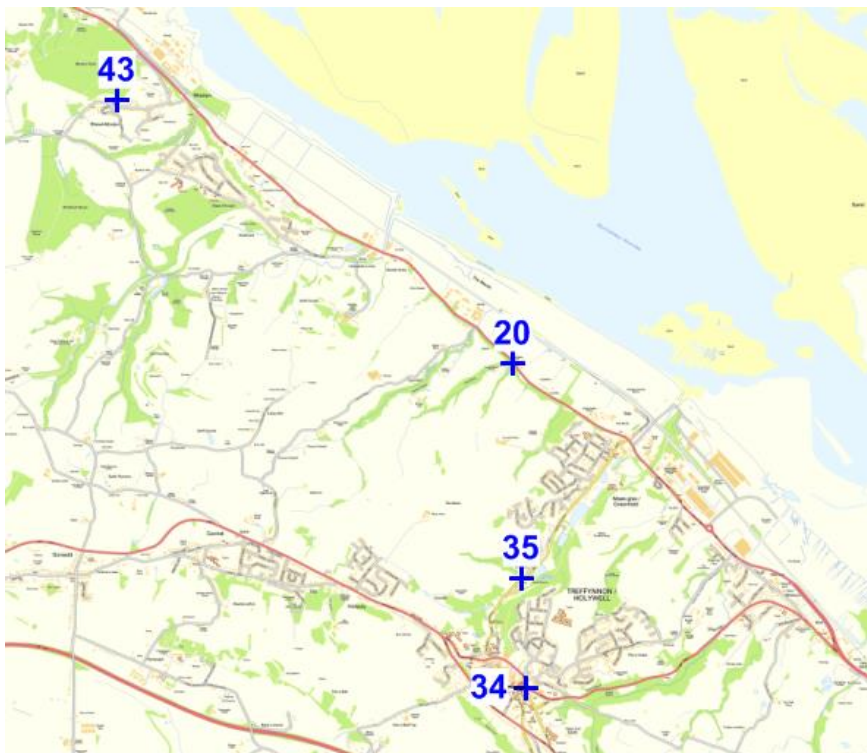
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Figure 2.14 – Map of non-Automatic Monitoring Sites: Flintshire County Council Wider Area



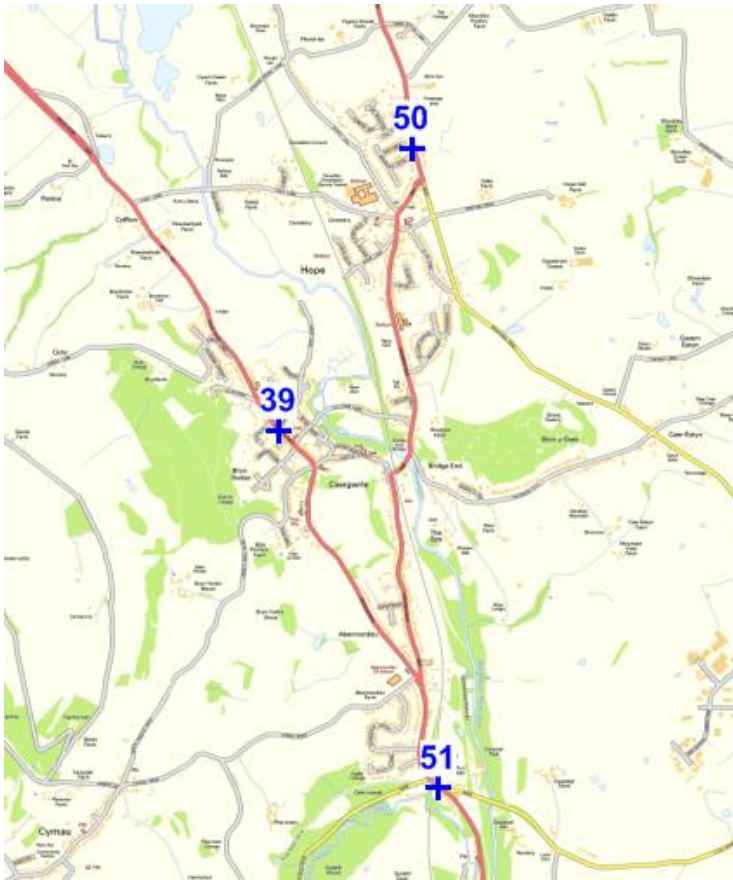
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Figure 2.15 – Map of non-Automatic Monitoring Sites: Flintshire County Council – Rhewl Mostyn and Treffynnon Holywell areas



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Figure 2.16 – Map of non-Automatic Monitoring Sites: Flintshire County Council – Hope Area



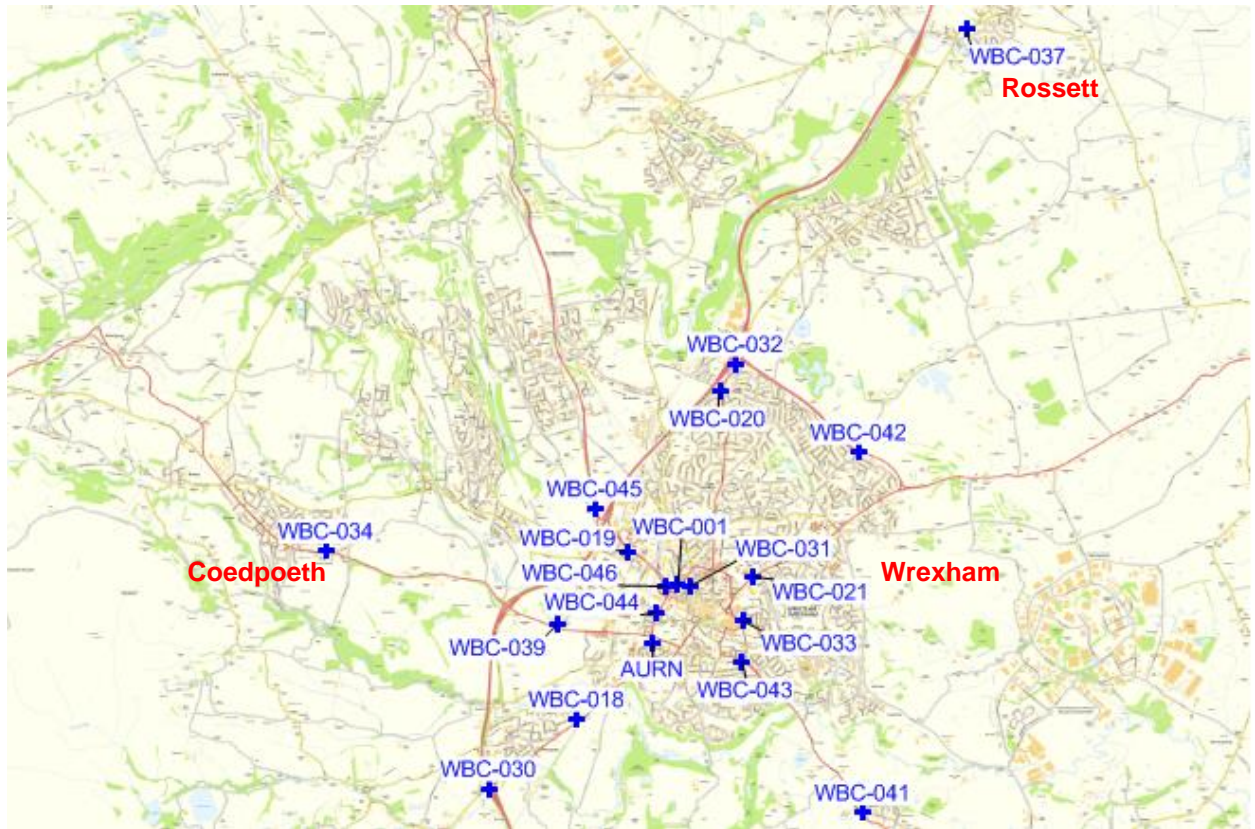
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Figure 2.17 – Map of non-Automatic Monitoring Sites: Wrexham County Borough Council – South



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Figure 2.18 – Map of non-Automatic Monitoring Sites: Wrexham County Borough Council – North



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Table 2.2 – Details of Non- Automatic Monitoring Sites in the North Wales Combined Authority

Site ID	Site Name	Site Type	X OS Grid Reference	Y OS Grid Reference	Site Height (m)	Pollutants Monitored	In AQMA?	Is Monitoring Co-located with a Continuous Analyser (Y/N)	Relevant Exposure? (Y/N with distance (m) from monitoring site to relevant exposure)	Distance to Kerb of Nearest Road (m) (N/A if not applicable)	Does this Location Represent Worst-Case Exposure?
Isle of Anglesey County Council											
DT1	Llanfair P.G. By-pass	Kerbside	252700	372100	1.2	NO ₂	No	No	N	1	Y
DT2	Bulkeley Square, Llangefni	Kerbside	245926	375688	2.5	NO ₂	No	No	Y (1)	1	Y
DT3	Penmynydd Road	Roadside	247084	375511	2.8	NO ₂	No	No	Y (10)	1.9	Y
DT4	Llanfair P.G. O ₂ Mast	Roadside	253265	372372	1.4	NO ₂	No	No	Y (30)	3	Y
DT5	Bridge over A55	Roadside	237267	376129	1.8	NO ₂	No	No	Y (50)	1.2	Y
DT6	A55, Junction 4	Roadside	232573	378407	2.4	NO ₂	No	No	Y (40)	1.5	Y
DT7	A5025, Valley	Kerbside	229513	379321	1.5	NO ₂	No	No	N	1	Y
DT8	A5025, Llanfachraeth	Roadside	231593	382274	2.8	NO ₂	No	No	Y (8)	1.7	Y
DT9	A5025, Llanfaethlu	Roadside	231555	387112	1.9	NO ₂	No	No	Y (75)	1.5	Y
DT10	A5025, Llanfellech Crossroads	Roadside	234152	390193	1.9	NO ₂	No	No	N	3.5	Y
DT11	A5025, Tregel	Roadside	235575	392545	2.5	NO ₂	No	No	Y (15)	1.6	Y
DT12	Ffordd Caergybi, Cemaes	Roadside	236752	393090	2.7	NO ₂	No	No	Y (10)	1.7	Y
DT13	Maes Cynfor, Cemaes	Roadside	236908	393378	2.6	NO ₂	No	No	Y (10)	1.7	Y
DT14	A5025, Amlwch	Roadside	244126	392914	2.8	NO ₂	No	No	Y (1)	1.4	Y
DT15	A5025 Near Salem Street, Amlwch	Roadside	244270	392498	2.2	NO ₂	No	No	Y (10)	1.2	Y

North Wales Combined Authority

Site ID	Site Name	Site Type	X OS Grid Reference	Y OS Grid Reference	Site Height (m)	Pollutants Monitored	In AQMA?	Is Monitoring Co-located with a Continuous Analyser (Y/N)	Relevant Exposure? (Y/N with distance (m) from monitoring site to relevant exposure)	Distance to Kerb of Nearest Road (m) (N/A if not applicable)	Does this Location Represent Worst-Case Exposure?
Conwy County Borough Council											
CBC-001	Theatre Colwyn, Colwyn Bay	Roadside	285119	378817	3	NO ₂	N	N	Y (0.5)	3.5	Y
CBC-034	Victoria Drive	Roadside	279245	377995	3	NO ₂	N	N	Y (1.0)	2.2	Y
CBC-004	Grove Park Rd. Colwyn Bay	Urban Background	285089	378592	3	NO ₂	N	N	Y (1.0)	1.7	N
CBC-016	Silva Gardens North, Llandudno	Urban Background	285089	378592	3	NO ₂	N	N	Y (1.0)	2.1	N
CBC-017	Kingsway, Colwyn Bay	Roadside	279724	381877	3	NO ₂	N	N	Y (1.0)	1.1	Y
CBC-018	Heol Dewi Pensarn	Roadside	284526	379417	3	NO ₂	N	N	Y (2.0)	1.0	Y
CBC-026	Chapel Street Abergele	Roadside	295049	378144	3	NO ₂	N	N	Y (1.0)	1.0	Y
CBC-025	Parc Llandudno	Roadside	294571	377534	3	NO ₂	N	N	Y (1.0)	1.0	Y
CBC-031	Conwy Road East (53), Llandudno Jcn	Roadside	278574	382071	2.5	NO ₂	N	N	Y (2.0)	1.75	Y
CBC-032	Conwy Road West, Llandudno Jcn (39)	Roadside	279279	377946	3	NO ₂	N	N	Y (3.0)	1.0	Y
CBC-021	Llanfairfechan	Roadside	279235	377936	3	NO ₂	N	N	Y (2.0)	1.1	Y
CBC-022	Bryn Marl, Mochdre	Roadside	268572	375472	3	NO ₂	N	N	Y (2.0)	1.5	Y
CBC-033	Coed Pella Road, Colwyn Bay	Roadside	282362	378757	3	NO ₂	N	N	Y (2.0)	1.0	Y

North Wales Combined Authority

Site ID	Site Name	Site Type	X OS Grid Reference	Y OS Grid Reference	Site Height (m)	Pollutants Monitored	In AQMA?	Is Monitoring Co-located with a Continuous Analyser (Y/N)	Relevant Exposure? (Y/N with distance (m) from monitoring site to relevant exposure)	Distance to Kerb of Nearest Road (m) (N/A if not applicable)	Does this Location Represent Worst-Case Exposure?
CBC-027	Llandudno Junction, New Roundabout	Roadside	284789	378983	3	NO ₂	N	N	Y (2.0)	2.0	Y
CBC-029	Llandudno Railway Stn Taxi Rank	Roadside	280271	377692	3	NO ₂	N	N	Y (2.0)	1.0	Y
Denbighshire County Council											
DBK1	Wellington Road, Rhyl	Roadside	300846	381407	2.3	NO ₂	N	N	Y (0.5)	2.2	Y
DBR2	10 Kinmel Street, Rhyl	Roadside	300903	381292	2.5	NO ₂	N	N	Y (2.5)	0.3	Y
DBB3	5 St. Georges Cres., Rhyl	Suburban	301640	381800	2.1	NO ₂	N	N	Y (0)	15.1	Y
DBB4	73 Bryn Coed Park, Rhyl	Suburban	302128	380611	2.3	NO ₂	N	N	Y (4.7)	1.7	Y
DBR5	2 Pant Glas, St. Asaph	Suburban	302938	374638	2.0	NO ₂	N	N	Y (9.6)	27.5	Y
DBR48	Adj. 1 Vale Street, Denbigh	Roadside	305276	366119	2.4	NO ₂	N	N	Y (0)	1.0	Y
DBR23	31 Ruthin Road, Denbigh	Suburban	305878	366424	2.5	NO ₂	N	N	Y (1.4)	2.5	Y
DBR8	1 Plas Elwy Orchard, The Roe, St. Asaph	Roadside	303270	374640	2.0	NO ₂	N	N	Y (0)	19.4	Y
DBR9	7 Roe Park, St. Asaph	Roadside	303197	374830	2.0	NO ₂	N	N	Y (0)	14	Y
DBR10	13 Roe Park, St. Asaph	Suburban	303263	374867	2.0	NO ₂	N	N	Y (0)	47	Y

North Wales Combined Authority

Site ID	Site Name	Site Type	X OS Grid Reference	Y OS Grid Reference	Site Height (m)	Pollutants Monitored	In AQMA?	Is Monitoring Co-located with a Continuous Analyser (Y/N)	Relevant Exposure? (Y/N with distance (m) from monitoring site to relevant exposure)	Distance to Kerb of Nearest Road (m) (N/A if not applicable)	Does this Location Represent Worst-Case Exposure?
DBR24	Denbigh Cutters, 21 Vale Street, Denbigh	Suburban	305330	366160	2.2	NO ₂	N	N	Y (0)	3	Y
DBR54	Adj. 2 Market Street, Ruthin	Suburban	312502	358376	2.2	NO ₂	N	N	Y (0)	2.9	Y
DBR20	25 Park Road, Ruthin.	Roadside	312106	358306	2.2	NO ₂	N	N	Y (4)	1.4	Y
DBR43	Adj HSBC Bank, Vale Street, Denbigh	Suburban	305314	366153	2.6	NO ₂	N	N	Y (5.5)	2.5	Y
DBR44	Opp Rowlands Pharm., Vale Street, Denbigh	Roadside	305386	366191	2.6	NO ₂	N	N	Y (1.7)	1.2	Y
DBR45	Adj 50 Vale Street, Denbigh	Roadside	305467	366246	2.5	NO ₂	N	N	Y (3.9)	2.0	Y
DBR37	Haul Fryn Depot, Ruthin	Roadside	312789	358231	2.3	NO ₂	N	N	Y (1)	3.5	Y
DBR38	Adj 62 Rhos Street, Ruthin	Roadside	312913	358273	2.6	NO ₂	N	N	Y (0)	2.3	Y
DBR52	Adj. Swayne Johnston Sol., Vale Street, Denbigh	Roadside	305308	366130	2.9	NO ₂	N	N	N	1.8	Y
DBR53	7 Vale Street, Denbigh	Roadside	305290	366130	2.3	NO ₂	N	N	N	2.0	Y
DBR31	2 Rhyl Road, Denbigh	Roadside	305805	366480	2.4	NO ₂	N	N	Y (1.3)	0.8	Y
DBR32	47 High Street, Denbigh	Roadside	305193	366093	2.4	NO ₂	N	N	N	5.9	Y

North Wales Combined Authority

Site ID	Site Name	Site Type	X OS Grid Reference	Y OS Grid Reference	Site Height (m)	Pollutants Monitored	In AQMA?	Is Monitoring Co-located with a Continuous Analyser (Y/N)	Relevant Exposure? (Y/N with distance (m) from monitoring site to relevant exposure)	Distance to Kerb of Nearest Road (m) (N/A if not applicable)	Does this Location Represent Worst-Case Exposure?
DBR33	Adj CO-OP, High Street, Denbigh	Kerbside	305229	366082	2.3	NO ₂	N	N	N	5.3	Y
DBR34	Adj Fairyburn, Rhyl Road, Denbigh	Roadside	305863	366661	2.5	NO ₂	N	N	Y (11.4)	0.9	Y
DBR49	79 High Street, Prestatyn	Roadside	306580	382906	2.6	NO ₂	N	N	N	1.0	N
DBR50	Adj., Saronie Court, High Street, Prestatyn	Kerbside	306795	382638	2.6	NO ₂	N	N	N	1.0	N
Flintshire County Council											
Site 1	10A Wrexham Road, Mold	Kerbside	323800	363856	2.2	NO ₂	N	N	Y (0)	1	Y
Site 2	1, St.Davids Close, Ewloe CH5 3AP	Urban	329830	366682	1.8	NO ₂	N	N	Y (0)	35	Y
Site 3	Aston Hill Roadside	Kerbside	330718	367350	2	NO ₂	N	N	Y (10)	1	N
Site 4	4, Moorfield Court, Aston	Urban Background	330690	367091	1.6	NO ₂	N	N	Y (5)	116	Y
Site 5/9/10	Rose Cottage Junction A5119/A494 Co-Located with Continuous Monitoring Station	Kerbside	324373	365009	2.2	NO ₂	N	Y - Triplicate and co-located	Y (5)	5	Y
Site 6	Kelsterton Farm, Kelsterton Lane, Connah's Quay	Rural Background	327307	369856	2.2	NO ₂	N	N	Y (40)	1	N
Site 7	Kelsterton Road, Connah's Quay	Kerbside	327187	371243	1.8	NO ₂	N	N	Y (15)	5	Y

North Wales Combined Authority

Site ID	Site Name	Site Type	X OS Grid Reference	Y OS Grid Reference	Site Height (m)	Pollutants Monitored	In AQMA?	Is Monitoring Co-located with a Continuous Analyser (Y/N)	Relevant Exposure? (Y/N with distance (m) from monitoring site to relevant exposure)	Distance to Kerb of Nearest Road (m) (N/A if not applicable)	Does this Location Represent Worst-Case Exposure?
Site 8	86, Kelsterton Road, Connah's Quay CH5 4BJ	Urban background	328032	370647	1.6	NO ₂	N	N	Y (0)	22	Y
Site 11/47	3 Davies Cottage, Mold Road, Alltami	Kerbside	326643	365550	1.6	NO ₂	N	N - Duplicate	Y (0)	4	Y
Site 12/13	20/22 Glynne Way, Hawarden	Kerbside	331648	365730	2	NO ₂	N	N - Duplicate	Y (0)	1	Y
Site 14	Wepre Park, Connah's Quay	Rural Background	329406	368224	1.6	NO ₂	N	N	N	290	N
Site 15	Aston Hill	Kerbside	330727	367354	2	NO ₂	N	N	Y (10)	1	Y
Site 16	4, Belvedere Close, Queensferry CH5 1TG	Urban	331663	368028	1.8	NO ₂	N	N	Y (0)	20	Y
Site 17	32 Chester Road West, Shotton	Kerbside	330599	368922	2.3	NO ₂	N	N	Y (0)	4	Y
Site 18	Victoria Crescent, Shotton	Urban Background	330319	368812	2	NO ₂	N	N	Y (7)	1	N
Site 19	Gwylfa, Northop Rd., Flint Mountain	Kerbside	323864	370368	2	NO ₂	N	N	Y (0)	3	Y
Site 20	Coed Mawr Cott., Mostyn Road, Greenfield CH8 9DN	Kerbside	318669	378290	2.2	NO ₂	N	N	Y (0)	2	Y
Site 21	18, Kingsley Road, Garden City CH5 2JA	Urban Background	332549	369135	1.8	NO ₂	N	N	Y (0)	7	Y
Site 22	Green Lane West, Sealand	Rural Background	333645	370898	2.2	NO ₂	N	N	Y (15)	70	N

North Wales Combined Authority

Site ID	Site Name	Site Type	X OS Grid Reference	Y OS Grid Reference	Site Height (m)	Pollutants Monitored	In AQMA?	Is Monitoring Co-located with a Continuous Analyser (Y/N)	Relevant Exposure? (Y/N with distance (m) from monitoring site to relevant exposure)	Distance to Kerb of Nearest Road (m) (N/A if not applicable)	Does this Location Represent Worst-Case Exposure?
Site 23	Second Avenue, Deeside Industrial Estate (Valspar)	Kerbside	332764	370981	2	NO ₂	N	N	N	1	N
Site 24/51	Llys Alun, Wrexham Road, Cefn Y Bedd	Kerbside	331079	356100	1.8	NO ₂	N	N - Duplicate	Y (0)	2	Y
Site 25	BASF, Deeside Industrial Park, Sealand	Industrial	332031	371562	1.8	NO ₂	N	N	N	20	N
Site 26	Corus rear entrance DIP, Sealand	Industrial	329906	370882	1.8	NO ₂	N	N	N	1	N
Site 27	89, Riverside Park, Garden City	Urban Background	333040	369051	2.2	NO ₂	N	N	Y (0)	15	Y
Site 28	Yacht Club, Deeside Industrial Park, Sealand	Industrial	331184	372215	2	NO ₂	N	N	N	1	N
Site 29	Weighbridge Road, Deeside Industrial Park, Sealand	Industrial	330575	371802	2.2	NO ₂	N	N	N	1	N
Site 30	28, Chester Road, Pentre, Deeside CH5 2DT	Kerbside	332221	367723	1.8	NO ₂	N	N	Y (0)	5	Y
Site 31	Trelawney Towers 79 Chester Road, Flint CH6 5DU	Kerbside	324935	372722	2	NO ₂	N	N	Y (0)	18	Y
Site 32	Flint Town Council Buildings.	Kerbside	324459	373141	4	NO ₂	N	N	Y (0)	6	N
Site 33	133, Main Road, Broughton CH4 0NR	Kerbside	333568	363511	2.4	NO ₂	N	N	Y (0)	1	Y

North Wales Combined Authority

Site ID	Site Name	Site Type	X OS Grid Reference	Y OS Grid Reference	Site Height (m)	Pollutants Monitored	In AQMA?	Is Monitoring Co-located with a Continuous Analyser (Y/N)	Relevant Exposure? (Y/N with distance (m) from monitoring site to relevant exposure)	Distance to Kerb of Nearest Road (m) (N/A if not applicable)	Does this Location Represent Worst-Case Exposure?
Site 34	2, Coleshill Street, Holywell CH8 7UP	Kerbside	318766	375758	2.4	NO ₂	N	N	Y (0)	1	Y
Site 35	Sycamore House, Greenfield Road, Holywell CH8 7PY	Kerbside	318735	376611	2.2	NO ₂	N	N	Y (0)	1	Y
Site 36	43, Station Road, Queensferry CH5 1SU	Kerbside	331806	368271	2	NO ₂	N	N	Y (0)	5	Y
Site 37	Glendale Lodge, Rhydgaled, Mold A5119	Kerbside	324281	364926	2	NO ₂	N	N	Y (0)	6	Y
Site 38	Oakdene, St Marys Way, Broughton CH4 0NQ	Urban	334130	364076	1.8	NO ₂	N	N	Y (0)	23	Y
Site 39	Medical Centre, High Street, Caergwrlle	Kerbside	330436	357543	1.8	NO ₂	N	N	Y (0)	4	Y
Site 40	1 Manor Road, Sealand CH5 2SB	Kerbside	333731	369079	1.8	NO ₂	N	N	Y (0)	15	Y
Site 41	Ty-Gwyn, A5118, Padeswood CH7 4JF	Kerbside	328348	362413	2	NO ₂	N	N	Y (5)	15	N
Site 42	Casa Sol, High Street, Bagillt CH6 6AP	Kerbside	322665	374595	1.8	NO ₂	N	N	Y (0)	7	Y
Site 43	9, Bryn Tirion, Rhewl-Mostyn CH8 9QW	Urban Background	315580	380347	1.8	NO ₂	N	N	Y (0)	15	Y

North Wales Combined Authority

Site ID	Site Name	Site Type	X OS Grid Reference	Y OS Grid Reference	Site Height (m)	Pollutants Monitored	In AQMA?	Is Monitoring Co-located with a Continuous Analyser (Y/N)	Relevant Exposure? (Y/N with distance (m) from monitoring site to relevant exposure)	Distance to Kerb of Nearest Road (m) (N/A if not applicable)	Does this Location Represent Worst-Case Exposure?
Site 44	413 Chester Road, Oakenholt, Flint CH6 5SF	Urban Background	325961	371822	2.2	NO ₂	N	N	Y (0)	15	Y
Site 45	Belmont, Alltami, Nr. Mold CH7 6LG	Kerbside	326801	365668	1.8	NO ₂	N	N	Y (1)	20	Y
Site 46	22, Park View, Northop CH7 6DD	Urban Background	325136	368397	1.8	NO ₂	N	N	Y (5)	40	Y
Site 48	74, High Street, Saltney CH4 8SQ	Kerbside	338283	365032	1.8	NO ₂	N	N	Y (0)	6	Y
Site 49	31, The Rowans, Broughton CH4 0TD	Kerbside	333531	363028	2	NO ₂	N	N	Y (5)	25	Y
Site 50	Bryn Estyn, Wrexham Road, Hope LL12 9NB	Kerbside	330972	358681	1.8	NO ₂	N	N	Y (0)	5	Y
Site 52	74, High Street, Saltney CH4 8SQ	Kerbside	327463	364013	2	NO ₂	N	N	Y (0)	8	Y
Site 53	17, Mill Lane, Buckley CH7 3HA	Kerbside	327849	364146	2.3	NO ₂	N	N	Y (4)	1	Y
Site 54	Elm Tree Rd Saughall	Kerbside	335594	369179	2.3	NO ₂	N	N	Y (10)	1	N
Site 55	Ferry Lane, Chester	Kerbside	337632	366682	2.2	NO ₂	N	N	Y (15)	2	N
Site 56	Deeside Lane, Sealand	Kerbside	335292	368346	2.2	NO ₂	N	N	N	1	N
Site 57	Rose Cottage Junction A5119/A494	Kerbside	324375	365007	2.2	NO ₂	N	N	Y (2)	1	Y

North Wales Combined Authority

Site ID	Site Name	Site Type	X OS Grid Reference	Y OS Grid Reference	Site Height (m)	Pollutants Monitored	In AQMA?	Is Monitoring Co-located with a Continuous Analyser (Y/N)	Relevant Exposure? (Y/N with distance (m) from monitoring site to relevant exposure)	Distance to Kerb of Nearest Road (m) (N/A if not applicable)	Does this Location Represent Worst-Case Exposure?
Site 58	South Bank, Aston Park, Queensferry CH5 1XZ	Kerbside	330969	367674	2.0	NO ₂	N	Y*	Y (4)	3	Y
Gwynedd Council											
GCC 002	Roundabout A487, Caernarfon (C1)	Kerbside	248273	362132	1.96	NO ₂	N	N	Y (10)	1	No
GCC 003	Lon Campbell, Caernarfon (C3)	Urban Background	248480	363456	2	NO ₂	N	N	Y (5)	N/A	N/A
GCC 005	Ffordd Bangor, Caernarfon (C5)	Kerbside	248892	364120	1.84	NO ₂	N	N	Y (7)	1	Yes
GCC 008	A4087, Bangor (B3)	Kerbside	257587	371543	1.90	NO ₂	N	N	Y (2)	1	Yes
GCC 011	A5122, Bangor (B5)	Kerbside	256292	371663	1.73	NO ₂	N	N	Y (>25)	1	Yes
GCC 012	Faenol Roundabout, Bangor (B6)	Kerbside	254286	368835	1.80	NO ₂	N	N	Y (>25)	1	Yes
GCC 013	Bethesda (BETH 1)	Kerbside	261529	367380	2.03	NO ₂	N	N	Y (10)	1	Yes
GCC 015	Llanwnda (LL1)	Roadside	247770	358663	1.93	NO ₂	N	N	Y 95)	2	Y
GCC 037	Poolside, Caernarfon (C6)	Kerbside	248022	362757	1.93	NO ₂	N	N	Y (2)	1	Y
GCC 038	A55, Bangor (B4)	Roadside	256871	369493	1.32	NO ₂	N	N	Y (>25)	2	Y
GCC 039	A55, Bangor (CO-LOC)	Roadside	256871	369493	1.32	NO ₂	N	N	Y (>25)	2	Y

North Wales Combined Authority

Site ID	Site Name	Site Type	X OS Grid Reference	Y OS Grid Reference	Site Height (m)	Pollutants Monitored	In AQMA?	Is Monitoring Co-located with a Continuous Analyser (Y/N)	Relevant Exposure? (Y/N with distance (m) from monitoring site to relevant exposure)	Distance to Kerb of Nearest Road (m) (N/A if not applicable)	Does this Location Represent Worst-Case Exposure?
GCC 040	Pwllheli (PW1)	Kerbside	237517	335217	2.04	NO ₂	N	N	Y (2)	1	Y
Wrexham County Borough Council											
WBC-001	Grosvenor Rd, Wrexham	Roadside	333200	350600	2.75	NO ₂	N	N	N	5	Y
WBC-010	Ceiriog School, Chirk	Suburban	329300	338300	2	NO ₂	N	N	Y (25)	2	Y
WBC-015	Gardden View, Ruabon	Roadside	330300	344600	2	NO ₂	N	N	Y (15)	7	Y
WBC-018	Old Farm Rd, Rhostyllen	Roadside	332000	349000	1.75	NO ₂	N	N	Y (40)	2	Y
WBC-019	Mold Rd, Wrexham	Roadside	332600	351000	2	NO ₂	N	N	Y (30)	7	Y
WBC-020	Chester Rd, Wrexham	Intermediate	333700	352900	2	NO ₂	N	N	Y (16)	3	Y
WBC-021	Holt Rd, Wrexham	Roadside	334100	350700	1.75	NO ₂	N	N	Y (30)	2	Y
WBC-022	Holyhead Rd, Chirk	Intermediate	328900	338700	1.5	NO ₂	N	N	Y (55) (30)	30	Y
WBC-030	Rhostyllen Roundabout, Wrexham (A483)	Roadside	330950	348170	1.5	NO ₂	N	N	Y (35)	4	Y
WBC-031	Bus Station, Wrexham	Roadside	333350	350590	3	NO ₂	N	N	Y (35) (3)	2	Y
WBC-032	The Sycamores, Chester Road	Roadside	333887	353222	1.75	NO ₂	N	N	Y (25)	n/a	Y
WBC-033	Smithfield Road	Roadside	333981	350171	1.5	NO ₂	N	N	Y (4)	1	Y

North Wales Combined Authority

Site ID	Site Name	Site Type	X OS Grid Reference	Y OS Grid Reference	Site Height (m)	Pollutants Monitored	In AQMA?	Is Monitoring Co-located with a Continuous Analyser (Y/N)	Relevant Exposure? (Y/N with distance (m) from monitoring site to relevant exposure)	Distance to Kerb of Nearest Road (m) (N/A if not applicable)	Does this Location Represent Worst-Case Exposure?
WBC-034	Coed Poeth	Roadside	329017	351002	2	NO ₂	N	N	Y (8)	9	Y
WBC-036	Acrefair	Roadside	327630	342990	2	NO ₂	N	N	Y (2)	2	Y
WBC-037	Rossett	Roadside	336635	357211	1.5	NO ₂	N	N	Y(7)	3	Y
WBC-039	Pentre Bach	Roadside	331765	350132	1.5	NO ₂	N	N	Y (20) (2)	2	Y
WBC-040	Overton	Roadside	337449	341702	1.5	NO ₂	N	N	Y (14)	4	Y
WBC-041	Marchwiel	Roadside	335407	347890	2	NO ₂	N	N	Y (28) (3)	8	Y
WBC-042	Llan-Y-Pwll	Roadside	335359	352178	1.75	NO ₂	N	N	Y (9)	5	Y
WBC-043	Hightown	Roadside	333966	349691	2	NO ₂	N	N	Y(10)	1	Y
WBC-044	Cobden Road	Roadside	332935	350278	2	NO ₂	N	N	Y(5)	1	Y
WBC-045	STANSTY	Roadside	332214	351503	1.75	NO ₂	N	N	Y (8)	8	Y
WBC-046	Regent Street	Roadside	333063	350587	2	NO ₂	N	N	Y(15)	1	Y
WBC-047	Chapel Lane	Roadside	329023	338348	3	NO ₂	N	N	Y (50) (15)	1	Y
AURN 1	Victoria Road 1	Roadside	332900	349900	2	NO ₂	N	Y	Y (20) (7)	5	Y
AURN 2	Victoria Road 2				1.75	NO ₂	N	Y			

North Wales Combined Authority

Site ID	Site Name	Site Type	X OS Grid Reference	Y OS Grid Reference	Site Height (m)	Pollutants Monitored	In AQMA?	Is Monitoring Co-located with a Continuous Analyser (Y/N)	Relevant Exposure? (Y/N with distance (m) from monitoring site to relevant exposure)	Distance to Kerb of Nearest Road (m) (N/A if not applicable)	Does this Location Represent Worst-Case Exposure?
AURN 3	Victoria Road 3				2.75	NO ₂	N	Y			
WBC-026	Llwyneinion Rd Rhosllanerchrugog	Urban Background	347400	328700	1.5	C ₆ H ₆	-	-	-	-	-

* Automatic monitoring station at this location ran by the Welsh Government. Data from the site is not yet available.

Tudalen 423

2.2 Comparison of Monitoring Results with Air Quality Objectives

2.2.1 Nitrogen Dioxide (NO₂)

Automatic Monitoring Data

During 2016 automatic monitoring was carried out at one roadside location along Victoria Road in WCBC.

The automatic monitoring data for NO₂ can be seen in Table 2.3 and Table 2.4. Full details of the QA/QC procedure are provided in Appendix A.

As data capture for NO₂ was 84% during 2016, annualisation was not required. Results for 2016 show that concentrations of NO₂ at the Victoria Road AURN site in Wrexham were below the annual mean objective and there were no exceedances of the hourly mean objective.

Figure 2.19 shows the trend in annual mean NO₂ concentrations at the automatic monitoring site between 2012 and 2016. The annual mean NO₂ concentration can be seen to be declining since 2013 onwards. The decrease the annual mean NO₂ concentration appears to have slowed between 2015 and 2016. Nonetheless, the reported concentration is well below the annual mean objective and no exceedances have been reported in the past 5 years.

Table 2.3 – Results of Automatic Monitoring for NO₂: Comparison with Annual Mean Objective

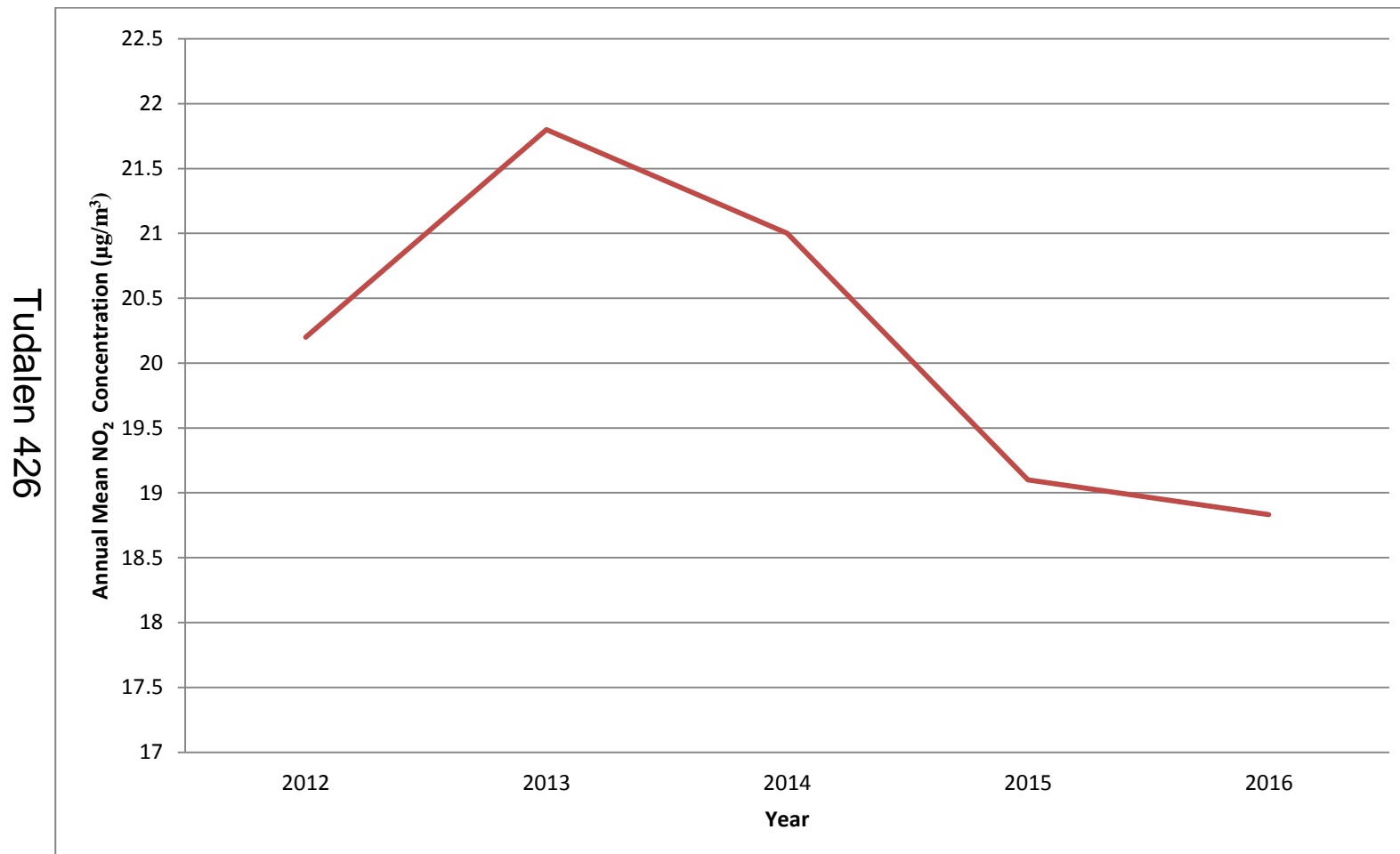
ID	Type	Within AQMA?	Valid Data Capture for Monitoring Period % ^a	Valid Data Capture 2016 % ^b	Annual Mean Concentration (µg/m ³)				
					2012	2013	2014	2015	2016
AURN (WCBC)	Roadside	N	84	84	20.2	21.8	21	19.1	18.8

Table 2.4 – Results of Automatic Monitoring for NO₂: Comparison with 1-hour Mean Objective

ID	Type	Within AQMA?	Valid Data Capture for Monitoring Period % ^a	Valid Data Capture 2016 % ^b	Number of Hourly Means > 200µg/m ³				
					2012	2013	2014	2015	2016
AURN (WCBC)	Roadside	N	84	84	0	0	0	0	0

Tudalen 425

Figure 2.19 – Trends in Annual Mean NO₂ Concentrations Measured at Automatic Monitoring Stations



Diffusion Tube Monitoring Data

The NO₂ diffusion tube data for 2016 is summarised in Table 2.5 for all six local authorities. The full dataset, including the reported results from 2012 to 2016 and the 2016 monthly mean values are detailed in Appendix B and C respectively. Figure 2.20 to Figure 2.26 show the general trends in annual mean NO₂ concentrations for the past five years in all six local authorities. Only trend data for DT1 and DT2 in IACC are available as the remaining diffusion tubes were installed in 2016 and therefore no historic data is available.

Results for the year 2016 have been bias adjusted against national bias adjustment factors for all six local authorities. For CCBC, DCC, FCC, IACC and WCBC a factor of 0.78 was used and for GC a factor of 0.92 was used. Details of the factor selection are outlined in Appendix A.

Annualisation was carried out at the following diffusion tube locations where data capture was less than 75%:

- DT2 and DT3 in the Isle of Anglesey County Council
- Site 5/9/10 and Site 58 in Flintshire County Council
- GCC 003 and GCC 037 in Gwynedd Council
- WBC-047 in Wrexham County Borough Council

Details of the annualisation process are outlined in Appendix A.

Only one exceedance of the annual mean AQS objective for NO₂ was recorded at any diffusion tube monitoring site within the North Wales Combined Authority. The exceedance was reported at DT4 in IACC. The diffusion tube is located along the A55 at a roadside location and did not represent relevant exposure. Following distance correction to estimate the concentration at relevant exposure, the annual mean NO₂ concentration fell below 10% of the annual mean NO₂ AQS objective. It should be noted that DT4 in IACC is located over 20m from the nearest sensitive receptor. Therefore, the predicted concentration at the relevant exposure site should be treated with caution. As NO₂ concentrations fall rapidly with distance it is unlikely that concentrations at the sensitive receptor will be elevated.

North Wales Combined Authority

There were a further two locations within the North Wales Combined Authority where annual mean NO₂ concentrations were reported to be within 10% of the annual mean AQS objective for NO₂. These were at DT1 in IACC and at Site 57 in FCC. Both these diffusion tubes were at locations which did not represent annual mean relevant exposure.

The NO₂ fall-off with distance calculator was used to estimate the NO₂ concentration at the nearest location with relevant exposure for Site 57 in FCC. Following distance correction, the annual mean NO₂ concentration fell below 10% of the annual mean NO₂ AQS objective.

Figure A.2 and Figure A.3 in Appendix A detail the procedure for calculating the concentration at relevant exposure for both DT4 and Site 57.

Distance correction was not carried out for DT1 as there were no nearby sensitive receptors. However, it should be noted that DT1 in IACC is located close to an authorised layby that has a maximum waiting time of 4-hours. Therefore DT1 is at a location where the 1-hour NO₂ AQS objective (not to be exceeded more than 18 times per year) would apply. Due to the use of a diffusion tube at this location no hourly measurements are able to be recorded. In accordance with LAQM.TG16 the 1-hour AQS objective for NO₂ is unlikely to be exceeded where the annual mean NO₂ concentration is below 60µg/m³. The annual mean recorded at DT1 in 2016 was 45.2µg/m³; therefore it can be assumed that the 1-hour objective was not exceeded at this location.

All other diffusion tubes measuring NO₂ concentrations in the North Wales Combined Authority were well below the annual mean NO₂ AQS objective. Furthermore, annual mean NO₂ concentrations were not greater than 60µg/m³ at any non-automatic monitoring site. Therefore exceedances of the 1-hour mean objective are unlikely at all monitoring locations.

The diffusion tube study undertaken at 12 locations along the A5025 by IACC has shown that annual mean NO₂ concentrations are well below the annual mean AQS objective. These results will help support the A5025 highways improvements between Valley and the Wylfa Newydd Development Area. Furthermore, there were no exceedances reported at relevant exposure locations across the main road network in North Wales, including along the A55, A5 and A494.

There does not appear to be any clear overall trends with regards to annual mean NO₂ concentrations within the six local authorities. However, on the whole, there appears to be a slight overall increase in NO₂ concentrations when compared to the 2015 data. As this increase is widespread, it is unlikely that localised increases in emissions are the cause. It is more likely that adverse meteorological conditions over the year led to the overall increase in NO₂ concentrations. Nonetheless, when comparing NO₂ concentrations over the past 5 years, there has been a clear

North Wales Combined Authority

decrease reported at the majority of diffusion tube locations throughout the North Wales Combined Authority since 2012.

Table 2.5 – Results of NO₂ Diffusion Tubes 2016

ID	Location	Type	Within AQMA?	Triplicate or Co-located Tube	Full Calendar Year Data Capture 2016 (Number of Months)	2016 Annual Mean Concentration (µg/m ³) - Bias Adjustment factor = 0.78 ^a / 0.92 ^b
Isle of Anglesey County Council						
DT1	Llanfair P.G. By-pass	Kerbside	N	N	12	39.7
DT2	Bulkeley Square, Llangefni	Kerbside	N	N	6	23.5 (28.0)
DT3	Penmynydd Road	Roadside	N	N	6	9.5 (11.2)
DT4	Llanfair P.G. O ₂ Mast	Roadside	N	N	11	45.2
DT5	Bridge over A55	Roadside	N	N	10	9.8
DT6	A55, Junction 4	Roadside	N	N	11	11.3
DT7	A5025, Valley	Kerbside	N	N	11	15.3
DT8	A5025, Llanfachraeth	Roadside	N	N	11	9.9
DT9	A5025, Llanfaethlu	Roadside	N	N	11	9.5
DT10	A5025, Llanfellech Crossroads	Roadside	N	N	11	7.0
DT11	A5025, Tregele	Roadside	N	N	11	10.2
DT12	Ffordd Caergybi, Cemaes	Roadside	N	N	11	9.0
DT13	Maes Cynfor, Cemaes	Roadside	N	N	11	6.7
DT14	A5025, Amlwch	Roadside	N	N	11	12.7
DT15	A5025 Near Salem Street, Amlwch	Roadside	N	N	10	11.2
Conwy County Borough Council						
CBC-001	Theatre Colwyn, Colwyn Bay	Roadside	N	N	12	19.3
CBC-034	Victoria Drive	Roadside	N	N	10	21.1
CBC-004	Grove Park Rd. Colwyn Bay	Urban Background	N	N	12	10.3

Tudalen 431

North Wales Combined Authority

Tudalen 432

ID	Location	Type	Within AQMA?	Triplicate or Co-located Tube	Full Calendar Year Data Capture 2016 (Number of Months)	2016 Annual Mean Concentration ($\mu\text{g}/\text{m}^3$) - Bias Adjustment factor = $0.78^a / 0.92^b$
CBC-016	Silva Gardens North, Llandudno	Urban Background	N	N	12	9.1
CBC-017	Kingsway, Colwyn Bay	Roadside	N	N	12	19.0
CBC-018	Heol Dewi Pensarn	Roadside	N	N	12	20.9
CBC-026	Chapel Street Abergele	Roadside	N	N	12	27.8
CBC-025	Parc Llandudno	Roadside	N	N	12	15.6
CBC-031	Conwy Road East (53), Llandudno Jcn	Roadside	N	N	12	21.0
CBC-032	Conwy Road West, Llandudno Jcn (39)	Roadside	N	N	12	18.9
CBC-021	Llanfairfechan	Roadside	N	N	12	17.7
CBC-022	Bryn Marl, Mochdre	Roadside	N	N	12	20.7
CBC-033	Coed Pella Road, Colwyn Bay	Roadside	N	N	12	13.8
CBC-027	Llandudno Junction, New Roundabout	Roadside	N	N	12	14.7
CBC-029	Llandudno Railway Stn Taxi Rank	Roadside	N	N	9	11.2
Denbighshire County Council						
DBK1	Wellington Road, Rhyl	Roadside	N	N	12	23.5
DBR2	10 Kinmel Street, Rhyl	Roadside	N	N	12	26.4
DBB3	5 St. Georges Cres., Rhyl	Suburban	N	N	12	9.8
DBB4	73 Bryn Coed Park, Rhyl	Suburban	N	N	12	10.3
DBR5	2 Pant Glas, St. Asaph	Suburban	N	N	12	15.5
DBR48	Adj. 1 Vale Street, Denbigh	Roadside	N	N	11	26.7
DBR23	31 Ruthin Road, Denbigh	Roadside	N	N	12	18.6

North Wales Combined Authority

ID	Location	Type	Within AQMA?	Triplicate or Co-located Tube	Full Calendar Year Data Capture 2016 (Number of Months)	2016 Annual Mean Concentration ($\mu\text{g}/\text{m}^3$) - Bias Adjustment factor = $0.78^a / 0.92^b$
DBR8	1 Plas Elwy Orchard, The Roe, St. Asaph	Suburban	N	N	12	15.5
DBR9	7 Roe Park, St. Asaph	Suburban	N	N	12	21.1
DBR10	13 Roe Park, St. Asaph	Suburban	N	N	12	16.1
DBR24	Denbigh Cutters, 21 Vale Street, Denbigh	Roadside	N	N	11	33.1
DBR20	25 Park Road, Ruthin.	Roadside	N	N	11	19.8
DBR43	Adj HSBC Bank, Vale Street, Denbigh	Roadside	N	N	12	29.1
DBR44	Opp Rowlands Pharm., Vale Street, Denbigh	Roadside	N	N	11	25.0
DBR45	Adj 50 Vale Street, Denbigh	Roadside	N	N	11	23.3
DBR37	Haul Fryn Depot, Ruthin	Roadside	N	N	12	26.6
DBR38	Adj 62 Rhos Street, Ruthin	Roadside	N	N	12	16.8
DBR31	2 Rhyl Road, Denbigh	Kerbside	N	N	12	18.9
DBR32	47 High Street, Denbigh	Roadside	N	N	12	18.9
DBR33	Adj CO-OP, High Street, Denbigh	Roadside	N	N	11	28.2
DBR34	Adj Fairyburn, Rhyl Road, Denbigh	Kerbside	N	N	12	15.2
DBR49	79 High Street, Prestatyn	Roadside	N	N	12	17.1
DBR50	Adj., Saronie Court, High Street, Prestatyn	Roadside	N	N	11	16.0
DBR52	Adj. Swayne Johnston Sol., Vale Street, Denbigh	Roadside	N	N	12	24.1
DBR53	7 Vale Street, Denbigh	Roadside	N	N	12	31.2
DBR54	Adj 2 Market Street, Ruthin	Roadside	N	N	12	13.7

Tudalen 433

ID	Location	Type	Within AQMA?	Triplicate or Co-located Tube	Full Calendar Year Data Capture 2016 (Number of Months)	2016 Annual Mean Concentration ($\mu\text{g}/\text{m}^3$) - Bias Adjustment factor = $0.78^a / 0.92^b$
Flintshire County Council						
Site 1	10A Wrexham Road, Mold	Kerbside	N	N	12	25.6
Site 2	1, St.Davids Close, Ewloe CH5 3AP	Urban	N	N	11	20.6
Site 3	Aston Hill Roadside	Kerbside	N	N	9	33.7
Site 4	4, Moorfield Court, Aston	Urban Background	N	N	12	18.0
Site 5/9/10	Rose Cottage Junction A5119/A494 Co-Located with Continuous Monitoring Station	Kerbside	N	Y - Triplicate and co-located	7	23.2 (33.2)
Site 6	Kelsterton Farm, Kelsterton Lane, Connah's Quay	Rural Background	N	N	10	14.0
Site 7	Kelsterton Road, Connah's Quay	Kerbside	N	N	12	15.0
Site 8	86, Kelsterton Road, Connah's Quay CH5 4BJ	Urban background	N	N	12	14.5
Site 11/47	3 Davies Cottage, Mold Road, Alltami	Kerbside	N	N - Duplicate	12	35.6
Site 12/13	20/22 Glynne Way, Hawarden	Kerbside	N	N - Duplicate	12	34.0
Site 14	Wepre Park, Connah's Quay	Rural Background	N	N	11	12.7
Site 15	Aston Hill	Kerbside	N	N	9	27.9
Site 16	4, Belvedere Close, Queensferry CH5 1TG	Urban	N	N	12	26.7
Site 17	32 Chester Road West, Shotton	Kerbside	N	N	9	29.2
Site 18	Victoria Crescent, Shotton	Urban Background	N	N	11	14.5
Site 19	Gwylfa, Northop Rd., Flint Mountain	Kerbside	N	N	12	25.0
Site 20	Coed Mawr Cott., Mostyn Road, Greenfield CH8 9DN	Kerbside	N	N	12	23.4

Tudalen 434

North Wales Combined Authority

ID	Location	Type	Within AQMA?	Triplicate or Co-located Tube	Full Calendar Year Data Capture 2016 (Number of Months)	2016 Annual Mean Concentration ($\mu\text{g}/\text{m}^3$) - Bias Adjustment factor = $0.78^a / 0.92^b$
Site 21	18, Kingsley Road, Garden City CH5 2JA	Urban Background	N	N	12	15.2
Site 22	Green Lane West, Sealand	Rural Background	N	N	12	18.6
Site 23	Second Avenue, Deeside Industrial Estate (Valspar)	Kerbside	N	N	10	24.4
Site 24/51	Llys Alun, Wrexham Road, Cefn Y Bedd	Kerbside	N	N - Duplicate	10	31.4
Site 25	BASF, Deeside Industrial Park, Sealand	Industrial	N	N	12	21.3
Site 26	Corus rear entrance DIP, Sealand	Industrial	N	N	12	16.3
Site 27	89, Riverside Park, Garden City	Urban Background	N	N	11	21.3
Site 28	Yacht Club, Deeside Industrial Park, Sealand	Industrial	N	N	12	15.5
Site 29	Weighbridge Road, Deeside Industrial Park, Sealand	Industrial	N	N	12	18.0
Site 30	28, Chester Road, Pentre, Deeside CH5 2DT	Kerbside	N	N	12	24.9
Site 31	Trelawney Towers 79 Chester Road, Flint CH6 5DU	Kerbside	N	N	12	23.6
Site 32	Flint Town Council Buildings.	Kerbside	N	N	12	20.2
Site 33	133, Main Road, Broughton CH4 0NR	Kerbside	N	N	12	26.9
Site 34	2, Coleshill Street, Holywell CH8 7UP	Kerbside	N	N	12	25.3
Site 35	Sycamore House, Greenfield Road, Holywell CH8 7PY	Kerbside	N	N	12	21.0
Site 36	43, Station Road, Queensferry CH5 1SU	Kerbside	N	N	12	23.2
Site 37	Glendale Lodge, Rhydgaled, Mold A5119	Kerbside	N	N	12	26.3

Tudalen 435

North Wales Combined Authority

Tudalen 436

ID	Location	Type	Within AQMA?	Triplicate or Co-located Tube	Full Calendar Year Data Capture 2016 (Number of Months)	2016 Annual Mean Concentration ($\mu\text{g}/\text{m}^3$) - Bias Adjustment factor = $0.78^a / 0.92^b$
Site 38	Oakdene, St Marys Way, Broughton CH4 0NQ	Urban	N	N	12	19.1
Site 39	Medical Centre, High Street, Caergwrie	Kerbside	N	N	12	17.2
Site 40	1 Manor Road, Sealand CH5 2SB	Kerbside	N	N	11	16.8
Site 41	Ty-Gwyn, A5118, Padeswood CH7 4JF	Kerbside	N	N	12	12.0
Site 42	Casa Sol, High Street, Bagillt CH6 6AP	Kerbside	N	N	12	12.3
Site 43	9, Bryn Tirion, Rhewl-Mostyn CH8 9QW	Urban Background	N	N	12	9.2
Site 44	413 Chester Road, Oakenholt, Flint CH6 5SF	Urban Background	N	N	10	25.5
Site 45	Belmont, Alltami, Nr. Mold CH7 6LG	Kerbside	N	N	12	17.8
Site 46	22, Park View, Northop CH7 6DD	Urban Background	N	N	11	12.7
Site 48	74, High Street, Saltney CH4 8SQ	Kerbside	N	N	12	18.8
Site 49	31, The Rowans, Broughton CH4 0TD	Kerbside	N	N	10	16.9
Site 50	Bryn Estyn, Wrexham Road, Hope LL12 9NB	Kerbside	N	N	10	16.9
Site 52	74, High Street, Saltney CH4 8SQ	Kerbside	N	N	12	16.6
Site 53	17, Mill Lane, Buckley CH7 3HA	Kerbside	N	N	12	26.7
Site 54	Elm Tree Rd Saughall	Kerbside	N	N	10	13.2
Site 55	Ferry Lane, Chester	Kerbside	N	N	10	13.0
Site 56	Deeside Lane, Sealand	Kerbside	N	N	9	13.2
Site 57	Rose Cottage Junction A5119/A494	Kerbside	N	N	11	37.8

North Wales Combined Authority

ID	Location	Type	Within AQMA?	Triplicate or Co-located Tube	Full Calendar Year Data Capture 2016 (Number of Months)	2016 Annual Mean Concentration ($\mu\text{g}/\text{m}^3$) - Bias Adjustment factor = $0.78^a / 0.92^b$
Site 58	South Bank, Aston Park, Queensferry CH5 1XZ		N	Y ^c	6	24.5 (24.5)
Gwynedd Council						
GCC 002	Roundabout A487, Caernarfon (C1)	Kerbside	N	N	12	31.4
GCC 003	Lon Campbell, Caernarfon (C3)	Urban Background	N	N	5	10.9 (10.5)
GCC 005	Ffordd Bangor, Caernarfon (C5)	Kerbside	N	N	11	27.6
GCC 008	A4087, Bangor (B3)	Kerbside	N	N	12	22.8
GCC 011	A5122, Bangor (B5)	Kerbside	N	N	9	23.8
GCC 012	Faenol Roundabout, Bangor (B6)	Kerbside	N	N	12	26.9
GCC 013	Bethesda (BETH 1)	Kerbside	N	N	12	21.9
GCC 015	Llanwnda (LL1)	Roadside	N	N	12	24.8
GCC 037	Poolside, Caernarfon (C6)	Kerbside	N	N	7	24.2 (25.5)
GCC 038	A55, Bangor (B4)	Roadside	N	N	9	28.6
GCC 039	A55, Bangor (CO-LOC)	Roadside	N	N	9	28.4
GCC 040	Pwllheli (PW1)	Kerbside	N	N	12	19.1
Wrexham County Borough Council						
WBC-001	Grosvenor Rd, Wrexham	Roadside	N	N	12	27.8
WBC-010	Ceiriog School, Chirk	Suburban	N	N	12	13.2
WBC-015	Garden View, Ruabon	Roadside	N	N	12	16.4
WBC-018	Old Farm Rd, Rhostyllen	Roadside	N	N	12	16.9
WBC-019	Mold Rd, Wrexham	Roadside	N	N	11	21.4

Tudalen 437

North Wales Combined Authority

ID	Location	Type	Within AQMA?	Triplicate or Co-located Tube	Full Calendar Year Data Capture 2016 (Number of Months)	2016 Annual Mean Concentration ($\mu\text{g}/\text{m}^3$) - Bias Adjustment factor = 0.78^{a} / 0.92^{b}
WBC-020	Chester Rd, Wrexham	Intermediate	N	N	12	25.5
WBC-021	Holt Rd, Wrexham	Roadside	N	N	12	19.9
WBC-022	Holyhead Rd, Chirk	Intermediate	N	N	12	16.3
WBC-030	Rhostyllen Roundabout, Wrexham (A483)	Roadside	N	N	12	35.8
WBC-031	Bus Station, Wrexham	Roadside	N	N	12	35.9
WBC-032	The Sycamores, Chester Road	Roadside	N	N	12	29.1
WBC-033	Smithfield Road	Roadside	N	N	12	19.2
WBC-034	Coed Poeth	Roadside	N	N	12	14.6
WBC-036	Acrefair	Roadside	N	N	12	20.0
WBC-037	Rossett	Roadside	N	N	12	22.3
WBC-039	Pentre Bach	Roadside	N	N	11	19.7
WBC-040	Overton	Roadside	N	N	12	11.9
WBC-041	Marchwiel	Roadside	N	N	12	15.2
WBC-042	Llan-Y-Pwll	Roadside	N	N	12	25.6
WBC-043	Hightown	Roadside	N	N	12	17.9
WBC-044	Cobden Road	Roadside	N	N	12	23.6
WBC-045	STANSTY	Roadside	N	N	12	19.8
WBC-046	Regent Street	Roadside	N	N	12	24.1
WBC-047	Chapel Lane	Roadside	N	N	5	23.2 (21.2)
AURN	Victoria Road 1	Roadside	N	Y	12	16.7

Tudalen 438

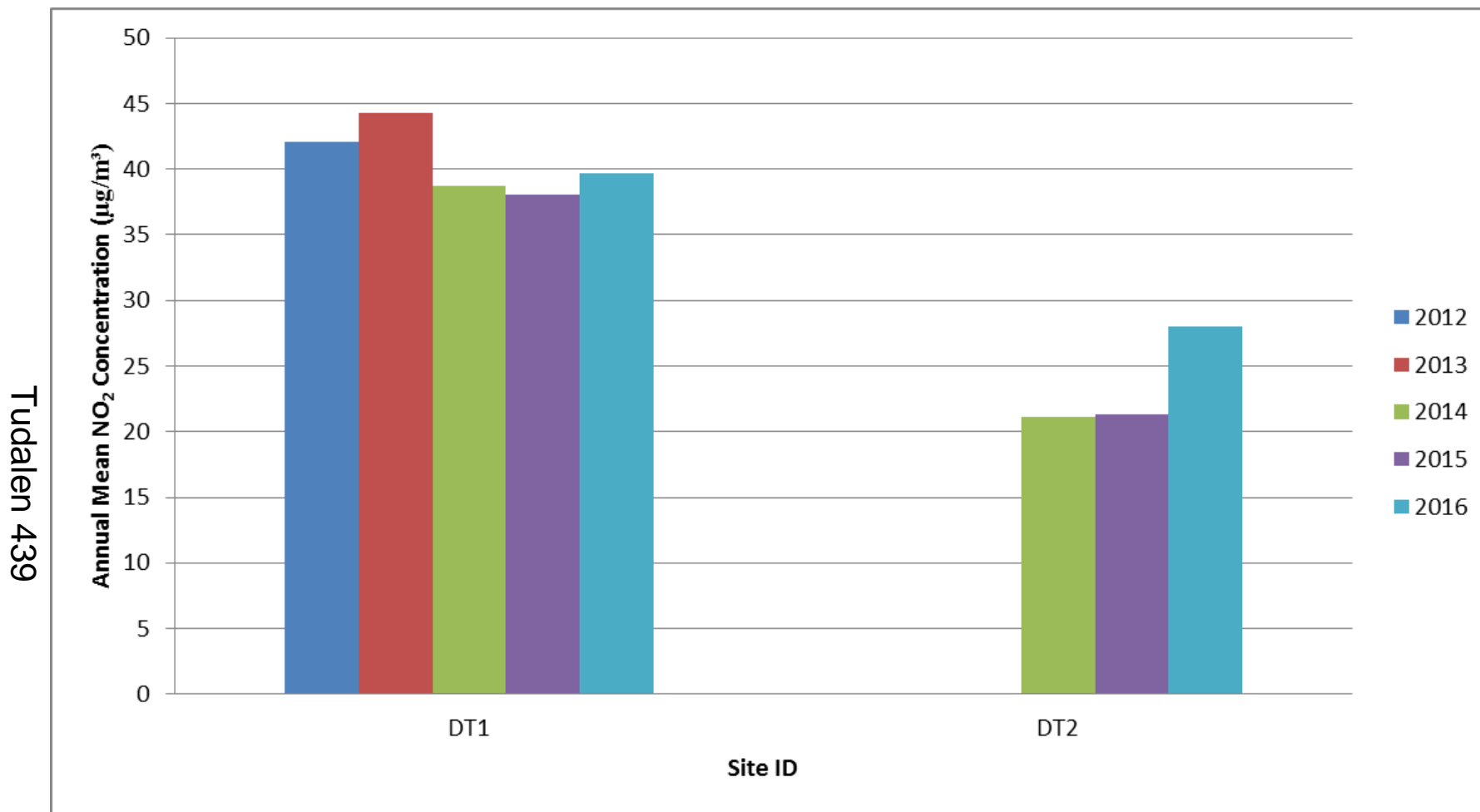
^a Bias Adjustment factor for CCBC, DCC, FCC, IACC and WCBC

^b Bias Adjustment factor for GC

^c Automatic monitoring station at this location ran by the Welsh Government. Data from the site is not yet available.

*Values shown in brackets represent annualised concentrations

Figure 2.20 – Trends in Annual Mean Nitrogen Dioxide Concentrations Measured at Diffusion Tube Monitoring Sites: Isle of Anglesey County Council



Tudalen 439

Figure 2.21 – Trends in Annual Mean Nitrogen Dioxide Concentrations Measured at Diffusion Tube Monitoring Sites: Conwy County Borough Council

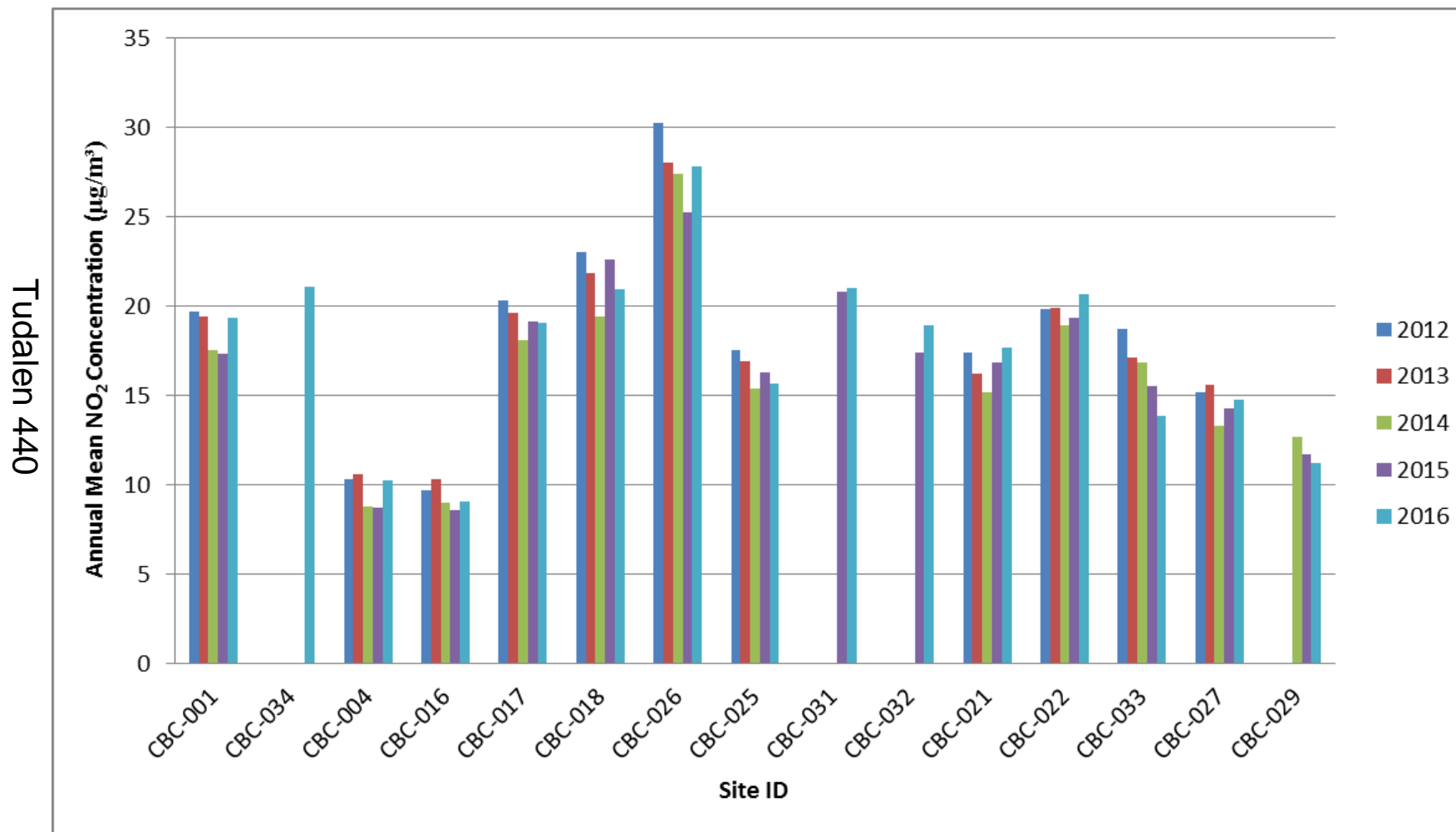


Figure 2.22 – Trends in Annual Mean Nitrogen Dioxide Concentrations Measured at Diffusion Tube Monitoring Sites: Denbighshire County Council

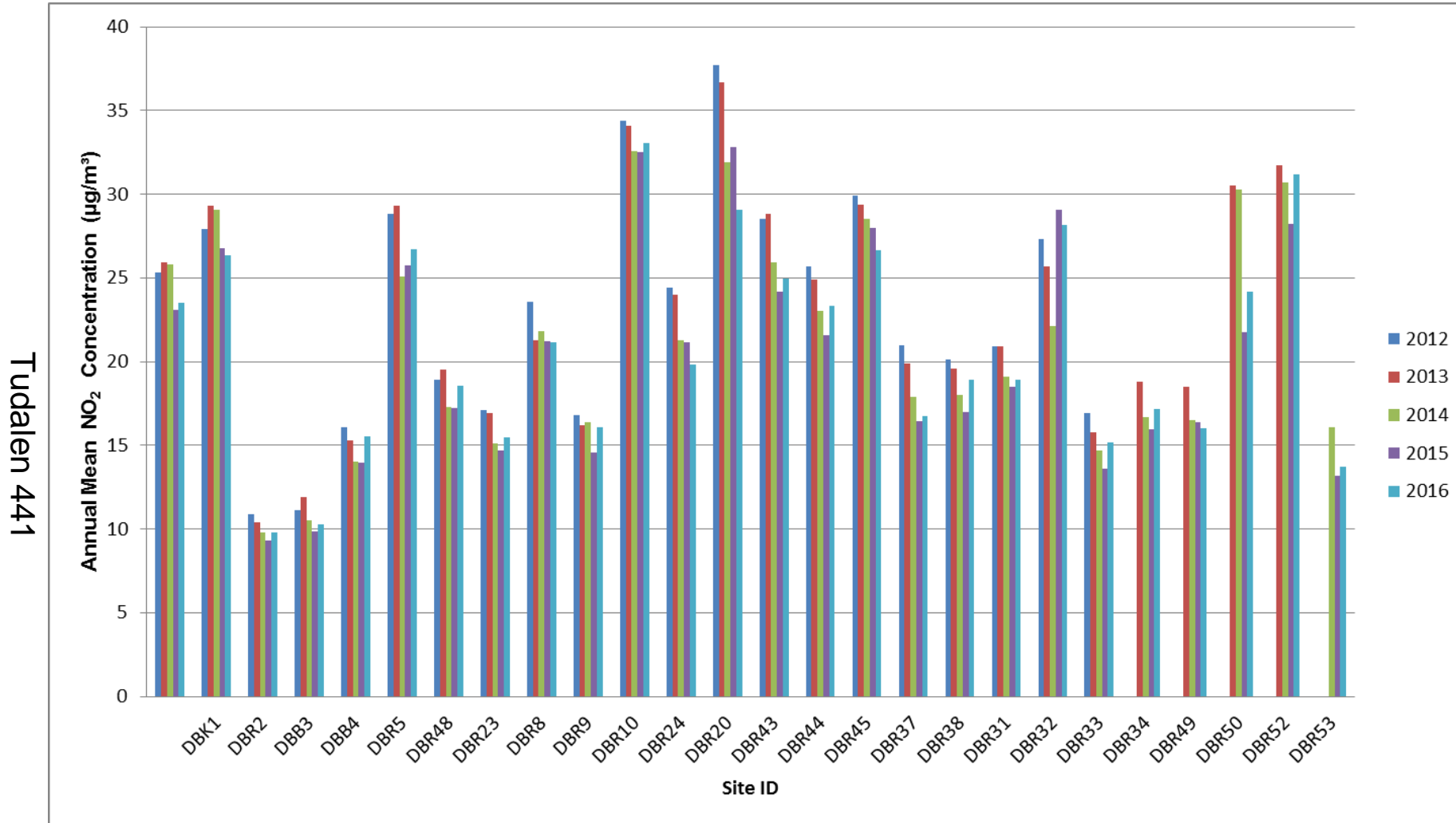


Figure 2.23 – Trends in Annual Mean Nitrogen Dioxide Concentrations Measured at Diffusion Tube Monitoring Sites: Flintshire Council <math><20\mu\text{g}/\text{m}^3</math> in 2016

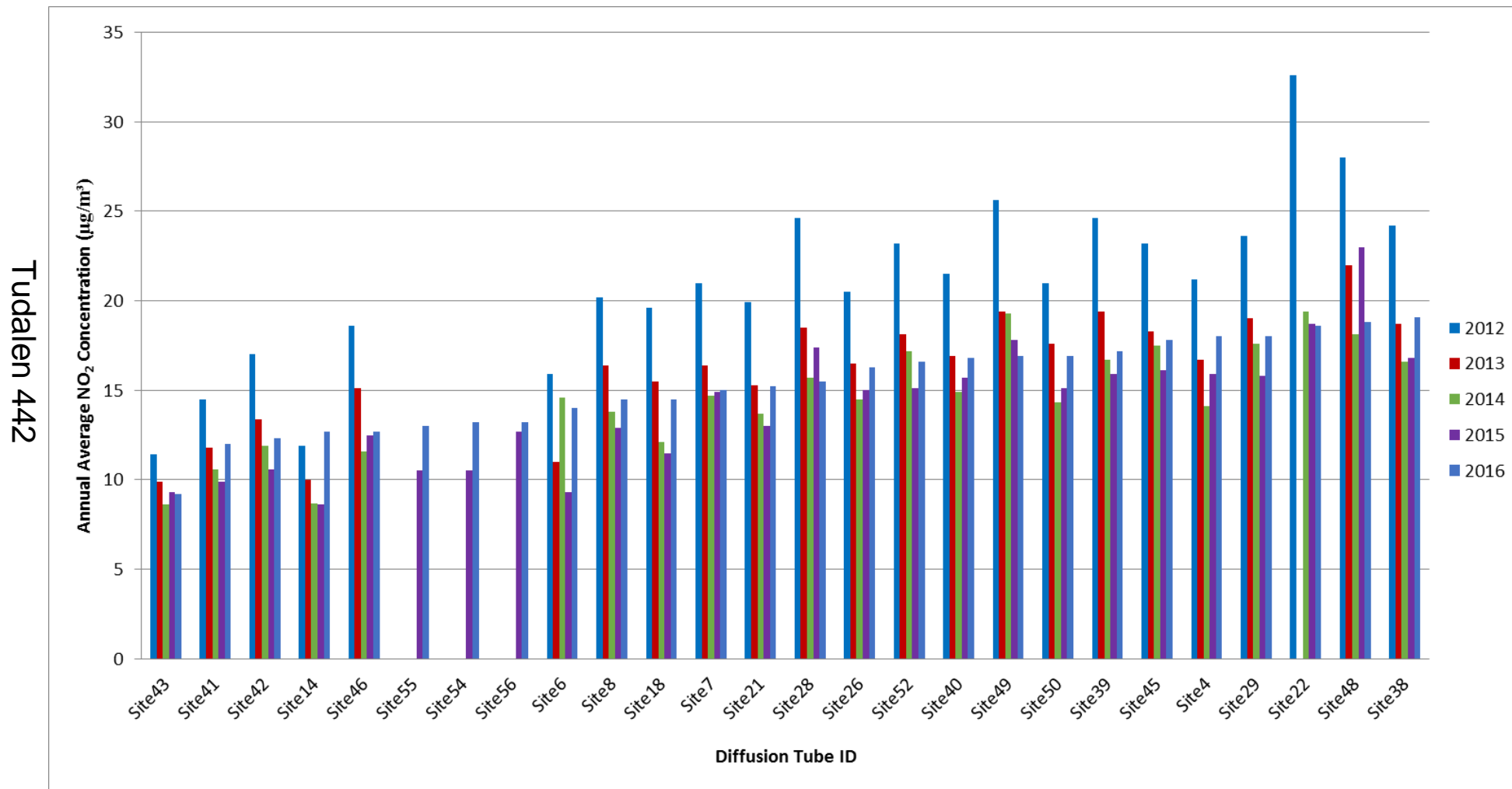


Figure 2.24 – Trends in Annual Mean Nitrogen Dioxide Concentrations Measured at Diffusion Tube Monitoring Sites: Flintshire Council >20µg/m³ in 2016

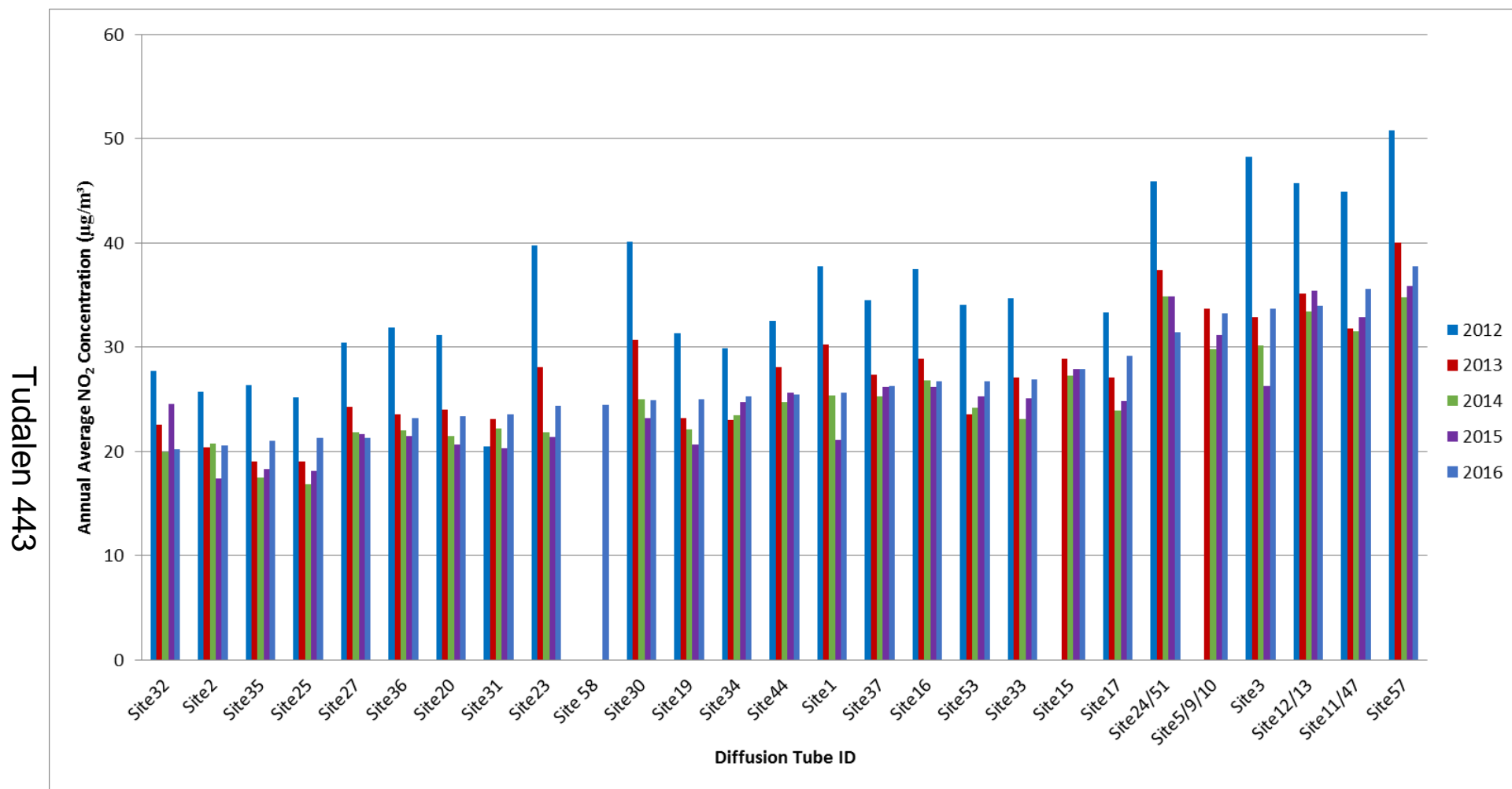


Figure 2.25 – Trends in Annual Mean Nitrogen Dioxide Concentrations Measured at Diffusion Tube Monitoring Sites: Gwynedd Council

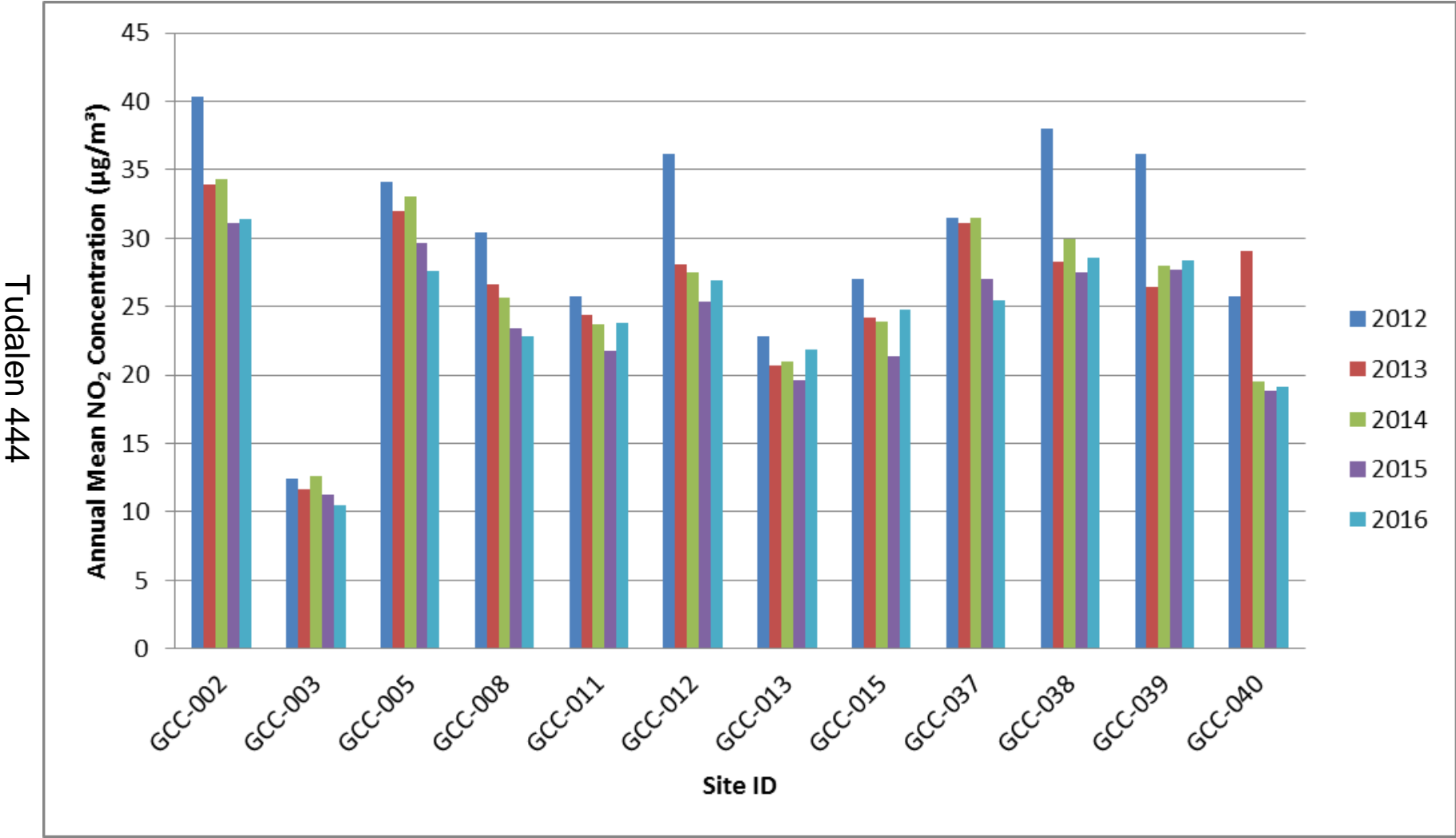
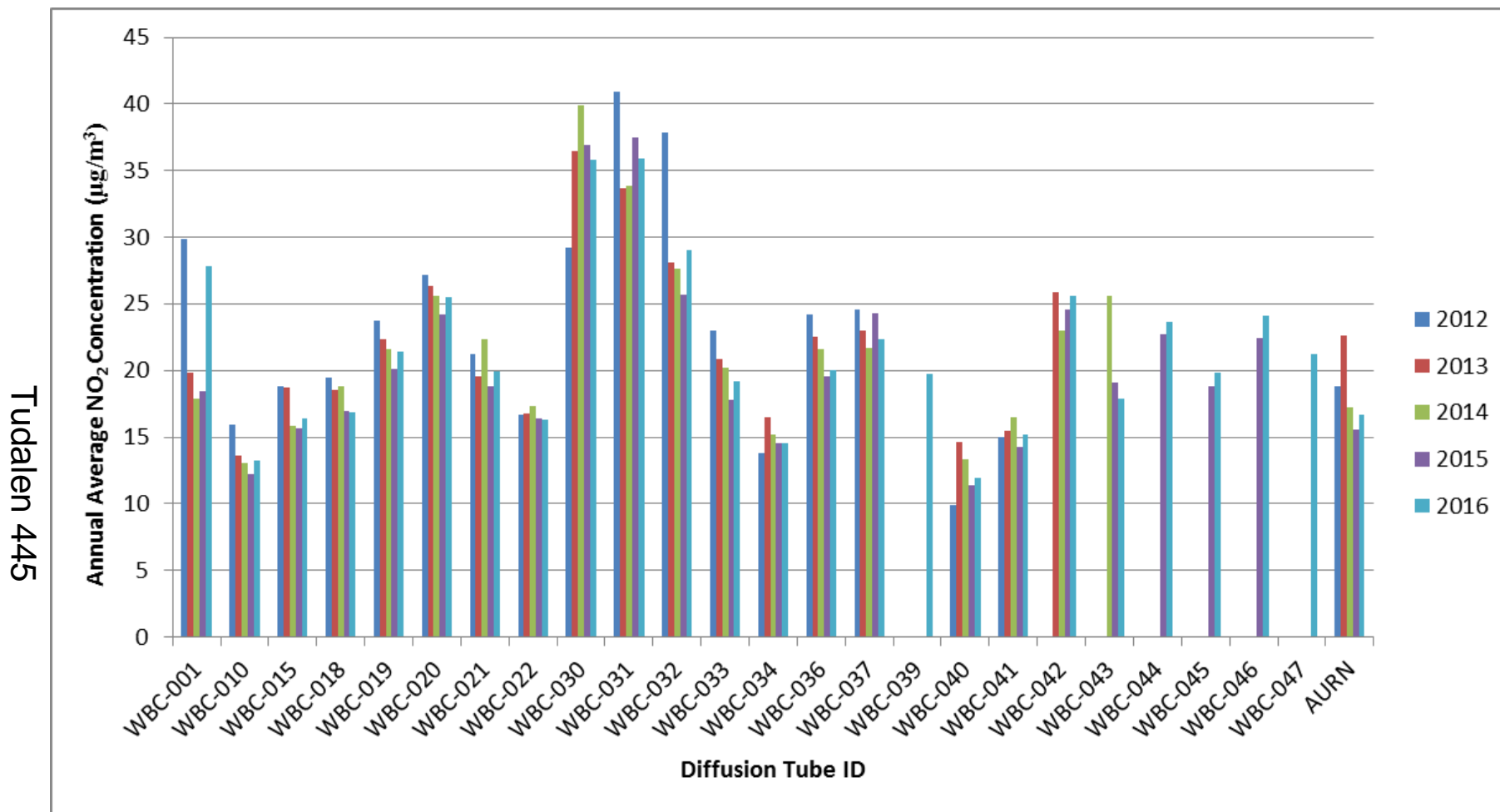


Figure 2.26 – Trends in Annual Mean Nitrogen Dioxide Concentrations Measured at Diffusion Tube Monitoring Sites: Wrexham County Borough Council



2.2.2 Particulate Matter (PM₁₀)

During 2016 PM₁₀ monitoring was carried out at four rural and one roadside location within the North Wales Combined Authority. The automatic monitoring data for PM₁₀ can be seen in Table 2.6 and Table 2.7. Full details of the QA/QC procedures are provided in Appendix A.

The four Osiris monitoring stations were run by IACC. Data capture was above 75% at CM1 (Llynfaes) and CM3 (Felin Cafnan). Data capture was just under 75% at CM2 (Brynteg). CM4 (IVC Penhesgyn) was decommissioned in August 2016 and therefore only half a years' worth of data was captured. Annualisation was carried out at CM2 and CM4. It should be noted that the background automatic monitoring stations used to annualise the data against were over 100km from the monitoring sites. Therefore, the results of the annualisation should be used with caution as the background locations may not necessarily be representative of the background conditions at the PM₁₀ monitoring sites. Further information can be found in Appendix A.

CM1 reported 4 exceedances of the 24-hour mean objective. This is well below the 18 allowed exceedances in a year. As less than 85% of data was available at sites CM2, CM3 and CM4, the 90.4th percentile was recorded to compare against the 24-hour mean objective. The 90.4th percentile concentrations were all well below the objective level of 50µg/m³. The roadside monitoring location measuring PM₁₀ was situated along Victoria Road in Wrexham and is run by the AURN. There were also no exceedances of the 24-hour mean air quality objective at this location.

No exceedances of the annual mean air quality objective was reported at any of the PM₁₀ monitoring locations in 2016. Figure 2.27 shows the trend in annual mean PM₁₀ concentrations over the past 5 years. CM3 was not included in the graph as 2016 was the first year with a complete set of data available.

CM2 reported the lowest annual mean PM₁₀ concentration in 2016. Concentrations have continued to decline since 2014. The Osiris is located by a quarry and suggests that improvements made to manage dust emissions at the quarry have been successful in reducing PM₁₀ concentrations. CM4 and the AURN monitoring sites

have also both reported a decrease in annual mean PM₁₀ concentrations since 2015. CM4 is located on the boundary of a recycling centre with no relevant exposure nearby. The site is now out of service. The AURN site is located at a roadside location. Similar to the annual mean NO₂ downward trend at the same site, it is likely that traffic management in the area has reduced the level of pollutants emitted from vehicles.

An increase in the annual mean PM₁₀ concentration was reported at CM1. There has been a reported upward trend in annual mean PM₁₀ concentrations since 2014. Prior to 2014 concentrations had been gradually declining. The monitoring site is located at a quarry. The quarry implemented a stockpile management plan in late 2013 which resulted in processed material being relocated away from the site boundary to a more sheltered location. Reported concentrations are still below levels prior to this management plan being enforced however, continued monitoring at the site will help determine whether it has been successful in maintaining a low PM₁₀ annual mean concentration.

CM3 was relocated to a National Trust Property in December 2015 which is close to the Wylfa Newydd construction site. The annual mean PM₁₀ concentration reported at this site was well below the AQS objective in 2016. Continued monitoring at this site will help assess annual PM₁₀ trends at the site.

Overall there have been no reported exceedances of the annual and 24-hour mean AQS objectives for PM₁₀ at any of the monitoring locations in 2016.

Table 2.6 – Results of Automatic Monitoring for PM₁₀: Comparison with Annual Mean Objective

ID	Type	Within AQMA?	Valid Data Capture for Monitoring Period %	Valid Data Capture 2016 %	Confirm Gravimetric Equivalent (Y or N/A)	Annual Mean Concentration (µg/m ³)				
						2012	2013	2014	2015	2016
Isle of Anglesey County Council										
CM1	Rural	N	86.9	86.9	Y	25.4	19.2	13.8	17.2	18.8
CM2	Rural	N	74.3	74.3	Y	15.6	15.2	17.6	13.1	8.1 (8.1)
CM3	Rural	N	76.8	76.8	Y	-	-	-	34.8 ^a	14.9
CM4	Rural	N	78.2	46.2 ^b	Y	14.3	-	9.8	10.4	9.0 (9.1)
Wrexham County Borough Council										
AURN	Roadside	N	96	96	Y	15.1	17.1	14.1	13.3	12.2

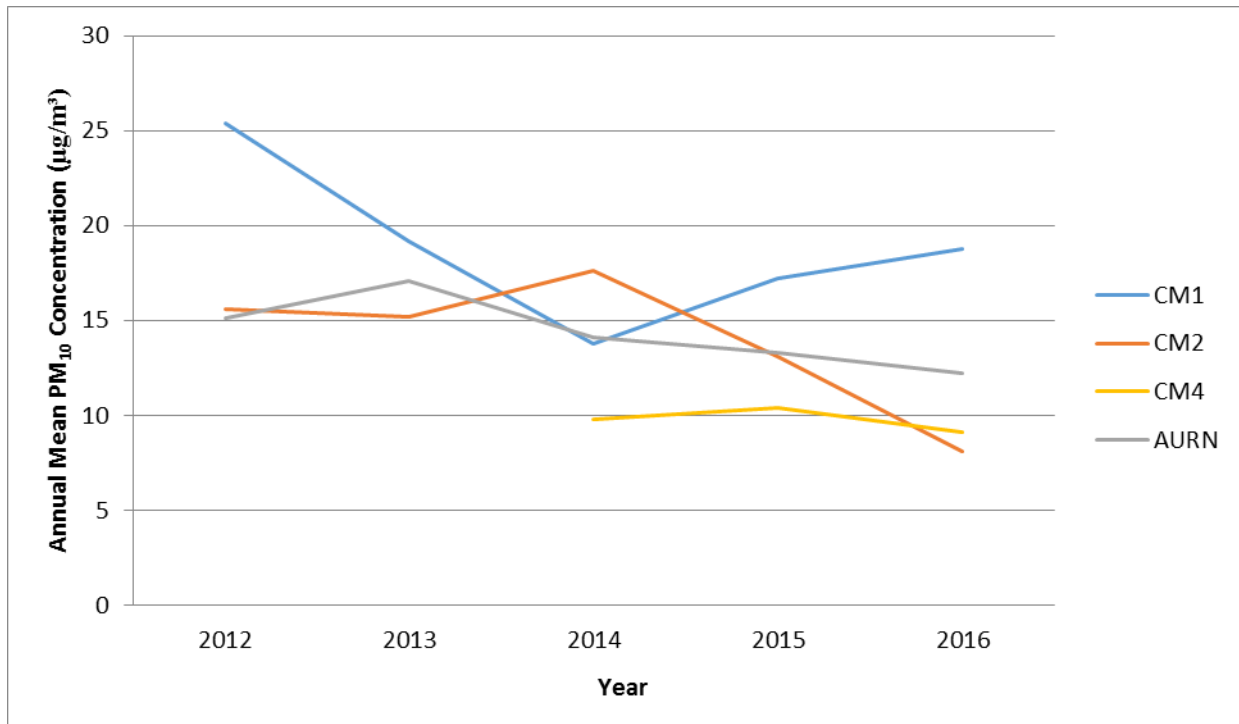
^a CM3 installed on the 16th December 2015 ^bCM4 was decommissioned in August 2016 *Values shown in brackets represent annualised concentrations

Table 2.7 – Results of Automatic Monitoring for PM₁₀: Comparison with 24-hour Mean Objective

ID	Type	Within AQMA?	Valid Data Capture for Monitoring Period %	Valid Data Capture 2016 %	Confirm Gravimetric Equivalent (Y or N/A)	Number of Daily Means > 50µg/m ³				
						2012	2013	2014	2015	2016
Isle of Anglesey County Council										
CM1	Rural	N	86.9	86.9	Y	8	5	2	2	4
CM2	Rural	N	74.3	74.3	Y	4	0	6	3	16.9µg/m ³
CM3	Rural	N	76.8	76.8	Y	-	-	-	-	24.9µg/m ³
CM4	Rural	N	78.2	46.2 ^a	Y	1	-	0	0	15.5µg/m ³
Wrexham County Borough Council										
AURN	Roadside	N	96	96	Y	4	12	8	3	0

^aCM4 was decommissioned in August 2016 *Where there is less than 85% data capture, the 90.4th percentile is reported

Figure 2.27 – Trends in Annual Mean PM₁₀ Concentrations



2.2.3 Particulate Matter (PM_{2.5})

Obligatory standards for PM_{2.5} are provided in the AQS however currently there is no statutory duty on local government to achieve of these standards. Nonetheless, as detailed in Policy Guidance LAQM.PG16 (Chapter 7), local authorities are expected to work towards reducing emissions and/or concentrations of PM_{2.5}. PM_{2.5} monitoring is carried out at the Victoria Road AURN continuous monitor in Wrexham County Borough Council and at CM1, CM2, CM3 and CM4 in the Isle of Anglesey County Council. No other local authorities in the North Wales Combined Authority monitor PM_{2.5}.

Annualisation was carried out at CM2 and CM4. It should be noted that the background automatic monitoring stations used to annualise the data against were over 80km from the monitoring sites. Therefore, the results of the annualisation should be used with caution as the background locations may not necessarily be representative of the background conditions at the PM_{2.5} monitoring sites. Further information can be found in Appendix A.

North Wales Combined Authority

Table 2.8 shows the results of the PM_{2.5} monitoring over the past five years. The IACC only began publishing collected PM_{2.5} data in 2016 as a response to the growing interest surrounding the health impacts of PM_{2.5}. As a consequence, data for previous years are not available for these sites.

No exceedances of the 25µg/m³ annual mean target, to be achieved by 2020 and published in the AQS, were recorded in the past five years at any of the monitoring locations.

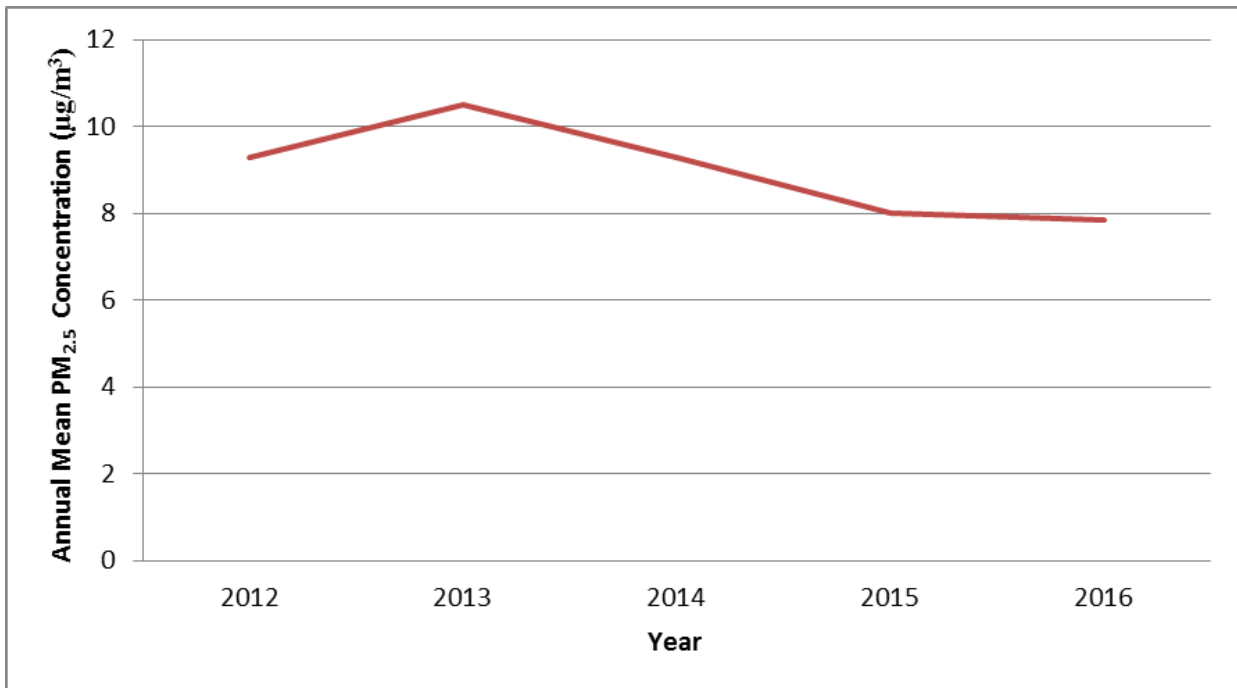
Table 2.8 – Results of PM_{2.5} Automatic Monitoring

Site ID	Type	Within AQMA?	Valid Data Capture for Monitoring Period %	Valid Data Capture 2016 %	Annual mean concentrations (µg/m ³)				
					2012	2013	2014	2015	2016
Isle of Anglesey County Council									
CM1	Rural	N	86.9	86.9	-	-	-	-	6.1
CM2	Rural	N	74.3	74.3	-	-	-	-	3.9 (4.0)
CM3	Rural	N	76.8	76.8	-	-	-	-	7.4
CM4	Rural	N	78.2	46.2 ^a	-	-	-	-	5.3 (5.4)
Wrexham County Borough Council									
Victoria Road AURN	Roadside	N	93	93	9.3	10.5	9.3	8	7.8

^aCM4 was decommissioned in August 2016 *Values shown in brackets represent annualised concentrations

Figure 2.28 shows the trend in annual mean PM_{2.5} concentrations over the past five years. There has been a gradual decline recorded at the AURN site since 2013 with concentrations decreasing from 10.5µg/m³ in 2013 to 7.8µg/m³ in 2016. However the decrease in annual mean concentrations appears to level off slightly between 2015 and 2016. Nonetheless, the reported concentrations are well below the 25µg/m³ target value. Only 2016 data is available for CM1, CM2, CM3 and CM4. At all monitoring locations annual mean PM_{2.5} concentrations are well below the target value.

Figure 2.28 – Trends in Annual Mean PM_{2.5} Concentrations at the AURN Continuous Monitoring Site



2.2.4 Sulphur Dioxide (SO₂)

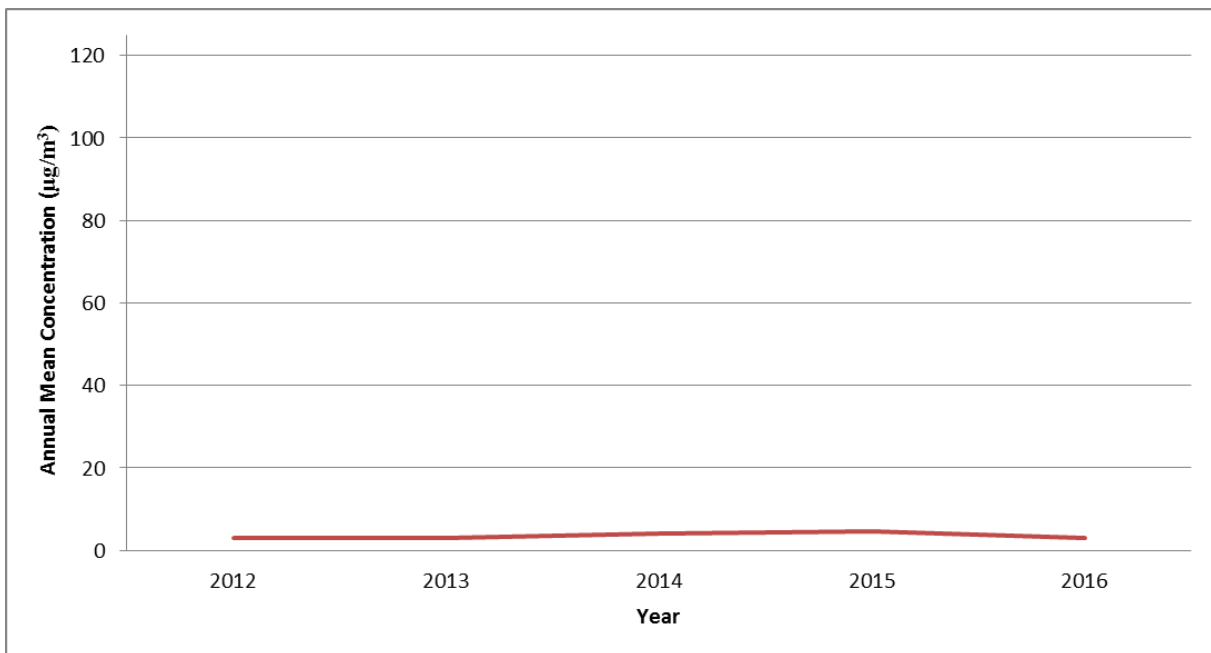
SO₂ monitoring is only carried out in Wrexham County Borough Council, at the AURN Victoria Road automatic monitoring station. The following table shows the results of the SO₂ monitoring.

Table 2.9 – Results of SO₂ Automatic Monitoring

ID	Type	Within AQMA?	Valid Data Capture for Monitoring Period %	Valid Data Capture 2016 %	Number of:		
					15-minute Means > 266µg/m ³	1-hour Means > 350µg/m ³	24-hour Means > 125µg/m ³
Victoria Road AURN	Roadside	N	97	97	0	0	0

Table 2.9 shows the annual mean SO₂ concentrations at the Victoria Road AURN station. There is no annual mean objective in the AQS for SO₂ and therefore the graph is solely to illustrate the trend in SO₂ concentrations over the past 5 years. Since 2012 the annual mean SO₂ concentration has stayed relatively consistent and remained low.

Figure 2.29 – Trends in SO₂ Concentrations



There were no reported exceedances of the objective levels for SO₂ and therefore there is no need to proceed to a detailed assessment.

2.2.5 Benzene (C₆H₆)

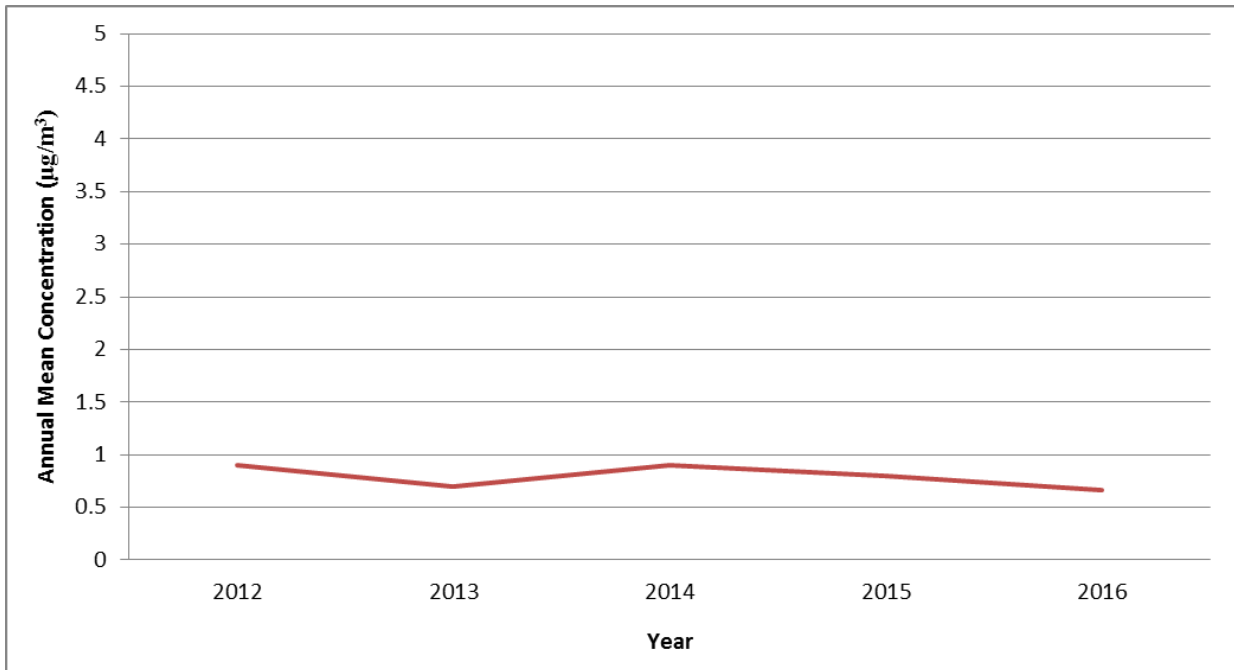
Benzene monitoring is only carried out in Wrexham County Borough Council who maintains one diffusion tube for monitoring benzene near to an acid tar lagoon. It has been sited in this location to monitor for benzene levels that may be released from the lagoon.

Table 2.10 – Results of Benzene Diffusion Tube Monitoring

Site ID	Location	Within AQMA?	Data Capture 2017 (%)	Annual mean concentrations (µg/m ³)				
				2012	2013	2014	2015	2016
WCBC26	Llwyneinion Rd (Rhosllanerchrugog)	N	100	0.9	0.7	0.9	0.8	0.7

The annual mean benzene concentration recorded in 2016 was well below the limit value of 5µg/m³. Figure 2.30 shows the trend in annual mean benzene concentrations for the past 5 years.

Figure 2.30 – Trends in Annual Mean Benzene Concentrations



The graph shows that the level of benzene recorded in Rhosllanerchrugog have remained largely consistent since monitoring began. No exceedances of the objective level have been reported in the last 5 years. As a result, there is no need to proceed to a detailed assessment for Benzene.

2.2.1 Other Pollutants Monitored

No other pollutants listed on the Air Quality Standards are monitored within the North Wales Combined Authority. No new or existing sources of pollution have been identified that may lead to an exceedance of the Air Quality objectives of any other pollutant not covered in this report.

2.2.2 Summary of Compliance with AQS Objectives

The North Wales Combined Authority has examined the results from monitoring in the six local authority areas (Isle of Anglesey County Council, Conwy Borough Council, Denbighshire County Council, Flintshire Council, Gwynedd Council and Wrexham County Borough Council).

Concentrations are all below the objectives or at locations not relevant to exposure, therefore there is no need to proceed to a Detailed Assessment.

3 New Local Developments

3.1 Road Traffic Sources

Table 3.1 shows the newly identified developments which have been approved in 2016. The table includes details on the outcome of the decision with regards to impacts on air quality.

Table 3.1 – Approved Planning Applications: Road Traffic Sources

Local Authority	Source Type	Planning Application	Outcome
Isle of Anglesey County Council	Roads with significantly changed traffic flows. New roads constructed or proposed since the last Updating and Screening Assessment.	Application for a leisure village at Penrhos Coastal Park, London Road, Holyhead. Comprising up to 500 new leisure units, a central hub building with leisure facilities.	Traffic assessed as part of planning application process. No significant air quality impacts predicted.
		Application for the erection of a replacement Alternative Emergency Control Centre and District Survey Laboratory facilities to support the Magnox Power Station. Includes parking and new vehicular access and road widening.	It is deemed unlikely that the changes proposed to the road layout will significantly impact air quality.
		Application for the erection of a science park, creation of a car park and installation of solar panels. New vehicular access on land at Cefn Du, Gaerwen.	Receptors located over 300m from the source of air pollution. No significant impacts on sensitive receptors are predicted.
		A5025 highways improvements between Valley and the Wylfa Newydd Development Area.	Improvements to the A5025 from Valley to Wylfa have been discussed in the 2016 Air Quality Progress Report. A 12 month NO ₂ diffusion tube study at various locations along the A5025 commenced in February 2016. See Section 2.2.1 for results of this study.

North Wales Combined Authority

Local Authority	Source Type	Planning Application	Outcome
Conwy County Borough Council	Roads with significantly changed traffic flows.	Construction and operation of a new superstore and restaurant development including demolition, preparatory earthworks, a new (A1) retail superstore unit, a new (Sui Generis) petrol filling station, 4 new (including 1 no. replacement) (A3) restaurant units, a new primary site access road from the A55, hard and soft landscaping and associated new drainage and utility infrastructure at former Brickworks Site, Tremarl Industrial Estate.	An air quality assessment was carried out in support of the application. The existing air quality in the area is significantly below Objective levels and the assessment predicted that annual mean NO ₂ and PM ₁₀ concentrations will have a small/imperceptible impact.
		Demolition of all existing on-site buildings and structures at Land in Colwyn Bay Town Centre. The construction of a new four storey council office building including customer service area, child contact centre, CCTV suite, multi storey car park, landscaping and other associated facilities and works.	Due to the potential increase in traffic associated with the use of the large facility an air quality assessment was carried out. The impact significance was predicted to be negligible for the sensitive receptors identified for both NO ₂ and PM ₁₀ . Diffusion tubes are now located at positions representing worst case scenario receptor points.
Gwynedd Council	New roads constructed or proposed since the last Updating and Screening Assessment.	Bypass from the Goat roundabout on the A499/A487 junction to the Plas Menai roundabout, around Llanwnda, Dinas, Bontnewydd and Caernarfon avoiding the town centres.	An air quality assessment was carried out to assess the air quality impacts from construction and operation on both human and ecological receptors. No significant adverse impacts are anticipated.

Since the previous Local Authority Air Quality Progress Reports, there have been none of the following new or newly identified developments:

- Narrow congested streets with residential properties close to the kerb;
- Busy streets where people may spend one hour or more close to traffic;
- Roads with a high flow of buses and/or HGVs;
- Junctions; or
- Bus or coach stations.

3.2 Other Transport Sources

Since the previous Local Authority Air Quality Progress reports, there have been none of the following new or newly identified developments:

- Airports;

- Locations where diesel or steam trains are regularly stationary for periods of 15 minutes or more, with potential for relevant exposure within 15m;
- Locations with a large number of movements of diesel locomotives, and potential long-term relevant exposure within 30m; or
- Ports for shipping.

3.3 Industrial Sources

Table 3.2 shows the newly identified developments which have been approved in 2016. The table includes details on the outcome of the decision with regards to impacts on air quality.

Table 3.2 – Approved Planning Applications: Industrial Sources

Local Authority	Source Type	Planning Application	Outcome
Isle of Anglesey County Council	New or proposed installations	Application for the erection of a replacement Alternative Emergency Control Centre and District Survey Laboratory facilities to support the Magnox Power Station. Includes installation of emergency generators, which will be tested periodically.	It is considered unlikely that these emergency generators will lead to exceedances of the Air Quality Objectives.
	Petrol Stations	Application for the demolition of a petrol station and the adjacent retail furniture unit, together with the erection of a new petrol filling station, replacement of underground fuel tanks together with the erection of three retail units and three storage units and alterations to the existing access at Herron Serivce, Ffordd Glanhwfa Road, Llangefni.	Impacts associated with the application have been assessed and no significant impacts on air quality are predicted. Stage I and II vapour recovery will be included as part of the development.

Since the previous Local Authority Air Quality Progress Reports, there have been none of the following new or newly identified developments:

- Industrial installations: existing where emissions have increased substantially or relevant exposure introduced;
- Major fuel storage depots;

3.4 Commercial and Domestic Sources

Table 3.3 shows the newly identified developments which have been approved in 2016. The table includes details on the outcome of the decision with regards to impacts on air quality.

Table 3.3 – Approved Planning Applications: Commercial and Domestic Sources

Local Authority	Source Type	Planning Application	Outcome
Isle of Anglesey County Council	Combined Heat and Power (CHP) Plant	Application for a leisure village at Penrhos Coastal Park, London Road, Holyhead. Includes the use of Combined Heat and Power.	Separate chimney height assessments are required as part of the planning application.

Since the previous Local Authority Air Quality Progress Reports, there have been none of the following new or newly identified developments:

- Biomass combustion plant – individual installations;
- Areas where the combined impact of several biomass combustion sources may be relevant; or
- Areas where domestic solid fuel burning may be relevant.

3.5 New Developments with Fugitive or Uncontrolled Sources

Since the previous Local Authority Air Quality Progress Reports, there have been none of the following new developments:

- Landfill sites;
- Quarries;
- Unmade haulage roads on industrial sites;
- Waste transfer stations etc; or
- Other potential sources of fugitive particulate emissions.

The North Wales Combined Authority confirms that there are no new or newly identified local developments which may have an impact on air quality within the Local Authority areas.

The North Wales Combined Authority confirms that all the following have been considered:

- Road traffic sources
- Other transport sources
- Industrial sources
- Commercial and domestic sources
- New developments with fugitive or uncontrolled sources.

4 Air Quality Planning Policies

There are no AQMAs declared in the North Wales Combined Authority. Therefore there are currently no active air quality action plans. As air quality is considered to be good within all six local authority areas, there have been no local policies specifically related to air quality developed. Nonetheless, air quality is considered in the wider context in several local policies including:

- The Isle of Anglesey County Council and Gwynedd Council have adopted a joint Local Development Plan which provides the land use strategy for the next 15 years. The plan addresses the need to maintain good air quality in the area and ensure new development does not cause adverse impacts.
- The Conwy Local Development Plan 2007-2022 includes strategic policies (NTE/1) to ensure natural resources, including air quality, are protected.
- The Denbighshire County Council Local Development Plan 2006-2021 was adopted in 2013 and includes a commitment to avoid reaching critical air quality levels. It acknowledges that assessments of the environmental impact of transport proposals will need to also include air pollution along with noise and ecological impacts.
- Flintshire County Council is currently preparing their Local Development Plan. However, in the interim their Unitary Development Plan for the 15 year period, from 2000 to 2015 remains adopted. The plan identifies sites where new housing, employment and other development can take place, as well as setting out policies to protect important countryside, habitats, resources and heritage. Specific to air quality, Policy STR1 addresses the need to minimise pollution to air, water and land when proposing new developments and STR7 highlights the need to safeguard the natural environment.
- Wrexham County Borough Council is currently preparing the Local Development Plan 2 2013 to 2028 which will replace the adopted Unitary Development Plan 1996 to 2011. The plan is a long-term land use and development strategy focused on achieving sustainable development. It will set out policies that will be used to decide planning applications and safeguard areas of land requiring protection including strategies to ensure the environment is protected from adverse effects of pollution.

5 Local Transport Plans and Strategies

North Wales Joint Local Transport Plan (LTP) (2015-2025) has been jointly produced by the six North Wales Local Authorities in response to the Welsh Government requirement for LTPs to be submitted by the end of January 2015. The plan preparation has been overseen by Taith as a Joint Committee of the local authorities for transport. The Plan is a statutory document for transport in the region.

A review of the Wales Transport Strategy Objectives, the Welsh Government targets for investment and the Regional Transport Plan priorities, together with the review of issues and opportunities led to the drafting of outcomes for the Local Transport Plan. The Local Transport Plan Outcomes that relate to bringing about air quality improvements includes:

- Connections to Key Destinations and Markets: Support for Economic Growth through an improvement in the efficiency, reliability, resilience, and connectivity of movement, including freight, within and between North Wales and other regions and countries (with a particular focus on accessibility to the Enterprise Zones and an improvement in the vitality and viability of towns and other key centres);
- Benefits and Minimised Impacts on the Environment: the potential for transport improvements to positively affect the local and global natural and built environment will have been maximised and negative impacts minimised, including adaptation to the effects of climate change.

A set of higher level interventions have been developed which together aim to deliver the vision and outcomes sought for the LTP:

- Transport network resilience improvements—Improvements to key county corridors to remove/ improve resilience problems
- Integration with strategic public transport services—Schemes to improve access to rail stations including road access and bus services and interchange facilities, support for park and ride, walking and cycling routes and facilities.
- Improved links to Employment—Schemes to provide improved access to Enterprise Zones (EZs), ports, employment sites and town centres.

North Wales Combined Authority

- Access to services—Range of integrated transport measures to improve access to education, health, community, shopping and other services by public transport, walking and cycling as well as community transport, taxi, car share sites.
- Encouraging sustainable travel—Infrastructure improvements and promotional initiatives to increase levels of walking and cycling both for travel and for leisure as well as public transport. May include road and rail bridges/ crossings, cycle routes, footway/ footpath provision, safe routes to school, travel planning as well as road safety measures to assist vulnerable users

6 Conclusions and Proposed Actions

6.1 Conclusions from New Monitoring Data

Monitoring carried out in 2016 indicated that annual mean and hourly concentrations of NO₂ were below the relevant AQS objective for all but one monitoring location within the North Wales Combined Authority. The one diffusion tube location (DT1 in IACC) was situated at a kerbside site along the A55 and did not represent relevant exposure. Therefore an exceedance at this location was not deemed to be of concern.

The annual mean concentrations of PM₁₀, PM_{2.5} and C₆H₆ and the 24-hour mean concentrations of PM₁₀ were below the relevant AQS objectives at all sites where monitoring was undertaken. Furthermore, the 15 minute, 1-hour and 24-hour mean concentrations of SO₂ were all also below the relevant AQS objectives.

6.2 Other Conclusions

There were no local developments approved in 2016, in the North Wales Combined Authority, which are expected to cause an adverse air quality impact on the surrounding area. Therefore no newly identified or previously unconsidered sources of air pollution were introduced in 2016.

No detailed assessments are required as a result of exceedances of pollutant concentrations and no AQMAs need to be declared. As a result there are no air quality action plans in the North Wales Combined Authority. Nonetheless, wider policy documents discussed in Section 4 and 5 address air quality issues to ensure concentrations remain below the AQS objectives.

6.3 Proposed Actions

The recommendations for the coming year are listed below:

- Proceed to the 2018 Updating and Screening Assessment;
- Maintain the air quality monitoring programmes in each local authority and ensure new monitoring sites are added as required.

7 References

- Department for Environment, Food and Rural Affairs (Defra) (2016) Local Air Quality Management Technical Guidance LAQM.TG(16).
- Department for Environment, Food and Rural Affairs (Defra) (2016) *Local Air Quality Management Policy Guidance LAQM.PG(16)*.
- Isle of Anglesey County Council (2016) *Annual Status Report*
- Conwy County Borough Council (2016) *Annual Status Report*
- Denbighshire County Council (2016) *Annual Status Report*
- Gwynedd Council (2016) *Annual Status Report*
- Flintshire County Council (2016) *Annual Status Report*
- Wrexham County Borough Council (2016) *Annual Status Report*
- National Diffusion Tube Bias Adjustment Spreadsheet, version 07/17 published in July 2017.
- <https://laqm.defra.gov.uk/assets/airptrounds7to18apr2015feb2017.pdf>
- <https://www.gwynedd.llyw.cymru/en/Council/Strategies-and-policies/Environment-and-planning/Planning-policy/Joint-Local-Development-Plan/Joint-Local-Development-Plan.aspx>
- Flintshire County Council Unitary Development Plan 2000-2015
- <http://www.flintshire.gov.uk/en/PDFFiles/Planning/LDP-evidence-base/Local/North-Wales-Joint-Local-Transport-Plan-2015.pdf>
- The Conwy Local Development Plan 2007-2022
- The Denbighshire County Council Local Development Plan 2006-2021
- Wrexham County Borough Council Unitary Development Plan 1996 to 2011

Appendices

Appendix A: Quality Assurance / Quality Control (QA/QC) Data

Appendix B: Complete Monitoring Results (2012-2016)

Appendix C: Full Monthly Diffusion Tube Results for 2016

Appendix A: QA/QC Data

Diffusion Tube Bias Adjustment Factors

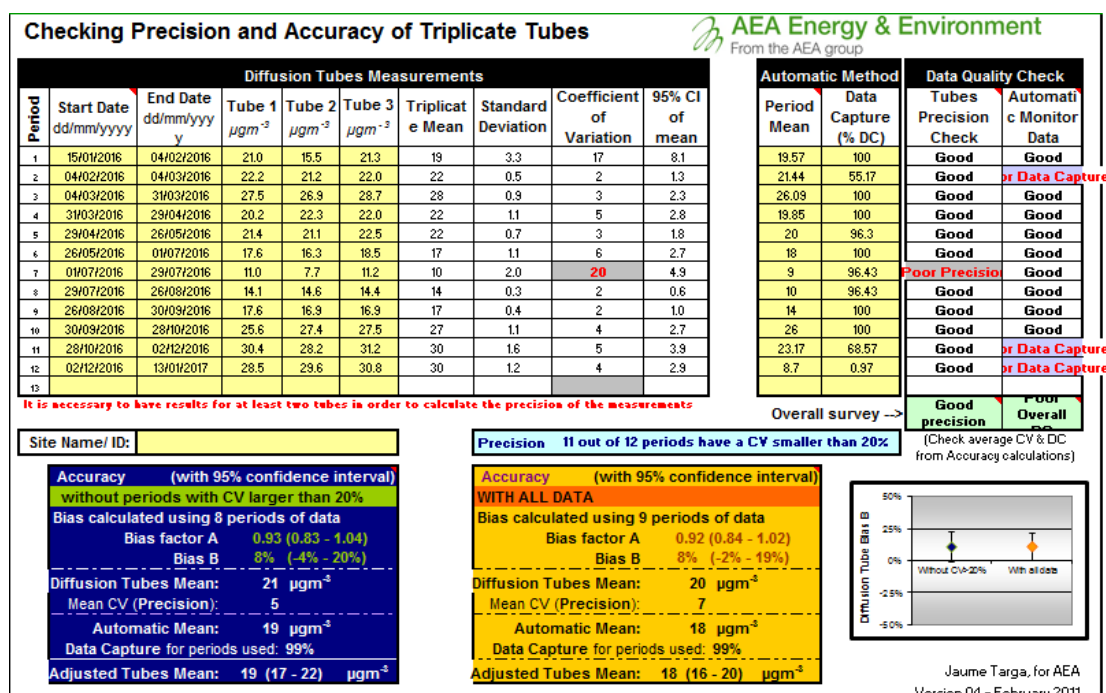
The diffusion tubes for CCBC, DCC, FCC, IACC and WCBC are supplied and analysed by Environmental Scientific Group (ESG) Didcot utilising the 50% triethanolamine (TEA) in acetone preparation method. The bias adjustment factor for 2016 is 0.78 (based on 38 studies, June 2017) as obtained from the national bias adjustment calculator.

The diffusion tubes for GC are supplied and analysed by Gradko utilising 20% TEA in water preparation method. The bias adjustment factor for 2016 is 0.92 (based on 27 studies, June 2017) as obtained from the national bias adjustment calculator.

Factor from Local Co-location Studies

A co-location study was undertaken at one location within the North Wales Combined Authority. Three diffusion tubes were co-located at the Victoria Road AURN continuous monitoring station in WCBC. The data capture in 2016 was above 90% during 9 of the monitoring periods and the precision was good at 11 of the monitoring periods. A factor of 0.93 was produced from the study, which is present in Figure A.1.

Figure A.1 – Factor from Local Co-Location Study



Discussion of Choice of Factor to Use

Data have been corrected using a bias adjustment factor, which is an estimate of the difference between diffusion tube concentrations and continuous monitoring, the latter assumed to be a more accurate method of monitoring. The technical guidance LAQM.TG(16) provides guidance with regard to the application of a bias adjustment factor to correct diffusion tubes. Triplicate co-location studies can be used to determine a local bias factor based on the comparison of diffusion tube results with data from NO_x/NO₂ continuous analysers. Alternatively, the national database of diffusion tube co-location surveys provides bias factors for the relevant laboratory and preparation method.

No co-location studies were carried out in CCBC, DCC, FCC, IACC and GC. Therefore the relevant national bias adjustment factor was used to adjust the diffusion tube data in 2016. The co-location study carried out in WCBC had good precision for 11 months and data capture of more than 90% for 9 months. However it was deemed appropriate to use the national bias adjustment factor, which was based on 38 studies and therefore considered to be more representative, to adjust the diffusion tube data in WCBC in 2016.

For previous year's data 2012 to 2015, the bias adjustment factors have been taken from the Council's previous LAQM annual reports. The factors used are as follows:

- IACC: 0.79 (2012), 0.81 (2013), 0.81 (2014) and 0.79 (2015);
- CCBC: 0.79 (2012), 0.80 (2013), 0.81 (2014) and 0.81 (2015);
- DCC: 0.79 (2012), 0.80 (2013), 0.81 (2014) and 0.79 (2015);
- FCC: 1.05 (2012), 0.81 (2013), 0.76 (2014) and 0.8 (2015);
- GC: 0.97 (2012), 0.95 (2013), 0.92 (2014) and 0.88 (2015); and
- WBCB: 0.8 (2012), 0.8 (2013), 0.81 (2014) and 0.81 (2015).

PM Monitoring Adjustment

The particulate monitoring undertaken in WCBC was via use of daily gravimetric Partisols. These meet the European equivalence testing and therefore are not subject to any correction.

The Osiris instruments run by IACC have not been adjusted. The IACC have previously demonstrated that an adjustment factor of 1.3 would lead to a significant overestimation of the impact of coarse dust (e.g. quarry dust). Therefore it was deemed inappropriate to adjust the data gathered using the Osiris monitors as these instruments are normally monitoring for the coarse fractions e.g. quarry dust.

QA/QC of Automatic Monitoring

The Victoria Road AURN automatic monitoring station in Wrexham County Borough Council is part of the Automatic Urban and Rural Network (AURN). The data ratification and station audit are carried out by Ricardo-AEA under contract with DEFRA and the Devolved Administrations.

The four PM₁₀ automatic monitoring stations in the Isle of Anglesey County Council are run by the local authority. Routine filter changes and air flow checks (600ml/min) on the Turnkey Osiris instruments are carried out normally on a quarterly basis. This is in addition to an annual service and calibration undertaken by Turnkey Instruments under the terms of the service contract. The data is downloaded electronically from each of the instruments approximately 2 to 3 times a week using a GSM modem. This enables the performance of the instrument to be monitored and enables problems to be rectified quickly and with minimum loss of data. The data is stored as 15-minute averages and is analysed using a dedicated software system (AirQ32). A visual data ratification process is employed, to safeguard against erroneous peaks etc., before any results are reported.

QA/QC of Diffusion Tube Monitoring

ESG Didcot and Gradko are both UKAS accredited laboratories who participate in the in the new AIR-PT Scheme (a continuation of the Workplace Analysis Scheme for Proficiency (WASP)) for NO₂ tube analysis and the Annual Field Inter-Comparison Exercise. These provide strict performance criteria for participating laboratories to meet, thereby ensuring NO₂ concentrations reported are of a high calibre. The labs follow the procedures set out in the Harmonisation Practical Guidance In the latest available AIR-PT results, AIR-PT AR 0012 (January to February 2016), AIR-PT AR013 (April to May 2016), AIR-PT AR015 (July to August 2016), AIR-PT AR016 (September to October 2016) and AIR-PT AR01 (October to November 2016).

ESG Didcot has scored 100% except AR013 and AR015 with 75%. The percentage score reflects the results deemed to be satisfactory based upon the z-score of $< \pm 2$. 75% of all local Authority co-location studies in 2016 were rated as 'good' (tubes are considered to have "good" precision where the coefficient of variation of duplicate or triplicate diffusion tubes for eight or more periods during the year is less than 20%).

Gradko has scored 100% on all results. The percentage score reflects the results deemed to be satisfactory based upon the z-score of $< \pm 2$. All local Authority co-location studies in 2016 were rated as 'good' (tubes are considered to have "good" precision where the coefficient of variation of duplicate or triplicate diffusion tubes for eight or more periods during the year is less than 20%).

Fall-off with Distance Correction of Sites Exceeding and within 10% of the NO₂ Annual Mean Objective

There was one diffusion tube location which exceeded the annual mean AQS objective for NO₂ (DT4 in IACC). There were a further two diffusion tube locations where the reported concentration was within 10% of the annual mean AQS objective for NO₂. The two locations were Site 57 in FCC and DT1 in IACC. DT1 was at a kerbside location which did not represent exposure and therefore no adjustment was required for this site.

The two remaining locations required adjustment using the NO₂ fall-off with distance calculator to estimate the NO₂ concentration at the nearest location with relevant exposure. The exposure. The calculations are shown in

North Wales Combined Authority

Figure A.2 and Figure A.3. It should be noted that DT4 was over 20m from a sensitive receptors and therefore the predicted concentration should be treated with caution.

Figure A.2 – Fall-off Distance Correction of DT4: Isle of Anglesey County Council

Enter data into the red cells

Step 1	How far from the KERB was your measurement made (in metres)?	3	metres
Step 2	How far from the KERB is your receptor (in metres)?	30	metres
Step 3	What is the local annual mean background NO ₂ concentration (in µg/m ³)?	6.6	µg/m ³
Step 4	What is your measured annual mean NO ₂ concentration (in µg/m ³)?	39.7	µg/m ³
Result	The predicted annual mean NO ₂ concentration (in µg/m ³) at your receptor	20.0	µg/m ³

Warning: your receptor is more than 20m further from the kerb than your monitor, treat result with caution

Figure A.3 – Fall-off Distance Correction of Site 57: Flintshire Council

Enter data into the red cells

Step 1	How far from the KERB was your measurement made (in metres)?	1	metres
Step 2	How far from the KERB is your receptor (in metres)?	2	metres
Step 3	What is the local annual mean background NO ₂ concentration (in µg/m ³)?	9.6	µg/m ³
Step 4	What is your measured annual mean NO ₂ concentration (in µg/m ³)?	39.7	µg/m ³
Result	The predicted annual mean NO ₂ concentration (in µg/m ³) at your receptor	35.5	µg/m ³

Short-term to Long-term Data Adjustment

Data capture at all sites which recorded less than 75% data capture during 2016 has been annualised according to the method set out in Boxes 7.9 and 7.10 of LAQM.TG16. The details of the annualisation have been provided in Table A.1 to Table A.3.

It should be noted that the background automatic stations used for annualisation of the PM₁₀ and PM_{2.5} data were over 80km from the monitoring locations. Therefore, the annualised results should be treated with caution as the background locations

North Wales Combined Authority

may not necessarily be representative of the conditions at the monitoring sites in Anglesey.

Table A.1 – Short-Term to Long-Term Monitoring NO₂ Adjustment: Non-Automatic Stations

Site	Uncorrected Diffusion Tube Mean (µg/m ³)	Annualisation Factor					Annualised Data Average (µg/m ³)	Annualised Bias Adjusted Concentration (µg/m ³)
		Glazebury	Stoke-on-Trent	Aston Hill	Wirral Tranmere	Average		
Isle of Anglesey County Council								
DT2	30.1	1.026	1.000	0.909	1.113	1.012	30.5	28.0
DT3	12.2	0.977	1.000	1.103	0.917	0.999	12.2	11.2
Gwynedd Council								
GCC 003	11.9	0.946	0.955	0.853	1.083	0.959	11.4	10.5
GCC 037	26.3	0.976	0.989	1.206	1.042	1.053	27.7	25.5
Flintshire Council								
Site5/9/10	39.7	1.094	1.039	1.016	1.144	1.073	42.6	33.2
Site 58	31.5	0.977	1.000	1.103	0.917	0.999	31.4	24.5
Wrexham County Borough Council								
WBC-047	29.4	0.904	0.956	0.984	0.867	0.928	27.2	25.3

Table A.2 – Short-Term to Long-Term Monitoring PM₁₀ Adjustment

Site	Uncorrected Mean (µg/m ³)	Annual Mean/Period Mean (µg/m ³)			Average Ratio	Corrected Mean
		Salford Eccles	Sheffield Devonshire Green	Chesterfield Loundsley Green		
Isle of Anglesey County Council						
CM2	8.1	17.3/17.4	17.6/17.2	14.7/14.6	1.01	8.1
CM4	9.0	17.3/16.6	17.6/16.9	14.7/15.1	1.02	9.1

Table A.3 – Short-Term to Long-Term Monitoring PM_{2.5} Adjustment

Site	Uncorrected Mean (µg/m ³)	Annual Mean/Period Mean (µg/m ³)			Average Ratio	Corrected Mean
		Salford Eccles	Wirral Tranmere	Stoke-on-Trent		
Isle of Anglesey County Council						
CM2	3.9	10.5/10.3	7.9/7.5	11.7/11/1	1.04	4.0
CM4	5.3	10.5/10.0	7.9/7.5	11.7/12/2	1.02	5.4

Appendix B: Complete Monitoring Results (2012 – 2016)

Table B.1 – Results of NO₂ Diffusion Tubes (2012 to 2016): Isle of Anglesey

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ID	Type	Within AQMA?	Annual Mean Concentration ($\mu\text{g}/\text{m}^3$) - Adjusted for Bias				
			2012 (Bias Adjustment Factor = 0.79)	2013 (Bias Adjustment Factor = 0.81)	2014 (Bias Adjustment Factor = 0.81)	2015 (Bias Adjustment Factor = 0.79)	2016 (Bias Adjustment Factor = 0.78)
DT1	Kerbside	N	42.1	44.3	38.7	38.1	39.7
DT2	Kerbside	N	-	-	21.1	21.3	23.5
DT3	Roadside	N	-	-	-	-	9.5
DT4	Roadside	N	-	-	-	-	45.2
DT5	Roadside	N	-	-	-	-	9.8
DT6	Roadside	N	-	-	-	-	11.3
DT7	Kerbside	N	-	-	-	-	15.3
DT8	Roadside	N	-	-	-	-	9.9
DT9	Roadside	N	-	-	-	-	9.5
DT10	Roadside	N	-	-	-	-	7
DT11	Roadside	N	-	-	-	-	10.2
DT12	Roadside	N	-	-	-	-	9
DT13	Roadside	N	-	-	-	-	6.7
DT14	Roadside	N	-	-	-	-	12.7
DT15	Roadside	N	-	-	-	-	11.2

Table B.2 – Results of NO₂ Diffusion Tubes (2012 to 2016): Conwy Borough Council

ID	Type	Within AQMA?	Annual Mean Concentration ($\mu\text{g}/\text{m}^3$) - Adjusted for Bias				
			2012 (Bias Adjustment Factor = 0.79)	2013 (Bias Adjustment Factor = 0.8)	2014 (Bias Adjustment Factor = 0.81)	2015 (Bias Adjustment Factor = 0.81)	2016 (Bias Adjustment Factor = 0.78)
CBC-001	Roadside	N	19.7	19.4	17.5	17.3	19.3
CBC-034	Roadside	N	-	-	-	-	21.1

ID	Type	Within AQMA?	Annual Mean Concentration ($\mu\text{g}/\text{m}^3$) - Adjusted for Bias				
			2012 (Bias Adjustment Factor = 0.79)	2013 (Bias Adjustment Factor = 0.8)	2014 (Bias Adjustment Factor = 0.81)	2015 (Bias Adjustment Factor = 0.81)	2016 (Bias Adjustment Factor = 0.78)
CBC-004	Urban Background	N	10.3	10.6	8.8	8.7	10.3
CBC-016	Urban Background	N	9.7	10.3	9	8.6	9.1
CBC-017	Roadside	N	20.3	19.6	18.1	19.1	19.0
CBC-018	Roadside	N	23	21.8	19.4	22.6	20.9
CBC-026	Roadside	N	30.2	28	27.4	25.2	27.8
CBC-025	Roadside	N	17.5	16.9	15.4	16.3	15.6
CBC-031	Roadside	N	-	-	-	20.8	21.0
CBC-032	Roadside	N	-	-	-	17.4	18.9
CBC-021	Roadside	N	17.4	16.2	15.2	16.8	17.7
CBC-022	Roadside	N	19.8	19.9	18.9	19.3	20.7
CBC-033	Roadside	N	18.7	17.1	16.8	15.5	13.8
CBC-027	Roadside	N	15.2	15.6	13.3	14.3	14.7
CBC-029	Roadside	N	-	-	12.7	11.7	11.2

Table B.3 – Results of NO₂ Diffusion Tubes (2012 to 2016): Denbighshire County Council

ID	Type	Within AQMA?	Annual Mean Concentration ($\mu\text{g}/\text{m}^3$) - Adjusted for Bias				
			2012 (Bias Adjustment Factor = 0.79)	2013 (Bias Adjustment Factor = 0.8)	2014 (Bias Adjustment Factor = 0.81)	2015 (Bias Adjustment Factor = 0.79)	2016 (Bias Adjustment Factor = 0.78)
DBK1	Roadside	N	25.3	25.9	25.8	23.1	23.5
DBR2	Roadside	N	27.9	29.3	29.1	26.7	26.4
DBB3	Suburban	N	10.9	10.4	9.8	9.3	9.8
DBB4	Suburban	N	11.1	11.9	10.5	9.9	10.3
DBR5	Suburban	N	16.1	15.3	14	14.0	15.5
DBR48	Roadside	N	28.8	29.3	25.1	25.7	26.7

ID	Type	Within AQMA?	Annual Mean Concentration ($\mu\text{g}/\text{m}^3$) - Adjusted for Bias				
			2012 (Bias Adjustment Factor = 0.79)	2013 (Bias Adjustment Factor = 0.8)	2014 (Bias Adjustment Factor = 0.81)	2015 (Bias Adjustment Factor = 0.79)	2016 (Bias Adjustment Factor = 0.78)
DBR23	Roadside	N	18.9	19.5	17.3	17.2	18.6
DBR8	Suburban	N	17.1	16.9	15.1	14.7	15.5
DBR9	Suburban	N	23.6	21.3	21.8	21.2	21.1
DBR10	Suburban	N	16.8	16.2	16.4	14.5	16.1
DBR24	Roadside	N	34.4	34.1	32.6	32.5	33.1
DBR20	Roadside	N	24.4	24	21.3	21.2	19.8
DBR43	Roadside	N	37.7	36.7	31.9	32.8	29.1
DBR44	Roadside	N	28.5	28.8	25.9	24.2	25.0
DBR45	Roadside	N	25.7	24.9	23	21.6	23.3
DBR37	Roadside	N	29.9	29.4	28.5	28.0	26.6
DBR38	Roadside	N	21	19.9	17.9	16.5	16.8
DBR31	Kerbside	N	20.1	19.6	18	17.0	18.9
DBR32	Roadside	N	20.9	20.9	19.1	18.5	18.9
DBR33	Roadside	N	27.3	25.7	22.1	29.0	28.2
DBR34	Kerbside	N	16.9	15.8	14.7	13.6	15.2
DBR49	Roadside	N	-	18.8	16.7	16.0	17.1
DBR50	Roadside	N	-	18.5	16.5	16.4	16.0
DBR52	Roadside	N	-	30.5	30.3	21.7	24.1
DBR53	Roadside	N	-	31.7	30.7	28.2	31.2
DBR54	Roadside	N	-	-	16.1	13.2	13.7

Table B.4 – Results of NO₂ Diffusion Tubes (2012 to 2016): Flintshire Council

ID	Type	Within AQMA?	Annual Mean Concentration ($\mu\text{g}/\text{m}^3$) - Adjusted for Bias				
			2012 (Bias Adjustment Factor = 1.05)	2013 (Bias Adjustment Factor = 0.81)	2014 (Bias Adjustment Factor = 0.76)	2015 (Bias Adjustment Factor = 0.8)	2016 (Bias Adjustment Factor = 0.78)
Site 1	Kerbside	N	37.8	30.3	25.4	21.1	25.6

ID	Type	Within AQMA?	Annual Mean Concentration ($\mu\text{g}/\text{m}^3$) - Adjusted for Bias				
			2012 (Bias Adjustment Factor = 1.05)	2013 (Bias Adjustment Factor = 0.81)	2014 (Bias Adjustment Factor = 0.76)	2015 (Bias Adjustment Factor = 0.8)	2016 (Bias Adjustment Factor = 0.78)
Site 2	Urban	N	25.7	20.4	20.8	17.4	20.6
Site 3	Kerbside	N	48.3	32.9	30.2	26.3	33.7
Site 4	Urban Background	N	21.2	16.7	14.1	15.9	18
Site 5/9/10	Kerbside	N	-	33.7	29.8	31.2	33.2
Site 6	Rural Background	N	15.9	11	14.6	9.3	14
Site 7	Kerbside	N	21	16.4	14.7	14.9	15
Site 8	Urban background	N	20.2	16.4	13.8	12.9	14.5
Site 11/47	Kerbside	N	44.9	31.8	31.5	32.9	35.6
Site 12/13	Kerbside	N	45.7	35.1	33.4	35.4	34
Site 14	Rural Background	N	11.9	10	8.7	8.6	12.7
Site 15	Kerbside	N	-	28.9 ^a	27.3	27.9	27.9
Site 16	Urban	N	37.5	28.9	26.8	26.2	26.7
Site 17	Kerbside	N	33.3	27.1	23.9	24.8	29.2
Site 18	Urban Background	N	19.6	15.5	12.1	11.5	14.5
Site 19	Kerbside	N	31.3	23.2	22.1	20.7	25
Site 20	Kerbside	N	31.2	24	21.5	20.7	23.4
Site 21	Urban Background	N	19.9	15.3	13.7	13	15.2
Site 22	Rural Background	N	32.6	20.8	19.4	18.7	18.6
Site 23	Kerbside	N	39.8	28.1	21.8	21.4	24.4
Site 24/51	Kerbside	N	45.9	37.4	34.9	34.9	31.4
Site 25	Industrial	N	25.2	19	16.9	18.1	21.3
Site 26	Industrial	N	20.5	16.5	14.5	15	16.3

ID	Type	Within AQMA?	Annual Mean Concentration ($\mu\text{g}/\text{m}^3$) - Adjusted for Bias				
			2012 (Bias Adjustment Factor = 1.05)	2013 (Bias Adjustment Factor = 0.81)	2014 (Bias Adjustment Factor = 0.76)	2015 (Bias Adjustment Factor = 0.8)	2016 (Bias Adjustment Factor = 0.78)
Site 27	Urban Background	N	30.4	24.3	21.8	21.7	21.3
Site 28	Industrial	N	24.6	18.5 ^a	15.7	17.4	15.5
Site 29	Industrial	N	23.6	19	17.6	15.8	18
Site 30	Kerbside	N	40.1	30.7	25	23.2	24.9
Site 31	Kerbside	N	20.5	23.1	22.2	20.3	23.6
Site 32	Kerbside	N	27.7	22.6	19.9	24.6	20.2
Site 33	Kerbside	N	34.7	27.1	23.1	25.1	26.9
Site 34	Kerbside	N	29.9	23	23.5	24.7	25.3
Site 35	Kerbside	N	26.4	19	17.5	18.3	21
Site 36	Kerbside	N	31.9	23.6	22	21.5	23.2
Site 37	Kerbside	N	34.5	27.4	25.3	26.2	26.3
Site 38	Urban	N	24.2	18.7	16.6	16.8	19.1
Site 39	Kerbside	N	24.6	19.4	16.7	15.9	17.2
Site 40	Kerbside	N	21.5	16.9	14.9	15.7	16.8
Site 41	Kerbside	N	14.5	11.8	10.6	9.9	12
Site 42	Kerbside	N	17	13.4	11.9	10.6	12.3
Site 43	Urban Background	N	11.4	9.9	8.6	9.3	9.2
Site 44	Urban Background	N	32.5	28.1	24.7	25.6	25.5
Site 45	Kerbside	N	23.2	18.3	17.5	16.1	17.8
Site 46	Urban Background	N	18.6	15.1	11.6	12.5	12.7
Site 48	Kerbside	N	28	22	18.1	23	36.6
Site 49	Kerbside	N	25.6	19.4	19.3	17.8	18.8
Site 50	Kerbside	N	21	17.6	14.3	15.1	16.9
Site 52	Kerbside	N	23.2	18.1	17.2	15.1	16.6

ID	Type	Within AQMA?	Annual Mean Concentration ($\mu\text{g}/\text{m}^3$) - Adjusted for Bias				
			2012 (Bias Adjustment Factor = 1.05)	2013 (Bias Adjustment Factor = 0.81)	2014 (Bias Adjustment Factor = 0.76)	2015 (Bias Adjustment Factor = 0.8)	2016 (Bias Adjustment Factor = 0.78)
Site 53	Kerbside	N	34.1	23.6	24.2	25.3	26.7
Site 54	Kerbside	N	-	-	-	10.5	13.2
Site 55	Kerbside	N	-	-	-	10.5	13
Site 56	Kerbside	N	-	-	-	12.7	13.2
Site 57	Kerbside	N	50.8	40	34.8	35.9	37.8
Site 58		N	-	-	-	-	24.5

Results in bold exceed the annual mean NO₂ AQS objective of 40 $\mu\text{g}/\text{m}^3$

Table B.5 – Results of NO₂ Diffusion Tubes (2012 to 2016): Gwynedd Council

ID	Type	Within AQMA?	Annual Mean Concentration ($\mu\text{g}/\text{m}^3$) - Adjusted for Bias				
			2012 (Bias Adjustment Factor = 0.8)	2013 (Bias Adjustment Factor = 0.8)	2014 (Bias Adjustment Factor = 0.81)	2015 (Bias Adjustment Factor = 0.81)	2016 (Bias Adjustment Factor = 0.78)
GCC 002	Kerbside	N	40.4 (22.9)	33.9	34.3	31.1	31.4
GCC 003	Urban Background	N	12.5	11.6	12.6	11.3	10.5
GCC 005	Kerbside	N	34.2	32.0	33.0	29.6	27.6
GCC 008	Kerbside	N	30.4	26.6	25.6	23.4	22.8
GCC 011	Kerbside	N	25.7	24.4	23.7	21.8	23.8
GCC 012	Kerbside	N	36.2	28.1	27.5	25.3	26.9
GCC 013	Kerbside	N	22.9	20.7	21.0	19.6	21.9
GCC 015	Roadside	N	27.1	24.2	23.9	21.4	24.8
GCC 037	Kerbside	N	31.5	31.1	31.5	27.1	25.5
GCC 038	Roadside	N	38.0	28.3	29.9	27.5	28.6
GCC 039	Roadside	N	36.2	26.5	28.0	27.7	28.4
GCC 040	Kerbside	N	25.8	29.1	19.6	18.9	19.1

*Value in brackets is distance corrected for nearest relevant exposure.

Table B.6 – Results of NO₂ Diffusion Tubes (2012 to 2016): Wrexham County Borough Council

ID	Type	Within AQMA?	Annual Mean Concentration (µg/m ³) - Adjusted for Bias				
			2012 (Bias Adjustment Factor = 0.8)	2013 (Bias Adjustment Factor = 0.8)	2014 (Bias Adjustment Factor = 0.81)	2015 (Bias Adjustment Factor = 0.81)	2016 (Bias Adjustment Factor = 0.78)
WBC-001	Roadside	N	29.9	19.8	17.9	18.4	27.8
WBC-010	Suburban	N	15.9	13.6	13.1	12.2	13.2
WBC-015	Roadside	N	18.8	18.7	15.8	15.7	16.4
WBC-018	Roadside	N	19.5	18.5	18.8	17	16.9
WBC-019	Roadside	N	23.7	22.3	21.6	20.1	21.4
WBC-020	Intermediate	N	27.2	26.3	25.6	24.2	25.5
WBC-021	Roadside	N	21.2	19.6	22.3	18.8	19.9
WBC-022	Intermediate	N	16.7	16.8	17.3	16.4	16.3
WBC-030	Roadside	N	29.2	36.5	39.9	36.9	35.8
WBC-031	Roadside	N	40.9	33.7	33.9	37.5	35.9
WBC-032	Roadside	N	37.9	28.1	27.6	25.7	29.1
WBC-033	Roadside	N	23	20.9	20.2	17.8	19.2
WBC-034	Roadside	N	13.8	16.5	15.2	14.5	14.6
WBC-036	Roadside	N	24.2	22.5	21.6	19.6	20.0
WBC-037	Roadside	N	24.6	23	21.7	24.3	22.3
WBC-039	Roadside	N	-	-	-	-	19.7
WBC-040	Roadside	N	9.9	14.6	13.3	11.4	11.9
WBC-041	Roadside	N	15.0	15.5	16.5	14.3	15.2
WBC-042	Roadside	N	-	25.9	23	24.6	25.6
WBC-043	Roadside	N	-	-	25.6	19.1	17.9
WBC-044	Roadside	N	-	-	-	22.7	23.6
WBC-045	Roadside	N	-	-	-	18.8	19.8
WBC-046	Roadside	N	-	-	-	22.4	24.1
WBC-047	Roadside	N	-	-	-	-	21.2
AURN	Roadside	N	18.8	22.6	17.2	15.6	16.7

Tudalen 478

Appendix C: Full Monthly Diffusion Tube Results for 2016

Table C.1- Full Monthly Diffusion Tube Results for 2016: Isle of Anglesey County Council

ID	NO ₂ Mean Concentrations (µg/m ³)												Annual Mean	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Raw Data	Bias Adjusted
	DT1	53.1	56.9	45.3	54.6	50.1	50	44.7	51.5	41.2	56.8	54.7	52	50.9
DT2	29.2	36.7	27.6	31.2	31.8	24.1	-	-	-	-	-	-	30.1	23.5
DT3	-	-	-	-	-	-	8.6	7.6	9.6	18.8	17.8	10.7	12.2	9.5
DT4	-	62.9	54.8	52.8	49.8	54.5	56.2	65.5	58.1	56.5	60.6	65.1	57.9	45.2
DT5	-	13.3	12.8	13.3	12.0	8.1	-	11.1	12.8	13.3	14.6	13.8	12.5	9.8
DT6	-	15.3	17.4	14.1	12.9	11.6	11.9	13.9	14.2	17.6	14.2	15.7	14.4	11.3
DT7	-	18.2	24.4	22.2	21.9	22.5	17.8	21.7	19.2	19.5	9.3	19.1	19.6	15.3
DT8	-	13.4	15.8	13.5	13.5	11.6	8.0	10.7	10.9	14.7	15.7	11.7	12.7	9.9
DT9	-	10.0	16.4	12.8	11.2	12.0	11.1	12.8	11.2	12.4	13.1	10.5	12.1	9.5
DT10	-	7.4	12.6	9.6	8.6	6.7	7.0	7.4	8.9	11.8	10.7	8.6	9.0	7.0
DT11	-	13.1	16.4	12.7	15.5	12.3	10.0	12.3	12.7	11.00	13.5	14.4	13.1	10.2
DT12	-	11.7	15.6	12.2	11.8	9.7	8.5	9.5	10.2	15.4	12.6	9.4	11.5	9.0
DT13	-	6.0	12.5	8.8	10.1	5.3	5.0	7.3	8.3	13.2	10.4	7.9	8.6	6.7
DT14	-	17.0	18.3	17.3	18.6	13.3	9.6	12.8	14.4	22.1	18.2	17.2	16.3	12.7
DT15	-	15.3	17.5	16.8	15.8	-	8.9	11.7	12.8	16.0	16.0	12.2	14.3	11.2

Results in bold exceed the annual mean NO₂ AQS objective of 40µg/m³

Table C.2- Full Monthly Diffusion Tube Results for 2016: Conwy County Borough Council

ID	NO ₂ Mean Concentrations (µg/m ³)												Annual Mean	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Raw Data	Bias Adjusted
	CBC-001	22.2	21.7	28.7	25.2	31.1	24.7	11.8	17.2	21.5	30.8	34.3		
CBC-034	-	-	27.5	22.3	23.9	26.9	19.4	24.5	29.3	27.3	36.4	32.9	27.0	21.1
CBC-004	11.7	12.3	16	10.9	17.6	10.4	5.8	8.1	9	18.5	20.6	16.8	13.1	10.3
CBC-016	8.4	12.2	14	11.8	11.1	9.4	7.7	7.2	9.2	14	18.2	16.4	11.6	9.1
CBC-017	16.8	21	23.7	23.8	26.7	27.7	12.7	18.5	21.9	35.1	35.1	30	24.4	19.0
CBC-018	23.6	27.7	23.5	26.8	26.2	23	25.1	26.4	30.4	25.5	34.1	29.8	26.8	20.9
CBC-026	29.8	33.9	36.8	36.4	42.4	32.6	24.1	25.4	35.9	46.7	42.4	41.1	35.6	27.8
CBC-025	23.2	19.9	20.3	20.9	20.6	16.5	17	17.6	19.7	21.5	20.9	22.6	20.1	15.6
CBC-031	24.3	19.5	30.8	27.9	27.9	22.7	21.6	21.9	28.3	29.5	35.4	33.5	26.9	21.0
CBC-032	19.4	22.8	28.7	24.4	26.5	24.2	16.3	19	22.1	27.5	32.1	28.5	24.3	18.9
CBC-021	18.5	18.2	24.8	22.7	28.5	25.8	18.1	22.5	22.6	21.9	26.6	22.1	22.7	17.7
CBC-022	22.3	22.4	30.9	25.4	27.6	26.2	20.8	21.3	26.6	25.8	36.6	31.9	26.5	20.7
CBC-033	14.3	14.8	22.1	16.1	21.7	16.1	8.6	11.1	14.1	25.5	26.3	22.2	17.7	13.8
CBC-027	17.7	19.3	21.8	16.2	19.3	16.3	14.9	14.4	17.6	27.6	13.3	28.3	18.9	14.7
CBC-029	11.6	16.8	16.6	11.1	20.5	12.8	10.9	12.4	16.5	-	-	-	14.4	11.2

Tudalen 480

Table C.3- Full Monthly Diffusion Tube Results for 2016: Denbighshire County Council

ID	NO ₂ Mean Concentrations (µg/m ³)												Annual Mean	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Raw Data	Bias Adjusted
	DBK1	21.5	29.5	33.4	28.1	24	30.4	21.7	26.8	27.5	41.5	37.2		
DBR2	30.4	35.7	38.2	31.1	32.5	29.2	27.7	29.2	30.7	39.9	41.9	39.3	33.8	26.4
DBB3	12.2	15.1	14.6	12.5	10.5	7.6	6.6	8.1	9.4	16.4	19.4	18.1	12.5	9.8
DBB4	14.4	15.2	14.6	14.8	10.7	8	7.1	8.4	9	19.6	20.9	15.9	13.2	10.3

North Wales Combined Authority

ID	NO ₂ Mean Concentrations (µg/m ³)												Annual Mean	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Raw Data	Bias Adjusted
	DBR5	15.2	23.3	25	23.2	21.1	20.9	14.1	16.9	14.1	20.7	26.3	18.4	19.9
DBR48	31.2	42	40.8	44.8	37.3	30.2	19.9	24.2	27.5	-	44.3	34.9	34.3	26.7
DBR23	21	29	25.4	25.9	20.7	19.8	16.2	16.7	18.8	24.7	35	32.7	23.8	18.6
DBR8	19.2	24.2	23.6	21.6	18.9	15.8	14.3	13.5	17	20.7	27.6	21.7	19.8	15.5
DBR9	29.3	32.2	31.9	29.4	25.9	19.5	18.8	19.9	26.1	29.5	34.6	28	27.1	21.1
DBR10	20.3	23.6	23.5	20	18.2	13.6	11.8	15.9	17.4	25.8	27.8	29.9	20.7	16.1
DBR24	42.5	47.2	51.3	46.3	44	39.4	33.6	33	33.3	41	55	-	42.4	33.1
DBR54	17.5	20.4	22.2	19.9	16.2	12.9	16.7	12.2	13.8	18.3	-	23.7	17.6	13.7
DBR20	15.7	27.6	27.5	30.4	30.2	24.4	20.8	20.7	23.7	31.8	18.9	33	25.4	19.8
DBR43	-	11.4	51.2	46.4	42.5	37.9	35.1	33.3	36	37.8	29.9	48.2	37.2	29.1
DBR44	-	39.2	34.5	37.9	35.8	27.3	25.6	24.3	27.6	34.5	24.5	41.2	32.0	25.0
DBR45	27.7	33	34.3	32.5	32	27.7	21.4	23	28.7	36.4	22	39.8	29.9	23.3
DBR37	32.4	42.5	43.4	42.5	37.7	39.8	26.2	28.2	28.6	36	23.1	29.3	34.1	26.6
DBR38	23.6	24.4	24.6	22.2	22.4	18.8	17.7	19.2	20.3	26.3	14.8	23.7	21.5	16.8
DBR52	30.7	31.7	32.8	36	32.3	27.3	21	22.4	26	33.3	38.8	39.2	31.0	24.1
DBR53	41.6	49	46.7	-	35.1	37.2	30.2	29.4	34.9	37.1	51.4	47	40.0	31.2
DBR31	25.1	28.4	28.4	23.3	23.5	17.9	15.2	14.3	18.9	28.6	35.4	32.5	24.3	18.9
DBR32	24.3	30	28	28.7	23.9	21.4	16.6	17.6	19.5	22.9	32.3	25.9	24.3	18.9
DBR33	39.2	40.1	36.5	39	32.4	25.8	24.8	-	32.6	39.4	38.5	49	36.1	28.2
DBR34	20.4	20.6	19.7	20.1	18.9	14.5	10.7	12.5	16.7	22	29	28.3	19.5	15.2
DBR49	19.5	21.9	26.3	24.3	22.6	19.9	14.5	16.2	19.2	27.2	26.4	25.7	22.0	17.1
DBR50	18.6	25	28	6.1	21.8	19.5	12.8	16.5	16.4	25.8	31	25.3	20.6	16.0

Tudalen 481

Table C.4- Full Monthly Diffusion Tube Results for 2016: Gwynedd Council

ID	NO ₂ Mean Concentrations (µg/m ³)												Annual Mean	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Raw Data	Bias Adjusted
	GCC 002	11.8	29.5	37.1	35.9	38.2	31.0	34.0	35.6	38.6	39.2	44.6		
GCC 003	9.5	13.7	13.9	10.8	11.5	-	-	-	-	-	-	-	11.9	10.9
GCC 005	11.3	26.9	30.1	25.9	45.4	29.6	29.0	32.0	35.0	-	35.4	29.5	30.0	27.6
GCC 008	11.9	26.7	26.3	24.9	28.9	18.0	18.0	20.1	27.5	28.1	37.0	30.5	24.8	22.8
GCC 011	15.9	-	25.0	21.6	-	25.1	25.3	19.8	35.5	36.0	-	29.2	25.9	23.8
GCC 012	14.5	27.4	29.6	28.6	35.8	25.6	21.9	26.6	32.7	39.9	37.6	30.5	29.2	26.9
GCC 013	11.6	22.4	22.5	21.4	28.0	21.0	20.2	21.9	32.1	28.0	33.3	23.4	23.8	21.9
GCC 015	14.0	22.5	24.4	19.1	28.3	24.5	26.6	28.1	43.4	33.9	31.4	27.1	26.9	24.8
GCC 037	9.7	30.8	-	23.9	-	0.5	27.5	27.6	-	-	38.3	-	26.3	24.2
GCC 038	17.7	30.3	28.1	29.6	36.0	26.4	-	-	31.9	41.5	38.6	-	31.1	28.6
GCC 039	16.1	26.9	31.1	30.0	43.6	26.0	-	30.1	34.2	40.1	-	-	30.9	28.4
GCC 040	10.8	22.3	21.3	21.1	18.9	19.2	21.4	19.7	23.5	20.9	25.8	24.8	20.8	19.1

*Unusually low value assumed to be error/fault with tube. Omitted when calculating mean.

Table C.5- Full Monthly Diffusion Tube Results for 2016: Flintshire Council

ID	NO ₂ Mean Concentrations (µg/m ³)												Annual Mean	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Raw Data	Bias Adjusted
	Site 1	31.1	28.7	41	30	36	34.5	19	20.7	27.1	40.7	44.1		
Site 2	29.7	28.3	27.5	26.1	25.4	18.8	15.1	17.7	-	33.8	33	35.7	26.5	20.6
Site 3	45.6	54.4	-	37.6	38	-	20.9	-	31.3	53	54.1	54.4	43.3	33.7
Site 4	19.4	36.3	26.3	21.9	19.5	19.1	14.8	15.5	16.5	26.9	32.2	27.8	23.0	18.0
Site 5/9/10	38.5	29.0	49.6	41.1	47.6	41.1	30.9	-	-	-	-	-	39.7	31.0
Site 6	13.8	44.1	-	16.3	14.9	13.8	5.9	-	11.5	20.4	19	19.3	17.9	14.0

North Wales Combined Authority

ID	NO ₂ Mean Concentrations (µg/m ³)												Annual Mean	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Raw Data	Bias Adjusted
	Site 7	19.5	12.8	21.9	18.4	20.6	16.6	11.6	13.3	17.5	26.7	27.8	24.7	19.3
Site 8	18.6	20.4	21.6	20.1	18.9	14.7	9.1	10.9	13.7	24.8	25.7	23.9	18.5	14.5
Site 11/47	40.3	50.9	55.9	53.7	47.4	45.4	37.2	38.1	36.7	50.7	44.3	47.1	45.6	35.6
Site 12/13	44.7	39.6	50.6	40.2	43.2	35.3	39.4	34.6	38.7	48.3	55.6	53.9	43.7	34.0
Site 14	12.5	48.8	15.8	12	13.3	10.7	-	6.5	6.9	18.4	18	16.8	16.3	12.7
Site 15	33.6	13.4	41.5	38.7	39.4	-	-	-	28.2	36.1	46	44.6	35.7	27.9
Site 16	36.4	44.5	39.6	35.4	32.2	29.7	24.8	24.1	29.2	36	39.9	39.4	34.3	26.7
Site 17	31.7	40.7	33.1	38	38.8	33.9	-	-	-	41.2	44.1	35.5	37.4	29.2
Site 18	19.5	33	20.9	16.5	18.2	10.7	4.9	9.6	-	25.3	20.6	25.2	18.6	14.5
Site 19	25	21.7	81.4	28.8	29.9	27	18.8	17.7	26.1	36.6	38	33.1	32.0	25.0
Site 20	30.8	32.4	37.5	32	31.7	27.9	18.7	23.4	22.9	33.9	36.9	31.6	30.0	23.4
Site 21	18.4	37.2	20.5	16.4	15.8	13.6	9.4	10.3	14.8	23.4	25.1	28.7	19.5	15.2
Site 22	30.7	18.7	26.6	24	24.7	11.8	14.3	17.4	18.6	32.3	33.8	32.9	23.8	18.6
Site 23	-	26.8	35	30.6	33.7	25.4	24	20.8	-	36.4	40.3	39.8	31.3	24.4
Site 24/51	48.9	39.7	45.8	37.4	41.5	38.6	32.3	33.4	39.6	41.3	-	51.1	40.3	31.4
Site 25	26.8	51.6	28.6	24.5	26.3	18.6	13.7	16.1	20.2	29.9	38.3	32.7	27.3	21.3
Site 26	26	30.5	22.4	18.7	18.3	13	8.3	12.1	14	28.7	29.6	29.1	20.9	16.3
Site 27	30.5	24.7	-	23	26.7	24.6	18.4	21.1	26.1	38.9	39.2	27.7	27.4	21.3
Site 28	25.1	19.4	20	17	16.2	12.1	10.6	11.7	18.9	23.2	26.7	37.7	19.9	15.5
Site 29	25.1	22.7	25.3	23.3	21.6	16.6	11.6	15.1	19	27.9	35.3	33.4	23.1	18.0
Site 30	26.3	25.2	37.8	34.7	34.2	29.6	23.7	22.9	27.8	40	43.7	37.3	31.9	24.9
Site 31	29.9	38.7	30	27.3	27	23.7	19.1	22.8	25.8	39.2	42.1	37.2	30.2	23.6
Site 32	19.4	34.2	27.3	25.1	23.9	24.2	18.3	19.6	22.2	31	35	30.7	25.9	20.2
Site 33	38	26.7	39.4	33.7	35.6	28.9	24.5	24.9	29.9	42.2	47.4	42.8	34.5	26.9
Site 34	29.4	43.8	34.2	28.1	36.7	27.8	24.7	23.4	28.4	35.7	39.6	37.1	32.4	25.3
Site 35	25.2	36.7	31.5	27.5	27	22.7	16.6	16.6	23.4	24	38	33.6	26.9	21.0

Tudalen 483

North Wales Combined Authority

ID	NO ₂ Mean Concentrations (µg/m ³)												Annual Mean	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Raw Data	Bias Adjusted
	Site 36	29.8	32.7	35.1	32.1	25.3	24.5	19.1	21.4	24.8	38.8	34.8	38.8	29.8
Site 37	56.3	33.1	37.7	35.3	31.7	29.5	20.2	21.4	26.3	36.9	40.8	35.9	33.8	26.3
Site 38	35.1	37.7	22.2	20.6	22.4	17.3	11.5	13.9	19.8	28.8	32.1	32.3	24.5	19.1
Site 39	25.7	28.2	25	24.9	25.4	21.5	12.2	12.5	15	24.2	28.1	22.2	22.1	17.2
Site 40	19.6	28.8	25.9	23.6	23.1	16.5	11.2	12.5	17.8	-	31.7	26.7	21.6	16.8
Site 41	14.3	26.6	17.3	14.5	15.7	12.1	7.2	8.2	10.9	19.2	23.3	15.2	15.4	12.0
Site 42	14.9	16.5	18.2	20.2	12.6	15.5	6.7	8.3	12.2	20.6	23.9	20.2	15.8	12.3
Site 43	12.5	19	11.9	11.2	9.7	7.9	4.1	6.5	8.3	16.7	17.4	17.1	11.9	9.2
Site 44	-	13.5	34.5	39.1	35.2	33.1	25.5	27.5	28.8	42.2	47.6		32.7	25.5
Site 45	26.1	27.4	24.9	21	23.9	16.9	12.8	15.1	19.1	26.4	31	29.6	22.9	17.8
Site 46	14.7	20.3	23.5	23	2.5	-	0.9	9.8	12.7	24.3	2	45.1	16.3	12.7
Site 48	24.9	33.6	32.6	7.8	-	8.4	-	17.6	19.4	31.4	35.6	29.2	24.1	18.8
Site 49	26	29.1	28.1	18.8	22.2	18	13.9	15.1	17.5	28.3	-	-	21.7	16.9
Site 50	-	22.4	22.9	24.5	25.2	22.3	8.4	12.6	17.2	29.6	29.3	24	21.7	16.9
Site 52	45	51.9	48.1	39.4	36.1	36.6	33.4	33.4	41.4	45.1	-	51.1	42.0	32.7
Site 53	23.1	25	22.5	20.2	20	16.9	14	14.5	15.8	26.4	30.2	26.9	21.3	16.6
Site 54	37	40.6	36.1	34.7	34.5	30.7	25.3	25.9	26.3	33.7	47.2	38	34.2	26.7
Site 55	16.6	19.1	15.1	15.5	13.7	12.1	-	-	11	23	22.5	21.1	17.0	13.2
Site 56	15.4	20.1	18.9	15.3	12.4	-	-	8.1	10.7	19	22.4	24.2	16.7	13.0
Site 57	17.1	23.7	18.5	-	17	17.3	9.2	9.7	16.1	23.3	-	-	16.9	13.2
Site 58	-	-	-	-	-	-	30.9	20.2	25.2	40.0	34.2	38.3	31.5	24.5

Tudalen 484

Table C.6- Full Monthly Diffusion Tube Results for 2016: Wrexham County Borough Council

ID	NO ₂ Mean Concentrations (µg/m ³)												Annual Mean	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Raw Data	Bias Adjusted
	WBC-001	33.8	41.1	38.6	38.4	38.2	32.7	18.3	25.1	30.1	37.3	50.9		
WBC-010	23.0	23.2	2.3	29.2	12.5	12	13.1	14.4	11.1	16.6	23.4	22.3	16.9	13.2
WBC-015	20.1	22.2	26.1	19.6	19.2	17.3	12.4	14.4	14.8	30.0	28.5	28.0	21.1	16.4
WBC-018	22.2	24.1	23.4	17.3	21.9	23.1	13.6	16.3	19.0	23.0	32.8	23.0	21.6	16.9
WBC-019	29.0	26.9	31.0	-	22.8	20.3	25.4	17.4	18.5	31.5	38.6	40.4	27.4	21.4
WBC-020	31.4	33.0	39.6	34.3	33.3	29.4	21.9	23.6	24.6	37.7	47.4	36.4	32.7	25.5
WBC-021	25.6	35.4	29.9	23.1	21.1	20.5	15	16	19.1	27.0	38.1	35.5	25.5	19.9
WBC-022	22.3	21.7	22.4	19.9	19.2	15.3	12.7	15.9	16.7	21.6	37.5	25.0	20.9	16.3
WBC-030	41.4	47.7	45.5	46.1	55.4	53.2	43.3	16.3	38.4	53.4	56.5	53.6	45.9	35.8
WBC-031	54.5	56.5	54.5	55.8	49.7	43.4	38.6	37.8	37.7	21.0	55.7	47.8	46.1	35.9
WBC-032	32.4	43.8	51.0	43.3	39.1	33	21.2	24.7	25.8	42.2	52.1	38.4	37.3	29.1
WBC-033	21.4	26.4	30.8	20.0	24.9	20.5	13.7	15.7	17.7	31.4	38.9	33.6	24.6	19.2
WBC-034	21.7	17.3	18.1	14.7	18.1	21.6	10.9	16.3	14.7	24.8	20.6	25.2	18.7	14.6
WBC-036	20.2	28.2	28.4	29.1	21.6	27.6	13.1	20.6	23.9	27.7	40.5	26.5	25.6	20.0
WBC-037	23.1	32.5	34.8	27.6	30.1	24.8	18.9	18.3	21.3	33.2	44.6	34.3	28.6	22.3
WBC-039	22.5	26.7	32.5	32.9	25.8	17.4	17.5	19.5	20.1	29.3	-	34.0	25.3	19.7
WBC-040	14.1	17.5	19.1	15.8	13.9	13.6	9	10.8	10.4	17.6	23.2	18.2	15.3	11.9
WBC-041	16.4	18.9	28.9	16.8	18.4	23.7	12.4	10.1	7.7	29.7	24.2	26.2	19.5	15.2
WBC-042	28.7	24.1	38.2	38.9	37.1	29	24.6	32.8	27.3	35.1	42.2	35.9	32.8	25.6
WBC-043	23.5	27.6	28.9	25.3	20.1	6.6	14.4	16	18.5	26.4	35.5	32.2	22.9	17.9
WBC-044	29.3	30.3	38.0	29.7	31.7	25.7	18.9	20.8	22.8	34.5	38.7	42.9	30.3	23.6
WBC-045	18.4	29.5	31.0	28.4	30.4	27.8	14.1	18.6	16.9	31.7	30.6	27.6	25.4	19.8
WBC-046	28.2	25.0	35.6	33.9	29.5	1.2	60.3	23.3	22.0	30.9	38.2	42.6	30.9	24.1
WBC-047	-	-	-	-	-	-	-	28.3	30.9	31.0	26.8	29.8	29.4	22.9
AURN	19.3	21.8	27.7	21.5	21.7	17.5	10.0	14.4	17.1	26.8	29.9	29.6	21.4	16.7

Tudalen 485

Mae'r dudalen hon yn wag yn bwrpasol

Eitem ar gyfer y Rhaglen 9



CABINET

Date of Meeting	Tuesday, 22 nd May 2018
Report Subject	Flintshire Connects Update
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Governance)
Type of Report	Operational

EXECUTIVE SUMMARY

This report details the progress made to date to in transferring customer facing services into Connects so that customers can have their enquiries resolved at first point of contact wherever possible. There has been considerable progress across number of services including housing solutions, blue badges and revenues and benefits which have enabled efficiencies to be delivered within back office functions.

Flintshire Connects is currently undergoing some changes to deliver efficiencies without closing any of the centres which will be achieved by amending opening hours in the centres from June 2018.

Moving forward the role of Connects will change and develop as Flintshire starts a programme of work to make services available digitally wherever possible. The service will play a key role supporting the digital roll out by providing modern technology within Flintshire Connects Centres for those customers digitally excluded to help them embrace digital technology. The Connects Centres will play a key role through the transition period, providing advice and support to customers to ensure they have the confidence to use digital technology as a way of contacting the Council and other private sector organisations thus realising the benefits of the digital age.

RECOMMENDATIONS

1	That Cabinet notes the update on the Flintshire Connects Service.
2	That Cabinet notes the role of the Flintshire Connects Service to support the Customer and Digital Strategy.

REPORT DETAILS

1.00	TO PROVIDE AN UPDATE ON THE FLINTSHIRE CONNECTS SERVICE
1.01	Background
	<p>The first Flintshire Connects Centre opened in November 2012. The service is delivered in partnership with North Wales Police, Job Centre Plus and Aura. There are now five Flintshire Connects Centres across the county providing face to face service delivery in convenient town centre locations.</p> <p>At the outset it was expected that a range of enquiries and functions from across the Council could be resolved at first point of contact by skilled staff, reducing duplication, realising back office efficiencies and improving the service for the customer.</p>
1.02	Progress to Date
	<p>Housing Benefit/Council Tax Reduction Scheme</p> <p>Flintshire Connects have always provided basic housing benefit advice but many of the enquiries had to be passed back to the Benefit Team to be resolved.</p> <p>In 2016 Connects were further trained to enable them to deal with more enquiries at first point of contact. This improved the customer experience as customers could receive much more advice, help and assistance at that first visit. This also meant that the resource within the Benefits Team was able to focus more on assessing and processing of applications and dealing with the more specialist and complex cases.</p> <p>In 2017/18 Flintshire Connects Advisors dealt with 13,557 enquiries on behalf of the Housing Benefit Service.</p> <p>Blue Badges</p> <p>In September 2014, the Blue Badge service transferred in full to the Connects service creating an efficiency for the Council. The Blue Badge applications are managed by trained officers within the Connects Centres with no duplication or double handling. Enquiries are dealt with at first point of contact in a timely manner with no requirement for back office functions to support the service.</p> <p>The Blue Badge service was previously reliant on supporting evidence being provided by GP's at a cost of £25 to £40 per letter. On transfer to the Connects Service the newly formed Welsh Government toolkit was introduced and this removed the need for GP letters and removed this cost to the Authority. All applications are still assessed by the Connects Advisors using this toolkit.</p> <p>The Connects Team dealt with 3700 blue badge applications in 2017/18. 1741 of these were automatically qualifying with the remaining 1959 being</p>

assessed at first point of contact and an outcome given to the customer there and then.

There have been some changes in the Legislation in Wales that has widened the criteria for Blue Badges to include those with cognitive impairments and those who have temporary restrictions to their mobility.

As part of the Customer Services Strategy and the move to deliver services digitally, it was identified that those who automatically qualify based on certain benefit awards did not need to see an advisor face to face. It was felt that for these more straightforward applications applying online would be more effective and convenient for the customer. The service invested in a digital solution in December 2017 that allows the customer to apply for automatic qualifications online. Support is still provided via the Connects Centres to those who are unable to apply online.

Homeless Triage

In 2015 the housing triage service face to face function transferred to Connects. The Council deals with over 3,000 housing enquiries a year and the pressure of managing this demand was creating pressure on the specialist homeless service. Face to face enquiries were being placed in a queue as resources were limited and customers could only present at County Offices in Flint for assistance and would often experience long waits to see an Officer.

Initial enquiries and triage assessments are now managed within Connects Centres at locations convenient to customers. A range of advice and options are provided immediately and urgent cases are forwarded directly to the Housing Solutions service where capacity has been released to focus on more complex or urgent cases.

The triage service has also meant that cases are only referred to specialist officers where the applicants have already been triaged as having a need for that particular service. In 2017/18 out of all the triages undertaken, only 49% of these enquires were referred onto the Housing Solutions Team allowing the more specialist officers more capacity to concentrate on the cases where applicants were genuinely homeless or threatened with homelessness. This has been a significant benefit to the service and its ability to manage the growing demand.

Birth Declarations

Previously all birth declarations were registered at Llwynegryn Hall in Mold by the Registration Team. Depending on demand at any time, additional staff were sometimes required to manage the appointments. This incurred costs to the department to pay for these additional hours worked.

In 2016 Birth Declaration appointments were piloted in Flintshire Connects, specifically Connah's Quay Connects. An advisor was trained by the Registration Service to enable them to deliver the service from the Connects Centres directly. This has reduced pressure on the Registration Service and utilised existing staff resource within Connects Centres.

This has worked well and customers in the locality were able to register the birth of a child in their own community without travel to Llwynegrin Hall in Mold. The unforeseen benefit of Connects delivering this service was that the advisors are trained in such a diverse range of areas they were able to provide many of the additional services that a change in family makeup can trigger. These include:

- **Entitlement to Child Tax Credits** – Advisors are able to ensure that customers are aware of the entitlement and given advice on how to apply and ensure vulnerable customers are aware and receive their entitlement.
- **Changes to Housing Benefit/CTRS Entitlement** – A new or additional child can have effects on benefit awards and Housing Benefit Teams need to be informed of any changes of this nature. The Connects Advisor is able to do this at the point of registering the birth and ensure the customer's benefit awards are correct and up to date.
- **Universal Credit** – An addition to the household in some cases will trigger the customer to move over from their current legacy benefits to Universal Credit. The advisor is able to explain this process fully and assist them to make the new claim for Universal Credit there and then.
- **Wider Benefits** – The advisors are able to give additional information to new parents about other support services such as Mother and Baby Groups held locally, Nappy Schemes that are currently running and they are also able to promote Aura Library Services and sign customers up for membership.

We have now rolled the delivery of Birth Declarations in Connects out to Connah's Quay, Flint and Holywell and are continuing with staff training to allow the service to be fully accessible in all five centres.

In 2017/18 Connects completed 195 Birth Declarations across the three centres.

Universal Credit

In April 2017 Universal Credit was rolled out in Flintshire. This meant significant changes and challenges for both the Council and the residents that live in the area. Universal Credit is one of the most significant welfare reforms introduced to date and Flintshire Connects have played a key part in the provision of support to those affected.

Since the introduction of Universal Credit Connects have dealt with 3340 enquires and requests for help. The table below gives a breakdown of the volumes and the types of support provided:

Enquiry about UC	1246
Referred Customer to UC Website	649
Customer Used Self Service to make claim (Unassisted)	86
Online UC claim - Low level Assistance	217
Online UC claim - One to One Support	309
Managing Online Claim	280
Setting Up an Email Address	96
Referral For Support	41
Referral for DAF	40
Assistance To Apply for DAF	46
Foodbank	106
DHP	211
Assistance to Request Advance Payment	12
Other (Please Specify)	1
Total Number of Enquiries	3340

Assisted Digital Support

The service also plays a key role in supporting the digital roll out by providing modern technology within Centres for those customers who may be digitally excluded to help them embrace digital technology e.g. self-service computers.

Advice and support is provided to customers to ensure they have the confidence to use digital technology as a way of contacting the Council and making their service requests. Additionally, advisors will support customers to make applications for services online where the customer does not have the ability or skills to do this themselves.

In 2017/18, across the range of services delivered by Flintshire Connects, advisors have assisted customers with 11,570 digital interactions.

1.03 Current Demand and Pressures

The following table shows the demand across the centres in 2017/18 and the breakdown of enquiries.

	Buckley	Connahs Quay	Flint	Holywell	Mold	Total
Service Charges	21	41	27	77	25	191
Birth Declarations	23	153	28	76	2	282
Blue Badges	1646	2062	991	1377	1394	7470
Cheque Payments	84	95	49	172	102	502
Concessionary Travel / Transport	667	1044	723	866	952	4252
Council Tax	781	2125	1641	1356	1356	7259
Debt Enforcement	34	121	71	65	51	342
Education / Schools / Coleg Cambia	29	129	56	55	36	305
Electoral Register /	28	46	68	66	72	280

	Voting						
	Environmental Health / Public Protection / ASB	14	76	39	70	36	235
	Library Services	26	37	23	35	16	137
	HB / CTRS	1771	4155	2800	2429	2402	13557
	Housing General	325	749	1093	922	346	3435
	Housing Options	470	1356	1653	769	611	4859
	Housing Rent	513	1290	1254	1950	890	5897
	Housing Repairs	170	503	1015	1238	387	3313
	JCP	26	79	1608	309	44	2066
	Language Line / Migrant Workers Support	1	36	19	22	3	81
	Non - Council / Foodbank	80	193	185	322	112	892
	Self Service - Signposted	57	224	103	356	106	846
	Planning	16	42	246	39	28	371
	Self Serve - Assisted	675	1564	1998	5426	1907	11570
	Social Services – Childrens	2	9	324	6	0	341
	Social Services - Adults	21	61	120	86	69	357
	Streetscene / Highways / N & F	248	472	715	777	998	3210
	Tourist Information	4	1	5	9	42	61
	Resident Parking	16	36	11	25	6	94
	Van Ban	44	85	101	162	45	437
	Waste Services	3531	3112	3724	5789	6868	23024
	Welsh Speaking	9	9	3	15	13	49
	NWP - 101	0	1	70	245	2	318
	NWP - Email	0	0	0	29	0	29
	NWP - Face to Face	0	1	196	301	0	498
	NWP - Lost & Found	0	1	19	53	0	73
	Footfall	11332 11%	19908 21%	20978 22%	25494 26%	18921 20%	96633
2.0	<u>CHALLENGES FACING THE COUNCIL</u>						
2.01	Further Efficiencies						
	<p>As part of the Council's Business Planning process, it was identified that Flintshire Connects needed to be delivered differently and generate efficiencies.</p> <p>The Council was keen to avoid any changes that would affect customers and partners such as closure of some centres.</p> <p>The service was able to propose a new leaner staff structure which enabled all the centres to remain open with slightly amended opening hours and realise an efficiency of £46,000. This is in addition to the £30,000 efficiency</p>						

	<p>delivered in 2017/18.</p> <p>All Flintshire Connects Centres will be open from 9.00am – 4.30pm from the 1st June 2018. There is a communication plan in place to ensure that these changes are shared with all stakeholders and the public prior to the implementation of these changes.</p>
2.02	<p>Digital and Customer Strategy – Moving Forward</p> <p>The Connects Service plays a major role in the delivery of the Digital and Customer Strategy. The service makes available face to face services across the county to support the most vulnerable. The service is delivered by staff skilled across a number of functions to resolve customer enquiries at first point of contact.</p> <p>The Flintshire Connects Service contributes to the following aims of the digital strategy and Customer Strategy;</p> <ul style="list-style-type: none"> • A commitment to understand and respect the needs of vulnerable customers; • To deliver services in full where they cannot be delivered digitally or by telephone; • To provide excellent face-to-face services in town centre locations; • To support and assist customers to access digital services; <p>The role of Connects will change and develop as Flintshire starts a programme of work to make services available digitally wherever possible. Connects centres will continue to provide an important function where face to face contact is required and will continue to strive to deliver these services in full at first point of contact. The service will also play a key role supporting the digital roll out by providing modern technology within Flintshire Connects Centres for those customers digitally excluded to help them embrace digital technology. There are already self-service computers and touch screen pods available in the centres. The Connects Centres will play a key role through the transition period providing advice and support to customers to ensure they have the confidence to use digital technology as a way of contacting the Council and other private sector organisations thus realising the benefits of the digital age.</p> <p>Moving forward consideration needs to be given to the services that require face to face support across the Council. The Customer and Digital strategy gives a commitment to maintain face to face services for more vulnerable customers. There are further areas that can be aligned to the Connects Service so the Council can build on the benefits achieved to date including the resolution of enquiries at first point of contact, reducing duplication and realising efficiencies within back office functions.</p>

2.00	RESOURCE IMPLICATIONS
2.01	None.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None.

4.00	RISK MANAGEMENT
4.01	None.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Katie Clubb Telephone: 01352 703518 E-mail: Katie.clubb@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	None.

Eitem ar gyfer y Rhaglen 10



CABINET

Date of Meeting	Tuesday, 22 nd May 2018
Report Subject	Theatr Clwyd Revised Board of Governors Model
Portfolio Holder	Cabinet Member for Economic Development
Report Author	Chief Officer (Strategic Programmes) and Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

This report updates Cabinet on the progress of the work of revising the model for the Theatre Board of Governors including proposing the appointments of individuals to the Board.

RECOMMENDATIONS

1	To approve the appointment of the thirteen Board Members as outlined in this report and in accordance with the new Board model endorsed by Council.
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REPORT DETAILS

1.00	BACKGROUND TO THE PROPOSALS
1.01	<p>The Council has previously agreed a next step, in continuing the development of the Theatre, to refresh the Board and to update its terms of reference. The new Board will be a combination of Councillor representation and co-opted members with the skills and expertise needed for this next phase.</p>
1.02	<p>Discussions have taken place with the current Board Members, Group Leaders, the Portfolio holder and lead officers. There is a consensus on the new Board model which was endorsed by Council at the Annual General meeting:</p> <ul style="list-style-type: none">• That the Board be made up of a maximum of thirteen members;• That seven members are Elected Members of the Council;• That the current elected member representatives are given the opportunity to continue (five have requested to do so);• That any vacancies for these seven are filled by elected members with the appropriate skills by agreement with the Chief Executive, Leader and Group Leaders (there are two new members);• That a maximum of five co-opted members are recruited externally with a range of appropriate skills and that these appointments are ratified by Cabinet;• That a sixth co-opted member is selected by the Theatr Clwyd Trust – a charity and part of the Theatr Clwyd structure;• The Chief Executive also serves on the Board; and• That a revised terms of reference that regularises and updates the role of the Board of Governors is brought to a coming Cabinet meeting for approval and full inclusion within the Council Constitution.
1.03	<p>This has resulted in the following individuals being proposed to act as Board members for the year 2018/19. In the case of co-opted members a brief synopsis of their experience is provided.</p> <p>Elected Members of the Council</p> <p>Cllr Derek Butler (Cabinet Member Economic Development) Cllr Chris Bithell (Existing Board Member) Cllr David Evans (Existing Board Member) Cllr Glyn Banks (Existing Board Member) Cllr David Mackie (Existing Board Member) Cllr Kevin Hughes (New Board Member) Cllr Jean Davies (New Board Member)</p> <p>Co-opted Members</p> <p>Helen Watson (New Board Member from Theatr Clwyd Trust) – Chairperson of the Institute of Directors North Wales, Partner and Head of Employment Law at Aaron and Partners Law Firm with offices in Manchester, Shrewsbury and Chester. Extensive experience in all aspects</p>

	<p>of employment law. Chair of Claire House Children’s Hospice in Wirral and Liverpool for 9 years. Considerable Board experience and specialises in all areas of business advice and representation including; tribunal claims, negotiations and mediations, mergers and acquisitions in addition to day to day Human Resources advice and support.</p> <p>Alan Watkin (Existing Board Member) – Nine years as a member of the Arts Council of Wales (ACW) Board including; a member of the ACW Capital Committee for seven years, and Vice Chairperson for five years, currently acting Chairperson, resides in Sychdyn.</p> <p>David Williams (Existing Board Member) – Professional financial experience as the Area Director Wales for HSBC and previously as senior corporate manager in Cardiff, covering the whole of Wales. Currently on the Boards of Bangor University, as Treasurer, and also Grwp Llandrillo Menai chairing the Audit and Risk Committee, Chairperson of the North Wales Police & Community Trust, lives in Deganwy.</p> <p>Nicolette Cullen (New Board Member) – Managing Director of her own Consultancy Company C2K Developments Ltd based on the Wirral. Expertise lies in providing specialist consultancy services to developers and registered providers and possesses a proven track record in delivering high value housing and capital development projects across the North West of England & Wales.</p> <p>Rachael Wheatley (New Board Member) – Owns and manages Gunsmoke Communications, a Marketing, Public Relations and Events company based in Prestatyn, spent a number of years heading the Media team at Chester Zoo and as a journalist in North Wales.</p> <p>Tim Manson (New Board Member) – Recently stepped down from full time employment after 40 years working in the arts and visitor economy. Latterly was Operations & Policy Director at Marketing Birmingham/West Midlands Growth Company between July 2005 and May 2017. As a member of the Executive Team at Marketing Birmingham, had strategic responsibility for public sector funding and working with partners to develop Birmingham as a major visitor destination. Prior to that was an Assistant Director for Tourism & Culture at Conwy County Borough Council leading on major capital schemes to update the Great Orme Tramway, 5 Victorian parks and the building of North Wales Theatre (Venue Cymru). He is Chairperson of Geese Theatre Company and a Non-Executive/Trustee of the Central Learning Partnership Trust (CLPT), resides in Mynydd Isa.</p>
1.04	The next steps in refreshing and revising the model for the Board of Governors will be an induction for all Board Members at the beginning of June followed by the first Board meeting later that month. A revised terms of reference for the Board will then be brought back to Cabinet.

2.00	RESOURCE IMPLICATIONS
2.01	None.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Discussions have taken place with the Board, the Leader, Group Leaders the Portfolio Holder and lead officers.

4.00	RISK MANAGEMENT
4.01	There is a risk that the Board does not effectively govern the operation of the Theatre. This will be mitigated by: ensuring the annual Business Plan is brought to Cabinet with regular progress updates; that Board members are recruited on the skills they bring to the Board; that appropriate training and development is provided to the Board where needed; that evaluation of the progress of the Board is undertaken.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None Contact Officer: Ian Bancroft, Chief Officer (Strategic Programmes) Telephone: 01352 704180 E-mail: ian.bancroft@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Theatr Clwyd – A production house Theatre managed by Flintshire County Council with the operation governed by the Theatr Clwyd Board of Governors.

Eitem ar gyfer y Rhaglen 11



CABINET

Date of Meeting	Tuesday, 22 nd May 2018
Report Subject	North East Wales (NEW) Homes Business Plan 2018/2027
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Housing
Report Author	Chief Officer (Housing and Assets)
Type of Report	Operational

EXECUTIVE SUMMARY

This report seeks Cabinet approval for the NEW Homes Business Plan 2018/2027 and the proposed process for approval of new lending to NEW Homes for the development or purchase of affordable homes in Flintshire.

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

The business plan has been approved by NEW Homes Board as a strategic planning document at its Board meeting on the 12th March 2018; subject to ongoing scheme by scheme final approval and validation of financial appraisals by the company's Board the Council's Corporate Finance Manager in consultation with the Leader of the Council, Cabinet Member for Finance.

This includes new homes to be developed via the SHARP programme, Section 106 properties and potential properties acquired through borrowing against existing assets.

RECOMMENDATIONS

1	Cabinet approve the NEW Homes Business Plan 2018/2027.
2	Cabinet give authority under delegated powers to the Corporate Finance

	Manager, in consultation with the Leader of the Council, Cabinet Member for Finance, to approve future prudential borrowing through the Council (up to a maximum of £10m) for on-lending to NEW Homes for the purposes of developing or purchasing affordable homes. Subject to New Homes meeting agreed lending parameters included in Appendix 2.
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REPORT DETAILS

1.00	Background
1.01	North East Wales Homes, (NEW Homes) is a Housing company based in Flintshire and owned by Flintshire County Council. It began trading in April 2014. NEW Homes owns, leases and manages properties across Flintshire. The company was established to increase the quantity and quality of affordable housing available in Flintshire; increasing housing choice for those who may not qualify for social housing but for whom market housing is unaffordable or difficult to access.
1.02	In addition NEW Homes provides a professional service to landlords as a managing agent as a means of increasing the supply of quality affordable housing.
1.03	The draft business plan identifies ongoing annual surpluses and mutually agreed amounts returned to the Council at agreed intervals for reinvestment in the Councils priorities.
1.04	The Board of NEW Homes held an Away Day in November 2017 to review the development of the company and progress made against the original business plan objectives and targets. A range of ideas and plans emerged from this session and after further analysis and development work over a six month period this was developed into a revised business plan for NEW Homes.
1.05	This work has been supported by independent expertise and challenge; and after detailed consideration and risk analysis was approved by NEW Homes Board on the 12 March 2018 as an achievable and sustainable plan for growth over the next ten years.
1.06	As part of this process, the Board reviewed progress of the three main portfolio areas against the projections made in the original Business Plan.
1.07	Strategic Housing And Regeneration Programme (SHARP)
1.08	The business plan includes the Walks scheme, Flint a new build scheme of 62 affordable houses and apartments. The capital funding will be provided by the council in the form of a 45 year annuity loan. The remaining properties on the scheme will be handed over to NEW Homes during April 2018.
1.09	Proposals are being developed for a further 39 properties being delivered

	through the SHARP and financial assumptions for these properties have now been included in Appendix A, in the confidential appendix.
1.10	<p>In order to streamline the process potential schemes for NEW Homes will be submitted to the NEW Homes Board as well as the Councils Corporate Finance Manager in consultation with the Leader of the Council and Cabinet Member for Finance for funding and scheme approval. In adopting this process NEW Homes board can be assured that funding approval is in place and in line with the scheme being considered.</p> <p>Each scheme proposal will need to meet certain financial parameters prior to any sign off from the Corporate Finance Manager and Leader of the Council and Cabinet Member for Finance. These are detailed in Appendix 2 and are intended to ensure the following:-</p> <ul style="list-style-type: none"> • Scheme is modelled and pays back within 45 years. • Meets state aid criteria. • Provides a return to the Council. • Any grant funding is secured prior to approval.
1.11	Section 106 Units
1.12	NEW Homes currently has 37 Section 106 units and are anticipating to receive a further 28 homes over the next 5 years (total 65) from developers meeting their affordable housing provision obligations through Section 106 Agreements.
1.13	These properties are transferred to the company as “unencumbered assets”. The positive working relationship which has evolved between the Council, NEW Homes and construction partners through the development of this product has facilitated the rapid delivery of a high quality product in communities where the availability of Affordable Rent properties has enabled local people to remain within their own local communities.
1.14	Managed Lettings
1.15	NEW Homes manages and lets property on behalf of landlords who own property, it does this through a management agreement. This ‘product’ enables the company to take on all the functions of the private landlord in return for a one off £195.00 sign-up fee. NEW Homes set rent levels at 10% below market level to ensure affordability and also charge the landlord a 10% management fee which is subject to annual review. The Business Plan includes 31 properties within the management portfolio.
1.16	Growth in relation to its managed lettings offer has been slow in 2017/18 and with the emergence of Rent Smart Wales and the highly competitive nature of the market within this sector (other landlords can charge higher rental fees and can pay less than 10% management fees with other residential letting agents). The company, however, has been successful in that it has retained the majority of landlords once signed.
1.17	The costs of running this service are currently being reviewed alongside the clear need to fully consider the current offer so as to ensure it can remain

	<p>viable, this review will also need to consider how the service is effectively managed, marketed and promoted within Flintshire and of course resourced with staff who understand the local market, have innovative ideas and can sell and support a revised lettings offer.</p> <p>It is really important to note that this product contributes towards the Council's corporate objective to increase the range of options of affordable housing provision in the private sector, as noted above both NEW Homes and the Council are jointly developing options around how this product can work more efficiently for both NEW Homes and the Council.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	The Business Plan attached at appendix 1, in the confidential appendix, details the financial implications of the company's Growth Strategy for the duration of the Business Plan 2018-2027.
2.02	The Council would be required to commit to borrow up to £10m to on-lend to NEW Homes. This would fund the provision of affordable homes.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	No consultation undertaken as part of this report.

4.00	RISK MANAGEMENT
4.01	NEW Homes has developed a strategic Risk Register which is regularly reviewed by the NEW Homes Board. In addition, an operational Risk Register for The Walks, Flint scheme has been established and is regularly reviewed at each NEW Homes Board Meeting.
4.02	In order to ensure both the Council and NEW Homes realise value for money SHARP scheme build costs are being independently verified by a Cost Consultant.
4.03	A Performance and Financial Update Report is also presented at each NEW Homes Board meeting to review the operational and financial performance of the company.
4.04	Scheme proposals will not be approved by the Corporate Finance Manager in consultation with the Leader of the Council, Cabinet Member for Finance unless Officers in Finance are satisfied that schemes meet the conditions detailed on Appendix 2.

5.00	APPENDICES
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5.01	Appendix 1 – NEW Homes Business Plan 2018-2027 (Part 2 agenda) Appendix 2 – Financial Appraisal Requirements
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Office: Melville Evans Job Title: Housing Programmes Service Manager Telephone: 01352 701436 E-mail: meville.evans@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Strategic Housing And Regeneration Programme (SHARP) – Flintshire County Council House Building Programme which will build 500 new homes (200 Council) and 300 (affordable).</p> <p>NEW Homes - North East Wales Homes, (NEW Homes) is a Housing company based in Flintshire and owned by Flintshire County Council. NEW Homes owns, leases and manages properties across Flintshire. The company was established to increase the quantity and quality of affordable housing available across the county; increasing housing choice for those who may not qualify for social housing but for whom market housing is unaffordable or difficult to access. In addition NEW Homes provides a professional service to landlords as a managing agent as a means to increase the supply of quality affordable housing.</p> <p>Section 106 Planning Obligations and Conditions – Planning obligations, also known as Section 106 agreements (based on that section of The 1990 Town & Country Planning Act) are private agreements made between local authorities and developers and can be attached to a planning permission to make acceptable development which would otherwise be unacceptable in planning terms. The land itself, rather than the person or organisation that develops the land, is bound by a Section 106 Agreement, something any future owners will need to take into account.</p> <p>Rent Smart Wales - Rent Smart Wales is a service within Cardiff Council, in place to administer the requirements for landlord registration and agent and landlord licensing under the Housing (Wales) Act 2014. The Licensing Authority is working with local authorities to carry out their functions under the Act. Local authorities for each area may lead enforcement action against those landlords and agents not complying with their legal obligations on behalf of the Licensing Authority. In order to offer a complete service for the private rented sector in Wales, Rent Smart Wales also has information available to assist tenants living in, or looking to live in, the private rented sector.</p>

Mae'r dudalen hon yn wag yn bwrpasol

NEW Homes Scheme Proposal – S151 Approval Conditions

	Condition
Breakeven Year	Schemes must pay back (in full) within 45 years
Cash Flow	Scheme proposals must demonstrate positive annual cash flows for NEW Homes
State Aid	<p>If NEW Homes require a subsidised interest rate as part of the loan arrangements, scheme costs must be below Welsh Government Affordable Cost Guidelines to demonstrate that build costs are 'reasonable' for that type of scheme.</p> <p>That any aid granted to NEW Homes via a lower than market rate loan will comply with all parameters set by the state aid scheme under which the loan is being provided.</p>
Loan Arrangements	The modelled loan rate to New Homes will be at a higher rate than the councils predicted borrowing rate from PWLB based on treasury forecasts. This is to ensure a return to the Council.
Security	If NEW Homes require a loan equating to more than 70% of the market value of the properties, a charge over the equivalent value of other properties in the company's portfolio will/may be held by the Council as security.
Financial	NEW Homes must submit a 30 year financial updated business plan which includes the impact of the proposed scheme on the finances of New Homes.

Mae'r dudalen hon yn wag yn bwrpasol

Eitem ar gyfer y Rhaglen 12

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Streetscene and Transportation

- **The Flintshire County Council (Alexandra Road and Victoria Road, Mold) (One Way Traffic) Order 201**
To advise Members of objections received following the advertisement of a One Way system on Alexandra Road and Victoria Road, Mold.
- **The Flintshire County Council (Tyddyn Street, Mold) (Prohibition of Driving) (Except for Access) Order 20-**
To advise Members of an objection received following the advertisement of Tyddyn Street, Mold (Prohibition of Driving) (Except for Access) 201.

Organisational Change

- **Sale of 34.56 Acres of Bare Land at Wood Farm, Sandy Lane, Kinnerton CH4 9BS**
The land is to be sold to the tenant of Hope Hall Farm, Hope, following his surrender of his Farm Business Tenancy at that address and his subsequent move to Wood Farm.

Revenues

- **Business Rates – Application for Hardship Rate Relief**
Section 49 of the Local Government Finance Act 1988 gives the Council the discretion to reduce or remit the payment of rates where it is satisfied that the ratepayer would sustain hardship if it did not do so and it is reasonable for it to do so having regard to the interests of its council tax payers. An application received from a ratepayer who operated a partnership business in Saltney which is no longer trading has been refused on the grounds that it is not deemed to be in the wider public interest to support the awarding of Hardship Rate Relief.

Copies of the Delegated Powers reports are on deposit in the Team Leader's Room, Committee Services.

Mae'r dudalen hon yn wag yn bwrpasol

**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY
1 May 2018 TO 31 October 2018**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
May					
Flintshire County Council	1/05/18	Governance	Budget Consultation Process To receive recommendations from the Constitution & Democratic Services Committee, following the review of the Budget Process.		
Flintshire County Council	1/05/18	Strategic Programmes	Theatr Clwyd Revised Board of Governors Model To advise on the new composition of the Theatre Board, combining elected member appointments and external appointments, and the process for (re) appointing elected members to the Board.		

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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)
Flintshire County Council	1/05/18	Governance	Information Sharing within the Council To adopt revised rules on sharing information within the Council.		Cabinet Member for Corporate Management and Assets
Flintshire County Council	1/05/18	Governance	Constitutional Matters: Committees To deal with those matters which require decisions at the Annual Meeting of the County Council in accordance with Council Procedure Rule 1.1 (vii)-(xiii).		
Flintshire County Council	1/05/18	Governance	Schedule of Meetings To enable the Council to consider the draft schedule of meetings for 2018/19.		
Social & Health Care Overview & Scrutiny Committee	10/05/18	Social Services	Comments, Compliments & Complaints To consider the Annual Report on the Social Services Complaints and Compliments Procedure	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	10/05/18	Social Services	Annual Directors Report To consider the draft Report	Strategic	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	10/05/18	Social Services	Flintshire Local Voluntary Council Annual review of the social care activity undertaken by the third sector in Flintshire	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	10/05/18	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	14/05/18	Overview and Scrutiny	Year-end Council Plan 2017/18 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18	Operational	Cabinet Member for Corporate Management and Assets, Cabinet Member for Education
Organisational Change Overview & Scrutiny Committee	14/05/18	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable

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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)
Community and Enterprise Overview & Scrutiny Committee	16/05/18	Community and Enterprise	New Homes Board To receive an update on the work of the New Homes Board	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	16/05/18		Welsh Housing Quality Standard (WHQS) Environmental Programme To be consulted on the proposed WHQS Environmental Programme	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	16/05/18	Housing and Assets	Regional Regeneration Strategy and Welsh Government Targeted Regeneration Investment programme To consider the Regional Regeneration Strategy and Welsh Government Targeted Regeneration Investment programme.	Operational	Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	16/05/18	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	16/05/18	Overview and Scrutiny	Year-end Council Plan 2017/18 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18	Operational	Deputy Leader of the Council and Cabinet Member for Housing, Cabinet Member for Economic Development, Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	17/05/18	People and Resources	Appraisals Progress Report To provide the Committee with an update	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	17/05/18	Overview and Scrutiny	Year-end Council Plan 2017/18 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18	Operational	Leader of the Council and Cabinet Member for Finance, Cabinet Member for Corporate Management and Assets

Tuesday 5/19
 519

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	17/05/18	Finance	Welsh Government late underspend allocations Review of how this works, its impact on authorities and feedback to Welsh Government	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	17/05/18	Finance	Budget Efficiency First Stage Tracking for the 2018/19 Council Fund Budget To enable Member consideration	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	17/05/18	Chief Executive's	Budget Process 2019/20 To update on the budget process timetable for 2019/20 including planned member workshops.	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	17/05/18	Finance	Revenue Consequences of Capital Expenditure To receive a presentation on the Revenue Consequences of Capital expenditure.	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	17/05/18	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	22/05/18	Planning, Environment and Economy	<p>Regional Regeneration Strategy and Welsh Government Targeted Regeneration Investment Programme</p> <p>To seek approval of the draft North Wales Regeneration Strategy and the proposed North Wales collaborative approach to the Targeted Regeneration Investment programme.</p>	Strategic	Cabinet Member for Economic Development
Cabinet	22/05/18		<p>North East Wales (NEW) Homes Business Plan 2018/27</p> <p>To seek approval of the North East Wales (NEW) Homes Business Plan 2018/27.</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	22/05/18	Governance	<p>Flintshire Connects Update</p> <p>To provide an update on current service delivery, developments and efficiencies achieved. To agree the future direction of the service in line with the Corporate Customer Service Strategy.</p>	Operational	Cabinet Member for Corporate Management and Assets

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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)
Cabinet	22/05/18	Social Services	<p>Social Services Learning Disability Day and Work Opportunities Centre New Build – Contract Commissioning</p> <p>To seek approval to contract for the Capital development project for the replacement Learning Disability Day and Work Opportunities Centre in Queensferry.</p>	Strategic	Cabinet Member for Corporate Management and Assets, Cabinet Member for Economic Development
Cabinet	22/05/18	Chief Executive's	<p>Year-end Council Plan Monitoring Report 2017/18</p> <p>To note and adopt the year-end Council Plan Monitoring Report for 2017/18.</p>	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	22/05/18	Education and Youth	<p>21st Century Schools Programme - Connah's Quay High School Project - Proposed Contract Variation</p> <p>To consider accelerating Phase 2 of Connah's Quay High School investment scheme using Band B funding and a contract variation to enable project efficiencies of circa £220K.</p>	Operational	Cabinet Member for Education, Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	22/05/18	Social Services	<p>Parliamentary Review of Health & Social Care To discuss the parliamentary review of Health and Social Care in Wales and to seek cabinet's contribution to the work of the national Working Groups.</p>	Strategic	Cabinet Member for Social Services
Cabinet Tudalen 517	22/05/18	Planning, Environment and Economy	<p>Adoption of Supplementary Planning Guidance Note – Clwydian Range and Dee Valley Area of Outstanding Natural Beauty To seek final approval to formally adopt Supplementary Planning Guidance (SPG) for the Area of Outstanding Natural Beauty (AONB). The SPG has been prepared jointly by Flintshire, Denbighshire and Wrexham Councils and has been the subject of an extensive public consultation exercise The SPG is being recommended for adoption by each of the three Local Planning Authorities.</p>	Operational	Cabinet Member for Planning and Public Protection

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	22/05/18	Strategic Programmes	Theatr Clwyd Revised Board of Governors Model To seek approval of the Board Members for the year 2018/19.	Operational	Cabinet Member for Economic Development
Cabinet Tudalen 518	22/05/18	Planning, Environment and Economy	Air Quality in Flintshire To provide an overview of the findings from the regional Air Quality Report, prepared in August 2017, and recommend how Flintshire County Council can do more to promote air quality considerations when key strategic and operational decisions are taken.	Operational	Cabinet Member for Planning and Public Protection
Joint Education & Youth and Social & Health Care Overview & Scrutiny Committee	24/05/18	Education and Youth	Additional Learning Needs and Education Tribunal (Wales) Act 2018 To provide an update on implementation plans arising from the Additional Learning Needs Bill Legislation	Operational	Cabinet Member for Education
Joint Education & Youth and Social & Health Care Overview & Scrutiny Committee	24/05/18	Education and Youth	Free Childcare Offer To provide an update on the rollout of free childcare provision	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Joint Education & Youth and Social & Health Care Overview & Scrutiny Committee	24/05/18	Social Services	Early Help Hub To provide an overview of the operation and effectiveness of the Early Help Hub	Operational	Cabinet Member for Social Services, Cabinet Member for Education
Joint Education & Youth and Social & Health Care Overview & Scrutiny Committee	24/05/18	Social Services	Safeguarding and Child Protection To receive information in relation to Safeguarding for Children and young people	Operational	Cabinet Member for Social Services, Cabinet Member for Education
Joint Education & Youth and Social & Health Care Overview & Scrutiny Committee	24/05/18	Social Services	Corporate Parenting To review and endorse a refreshed Corporate Parenting Strategy for Flintshire	Operational	Cabinet Member for Social Services
Joint Education & Youth and Social & Health Care Overview & Scrutiny Committee	24/05/18	Education and Youth	Education Attainment of Looked After Children To receive the Annual Education Attainment report of Looked After Children	Operational	Cabinet Member for Education
June					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	6/06/18	Governance	Internal Audit Progress Report To present to the Committee an update on the progress of the Internal Audit Department.	Operational	
Audit Committee	6/06/18	Governance	Follow Up Report Planning Enforcement To present to the Committee the results of a follow up review of the Planning Enforcement.	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	6/06/18	Governance	Internal Audit Annual Report To inform members of the outcome of all audit work carried out during 2017/18 and to give the annual Internal Audit opinion on the standard of internal control, risk management and governance within the Council.	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	6/06/18	Governance	Action Tracking To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.	Operational	

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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)
Audit Committee	6/06/18	Governance	Forward Work Programme To consider the Forward Work Programme of the Internal Audit Department.	Operational	
Audit Committee	6/06/18	Chief Executive's	Draft Annual Governance Statement To receive for endorsement the annual revision of the Annual Governance Statement	Strategic	Cabinet Member for Corporate Management and Assets
Environment Overview & Scrutiny Committee	12/06/18	Streetscene and Transportation	Review of Highway and Car Park Safety Inspection and Intervention Level and Response to Policy To review the above policy in line with the revised national guidelines	Operational	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	12/06/18	Overview and Scrutiny	Year-end Council Plan 2017/18 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18	Operational	Cabinet Member for Streetscene and Countryside, Cabinet Member for Planning and Public Protection

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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)
Corporate Resources Overview & Scrutiny Committee	14/06/18	People and Resources	Workforce Information Report – Quarter 4 To consider the Workforce Information Report for Quarter 4 of 2017/18.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	14/06/18	Chief Executive's	Welsh Language Annual Monitoring Report and Strategic Equality Plan annual report. Approve the Council's final Welsh Language Standards Annual Report 2017/18 and Strategic Equality Plan Annual Report 16/18 prior to publication.	Strategic	
Corporate Resources Overview & Scrutiny Committee	14/06/18	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable
Social & Health Care Overview & Scrutiny Committee	14/06/18	Overview and Scrutiny	Betsi Cadwaladr University Health Board To maintain regular meetings and promote partnership working.	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	14/06/18	Social Services	Regional Mental Health Strategy To consider and support the Regional Strategy	Strategic	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	14/06/18	Overview and Scrutiny	Year-end Council Plan 2017/18 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	14/06/18	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
Cabinet	19/06/18	Housing and Assets	Welfare Rights To provide an update on collaboration service delivery and performance.	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	19/06/18	Strategic Programmes	Council Tax Care Leavers Discount Scheme To consider implementing a Care Leavers Discount Scheme	Operational	Cabinet Member for Corporate Management and Assets

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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)
Cabinet	19/06/18	Finance	Revenue Budget Monitoring 2017/18 (OUTTURN) This regular monthly report provides the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 12, and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19/06/18	Education and Youth	Area Review - Brynford and Lixwm Schools To receive the consultation report for the area review of Brynford and Lixwm Schools.	Strategic	Cabinet Member for Education
Cabinet	19/06/18	Education and Youth	Self-Evaluation of Education Services To update on overall service performance and the new Estyn framework for the inspection of Local Government and Education Services.	Strategic	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/06/18	Chief Executive's	Capital Programme 2017/18 (Outturn) To provide Members with the outturn capital programme information for 2017/18.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19/06/18	Governance	North Wales Growth Board To agree the governance arrangements for the North Wales Growth Board	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet Tudalen 525	19/06/18	Planning, Environment and Economy	Crumps Yard and Flint Landfill Solar Farms. To request approval to establish a project board, submit the planning applications, procure and appoint a contractor and to agree funding for the project.	Strategic	Cabinet Member for Planning and Public Protection
Cabinet	19/06/18	Chief Executive's	Welsh Language Annual Monitoring Report and Strategic Equality Plan annual report. Approve the Council's final Welsh Language Standards Annual Report 2017/18 and Strategic Equality Plan Annual Report 16/18 prior to publication.	Strategic	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/06/18	Housing and Assets	Approval of Costs for Maes Gwern, Mold SHARP Scheme Approval of Costs for Maes Gwern, Mold SHARP Scheme	Strategic	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	19/06/18	Housing and Assets	Communal Heating Charges 2018/19 To seek the agreement for the proposed heating charges in council properties with communal heating systems for 2018/19 and 2019/20.	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	19/06/18	Chief Executive's	Prudential Indicators - Actual 2017/18 To provide Members with 2017/18 (actual) Prudential Indicator figures as required under the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).	Operational	Leader of the Council and Cabinet Member for Finance
Flintshire County Council	19/06/18	Governance	North Wales Growth Board To agree the governance arrangements for the North Wales Growth Board		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Organisational Change Overview & Scrutiny Committee	25/06/18	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable
Community and Enterprise Overview & Scrutiny Committee	27/06/18	Housing and Assets	Food Poverty Strategy To share the Food Poverty Strategy and provide an update on some of the Food Poverty work currently ongoing	Operational	Cabinet Member for Corporate Management and Assets
Community and Enterprise Overview & Scrutiny Committee	27/06/18	Housing and Assets	Welfare Reform Update – Universal Credit Roll Out To provide an update on the impact of Welfare Reform on Flintshire residents	Operational	Cabinet Member for Corporate Management and Assets
Community and Enterprise Overview & Scrutiny Committee	27/06/18	Housing and Assets	Disabled Facilities Grant Internal Audit Report 2017 To outline the findings of the 2017 scheduled Internal Audit review of the Disabled Facilities Programme and to discuss the control measures developed in response	Operational	Deputy Leader of the Council and Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	27/06/18	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	
Education and Youth Overview & Scrutiny Committee	28/06/18	Education and Youth	Regional School Effectiveness and Improvement Service (GwE) To receive an update on progress with the development of the regional school effectiveness and improvement service, and update on how the new model is being received and embedded.	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	28/06/18	Education and Youth	School Modernisation To update Members on the progress made with School Modernisation	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	28/06/18	Overview and Scrutiny	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	28/06/18	Overview and Scrutiny	Year-end Council Plan 2017/18 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18	Operational	Cabinet Member for Education
July					
Corporate Resources Overview & Scrutiny Committee	12/07/18	Chief Executive's	Diversity and Equality Policy To approve the Council's updated Diversity and Equality Policy.	Strategic	
Corporate Resources Overview & Scrutiny Committee	12/07/18	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable
Cabinet	17/07/18	Planning, Environment and Economy	Food Service Plan 2018-19 for Flintshire County Council To approve the Food Service Plan 2018-19	Strategic	Cabinet Member for Planning and Public Protection

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17/07/18	Chief Executive's	Diversity and Equality Policy To seek approval of the Council's updated Diversity and Equality Policy.	Strategic	Cabinet Member for Corporate Management and Assets
August					
September					
Audit Committee	12/09/18	Chief Executive's	Annual Improvement Report of the Auditor General for Wales To receive the Annual Improvement Report from the Auditor General for Wales and note the Council's response.	Strategic	
Audit Committee	12/09/18	Governance	Audit Committee Self-Assessment To inform Members of the results of the Audit Committee self-assessment which will feed into the preparation of the Annual Governance Statement 2017/18. It will also form the basis for the provision of any further training required by the committee.	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
October					

Mae'r dudalen hon yn wag yn bwrpasol

Atodiad i'r Rhaglen

Yn rhinwedd paragraff(au) 14 of Part 4 of Schedule 12A
o Ddeddf Llywodraeth Leol 1972.

Dogfen Gyfyngedig - Ni ddylid ei chyhoeddi

Mae'r dudalen hon yn wag yn bwrpasol

Eitem ar gyfer y Rhaglen 13

Yn rhinwedd paragraff(au) 14 of Part 4 of Schedule 12A
o Ddeddf Llywodraeth Leol 1972.

Dogfen Gyfyngedig - Ni ddylid ei chyhoeddi

Mae'r dudalen hon yn wag yn bwrpasol

Eitem ar gyfer y Rhaglen 14

Yn rhinwedd paragraff(au) 14 of Part 4 of Schedule 12A
o Ddeddf Llywodraeth Leol 1972.

Dogfen Gyfyngedig - Ni ddylid ei chyhoeddi

Mae'r dudalen hon yn wag yn bwrpasol

Yn rhinwedd paragraff(au) 14 of Part 4 of Schedule 12A
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Mae'r dudalen hon yn wag yn bwrpasol