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To: Cllr Aaron Shotton (Leader)

Councillors: Bernie Attridge, Chris Bithell, Helen Brown, Derek Butler,
Christine Jones, Kevin Jones and Billy Mullin

9 September 2015

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 15th September, 2015 in the Clwyd Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies

2 DECLARATIONS OF INTEREST

Purpose: To receive any Declarations and advice Members accordingly

3 MINUTES (Pages 5 - 26)

Purpose: To confirm as a correct record the minutes of the meetings 23rd June, 14th July and 6th August 2015.

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

- 4 **SCHOOL MODERNISATION - SCHOOL STANDARDS AND ORGANISATION ACT 2013 - JOHN SUMMERS HIGH SCHOOL** (Pages 27 - 36)

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

Purpose: To respond to the comments of the Overview & Scrutiny Committee from the recent 'Call-in'

- 5 **MEDIUM TERM FINANCIAL STRATEGY** (Pages 37 - 58)

Report of Chief Executive - Cabinet Member for Corporate Management

Purpose: To present Part II of the Medium Term Financial Strategy for adoption.

- 6 **QUARTER 1 IMPROVEMENT PLAN MONITORING REPORT** (Pages 59 - 134)

Report of Chief Executive - Cabinet Member for Corporate Management

Purpose: To present the monitoring report for the first quarter of 2015/16 for review.

- 7 **STRATEGIC EQUALITY PLAN ANNUAL REPORT 2014/15 AND WELSH LANGUAGE SCHEME ANNUAL MONITORING REPORT 2014/15** (Pages 135 - 244)

Report of Chief Executive - Cabinet Member for Corporate Management

Purpose: To present for adoption the:-
1. Welsh Language Scheme (WLS) Annual Monitoring Report 2014-15
2. Strategic Equality Plan (SEP) Annual Report 2014-15

8 **THE DEVELOPMENT OF A COMMUNITY BENEFIT TRAINING ACADEMY**
(Pages 245 - 256)

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

Purpose: To seek approval for the creation of a Community Benefit Training Academy (CBTA).

9 **VEHICLE MANAGEMENT SYSTEM POLICY** (Pages 257 - 274)

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

Purpose: To seek approval of the proposed Vehicle Management System Policy for all fleet vehicles operated by the Authority.

OPERATIONAL REPORTS

10 **REVENUE BUDGET MONITORING 2015/16 (MONTH 3)** (Pages 275 - 296)

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

Purpose: To provide the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account for Month 3.

11 **BUSINESS RATES - WRITE OFF** (Pages 297 - 300)

Report of Chief Officer (Community and Enterprise) - Cabinet Member for Corporate Management

Purpose: To seek approval to write off a single business rate debt.

12 **TREASURY MANAGEMENT ANNUAL REPORT 2014/15** (Pages 301 - 316)

Report of Corporate Finance Manager - Cabinet Member for Corporate Management

Purpose: To present the draft Annual Treasury Management Report for 2014/15.

13 **EXERCISE OF DELEGATED POWERS** (Pages 317 - 318)

Purpose: To inform on actions taken under delegated powers, details of which are attached as agenda item number 13.

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

Yours faithfully

A handwritten signature in black ink, appearing to be a stylized name or set of initials, positioned below the text 'Yours faithfully'.

Democracy & Governance Manager

CABINET **23 JUNE 2015**

Minutes of the meeting of the Cabinet of Flintshire County Council held at County Hall, Mold on Tuesday, 23 June 2015

PRESENT: Councillor Aaron Shotton (Chair)

Councillors: Bernie Attridge, Chris Bithell, Christine Jones and Kevin Jones

APOLOGIES:

Councillors: Helen Brown, Derek Butler and Billy Mullin

IN ATTENDANCE:

Chief Officer (Governance), Chief Officer (Organisational Change), Chief Officer (Social Services) Chief Officer (Streetscene and Transportation), Corporate Finance Manager, Policy and Performance Manager, Senior Manager, Education and Youth and Team Manager – Committee Services

39. DECLARATIONS OF INTEREST

None were received.

40. IMPROVEMENT PLAN 2015/16

The Chief Officer (Organisational Change) introduced the Improvement Plan 2015/16 which was being considered at County Council that afternoon for adoption.

The Improvement Plan was a statutory requirement of the Local Government (Wales) Measure 2009 and was about sustaining performance in the current challenging climate, demonstrating a clear performance framework whilst meeting criteria from regulators such as the Wales Audit Office (WAO). This was better integrated with financial planning, linked to other corporate plans such as the Medium Term Financial Strategy (MTFS), Council Governance Framework and the Corporate Resources Plan.

The Policy and Performance Manager explained that the Improvement Plan was presented and 2 documents that were inter-related. Firstly the 'public' version of the statements of intent around the 8 priorities which were detailed in appendix 1 and secondly the document that described the targets and milestones on which achievement would be measured which was the document used by Cabinet and Overview and Scrutiny to monitor progress during the year.

Members welcomed the Improvement Plan including it being a web-based document which would be published on the Council's website.

Following a question from the Leader and Cabinet Member for Finance, the Policy and Performance Manager explained that once the Improvement Plan had been considered at County Council it would be published on the Infonet and would be on the agendas for team meetings.

RESOLVED:

That the Improvement Plan 2015/16 be approved for adoption by County Council.

41. HOPE HOUSEHOLD RECYCLING CENTRE

The Cabinet Member for Waste Strategy, Public Protection and Leisure provided details on the outcome of the extended dialogue and discussions with County Councillors and local Community Councils over the future of Hope Household Recycling Centre (HRC).

Since Cabinet in April 2015 the following additional consultation meetings had taken place:

- Cabinet Member and Chief Officer met with all of the local County Council Members (including the new Member for Caergwrle)
- Cabinet Member and Chief Officer attended the following Community Council meetings:
 - Leeswood
 - Hope and Caergwrle
 - Treuddyn
 - Penyffordd
 - Kinnerton
 - Llanyfynydd

The Cabinet Member and Chief Officer were well received at each of the meetings and were provided with the opportunity to outline the background to the proposal to close the site. A summary of the questions asked at each of the meetings was attached as appendix 1.

The Chief Officer (Streetscene and Transportation) explained that during the meeting with County Councillors in May 2015, an alternative option which would involve the transfer of the facility to the community under asset transfer arrangements was suggested. The proposal would result in the site continuing to operate as a community asset with local volunteers or community groups taking on responsibility for the site and all of the daily activities there, full details of which were outlined in the report.

If an expression of interest was received from one or more of the local Community Councils or community groups to proceed on that basis, the Council would operate the arrangements outlined in the report, recycling and weekend only, in the interim period to allow the asset transfer to take place and the new operating arrangements to be introduced.

The information and proposed new operating model was then presented to each Community Council and during the period of the meeting schedule, a second option was also put forward by one of the Community Councils for the site to become recycling only and weekend only from 1 July 2015.

Subject to the receipt of an expression of interest from one or more Community Council or community group by 31 August 2015, the site would remain

open on that basis to allow the community to develop a volunteer's rota to operate the site. Following receipt of the rota the site would then remain in the ownership and management of the Council, with the site staff provided through the community to run the facility at weekends.

RESOLVED:

- (a) That it be approved that Hope HRC operates on a weekends only basis from 6 July 2015 and received only recycled material at the facility after this date;
- (b) That the closing date for the receipt of expressions of interest from any Community Council(s) or community groups indicating interest in operating the facility or providing volunteers to operate the site in future be approved;
- (c) That the closure of the site on 1 September 2015 be approved should no expressions of interest be received or at date between 1 September 2015 and 1 January 2016 if there was no evidence during the period that the expression of interest received is likely to progress; and
- (d) That extending the period of operations at the facility on a weekend / recycling only basis be approved, subject to the receipt of an expressions of interest from any Community Council(s) or community groups to operate the facility as a community asset.

42. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There was one member of the press in attendance.

(The meeting commenced at 9.30am and ended at 10.10am)

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Chairman

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CABINET
14 JULY 2015

Minutes of the meeting of the Cabinet of Flintshire County Council held at County Hall, Mold on Tuesday, 14 July 2015

PRESENT: Councillor Aaron Shotton (Chair)

Councillors: Bernie Attridge, Chris Bithell, Helen Brown, Derek Butler, Christine Jones and Kevin Jones

APOLOGY:

Councillor Billy Mullin

IN ATTENDANCE:

Chief Executive, Chief Officer (Community and Enterprise), Chief Officer (Social Services) Chief Officer (Streetscene and Transportation), Corporate Finance Manager, Member Engagement Manager and Team Manager – Committee Services

The Leader and Cabinet Member for Finance advised that following recent consideration of the item on the Hope Household Recycling Centre at a call-in meeting of the Environment Overview and Scrutiny Committee, he had accepted a response report as an urgent item which would be considered after agenda item number 4.

43. DECLARATIONS OF INTEREST

None were received.

44. MINUTES

The minutes of the meeting held on 16 June 2015 had been circulated with the agenda. The Deputy Leader and Cabinet Member for Environment said he did not declare an interest in agenda item 9.

RESOLVED:

That subject the above amendment, the minutes be approved as a correct record.

45. RESIDENTIAL CARE HOME PROVISION

The Cabinet Member for Social Services introduced the report which sought approval to begin a review of Residential Care Home provision in Flintshire as both a commissioner and a provider.

There was a statutory duty on local authorities to ensure a sufficient supply of Care Home provision within its area. Based on reductions in local supply within the independent sector and budget pressures on the Council, a review was timely and the issues being faced were outlined in the report.

An assessment of the local market in Flintshire was summarised in the report which included local authority residential care and independent sector residential care.

On new approaches to supporting people, Flintshire had already developed two Extra Care Schemes which offered 111 high quality apartments, 96 of which were for general needs and 15 being dementia units. There was a plan to open a further 74 apartments in a new Scheme in Flint which would include 15 additional apartments for people with dementia. The Council was also committed to develop a fourth scheme of approximately 50 to 60 units of extra care in Holywell. Extra care provided better housing, ensured greater independence and choice for older people and would be seen as a model of support as a real alternative to long term care provision.

A list of initial potential scenarios that could warrant consideration were outlined in the report, noting that the list was not exhaustive.

The Chief Officer (Social Services) commented on the Council action plan which was in response to the Older People's Commissioner for Wales Review (A Plan to Call Home – A Review into the Quality of Life and Care of Older People Living in Care Homes in Wales).

Consultation would be undertaken with all stakeholders including residents, families, staff, trade unions, local communities, partners, the Care and Social Services Inspectorate Wales (CSSIW) and the Older People's Commissioner. Initial consultation would be undertaken with the Social and Health Care Overview and Scrutiny Committee on the form of the consultation exercise.

In response to a comment by the Cabinet Member for Waste Strategy, Public Protection and Leisure, the Chief Officer (Social Services) said the Chancellor's recent announcement on the rise in the minimum wage would be fully considered during the review.

The Chief Executive emphasised that there was no pre-determined outcome on the provision of residential care and that a balance needed to be found based on supply and demand and cost and quality. The review would not be rushed as a result of the budget pressures facing the Council and the Older People's Commissioner for Wales would be involved as part of the process. Contact would also be made with Betsi Cadwaladr University Health Board (BCUHB) on how the market could be developed.

The Leader and Cabinet Member for Finance added that the review would balance the needs of the community and the overall health agenda.

RESOLVED:

That it be approved that the Council enters into an initial engagement exercise with stakeholders about the future market provision of Residential Care Home provision in Flintshire.

46. HOPE HOUSEHOLD RECYCLING CENTRE – RESPONSE TO CALL IN

The Member Engagement Manager reported the result of the call in of decision 3204 – Hope Household Recycling Centre, where the Environment Overview and Scrutiny Committee resolved that the Committee was satisfied with the explanation which it had received. The decision was therefore able to be implemented with immediate effect.

The Cabinet Member for Waste Strategy, Public Protection and Leisure added that the timescale had been extended to 1 September 2015 to allow for any Expressions of Interest (EOI) from the community. None had been received to date but if any appropriate EOI's were received then the current position would be extended until January 2016 for exploration.

The Cabinet Member for Economic Development acknowledged and welcomed the work of the Overview and Scrutiny process on this item and other recent call-ins.

RESOLVED:

That the decision of the Environment Overview and Scrutiny Committee be welcomed.

47. CAPITAL PROGRAMME 2014/15 OUTTURN

The Corporate Finance Manager presented the outturn capital programme information for 2014/15 which was being reported to Audit Committee the following day.

The table in the report detailed how the programme had changed during 2014/15 with detailed cumulative information relating to each programme area provided in Appendix A.

The report provided details on rollover into 2015/16, changes during the period, capital expenditure compared to budget, savings and financing.

The Chief Executive re-confirmed that, following a question at Corporate Resources Overview and Scrutiny Committee on 13 July, capital receipts could not be to support ongoing revenue budgets in a sustainable way.

RESOLVED:

- (a) That the report be approved; and
- (b) That the 'rollover' adjustments be approved.

48. REVENUE BUDGET MONITORING 2014/15 (OUTTURN)

The Corporate Finance Manager provided information on the revenue outturn budget monitoring information for 2014/15 for the Council Fund and the Housing Revenue Account (HRA) based on actual income and expenditure (subject to audit).

The year-end position on the Council Fund was a net in year expenditure of £1.804m lower than budget with a contingency reserve balance at 31 March 2015 of £4.745m.

On the HRA the net in year expenditure was £0.345m less than budget with a closing balance as at 31 March 2015 of £1.510m.

The significant budget movement between month 12 to outturn was detailed in the report which mainly related to adjustments to the single status rebasing exercise, property maintenance reallocations and workforce efficiency accounting adjustments.

On the Council Fund, the report provided details on an overview of the year, the programme of efficiencies, carry forward requests, inflation and un-earmarked reserves.

On the HRA, the outturn position reported an overall underspend of £0.345m and a closing balance of £1.510m which at 5% of total expenditure satisfied the prudent approach of ensuring a minimum level of 3%.

RESOLVED:

- (a) That the report be noted;
- (b) That the Council Fund contingency sum as at 31 March 2015, subject to audit, be noted;
- (c) That the final level of balances on the Housing Revenue Account, subject to audit, be noted; and
- (d) That the carry forward requests detailed in section 4 of the report be approved.

49. PRUDENTIAL INDICATORS – ACTUAL 2014/15

The Corporate Finance Manager provided Members with 2014/15 (actual) Prudential Indicator (PI) figures as required under the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

RESOLVED:

That the report be noted and approved.

50. REVENUE BUDGET MONITORING 2015/16

The Corporate Finance Manager provided Members with the first available revenue budget monitoring information for the Council Fund and Housing Revenue Account (HRA) for 2015/16.

As in previous years, during the early part of the 2015/16 financial year Corporate Finance resources had been dedicated to the closure of the accounts for 2014/15 to ensure that the statutory deadline of the end of June was met. However, significant work had been undertaken to review the progress and risks associated with the efficiencies included in the 2015/16 budget which were detailed in the report.

The Deputy Leader and Cabinet Member for Environment said there was an error in paragraph 3.14 of the report as a separate report on the Reduction of Cleansing Standards was not included on the agenda.

The Chief Executive commented that the significant level of efficiencies needed to deliver the budget had led to the establishment of Programme Boards with the remit of tracking efficiencies and mitigating risks to the 2015/16 budget.

The Leader and Cabinet Member for Finance commented on the underspend of £0.300m against a new pressure of £0.338m in respect of the transfer of the responsibility for the former Independent Living Fund (ILF) from UK Government to devolved administrations which he welcomed. The Corporate Finance Manager explained that following the Council's budget being set, it was determined that the funding would be distributed as a specific grant amount based on the amount actually required to pay service users. There was no allocation to cover the administration of the scheme so it was the intention to keep an element of the allocation to fund the additional administration burden and to cover for obligations to meet employer liability insurance for carers employed by service users.

RESOLVED:

That the report be noted.

51. FOOD SERVICE PLAN 2015/16 FOR FLINTSHIRE COUNTY COUNCIL

The Cabinet Member for Waste Strategy, Public Protection and Leisure introduced the report which sought approval for the Food Service Plan 2015/16.

Key achievements for 2014/15 were:

- Sustained progress with achieving actions contained within the Food Standards Agency (FSA) action plan following receipt of the final FSA audit report in July 2014
- Achieving 100% of all Food Hygiene, Food Standards and Feedstuffs High Risk inspections
- Notable improvement in the number of food businesses broadly compliant with Food Hygiene legislation with a very pleasing total of 95.6% of Flintshire businesses achieving this standard

- Collaborative work with other North Wales Local Authorities and FSA to produce and introduce the North Wales Feed Enforcement Delivery Plan (NWFEDP) for implementation from 1 April 2015
- Training of Trading Standards Enforcement Officers to ensure compliance with the competence requirements of the revised Feed Law Enforcement Code of Practice (FLECP) Wales 2014, in order to provide resilience in the participation in regional feed service delivery
- Provision of comprehensive advice to businesses on the major change in Food Standards legislation which came into force in December 2014 by running numerous workshops relating to allergen labelling requirements
- Delivery of Food Hygiene and Food Safety Management System training in the medium of Turkish to 30 food handlers within Flintshire and Wrexham, funded by FSA Wales as part of the regional Environmental Health collaboration projects
- Successful prosecution of a takeaway business for offences under The Food Safety Act 1990 for the misdescription of food containing peanut allergen

A list of key targets for 2015/16 were detailed in the report.

Members praised the work of the department, particularly in the number of premises who had progressed to achieve a 5* Food Hygiene Rating.

RESOLVED:

That the Food Service Plan 2015/16 be approved.

52. EXERCISE OF DELEGATED POWERS

An information report on the action taken under delegated powers was submitted. The action was as set out below:-

Community and Enterprise

- **Housing (Wales) Act 2014 – Homelessness and the Test of Intentionality**
Upon the date at which this delegated powers decision is signed, the decision, made by Flintshire County Council’s Cabinet on 17 March 2015, is reaffirmed. In accordance with its powers Section 78 of the Housing (Wales) Act 2014, “the Authority should still have regard to the homelessness intentionality test and that this will be reviewed regularly”. The Welsh Government’s Minister for Housing, Regeneration, and Tackling Poverty will be notified of the reaffirmation of the Flintshire County Council Cabinet decision.

RESOLVED:

That the action taken under delegated powers be noted.

53. 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 17 and 15 respectively of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

54. COMPULSORY PURCHASE ORDER OF PROPERTY ON HIGH STREET, CONNAH'S QUAY

The Cabinet Member for Housing introduced the report which sought authority to compulsory purchase a property on High Street, Connah's Quay, as an integral part of the regeneration of Deeside.

RESOLVED:

That Cabinet give authority to the Chief Officer (Community and Enterprise) to take all necessary steps to compulsory purchase a property on High Street, Connah's Quay, as an integral part of the regeneration of Deeside.

55. COMMUNITY AND ENTERPRISE SENIOR MANAGEMENT RESTRUCTURE

The Cabinet Member for Housing introduced the report which sought approval of Cabinet for a new management structure in Community and Enterprise to deliver savings in management costs, provide opportunities for career development and talent management and to meet the Organisational Design objectives around layers and spans of control.

RESOLVED:

That the proposed changes set out in the report be approved for consultation, and delegated authority be granted to the Chief Officer (Community and Enterprise), in consultation with the Portfolio Cabinet Members, and with the advice of the Chief Executive and Chief Officer (People and Resources), to consider representations made, finalise proposals and implement them.

56. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were two members of the press in attendance.

(The meeting commenced at 9.30am and ended at 10.50am)

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Chair

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CABINET
6 AUGUST 2015

Minutes of the meeting of the Cabinet of Flintshire County Council held at County Hall, Mold on Thursday, 6 August 2015

PRESENT: Councillor Aaron Shotton (Chair)

Councillors: Bernie Attridge, Chris Bithell, Helen Brown, Derek Butler, Kevin Jones and Billy Mullin

APOLOGY:

Councillor Christine Jones

ALSO PRESENT:

The following Councillors attended as observers:

Councillors: Ron Davies, Dave Mackie, Nancy Matthews, Mike Peers and David Roney

IN ATTENDANCE:

Chief Executive, Chief Officer (Education and Youth), Chief Officer (Governance), Corporate Finance Manager, Programme Co-ordinator – School Modernisation, Secondary Schools Officer and Committee Officer

57. DECLARATIONS OF INTEREST

Following advice from the Chief Officer (Governance) in line with the Member Code of Conduct Paragraph 12, Councillors Helen Brown, Derek Butler, Kevin Jones, Billy Mullin and Aaron Shotton declared a personal interest in agenda items 3 and 4 (minute numbers 54 and 55) as they were School Governors.

58. SCHOOL MODERNISATION – SCHOOL STANDARDS AND ORGANISATION ACT 2013 – JOHN SUMMERS HIGH SCHOOL

Councillor Chris Bithell, Cabinet Member for Education, introduced the report to inform Cabinet of the responses from the statutory consultation period on the sustainability of John Summers High School and options for future educational provision in the area. The report also informed Cabinet of the outcomes from the Education and Youth Overview and Scrutiny Committee and invited Cabinet to determine whether to proceed with a statutory proposal for school organisational change.

In February 2015 Cabinet had agreed to open consultation on how best to secure resilient high quality education for the local area and its learners following consideration of the risk posed by low current and projected pupil numbers for the John Summers High School. The consultation, which included a proposal to close the school, ran from 5 June 2015 to 17 July 2015 and involved statutory stakeholders and meetings were also held with school governors, parents, staff and pupils. The main concern was the current low numbers of pupils at the school and the projected continuation of low

numbers; the Council's requirement for a secondary school to be sustainable was 600 pupils in total, or 120 per 11-16 year group. Councillor Bithell explained that there were currently 2,113 surplus places in secondary schools across the County and that the Council had a duty to deal with the surplus places and therefore spending money on John Summers High School, which did not have enough pupils, was unsustainable. The need to deal with the issue was now more urgent due to cuts to funding for local government and the substantial challenges that this brought.

Discussions had taken place on the future projections of pupils from the Northern Gateway development and it had been suggested that this would make the school sustainable. This was not the case and therefore retention of the school could not be supported. It had been hoped that John Summers High School would attract 85% of pupils from local primary schools but for the previous two years only 60% of children attended from local primary schools with 40% choosing to attend other schools. The Northern Gateway development could take up to 13 years to complete and based on the current formula would only generate an estimated 200 secondary school pupils. Councillor Bithell said that it had been claimed that parents had chosen to send their children to other schools because of the uncertainty over the school but even when there was the possibility of the Council building a new campus on the site, the pupil numbers did not increase and the downward trend had continued. It was reported that pupil numbers had been falling each year since 2006 which was before any suggestion of the school closing and the consequences of retaining the school were included in the report that had been considered by the Education and Youth Overview & Scrutiny Committee at its meeting on 30 July 2015.

School budgets were based on pupil numbers and to enable John Summers High School to meet its curriculum requirements, a considerable subsidy would be required. Funding per pupil at John Summers High School was £5,180 per pupil which was £1,285 more than the £3,895 per pupil at Castell Alun High School. The Council would be unable to continue to subsidise John Summers without adversely impacting on other schools which were already comparatively lowly funded. Councillor Bithell said that reductions in funding would inevitably result in reductions in teaching posts which would create problems in delivering the national curriculum. Other concerns that had been raised included the range of alternative schools available, access to transport to other schools, transitional arrangements, impact on staff, new uniform provision and continuity of study for students in GCSE study groups. All of these issues had been considered and were addressed in the consultation report.

Councillor Bithell said that the proposal to close the school was one of the most controversial that Cabinet had been asked to consider but unfortunately due to the sizeable amount of local people who chose not to send their children to John Summers High School, retention with current funding was not an option. He commented on the choice of parents to send their children to schools which had surplus places. Following consideration of the responses from the statutory consultation and the comments from the

Education and Youth Overview & Scrutiny Committee, Councillor Bithell proposed that the Sixth Form be closed from 2016 and the school be closed from 2017 and that the decision be passed to the Welsh Government Minister for final determination.

The Chief Officer (Education and Youth) explained that the key task for Cabinet was to determine the next steps on the sustainability of John Summers High School taking account of the comments in the consultation report and from the Education and Youth Overview & Scrutiny Committee meeting on 30 July 2015. It was reported that John Summers High School could not be sustained year on year with the current low number of pupils and increased budget pressures of 2% for 2015/16 and a higher increase for 2016/17 due to the single tier pension pressure. The significantly higher subsidy for John Summers High School when compared to other schools was unsustainable and would have an impact on other schools if this were to continue. The Finance Team had made an assessment based on funding for pupil numbers and reduced teaching provision and it was anticipated that assuming that the level of pupils at the school remained static, additional funding of £267,000 per year would be needed based on the school funding formula which was applied for all schools. Using the existing formula the school could face a 16% reduction in funding over the next four years which would equate to the need to reduce teaching posts by at least 6.5 or 20% which was unsustainable. By 2019/20 this would result in a reduction of 8.7 full time equivalent posts or 26% of staff if a further loss of 10% based on current allocation was applied, which again was unsustainable.

The Council had a duty to consult local people when considering the proposal to close the school but if the reducing pupil numbers continued the school could not be retained. On the issue of alternative schools, the Chief Officer (Education and Youth) advised that there were sufficient places in Connah's Quay and St. David's High Schools for pupils who would be transferred if John Summers High School closed and for future year groups that were eligible to attend Hawarden High School at year 7. Options for transport were being considered and support would be provided for all year groups who were working through their options. There would be no disruption to the GCSE study groups as detailed study plans would be in place.

The Leader, Deputy Leader, Cabinet Member for Education, Chief Executive and Chief Officer (Education and Youth) had all attended the Overview & Scrutiny Committee meeting on 30 July 2015 where the report had been considered and the main concerns of the Committee were reported. The Committee had also made a proposal requesting that the Council's planning officers work closely with the two developers of the Northern Gateway site to come to an arrangement where a sum of money could be agreed and ring-fenced to build a new secondary school when the pupil number threshold 'trigger' was reached. The Chief Officer (Education and Youth) added that the trigger for a sustainable secondary school was 600 students or 120 students per 11-16 year group. It was projected that the eventual Northern Gateway residential developments would yield a total of less than 200 students. It was reported that Estyn had commented that the

consultation document provided a clear rationale for a proposal to close based on Council strategy and projected pupil numbers.

Councillor Bernie Attridge, the Deputy Leader and Cabinet Member for Environment referred to the three main concerns highlighted at paragraph 3.03. He requested further information on the alternative schools, in particular Hawarden High School, and asked for additional details on distances to schools and the continuation of the GCSE study groups. In response, the Chief Officer (Education and Youth) advised that in 2016 there would be sufficient alternative places to accommodate all John Summers High School pupils at Connah's Quay and St. David's High Schools. Hawarden High School had an admission rate of 195 pupils per year and currently pupils from 22 primary schools attended from as far away as Holywell and Ellesmere Port. For 2017, if there were more applications than places available, then those who lived closest to Hawarden High School would be a higher priority than those pupils who lived further away.

On the issue of transport to school, the Council's current policy indicated that pupils who lived over three miles from the school would qualify for free school transport but for lower income families, discretion could be exercised which permitted them to receive free transport if they lived more than 2.5 miles from the school. The Chief Officer (Education and Youth) added that any amendments to the discretionary policy would need to be the subject of a report to a future Cabinet meeting. The Secondary Schools Officer provided details of the proposals for continuity of study for those pupils currently attending John Summers High School. Some pupils would already have completed their studies by the time of the proposed closure and those who would be at Key Stage 3 could be accommodated easily at other schools and he provided details of the arrangements for those pupils who were part way through their GCSE studies. He commented on the collaborative working at Key Stage 4 that was already undertaken with pupils from John Summers, Connah's Quay and St. David's High Schools which had been successful and this arrangement could continue at Connah's Quay. The school had also been very willing to work with John Summers High School to offer the same options at both schools for Year 10 pupils to allow continuity of study.

In referring to the admission figure of 195 for Hawarden High School, Councillor Helen Brown, the Cabinet Member for Housing, queried where children who applied to attend would go if pupils who lived nearer were a priority. She also asked whether John Summers High School would have been sustainable if 70 additional pupils had not been permitted to attend Hawarden High School and queried what impact pupil yield from the candidate sites in the Local Development Plan would have on pupil numbers. Councillor Brown sought clarification on projected numbers of children from smaller planning applications and asked whether the arrangement for a sum of money from the developers at the Northern Gateway site, as proposed by the Education and Youth Overview & Scrutiny Committee, could be 'paid over' now to retain John Summers High School.

The Chief Officer (Education and Youth) responded by explaining that there were 195 places available at Hawarden High School each year and that if there were surplus places available, parents could choose to apply to send their child to the school even if it was not their nearest school. Parents could also appeal a decision not to allow their child to attend their requested school and this process would be undertaken independently and would be binding on the family, school and local authority. This could mean that more than 195 pupils could be admitted to the school in any year group if appeals were successful. He added that admission figures were based on a formula and therefore a policy change would not amend the number of pupils who could be admitted per year and could not change the process for those who could attend the school following a successful appeal.

On the issue of candidate sites, the Chief Executive explained that pupil numbers expected from households within planned new housing development were calculated based on an accepted formula. He said that the Northern Gateway site would be a mix of housing and industrial developments and it was not yet certain when building would commence. The projected 200 pupils that the development would yield would not all opt to attend John Summers High School regardless. If all of the developments identified as candidate sites were built, there would be surplus places in Connah's Quay and St. David's High Schools to accommodate those pupils. Funds could not be requested from the Northern Gateway developers in advance, nor could potential later contributions support ongoing revenue costs. Section 106 agreements allowed negotiations for payments from developers for issues such as educational contributions but this could also not be enforced if there were surplus places available in other schools.

Councillor Kevin Jones, the Cabinet Member for Waste Strategy, Public Protection and Leisure, referred to the issue of transportation to an alternative school, which could result in significant costs for parents. He felt that there was a need to reconsider local and national policy even if this was only for a transitional period. He also commented on the proposals for a new campus on the site under the 21st Century Schools project and queried why this had been proposed when information on low pupil numbers had been known at the time.

The Leader of the Council and Cabinet Member for Finance, Councillor Aaron Shotton, spoke of the comments that had been made about pupil numbers reducing because the school was at threat of closure but he reminded Members that in 2012 when this Administration took over the Council, a possible decision on the closure had been stopped. A bid was made to Welsh Government for funding for a new school despite pupil numbers being low and there were two years where there was a vision to provide a new campus for the area and parents still chose not to send their children to John Summers High School. He added that a new school would have been built if the required pupil numbers had been achieved.

The Chief Executive explained that there was a pattern of reducing pupil numbers from the year 2000. Figures had peaked at approximately 400

in 2004 but had then continued to decline even when there was no school review and therefore no 'threat' of closure. Parental preference had not increased pupil numbers so the provision of a new school under the 21st Century School project could not be justified and the difficult decision to not proceed with the bid was made.

The Chief Officer (Education and Youth) spoke of the need to look at four form entry and what was required for a school retention business case. The report set out the projections and even if the maximum number of pupils came from the development at Northern Gateway, the figure would still be below the trigger of 600 pupils or 120 per 11-16 year group. On the issue of transportation costs, he explained that free school transport was available for primary school pupils whose nearest school was 2.5 miles away which increased to more than 3 miles away for secondary school pupils. The current cost of transport to John Summers High School was £59,470 and the cost of offering discretionary transitional transport arrangements for the current school cohort was an estimated annual cost of £135,125 which was a rise of £75,655 in 2017/18 but would reduce in future years. Councillor Shotton sought clarification on when a decision would be made if Cabinet referred the decision from this meeting to the Minister to decide and also when a policy decision change for transport costs could be considered. In response, the Chief Officer (Education and Youth) said that Estyn had based their decision on existing policy and reiterated his earlier comments that changes to the discretionary policy would need to be considered at a future meeting of Cabinet. Following a comment from Councillor Shotton, the Chief Officer said that there was a genuine case to be made to support pupils through the period of transition but an open ended decision not tied in to a transition plan would be difficult to sustain.

Councillor Derek Butler, the Cabinet Member for Economic Development, commented on the issue of transportation and the significant cost for parents. He queried whether the £135,125 included those pupils who would be displaced if they had to move to another school because children who lived closer to the school was given priority for a place. He spoke of the Northern Gateway and the figures of between 1300 and 650 dwellings that had been suggested on the site and asked if the developers could be asked to contribute to retaining John Summers High School. Councillor Butler also commented on candidate sites and asked if there was provision within the Vibrant and Viable Places project for school transportation costs.

Councillor Shotton explained that the Vibrant and Viable Places project had been awarded for house improvements in Deeside. On the issue of the Northern Gateway site, as applications had only been submitted in outline, details of the number of houses that would be developed had not been confirmed but the Unitary Development Plan had indicated that a figure of 650 would be provided. He referred to, and sought clarification on, the formula that had been used to identify the yield from the development.

The Chief Executive confirmed that the Vibrant and Viable Places project would not allow funding for mainstream education costs. He added

that the development of the Northern Gateway site was not likely to commence before 2017 because of the need to ensure that the correct infrastructure was in place. It would then be in the control of the developer as to how quickly they built the proposed dwellings on the site based on the housing market conditions at that time. The Chief Officer (Education and Youth) advised that projections for the Northern Gateway site had been based on the maximum development site and information received from the Planning Department.

The Programme Co-ordinator – School Modernisation advised that the original formula used had generated a yield of 0.17 secondary school pupils per household and had been devised by the Management Information System and had looked at data from other authorities. Since the 'Pause and Review' further information had been received and the formula had been reviewed and had resulted in a yield of 0.15 secondary school pupils per unit.

Councillor Billy Mullin, the Cabinet Member for Corporate Management, sought clarification on whether there were alternative funding streams that could be utilised to provide funding for John Summers High School. In response, the Chief Executive explained that the only area of funding for schools was the 21st Century Schools programme. The Cabinet had already accepted that this programme could not be accessed because the school did not meet the criteria due to low pupil numbers which did not reach the four form entry requirement of 600 pupils. Any capital funding requirements would otherwise need to be found from the Council's capital budget and there were insufficient funds to provide a new school without government subsidy.

Councillor Brown raised concern that residents would not move to the Northern Gateway site if there was no local secondary school available and queried what would happen to the school site if a decision was made to close the school and it was demolished. The Chief Executive advised that the developers had not expressed any concerns that closure of the school would affect their plans. On the issue of the site, the Chief Officer (Education and Youth) advised that steps were not taken to make alternative use of or dispose of any site before a decision was made on the school and therefore any discussion on the issue would be premature. Councillor Shotton felt that this was an important point as speculative comments on the possible future use of the site had been made locally.

In response to a comment from Councillor Attridge, Councillor Bithell indicated that 60% of parents from the local area chose to send their children to John Summers High School but 40% of children went elsewhere.

Councillor Shotton reiterated earlier comments that this was a difficult decision for Cabinet to make and said that the popular option would be to retain the status quo and keep the school open, but this was not possible. Estyn had made comments about the number of surplus places in Flintshire's schools and the Council had been criticised for this. Due to the current austerity measures it was not possible to continue the subsidy provided for

John Summers High School which was significant when compared to other schools. He spoke of the comments made to him by Headteachers about the funding formula and the anxiety that reducing budgets was causing. He added that even if pupil projections remained static, this would result in a reduction of 6.5 teaching posts at the school which would have a significant impact. The Chief Officer (Education and Youth) advised that this size of reduction would make it impossible to deliver a viable curriculum.

In summing up, Councillor Bithell proposed the recommendations in the report along with the closure of the Sixth Form from 2016 and the closure of the school from 2017 and to refer the decision to the relevant Minister.

Councillor Shotton said that he could see no alternative but to vote for the suggested proposal. He reminded Members that the Council did not have sufficient funds to retain the school and suggested that if the Minister was minded to keep the school open then funding would need to be provided from Welsh Government to keep it sustainable. The Chief Officer (Governance) confirmed that this could be included in the decision of Cabinet.

Councillor Bithell agreed to include the suggestion in his recommendation and this was duly seconded.

RESOLVED:

- (a) That Cabinet decided to close the Sixth Form from 2016 and the school from 2017 and refer the decision to the relevant Minister; and
- (b) That officers write to the Minister requesting that should the school be retained then Welsh Government would need to provide funding.

Following a short adjournment, the meeting resumed at 11.35am.

59. SCHOOL MODERNISATION – SCHOOL STANDARDS AND ORGANISATION ACT 2013 – SALTNEY, ST. DAVID’S POST 16 STATUTORY PROPOSALS

Councillor Chris Bithell, the Cabinet Member for Education, introduced the report to inform Cabinet of responses from the statutory consultation period for the proposal to change the age range at St. David’s High School, Saltney and to seek approval to proceed to the next stage of the process as defined in the School Organisational Code.

The proposals were to reduce the age range at the school from 11-18 to 11-16 and in February 2013 Cabinet resolved that approval be given for the commencement of consultations which received one response. Following a recent judicial review of a contested school reorganisation decision in South Wales, it was decided to re-run the consultation and this was undertaken from 5th June 2015 to 17th July 2015. It attracted two positive responses from Coleg Cambria and Estyn and their responses were detailed in the report. The North Flintshire consortium was no longer viable and the Council had

successfully progressed post 16 proposals for Connah's Quay and Holywell and was currently progressing proposals for both St. David's and John Summers High Schools. St. Richard Gwyn and Flint High Schools had also formed their own consortium for post 16 provision. It was expected that the new hub would open in 2016 which would effectively allow the continuation of the consortium arrangements.

The Chief Officer (Education and Youth) welcomed the work that had been undertaken by the Leadership at the school on the development of the new centre and to facilitate the changes even before the proposals had been agreed. He added that the implementation plan was being carried out in line with proposed timescales and budget.

Councillor Derek Butler, the Cabinet Member for Economic Development, said that the proposals were supported and that approval of the change to reduce the age range from 11-18 to 11-16 was the way forward.

RESOLVED:

That Cabinet resolve the continuation of the proposal and process, resulting in the proposal being submitted to the Welsh Minister for determination.

60. 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 item by virtue of exempt information under paragraph 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

61. EDUCATION AND YOUTH SENIOR MANAGEMENT STRUCTURE

Councillor Chris Bithell, the Cabinet Member for Education, introduced a report to seek the final approval of Cabinet for implementation of the new senior management structure in Education & Youth delivering reductions in costs, providing opportunities for career development and meeting organisational design objectives.

The Chief Officer (Education and Youth) explained that the Education and Youth Overview & Scrutiny Committee had been supportive of the proposals at its meeting on 30th July 2015. He provided details of the savings that would be made if the restructure was agreed by Cabinet.

Councillor Bernie Attridge, the Deputy Leader and Cabinet Member for Environment, sought clarification on the proposed savings and the Chief Officer (Education and Youth) provided details and explained that the proposals were in line with the business plan.

RESOLVED:

That Cabinet approve the proposed changes set out in the report for implementation following the completion of workforce consultations.

62. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There were 49 members of the public and three members of the press in attendance.

(The meeting commenced at 10.00am and ended at 11.45am)

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Chair



CABINET MEETING

Date of Meeting	15 th September 2015
Report Subject	School Modernisation – School Standards and Organisation Act 2013 – John Summers High School
Portfolio Holder	Executive Member- Education and Youth
Report Author	Chief Officer- Education and Youth
Type of Report	Strategic

EXECUTIVE SUMMARY

This report is presented to Cabinet following a 'call in' of its previous decision on John Summers High School for reconsideration by the Education and Youth Overview and Scrutiny Committee.

At its meeting on 6th August 2015 Cabinet agreed to proceed to the next stage for the closure of John Summers and to refer the proposals for school organisational change at John Summers High School to the Welsh Government Minister.

Cabinet also made a commitment to consider options for home to school transport in the area should John Summers High School close.

The call in was initiated because of concerns from the community over transition plans for pupils, transport to and from alternative schools and its cost, and the need for assurance about the future use of the site.

The previous Cabinet decision was not conditional on the agreement of detailed advanced plans on transition and transport. These issues were and are to be resolved through the detailed planning of transition.

The Overview and Scrutiny Committee, which met on 24th August, referred the issue back to Cabinet.

RECOMMENDATIONS

1	That Cabinet is reassured by the plans for transition and the openness to consider home to school transport options explored by the Overview and Scrutiny Committee.
2	That Cabinet reaffirm their commitment to reviewing in detail options for home to school transport.
3	That Cabinet direct the officer and head teacher planning group to plan in detail for transition taking into account the feedback of the Overview and Scrutiny Committee.
4	That a commitment is made to a full public consultation exercise on the future use of the site, should the school be closed, including the options for open space and fields in trust protection.
5	That Cabinet reaffirms the previous decision to refer the proposal of closure of the Sixth Form at John Summers High School from 31 st August 2016 and closure of the School from 31 st August 2017 to the Welsh Government.

REPORT DETAILS

1.00	EXPLORING THE CALL IN CONCERNS
1.01	<p>The call in was made because the initiators felt that the Education & Youth Overview & Scrutiny Committee at its previous meeting (30th July 2015) had recognised some of the concerns which the local community had voiced during the consultation – notably transport plans for individual pupils, particularly those in the lead up to GCSE examinations and transport to and from alternative schools and its cost. The initiators of the call in had noted that the Cabinet at its meeting on 6th August had considered these concerns, but felt that there was a need for more detail and assurance. There had been local rumour over the future of the John Summers High School site and so they were seeking an assurance that there was no plan in place for its future disposal. In addition, they were asking that, should the school be closed, that a commitment be made for an open public consultation on the future options for the site including public open space.</p>
1.02	<p>At the call in meeting, the decision makers, represented by the Leader and the Cabinet Member for Education & Youth, supported by the Chief Executive, the 21st Century Schools Programme Manager and the Principal Learning Advisor (Secondary) gave detailed responses to all of the issues raised. However, at the end of the process, the committee resolved to refer the decision back to the Cabinet. It was acknowledged that a further report on a number of issues was already being prepared for the Cabinet.</p> <p>Home to School Transport</p>
1.03	<p>Cabinet had previously given a commitment to receiving a full and separate report on transport options in detail.</p>

1.04 Future transport arrangements, in the event of a school closure, cannot be planned in detail until parents and carers have expressed their preference for a new school, had their place confirmed through the school admissions team and have applied for home to school transport.

A timetable for planning is set out below:

Ministerial decision	February 2016 (expected)
Expression of preferences for School Admissions for September 2017	Starts - Sept 2016
Allocation of school Places	1 st March 2017 (statutory day)
Transport Applications	March 2017 onwards

1.05 Individual mileage calculations for the remaining John Summers High School cohort to the Connah's Quay High school (partnering school), have been re-run using the Council's "Autoroute" system. The mileage calculations take into account the pupils' home addresses, nearest available appropriate school and eligibility for transport from home to school in accordance with the current transport policy (excluding Hawarden High School which is not yet available for intake).

1.06 Out of the remaining John Summers High School cohort (predicted to be approximately 199 by September 2017) there would be approximately 140 pupils eligible for free transport (73.2%) to Connah's Quay High school.

Distance to Connah's Quay High School	Number of Pupils
Over 3 miles	89
Between 2.5 miles and 3 miles	62 (51 Income support)
Between 2 miles and 2.5 miles	19
Between 1 and 2 miles	19
Under 1 mile	2

1.07 Hawarden High School is currently full. It is likely that the majority of pupils within the existing John Summers High School cohort would not gain a place through the admission process should they apply for a place at Hawarden High School. However, Hawarden High School would become the nearest school for some pupils currently in primary education who would normally transfer to John Summers High School. Preferences for Hawarden High School would be managed in line with current admissions criteria. Those for whom it is the nearest school will take priority for places, displacing intake to the school from pupils expressing a preference from further afield. Hawarden High School has an admission number of 195.

1.08 Should John Summers High School close then Hawarden High School would be the nearest secondary school for pupils who reside in Sealand/Garden City. The route from Garden City to Hawarden High School would need to be reviewed under the Hazardous route criteria. If it is found that the route is hazardous, free transport would be provided from the Garden City area to Hawarden High School.

1.09 In the case of St David’s High School, Saltney, only pupils from the Sandycroft area refused a place at Hawarden High would be entitled to free transport to St David’s High School. Based on the predicted number of pupils and the current transport policy there would be approximately three pupils eligible for free transport to St David’s High School.

1.10 The four home to school transport options to be considered in more detail in the forthcoming Cabinet report on transport provision are as follows:

Option A	Apply current Home to School Transport Policy
Option B	Apply current Home to School Transport Policy with consideration given to additional discretionary transport for families on income support who do not meet the mileage criteria and/or have large family groups over two children (in the current year groups) and are between 2-2.5 miles away from the school.
Option C	Apply discretionary transport arrangements for the full current pupil cohort to the partnering school (transport from home area)
Option D	Apply discretionary transport arrangements for the full current pupil cohort to the partnering school (transport provided from Queensferry campus only)

Transition

1.11 A representative group of Secondary Heads was established to develop and evaluate future educational models for the area and included the Headteachers of John Summers High School, Hawarden High School, Connah’s Quay High School and St David’s High School, Saltney.

1.12 This group was integral to the development of the Statutory Proposal timeline with their prime consideration being the impact on learners. Their input led directly to the decision on a staggered timeline for proposed closure of post 16 from September 2016 and closure of the school (11-16) from September 2017 at John Summers High School. Consideration was also given to the timeline for the Code, the Ministerial decision and alignment to option choices at the local schools.

1.13 There was an outline agreement between the four schools that they work with the Local Authority to align their school option processes with the timescales of the School Organisation Code.

1.14 The representative group will continue to meet to work on detailed transition plans between September 2015 and December 2015. These plans will also include a contingency plan should the Minister not determine within the timeline prescribed in the Code. The timeline for closure and the transition plan, which the Authority is advocating, covers both eventualities and provides the best option for continuity of education.

1.15 The principles of the plan have also been discussed with GwE, the Regional School Improvement Service. They are in agreement with the proposal to build on collaborative work within the option choices whilst ensuring continuity with the core curriculum, which form approximately 60% activities at Key Stage 4. GwE agreed that the plan as it stood was positive and

	<p>provided enhanced option choices. Transition plans have also been positively viewed by Estyn in their response to the consultation.</p>
1.16	<p>A suggestion arose from the Overview and Scrutiny Committee to remove or keep together the GCSE year group from the school by September 2016. In initial planning stages this was the starting point for the representative group. However, there are a number of issues why this is not possible to enforce:</p> <ul style="list-style-type: none"> ● it would not meet the requirements of the School Organisation Code in relation to pre-determination; ● it would offer no resilience to mitigate the risks for GCSE continuity should there be a delay in the Ministerial decision; ● it would offer no resilience to John Summers High School in offering appropriate breadth of curriculum; ● poor interaction with the timing and publication of options to learners; ● lack of coordination with schools' work on curriculum design; and ● lack of coordination with schools' staffing decisions. <p>How Transitional Plans will be developed</p>
1.17	<p>The representative group of Head Teachers will continue to meet and will be integral to the transition planning process.</p>
1.18	<p>Identification of vulnerable groups such as pupils with Additional Learning needs (ALN), Gypsy/Traveller pupils and Looked After Children (LAC) will be prioritised. This will enable continuation of support given to individual learners through the Inclusion Service.</p>
1.19	<p>Once alternative placements have been determined by pupils, parents and carers, Inclusion Officers will facilitate transition planning for young people with additional needs. Where the young person is subject to a Statement of Special Educational Need or Service Level Agreement, the school is required to hold annual review meetings. Each young person has a named officer and they would be in attendance at the meetings to oversee the proposed transition plan and support implementation of the agreed actions.</p>
1.20	<p>A similar review process is in place for young people who are 'Looked After' (LAC) by the Council. Each young person has a designated education officer who would work with all parties to support a smooth and effective transition.</p>
1.21	<p>The Local Authority provides distinct services to support children and young people who have English as an Additional Language and also the Gypsy/Traveller communities. Where young people are in receipt of individual intervention, this would transfer to the new school placement. Officers also have a key role in supporting cultural understanding. They offer training and awareness raising to all educational settings. They have well established links with all High Schools identified as part of the proposal and have supported young people from a range of backgrounds to achieve success. Officers also have a role to play in community development and cohesion, working as advocates and mediators on occasions between young people, their families and schools. The importance of this aspect of the Council's role is recognised should the proposal for closure be agreed.</p>

1.22	<p>Development of collaborative work between all schools in the North Flintshire consortium has successfully integrated pupils into shared teaching groups in the past. During discussions with the Headteacher at Connah's Quay High School, support was confirmed for a collaborative solution which covers learners' options and core curriculum entitlements. This approach will enhance option choices for John Summers High School pupils in the key year group regardless of the timing of the Ministerial decision. The professional advice is that the Authority needs to commit to the options offered to young people no matter what the decision may be.</p> <p>Future Use of John Summer High School Site</p>
1.23	The Local Authority has no alternative plans for the future use of the John Summers site.
1.24	The Capital programme for Queensferry Primary School continues and this will be developed further as part of the Council's 21 st Century schools programme, existing services located on the site namely, the Youth Centre, Pupil Referral unit and Community first office base will be retained.
1.25	Any future plans for the site would be brought back to Cabinet. Public consultation would be guaranteed.
1.26	The Leader of the Council had commented at Overview and Scrutiny that should the Minister take the decision to close the School he would be in favour of land being protected as "open space" for community use in perpetuity, due to the density of development in the locality and open and playing space being at a premium.

2.00	RESOURCE IMPLICATIONS
2.01	The estimated costs of transport options will be included in the forthcoming transport report to Cabinet. Actual transport costs will be assessed once all families have chosen their preferred school. There is sufficient staff capacity to prepare the detailed transition plans for students.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	If the Cabinet decision is to proceed, the consultation report is issued to the Welsh Minister and the Council will publish a Statutory notice providing a 28 day notice period for objections. If objections are received, the Council must publish an objection report providing a summary of the objections and their responses to them within 28 days of the end of the objection period. This report is also forwarded to the Minister to support final adjudication.

4.00	RISK MANAGEMENT
4.01	A Programme Board is set up to oversee the implementation of the Chief Officer portfolio business plans and manage these risks in close detail, with reports being made to Cabinet and Overview and Scrutiny at key stages of decision-taking and, later, performance reporting and evaluation.

5.00	APPENDICES
5.01	Appendix 1 – Timetable for Statutory proposals

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Not Applicable Contact Officer: Damian Hughes Senior Manager, School Planning and Provision Telephone: 01352 704135 E-mail: damian.hughes@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Autoroute System – A software package used to determine mileage calculations for school admissions and home to school transport applications.

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Timetable for Statutory Proposals - John Summers High School, Queensferry		
DATES	School Terms	KEY MILESTONES
17/2/2015		Cabinet approval obtained to commence consultation
Start 12/3/2015 finish 5/6/2015	Spring Term	Preparation of Consultation document (including young person's version)
Week commencing 1/06/2015 Start (latest) 5/6/2015 Finish 17/7/2015	Summer Term	Consultation document published Must be published on a school day (42 days with 20 school days)
Between 5/6/2015 Finish 17/7/2015	Summer Term	Public Meeting with Stakeholders
Deadline 17/7/2015	Summer Term	Consultation Ends
Special Cabinet 6/8/2015	Summer Term	Cabinet – Seeking Approval to go to next phase (Statutory Proposals)
6/8/2015 – 13/8/2015	Summer Term	Calling in stage
24/8/2015	Summer Term	Following call in Overview and Scrutiny Committee – decide whether to proceed (following call in)
Deadline by 31/8/2015	Autumn Term	Consultation Report published with 3 months
15/9/2015	Autumn Term	Cabinet – consider outcome of Overview and Scrutiny Committee and decided on whether to proceed with proposals
Start 21/9/2015 Finish 18/10/2015	Autumn Term	Statutory Notice (28 days, with 15 school days) Must be issued on a school day
Deadline 18/10/2015	Autumn Term	End of Objection Period
Deadline 26/10/2015	Autumn Term	Objection Report published within 28 days and with the Minister with 35 days
Start 26/10/2015 Finish 14/2/2016	Autumn/Winter Term	Ministerial Determination (16 weeks)

Appendix 1

Deadline 14/2/2016	Winter Term	Ministerial Decision
31/08/2016	Autumn 2016	Implementation of Change of Age Range
Date/s to be determined	Post 16 –Sept 2016 11-16 – Sept 2017	Implementation of Statutory Closure



CABINET MEETING

Date of Meeting	15 September 2015
Report Subject	Medium Term Financial Strategy
Portfolio Holder	Leader
Report Authors	Chief Executive and Corporate Finance Manager
Type of report	Strategic

EXECUTIVE SUMMARY

This report introduces Part II of the Medium Term Financial Strategy (MTFS) for the three year period 2015-2018 for the Council Fund.

Part I of the Strategy, which forecast the resources which are likely to be available to the Council for this three year period, and the pressures on those resources that we can foresee and calculate, was published earlier this summer.

Part II will set out how the Council could manage a significant reduction in resources – in a period of major reductions in national funding for local government - whilst seeking to protect local public services and retaining its position as a well governed and high performing local authority in Wales. This concluding part of the MTFS, which will be presented at the meeting, is titled *Meeting the Financial Challenge*.

Meeting the Financial Challenge opens by sizing the financial challenge facing the Council, some £52.8m of budget reductions required over three years, and then explores how Flintshire is funded and performs compared to the rest of the local government sector in Wales. The funding strategy to meet this unprecedented financial challenge is then set out in three parts:-

Funding Strategy Part 1: Service

Funding Strategy Part 2: Corporate Financial Stewardship

Funding Strategy Part 3: Working with Welsh Government

Given that the Council already has in place a plan for meeting the £18.3M gap in resources in 2015-16, the strategy concentrates on how to meet the gap in 2016-17 (£20.8M) and again in 2017-18 (£13.7m)

Recommendations

1. The second and concluding part of the Medium Term Financial Strategy (MTFS) titled *Meeting the Financial Challenge* is adopted for consultation and development as the first step towards setting balanced budgets for 2016-17 and 2017-18;
2. The specific proposals set out for service reform, corporate financing options, and national support and relief, be approved in principle for more detailed consultation and development; and
3. Early engagement with Welsh Government, with the support and involvement of the Welsh Local Government Association as our representative body, on the case for national support and relief as set out in *Meeting the Financial Challenge*.

REPORT DETAILS

1.00	EXPLAINING THE MEDIUM TERM FINANCIAL STRATEGY
1.01	Councils are required to publish a Medium Term Financial Strategy (MTFS) as part of good governance. The dual purpose of an MTFS is to forecast the financial resources available to a Council for a given period, and to set out plans for how best to deploy those resources to meet its priorities, duties and obligations.
1.02	The latest version of the MTFS of the Council is being published in two parts - Part 1: <i>Forecasting the Challenge</i> and Part 2: <i>Meeting the Challenge</i> . The MTFS is being published for the three year period 2015/16 to 2017/18 which will take Flintshire to the end of the first year of the new Council which will be elected in May 2017. This new style MTFS will be revised and republished twice per year. Firstly, in January/February, as part of the annual budget setting process, and then in September/October as part of setting the context for the following budget year. The MTFS covers the Council Fund and excludes the stand-alone Housing Revenue Account (HRA) which is a 'ring-fenced' account. A separate MTFS style summary of the HRA is being produced.
1.03	Part 1: <i>Forecasting the Challenge</i> has already been published and reported to Cabinet and Corporate Resources Overview and Scrutiny. It is attached as Appendix 1.
1.04	Part 2: <i>Meeting the Challenge</i> will be presented and published in final draft on the day of the meeting. This report gives a preview of its contents
1.05	Part 1 of the Strategy forecasts a cumulative real reduction in resources available to the Council of £52.8M over the three year period. As Part 1 summarises "our resources are being reduced year on year, through big reductions in the grants we depend on from Government. We then also have to meet cost pressures, such as inflation, with less money at our disposal. Inflation, rises in demand for critical services, such as social care, and the cost of legal obligations placed upon us, such as pensions reform, all place a strain on our reducing budget." In the 'annual settlement' where Government decides how much funding to set aside for local government,

	<p>provision was once made for inflation and other pressures with councils being funded to meet them. This is no longer the case with councils now facing this double pressure of an actual reduction in its annual grant on the one side, and no financial protection for the extra things they have to fund on the other. This is why the annual targets for budget reductions are so high. For Flintshire the target for 2015/16 is £18.3M, for 2016/17 20.8M, and for 2017/18 £13.7M. This is how the cumulative target for £52.8M breaks down over the three years based on our latest predictions.</p>
1.06	<p>The Council plans to meet the first £18.3M through a programme of service reforms, efficiencies, budget reductions and income growth. This programme was adopted as part of setting the 2015/16 annual budget. Despite the Council having a high success rate in achieving its annual efficiency targets year on year it cannot be guaranteed that the Council will achieve this challenging total in full. Any 'failure rate' in the achievement of targets could mean that we have to find further efficiencies in future years to make up the difference.</p>
1.07	<p>Part II of the Strategy is built up in eight chapters:-</p> <ul style="list-style-type: none"> • Chapter 1: <i>Sizing the Challenge</i> where the forecast for the three year period from Part I of the Strategy is again set out • Chapter 2: <i>Flintshire: An Efficient and Innovative Council</i> which summarises the Council's track record of being innovative and cost-effective in managing the decline in public funding thus far • Chapter 3: <i>Flintshire: A Low Funded Council</i> where the case is made that Flintshire, as a low funded council under the national funding formula for local government, is particularly at risk under the UK Government's national programme of public sector funding reductions and fiscal constraint • Chapter 4: <i>Our Three Part Funding Strategy</i> which introduces the strategy which follows • Chapter 5: <i>Funding Strategy Part 1: Service Reform</i> which sets out our continued programme of service reforms as the first part of a tripartite strategy to manage and save money • Chapter 6: <i>Funding Strategy Part 2: Corporate Financial Stewardship</i> which sets out our proposals for financing options for the whole Council as the second part of a tripartite strategy to manage and save money • Chapter 7: <i>Funding Strategy Part 3: Working with Welsh Government</i> which sets out our case to Welsh Government for financial support and relief as the third part of a tripartite strategy to manage and save money • Chapter 8: <i>Summary and Conclusions</i> where everything is pulled together
1.08	<p>In <i>Meeting the Challenge</i> we set out for 2016/17 estimated efficiencies and income growth within services, through service reform proposals, of £7M and a further £5M+ through corporate financing proposals. We then go to set out a number of funding proposals and reforms for Welsh Government of around £7M. The three parts of the funding strategy combined would take us to a total of approaching £20M for the next financial year. The strategy is a basis for future budget options through to 2017/18. There are risks to this</p>

	strategy. Nothing can be assumed under the third part of the strategy and the willingness and ability of Welsh Government to assist. What is clear from the Council's funding position, and our space to identify further savings beyond those already being reported, is that if Welsh Government does not provide support with flexibilities and some relief then the Council will have to turn to options for much deeper funding cuts which neither it nor the public will find acceptable.
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2.00	RESOURCE IMPLICATIONS
2.01	The Medium Term Financial Strategy involved planning the use of the financial resources of the Council for a three year period. The implications and risks are therefore significant. The report and the appendices are self-explanatory in presenting the risks to the Council of the major annual reductions in Government funding it is facing. The three part Funding Strategy is in itself a set of proposed solutions.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Members of the Council have been invited to two workshops in July where the financial forecast and the developing strategy have been shared and explored. Group Leaders and Overview and Scrutiny Chairs have also been engaged over a period of time by the Leader. Part 1 of the Strategy has been formally reported to Cabinet and Corporate Resources Overview and Scrutiny for comment and adoption. Chief Officers, the Finance Team, and many service managers and teams have been involved in developing the business plans and corporate finance options which are featured in Part II of the Strategy.

4.00	RISK MANAGEMENT
4.01	The national reductions in funding for local government poses the greatest risk to the governance, performance and sustainability of the Council since. The previous reorganisation in the mid-1990s. This risk can be mitigated through a twofold approach. Firstly, the Council continuing to streamline and innovate. Secondly, by working with Welsh Government to seek some support and relief from budget reductions based on a reasoned case. This twofold approach is set out in the draft of Part II of the Strategy <i>Meeting the Challenge</i> .
4.02	The risks posed to the plans to change and innovate within specific services are managed through assessing the risks and impacts of change as part of framing options and making decisions. The Programme Boards set up to oversee the implementation of the Chief Officer portfolio business plans manage these risks in close detail, with reports being made to Cabinet and Overview and Scrutiny at key stages of decision-taking and, later, performance reporting and evaluation.

5.00	APPENDICES
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5.01	Appendix 1: Published Medium Term Financial Strategy 2015-2018 Part 1: <i>Forecasting the Challenge</i>
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6.00	SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972 List of Accessible Background Documents
6.01	<p>Various working papers and national reference documents held by the Corporate Finance Officer and Chief Executive.</p> <p>Contact Officer: Colin Everett Telephone: 01352 702101 E-mail: chief.executive@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Medium Term Financial Strategy (MTFS): a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.
7.02	Council Fund: the majority of the Council’s revenue expenditure covering all services except Council Housing for which there is a stand-alone and ring- fenced account called the Housing Revenue Account (HRA).
7.03	Housing Revenue Account (HRA): The Housing Revenue Account is “ring-fenced”. This means that local authority housing finance is kept separate from other council accounts.
7.04	Annual Settlement: the amount of its funds the Welsh Government will allocate annually to local government as a whole, as part of its total budget, and to individual councils one by one. The amount of Revenue Support Grant (see below) each council will receive is based on a complex distribution formula for awarding Aggregate External Finance (AEF). The formula is underpinned by assessments of local need based, for example, of population size and demographics and levels of social deprivation.
7.05	Aggregate External Finance (AEF): the total amount of support the Welsh Government provides to councils each year. The total is made up of Revenue Support Grant (see below), a share of the national ‘pool’ of National Non- Domestic Rates (see below) and a number of specific grant where funds are provided for councils to spend on specified services to achieve pre-set outcomes for example in education or waste collection.
7.06	Local Government Funding Formula: the system through which the annual funding needs of each council is assessed at a national level, and from which each council’s annual AEF (see above) is derived. The formula is very complex. In summary, using information such as statistics on local population change and deprivation, the formula sets a guide for each council’s funding needs called the Standard Spending Assessment (SSA).

7.07	Standard Spending Assessment (SSA): Standard Spending Assessments are notional calculations of what each Council needs to spend to provide a standard level of service.
7.08	Revenue Support Grant: the annual amount of money the Council receives from Welsh Government to fund what it does alongside the Council Tax and other income the Council raises locally. Councils can decide how to use this grant across services although their freedom to allocate according to local choice can be limited by guidelines set by Government.
7.09	National Non-Domestic Rates: the business equivalent of the Council Tax where companies pay a property based tax for local services. Each council as the local collection authority collects the tax from companies, pays it into a national 'pool', and then receives a share back as part of its Annual Settlement (see above).

Medium Term Financial Strategy

Part 1 - September 2015



Introduction

This Medium Term Financial Strategy (MTFS) is comprised of two parts. The first part the Medium Term Financial Strategy (MTFS) forecasts the resources the Council is likely to have over the next three years. In Part 2 of the MTFS *Meeting the Financial Challenge* the Council sets out plans and solutions for managing with reducing resources over this three year period.

Our resources are being reduced, year on year, through big reductions in the grants we depend on from Government. We then also have to meet cost pressures, such as inflation, with less money at our disposal. Inflation, rises in demand for critical services, such as social care, and the cost of legal obligations placed on us, such as pensions reform, all place a strain on our reducing budget.

A summary of the forecasting position for 2015/16 - 2017/18 is set out below.

Table 1 - Summary of forecasting position 2015 - 2018

Expenditure	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
National Pressures	0.9	0.4	0.3	1.6
Local Pressures	6.2	2.5	1.2	9.9
Inflation	4.1	4.1	4.3	12.5
Workforce Pressures	2.5	9.4	3.7	15.6
<hr/>				
Income				
Reduction in Revenue Support Grant (3.5%)	6.6	6.5	6.3	19.4
Council Tax Increase (3%)	(2.0)	(2.1)	(2.1)	(6.2)
Projected Gap	18.3	20.8	13.7	52.8

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1. National Pressures

These are financial pressures which are driven nationally and are beyond the control of the Council. They may come about from policy directions or new legislation from either UK Government or Welsh Government, where powers are increasingly devolved. These pressures are expected to be met by councils without extra funds being set aside by Government.

Council Tax Reduction Scheme

The Council Tax Reduction Scheme (CTRS) was introduced in 2013/14 by Welsh Government to provide financial assistance to help some residents pay their Council Tax. CTRS replaced the previous Council Tax benefit system. Welsh Government funding for the scheme does not increase year on year and therefore the annual increase in Council Tax 'benefits' payments we pay out is a pressure on the Council's budget. Over the medium term, this will cost the Council an estimated £0.952m.

Discretionary Housing Payments

Changes to the Government's Welfare Reform Programme have had a financial impact on some households. Discretionary Housing Payments (DHP) offer temporary support to people in difficulty. Over the last three years the Council has 'topped up' the DHP funds provided by Welsh Government to help the most vulnerable. In 2014/15 this cost the Council £0.053m. In 2015/16 there will be a reduction of £0.067m in the amount of funding the Council receives for DHP. The Council will be under pressure to make up any difference.

Impacts of Legislation and Case Law

New legislation such as the Social Services Bill, and Deprivation of Liberty Safeguards Case Law (DoLS), can affect the way services are to be provided and people's rights. Councils have to manage the financial impact of changes in the law as part of their budget often without any additional support from Government. Within the 2015/16 budget a pressure of £0.290m has had to be met for DoLS.

Independent Living Fund

The Independent Living Fund (ILF) provides financial support to disabled people with significant care needs to help them live independently at home or in the community. The UK Government announced that the fund will close from June 2015 with the responsibility for financial support to be transferred to local authorities. The cost pressure for Flintshire County Council is estimated to be £0.338m in 2015/16 with an additional pressure of £0.112m in 2016/17. Welsh Government have recently said that there may be some financial support to help Councils with the transition. At this stage we do not know what help we will receive, if any.

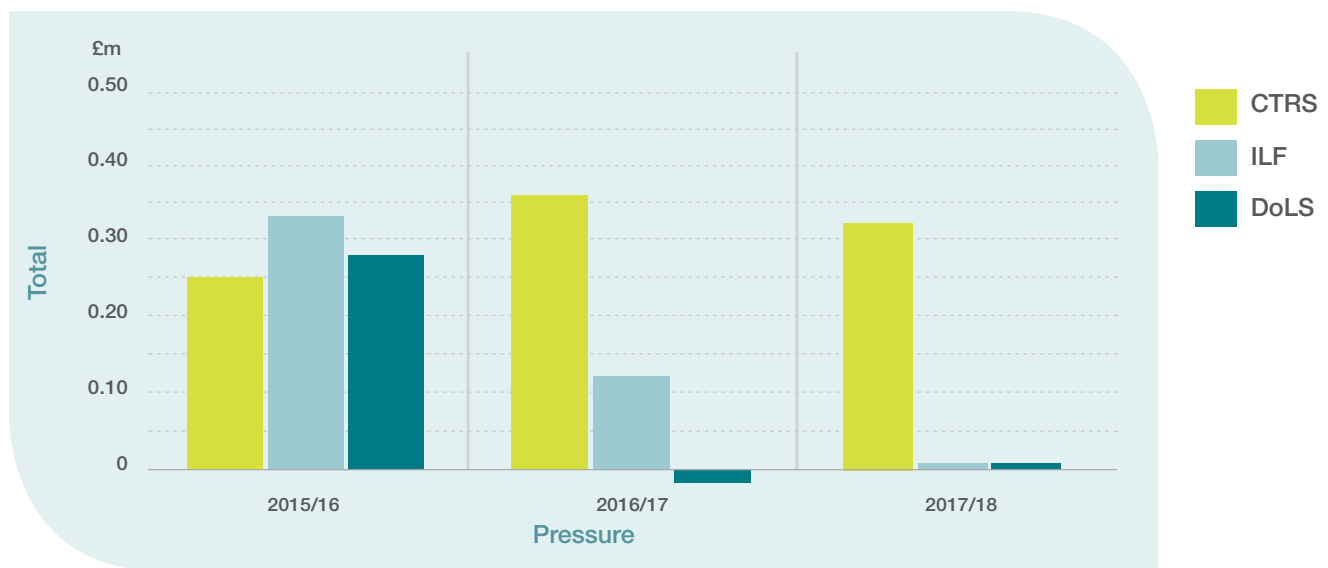
Reductions in Specific Grants

The Council relies on numerous specific grants which the Welsh Government allocate to directly fund services such as Education and Waste Management.

In recent financial years there have been some big reductions in these grants. The Council sometimes has to make up the difference for services to continue.



Table 2 - Specific Non Workforce National Pressures



Late notification of specific grant allocations by Welsh Government make financial planning challenging.

The risks to services from reductions in specific grants include:

- **Sustainable Waste Management Grant** - previous reductions in this grant had created a cumulative cost pressure of £0.308m by 2014/15. A further reduction in the grant for 2015/16 has been confirmed at £0.100m giving a total reduction to date of £0.408m.
- **Supporting People Grant** - there has been a sustained reduction in this grant since 2009/10 of £1.6m.
- **Education Improvement Grant** - Big changes to the education grant system from April 2015 have resulted in 11 grants being amalgamated into a single grant called Education Improvement Grant. The effect of these changes in 2015/16 is a reduction of 9.85% or £0.509m. From 2016/17 Welsh Government are planning to introduce a funding formula for this grant. The impacts of this next phase of change are unknown.
- **Post 16 Education Grant** - This grant was reduced in 2015/16 by 2.5% or £0.149m. Intelligence from Welsh Government suggests a further 5% cut in 2016/17.

The total impact of just the grant reductions shown above comes to £2.7m. Future grant reductions are unconfirmed at this stage and subject to change.

Workforce Costs

There are significant new workforce costs from national changes to Local Government and Teacher Pensions Schemes. These are covered in Section 4 - Workforce.

The total impact of known national pressures is £1.6m

2. Local Pressures

Local pressures come about from demands for services and other local circumstances. They are not funded by Government grant with the cost falling on the Council.

Current Local Pressures

Social Services:

Transition to Adulthood

Each year a number of clients are expected to have ongoing social care needs as they transfer from children's services and become adults. The cost of care packages for each client is based on a careful assessment of their future care needs. In 2015/16 and 2016/17 the number of young clients transferring to Adult Social Care will be 16 and 14 respectively. This has led to a budget pressure of £1.239m in 2015/16, £0.923m in 2016/17 and £0.640m in 2017/18. We have a duty to meet their needs.

Extra Care

There will be annual revenue costs from the running of the new Extra Care Scheme in Flint which will become operational in 2017.

School Modernisation

This pressure is an estimate of the service 'exit' costs of teaching and other employees leaving our service as we change school provision and open the new Post 16 hub at Coleg Cambria, Deeside.

Landfill Tax

An increase in the rate per tonne we pay to take waste to landfill is an additional pressure. There is a statutory requirement to dispose of our waste. The Council is diverting as much waste as possible from landfill through increasing recycling and other forms of disposal.

Making Workforce Efficiencies

As part of the budget for 2015/16, a pressure was included to cover our changing savings targets for reducing the workforce set as part of the 2014/15 budget. Future workforce efficiencies are now being built into our business planning process. There are also cost pressures through releasing employees through redundancy and early retirement.

Prudential Borrowing

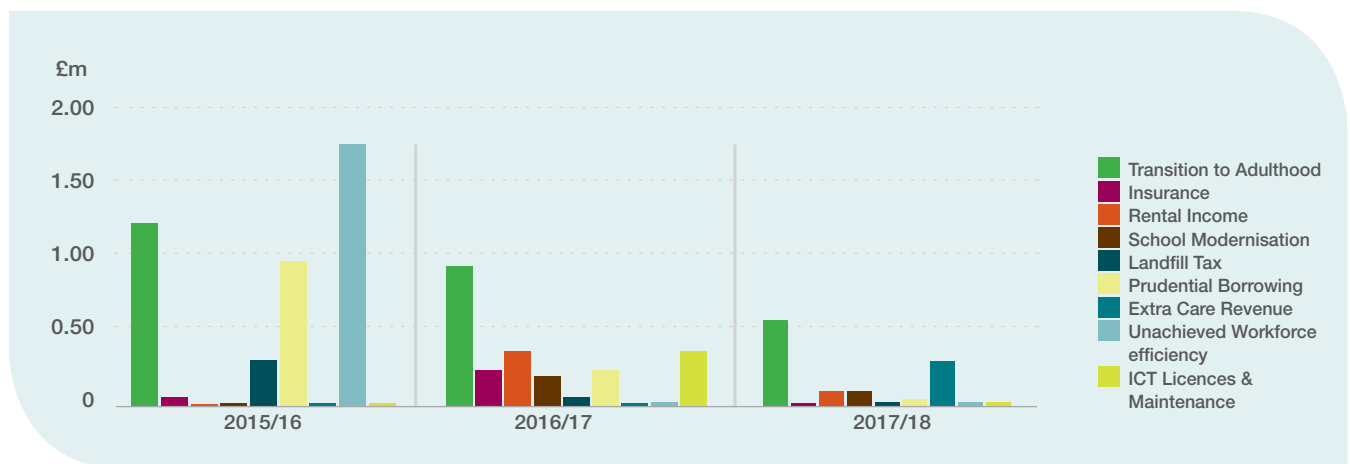
The Council has built up borrowing over the years to fund capital schemes. A review of our Central Loans and Investment Account will reprofile our borrowing. This ongoing review may create efficiencies or pressures. The Council is planning to increase its borrowing to pay for new capital schemes such as improving school buildings.

Internal Insurance Fund

The Council provides insurance cover for the risks it faces through a combination of purchased external insurance and self-insurance through our internal insurance fund. The adequacy of the internal fund has been assessed by our insurance brokers. There is a need to increase the funds to meet our risks.



Table 3 - Specific Non Workforce Local Pressures



September 2015

Information Technology

There is a new recurring pressure from our Microsoft Enterprise Licence agreement at an annual cost of £0.350m per annum from 2016/17. A further emerging pressure for software maintenance is for the iTrent (Human Resources) system from 2016/17.

Workforce Costs

There are significant new workforce costs from the introduction of the Local Single Status Agreement and the actuarial review of the Clwyd Pension Fund. These are covered in Section 4 - Workforce.

Emerging Local Pressures

Municipal Mutual Insurance

Municipal Mutual Insurance (MMI) was the main insurer of the public sector prior to it closing its insurance business in 1992. A scheme is in place for any liabilities still outstanding from historic insurance with MMI. Any increase in claims arising from that period could impact on the levy to be paid by the Council.

Contaminated Land Strategy

The Council has a responsibility to ensure there is no public risk from former landfill sites. There is a need for the Council to assess if there is any need for remedial work on these sites.

Waste Management

The Council is exposed to risks including fluctuations in recycling income from sales of waste recyclates in the open market.

Economy

The Council is exposed to the risk of decreases in the income it relies on from fees and charges in services such as leisure and planning. These fluctuations can depend on the health of the economy.

The total impact of major local pressures is £9.9m

3. Inflation

Inflation is the rate at which the prices for goods and services are expected to rise. The inflation costs a council has to meet are not the same as those that households face. Even at times of low Retail Price Index (RPI) inflation councils can have big inflationary pressures. Flintshire County Council builds inflation into its annual budgets based on the latest market intelligence. Overall, income budgets include a 3% increase to meet inflation. This is based on recent trends in inflation. Within the annual funding 'settlement' the Council receives from Welsh Government no provision is made for inflation. This means that the Council has to find a way of meeting the costs of annual inflation from within its reducing resources.

Types of Inflation

Pay

Provision for nationally agreed pay awards is based on the latest information from our national negotiating bodies. Over the last three years pay inflation has been assumed at 1%, and included in the budget at this level until confirmation of each annual agreements has been received.

Prices

The current forecast for price inflation includes a 2% increase over all expenditure budgets, apart from what we call Non Standard Inflation. Budgets which are not exposed to normal price inflation, such as Benefits, are excluded.

Over the last three years, service managers have had to absorb price inflation within their budgets, without any increase. Extra provision has only been made where there is an exceptional case. In 2015/16 this extra provision totalled £0.421m for exceptions such as increases in care fees where we commission residential care home places.

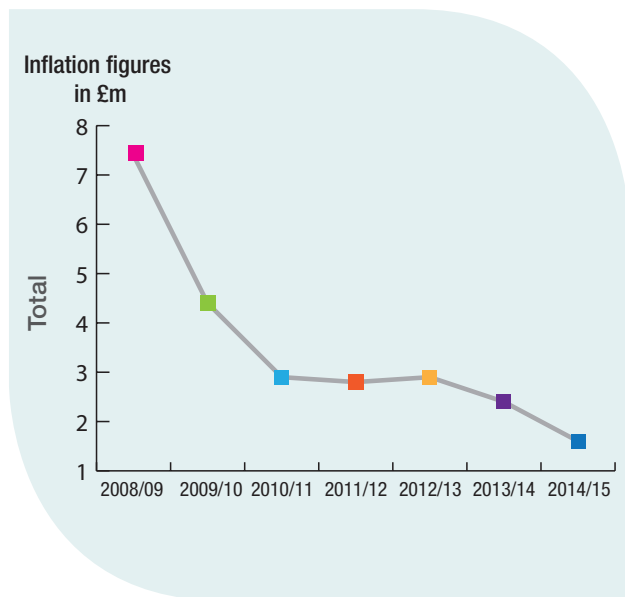
Non Standard Inflation

Non Standard Inflation provision is set aside to support services which are exposed to higher than normal annual inflationary pressures in buying fuel, energy and food supplies.

In recent years these rates of inflation have been volatile, for example, in the energy sector due to rising oil prices. More provision for inflation has been made in these areas in the last two financial

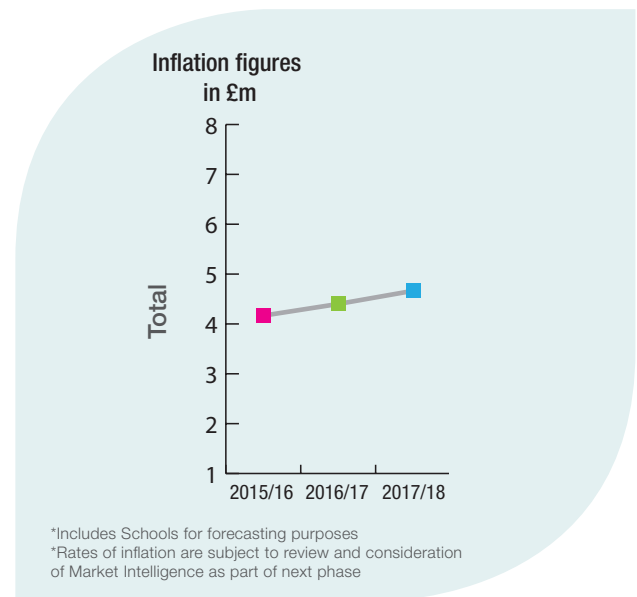


Table 4 - Historical Budgeted Inflation



Trend of inflation built into annual budgets.

Table 5 - Forecast within MTFS



Rates of inflation change over time and are under constant review by the Council.

years, (energy at 8%, fuel at 11.2% and food at 5.8%).

As part of the 2015/16 budget strategy the need to set aside any provision for Non Standard Inflation was reviewed. Specific market intelligence on energy (from Crown Commercial Services, UES Energy) shows that overall prices for gas and electricity were predicted to stay stable in 2015/16.

Market intelligence within the food markets (from Tuco Ltd, Procurement Partner) shows that some food groups may be subject to an increase of between 0.5% and 3%. Inflation on food was considered to be the area of greatest risk in 2015/16. Therefore an allocation of £0.064m was held within the budget.

The inflation risks and costs of energy, fuel and food are subject to many economic and other factors beyond our control. Market intelligence

will be used with quarterly updates to help make this as accurate a forecast as possible.

Inflation on Income

In recent years income budgets have included a 3% increase to reflect the need to raise prices in line with costs. See Section 5 - Income.

The total amount of inflation forecast is £12.5m

4. Workforce

By far the biggest cost of managing a Council of our size is the cost of employing our workforce. Flintshire both employs people to provide services direct to communities and to customers, and commissions or contracts out other services. Where we commission or contract the Council is not the employer. We also employ people to provide essential internal support services such as Finance and Human Resources.

The costs of employing our workforce are rising due to a combination of national and local pressures including annual pay rises, pensions reform, and the Single Status Agreement.

Flintshire employs around 7,140 people in 8,206 roles. The total annual ‘wage bill’ in 2014/15 was in the region of £178m. The ‘wage bill’ is made up of salaries, employer pension contributions, employer national insurance contributions, and allowances and expenses.

The costs of employing people are rising. The costs pressures can be grouped as:-

- ‘cost of living’ pay rises
- low pay protection costs
- local pay settlements
- pensions

‘Costs of Living’ Pay Rises

Workers expect to receive an annual pay rise for their earnings to keep pace with inflation. These are commonly known as ‘cost of living’ pay awards and are negotiated nationally between representatives of the local government employers and the trade unions.



Following a period of imposed pay ‘freezes’, annual pay awards are again being granted by agreement. Annual pay awards are running at between 1-2% for most local government workers.

The cumulative impact of national pay awards for 2015/16-2017/18 is shown in Table 6.

Table 6 - Pay Awards Impact

2015/16 £m	2016/17 £m	2017/18 £m	Total £m
1.804	1.690	1.707	5.201

Low Pay Protection Costs

Workers are protected from being low paid through the setting of a national minimum wage. The lowest levels of pay in local government are above the national minimum wage. The minimum wage is £6.50 per hour rising to £6.70 per hour on 1 October 2015. Flintshire’s lowest hourly pay rate is currently £7.189 per hour. Whilst there are no immediate pay pressures here for the Council as it meets its legal obligations, this might change over time.

There is pressure from Trade Unions, some political parties and lobby groups for employers to adopt the Living Wage. The Living Wage is argued to be a more realistic amount for people to live on and is set at a higher rate than the Minimum Wage at £6.50 per hour. Whilst Flintshire has gone some way to preventing low pay and has implemented a pay structure where the lowest pay grade ‘tops out’ near to the Living Wage, we have not as an employer set it as a minimum. If we were to do so this would present a new cost pressure. Just under 1,300 employees (including relief workers) are currently paid beneath the Living Wage.

Local Pay Settlements

Local authorities have obligations to ensure that they pay all employees fairly with equality of treatment for women and men. These obligations come from important national agreements and the equal pay legislation. Reviewing local pay arrangements to ensure that there is equality of treatment is a complex and time-consuming exercise. Like many other local authorities Flintshire has now reached a Single Status Agreement to achieve this. Under our Agreement we have introduced a new pay and grading model. Single Status Agreements have in every single case around the country added cost to the ‘wage bill’. Whilst some employees will gain on pay, some will stay the same, and some will lose on pay, a significant majority will have to gain or stay the same to successfully achieve agreement through negotiations between employer and trade unions and then through a workforce ballot. Therefore, there will be a total increase in pay costs across the board under these types of Agreements.

Some years ago the Welsh Government made extra provision in the base financial settlement for local government to support the costs of introducing Single Status Agreements in the knowledge that they would inflate workforce costs. Whilst providing this support was a visionary step towards ending unequal pay between women and men, the provision set aside was not enough to meet the inflationary impact in full. Councils have to make up the shortfall themselves.

Flintshire’s Single Status Agreement was introduced in 2014. The inflationary impacts for the first two years have been ‘buffered’ or cancelled out through the use of financial reserves. The Agreement will impact on the budget from June 2016. The annual cost of the wage bill will rise for several years as some employees who have entered a new pay grade work their way up through the annual pay increments until they reach the top of their grade. At this point the wage bill will ‘peak’.

The impacts of the Single Status Agreement are shown in table 7 below. The impacts shown are net of the annual

Table 7 - Single Status Impact

2015/16	2016/17	2017/18	Total
£m	£m	£m	£m
0.000	3.774	1.726	5.500



provision with the national financial settlement of £4.3m. The forecasted impacts reported to Council in October 2013, when adopting the Single Status Agreement, were greater; they have been significantly reduced through the ongoing programme of reducing the scale of the workforce through voluntary redundancies and retirements.

Local Government Pension Scheme

Local government employees (other than teachers, police and firefighters) are entitled to be members of the local government pension scheme. The pension scheme is a funded one where both employers and employees contribute to the costs of building their ‘pension pot’ for their eventual retirement. The monies are invested into the Clwyd Pension Fund for capital gain and income to pay pension liabilities both now and into the future.

Public service pension schemes are being reformed to help financial sustainability. For the local government pension scheme the new CARE (Career Average) scheme replaced the final salary scheme from 1st April 2014. At a national level the Government have reviewed how the pension provision is shared more fairly between employees and scheme employers, if costs continue to increase. This may result in a change to employee contributions or scheme benefits in the future.

The employer contribution for the Council is set by the Fund Actuary every three years. The last actuarial valuation date was 31 March 2013 which provided both future service cost contributions and deficit payments for 2014/15, 2015/16 and 2016/17. The future Flintshire rate

is a percentage of pensionable pay and will vary. At the last actuarial valuation the employer contribution rate was set as 12.2% (2014/15), 13.2% (2015/16) and 13.9% (2016/17),

At the last Actuarial Valuation the Council had a pension deficit of £197m. The Council has a deficit recovery plan of 19 years and the agreed payments are £9.185m (2014/15), £9.490m (2015/16) and £9.985m (2016/17).

The pension contributions to be made to the Clwyd Pension Fund by Flintshire as an employer were in the region of £10.2m.

For the third and final year of this MTFs it is more difficult to estimate pension costs. Despite strong asset returns on investments of +16% in 2014/15, the funding level of the Fund has fallen by 5%. The Council's deficit has therefore increased. This is due to lower than estimated long term interest rates. The Actuary of the Clwyd Pension Fund will undertake a funding review this year which may assist all employers in the Fund with their future financial plans, ahead of the next Actuarial Valuation.

Pensions Performance: the most recent actuarial review in 2013/14 reset employer contributions for the period 2014/15 - 2016/17. The inflationary impacts are shown in table 8 below.

Pensions Reform: a number of recent pensions reforms are causing inflationary pressure. Under a change called the Single Pension Scheme local government pension schemes will no longer qualify

for a rebate for national insurance contributions made towards the additional State Pension known as the Second Pension. This change will increase National Insurance employer contributions by 3.4% from April 2016. The inflationary impacts are shown in table 8 below. Employee national insurance contributions will also increase.

Under a change called Automatic Enrolment, access to pension provision in a qualifying pension scheme had to be made available to all new employees from 1 October 2012. For all existing employees who had previously deferred entry or opted out of the Clwyd Pension Fund, a transitional period to October 2017 applies. At this time, any remaining employees would be automatically enrolled into the Clwyd Pension Fund. This will be at a cost to the Council. It is not expected that all employees with deferred Fund entry will choose to stay in the Pension Fund at 2017, but a proportion will. The predicted inflationary impacts are also shown in table 8 below.

Teachers' Pension Scheme

The Teachers' Pension Scheme is a central government controlled Public Service Pension Scheme that, unlike the LGPS, is unfunded. The contributions are set by Central Government. Under pensions reform the employer contributions for teachers' pensions are to be increased from 2016. The inflationary impacts are also shown in table 8 below.

Table 8 - Cost of Pensions to the Council as the Employer

Pressure	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
Actuarial Review	1.747	1.504	1.300	4.551
Single Pension Scheme	0	2.787	0	2.787
Auto Enrolment	0	0	0.625	0.625
Teachers' Pension Increase	0	1.364	0	1.364
Total	1.747	5.655	1.925	9.327

The total amount of workforce pressures is £15.6m (excluding inflation)

5. Income

The Council is funded from two main sources - the Revenue Support Grant and Council Tax. The Revenue Support Grant (RSG) awarded by Welsh Government makes up 65% of the total income of the Council with Council Tax contributing 22%. The remainder is made up from specific government grants and income from fees and charges. RSG is reducing year on year. UK Government fiscal plans show a continuation of reductions in the medium term. Setting Council Tax is a continual challenge in the current financial situation. Other income generating opportunities can be constrained by Welsh Government controls and economic factors. It can be difficult to balance increased charges to recover costs, with affordability and collectability from clients and customers.

Revenue Support Grant (RSG)

The Council received a reduction in its RSG of 3.4% in 2015/16 equal to £6.6m. Welsh Government has not given any firm indication of the level of RSG funding for future years. Continuing reductions are expected and we are assuming reductions in RSG of 3.5% per year for the next two years in this strategy.

Over the medium term of this forecast this could mean a total £19.4m reduction in RSG funding.

Section 1 - National Pressures highlights the significant reductions in specific grants which are added to the reduction in RSG in arriving at a complete forecast for this three year period.



Council Tax and Business Rates

The Council collects the Council Tax from local residents and the 'Business Rates' from local businesses.

The level of Council Tax is set annually and is paid by local residents to help finance the Council's overall budget (£60m in 2015/16).

The Council collects the local 'business rates' on behalf of Welsh Government. This is then paid into a national pool and redistributed to councils as part of the annual financial settlement. The Council expects to collect in the region of £63m in 2015/16. Of the collected amount the Council only retains £51m with the rest going into the national funding system.

As part of the budget for 2015/16 the Council agreed to set the increase on Council Tax at 3.75%. This is at a higher level than the 3% set in previous budget years. This extra rise was needed due to the challenging financial position faced by the Council as set out in this strategy.

The level of Council Tax for future years will be a democratic decision of the Council. For the purposes of this plan an annual increase of 3% has been built in for 2016/17 and for 2017/18. This would provide an additional £2.1m of income per year. In setting the Council Tax the Council has to balance the financial needs of the organisation to maintain its services with the affordability of Council Tax for local residents.

Fees and Charges

In 2014/15 the Council generated £25m from fees and charges. The Council is developing a more wide ranging Income Strategy to help increase overall income to cope with the financial challenges it is facing. This work builds on earlier work to develop a single and consistent fees and charges policy with transparency in the setting of its fees and charges.

Existing fees and charges are, wherever possible, increased annually by 3% to meet the costs of inflation. However there are restrictions on the levels of income councils can charge for some services e.g. homecare services.

The budget strategy for 2015/16 was based on fundamental three year business plan reviews across all Council service portfolios. Within these plans were proposals for increasing income including:-

- maximisation of external funding
- increase in joint funding from Health
- Public Protection fee increases to reflect cost
- review of car parking charges
- increased charging for some services

These reviews led to an increase in budgeted income across portfolios of £2.3m in 2015/16.

For 2016/17 and 2017/18, the Council will need to develop its income policy and identify new opportunities for income to help bridge the gap from the reduction in national funding.

Income Dependency

The Council is dependent on being able to generate income to fund some of its core services. For example, Leisure Services relies on £6m from income, mainly from its customers, whilst Facilities Services (Cleaning and Catering) relies on £3m from external income. In Catering the strategy for fees and charges needs to consider the impact of charging to avoid turning customers away.

Constraints on Charging Policy

In recent years, Welsh Government have introduced measures such as the First Steps Improvement Package which introduced a then cap of £50 per week on the amount that Local Authorities could charge for Domiciliary Care. This led to a loss of income to Flintshire County Council of £0.426m in 2011/12 and has limited the Council's ability to increase income for future years.

Reviews of these national constraints are needed to give councils the freedom to recover more income to subsidise some of the services it provides.

The impact of reductions in Revenue Support Grant is £19.4m offset by increase in Council Tax income of £6.2m

6. Total Impacts

The total impact of known national pressures is £1.6m

The total impact of major local pressures is £9.9m

The total amount of inflation forecast is £12.5m

The total amount of workforce pressures is £15.6m (excluding inflation)

The impact of reductions in Revenue Support Grant is £19.4m offset by increase in Council Tax income of £6.2m

Total impact is £ 52.8m



CABINET MEETING

Date of Meeting	15 September 2015
Report Subject	Quarter 1 Improvement Plan Monitoring Report
Portfolio Holder	Cabinet Member for Corporate Management
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Improvement Plan 2015/16 was adopted by the Council in June 2015. This report presents the monitoring of progress for the first quarter of 2015/16.

Flintshire is a high performing Council as evidenced in previous Improvement Plan monitoring reports as well as in the Council's Annual Performance Reports. This first monitoring report for the 2015/16 Improvement Plan is also a positive report, with the majority of activities being assessed as making good progress 75.0% and likely to achieve the desired outcome 83.9%. In addition, 69.5% of the performance indicators met or exceeded target for the quarter. Risks are also being successfully managed with the majority being assessed as moderate (72.1%) or minor (16.3%).

This report is an exception based report and therefore detail focuses on the areas of under-performance.

RECOMMENDATIONS

1. To agree the following:

- the levels of progress and confidence in the achievement of high level activities which seek to deliver the impacts of the Improvement Plan;
- the performance against improvement plan performance indicators; and
- the current risk levels for the risks identified in the Improvement Plan.

2. Cabinet Members be assured by plans and actions to manage the delivery of the 2015/16 Improvement Priority impacts.

REPORT DETAILS

1.00	EXPLANATION OF IMPROVEMENT PLAN MONITORING REPORTS
1.01	The Improvement Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2015/16 Improvement 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	Individual sub-priority reports (16 in total) 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	The detailed sub-priority reports at Appendix 1 are in a new format, which has been generated from the new performance management system, CAMMS.
1.04	CAMMS is an integrated planning, risk management and programme/project management and reporting software. It was purchased in April 2015 and work to commence implementation began in May; focusing initially on the Council's Improvement Plan and the Portfolio of Social Services. A link for further information about CAMMS is provided at paragraph 6.02 below.
1.05	CAMMS has been purchased to provide benefits which include: <ul style="list-style-type: none">• efficiencies by reducing duplication and data entry;• a single version of the truth;• improved visibility and accountability for performance and programme / project management objectives; including an audit trail; and• dynamic, exception based reporting with dashboards and standard reports.
1.06	During the process of setting the Improvement Plan into CAMMS, some minor errors and changes were required/requested by officers. A log of all changes to the Improvement Plan agreed by County Council can be found at Appendix 2. The revised version will be available via the website shortly.
1.07	Risks are now assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. Paragraph 6.03 contains a link to the Audit Committee report which outlines the new approach, including the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.

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							
<p>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.</p>							
1.08	This is an exception based report and detail therefore focuses on the areas of under-performance.						
1.09	<p>Monitoring our Activities</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>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) 						
1.10	<p>In summary our overall progress against the high level activities is: -</p> <p>ACTIVITES PROGRESS</p> <ul style="list-style-type: none"> • We are making good (green) progress in 42 (75.0%). • We are making satisfactory (amber) progress in 13 (23.2%). • We are making limited progress (red) in 1 (1.8%). 						

	<p>ACTIVITIES OUTCOME</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the achievement of 47 (83.9%). • We have a medium (amber) level of confidence in the achievement of 9 (16.1%). • We have a low (red) level of confidence in the achievement of 0 (0%).
1.11	<p>One activity showed a red RAG status for current progress: -</p> <p>Priority: Living Well (Integrated Community Social and Health Services) The continued integration of community based health and social care teams to provide a consistent service across localities has been assessed as 'red' for progress, as the Authority is currently awaiting a response from Health colleagues about the proposed re-organisation of community services. The outcome is assessed as amber.</p>
1.12	<p>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: -</p> <ul style="list-style-type: none"> • 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.
1.13	<p>Analysis of current levels of performance for those PIs which are measured quarterly and where performance could be compared with target, shows the following: -</p> <ul style="list-style-type: none"> • 41 (69.5%) had achieved a green RAG status • 9 (15.3%) had achieved an amber RAG status • 9 (15.3%) had achieved a red RAG status
1.14	<p>The nine performance indicators (PIs) which showed a red RAG status for current performance are: -</p> <p>Priority: Appropriate and Affordable Homes PI: The average number of calendar days taken to deliver a Disabled Facilities Grant for Children (PSR/009a) - Target 316 days - Actual 660 days</p> <p>One highly complex case was completed during the quarter one which took a total of 660 days.</p> <p>Priority: Living Well (Safeguarding) PI: The percentage of initial child protection conferences held within 15 days of the strategy meeting (SCC/014) - Target 95% - Actual 79.41%</p> <p>Due to unusually high numbers of requests for conferences during the quarter (more than double the usual volume), some of the conferences were unavoidably held outside the 15 day timescale to ensure due diligence. However, they were held at the first available appointment after the 15 days had elapsed.</p>

Priority: Skills and Learning (Apprenticeships and Training)

PI: The percentage of young people above school age in the youth justice system that are offered 25 hours education, training or employment (ETE) - Target 40% - Actual 33%

This cohort comprises those children or young people (CYP) whose statutory order ended in the quarter. Lack of progress has been shaped by a number of factors: -

- Small cohort size; improvements in most cases can be offset where a single case lacks progress.
- The characteristics of the cohort; all cases evidence significant patterns of disengagement and disruption with ETE settings over many years, including exclusions in some cases. It can take time to achieve improvements in conduct/attitude.
- Availability of offers; current decommissioning of some arrangements whilst others are being developed (due to commence September 2015).

In addition to the new arrangements, improved Youth Justice Service (YJS) recording and referral activities should also mitigate against sustained low performance. The YJS Management Board is monitoring progress in this target area.

For young people in the secure estate, improved partnership with Werrington Youth Offenders Institute (YOI) and the implementation of protected education packages will support identification and sustainability of offers.

Priority: Safe Communities (Community Safety)

PI: Achieving a waiting time of less than 20 days from referral to treatment (substance misuse) - Target 80% - Actual 69.27%

In Flintshire those waiting less than 20 days between a referral and treatment start date is 69.27% (142). The majority of clients were seen within a 12 week period.

Waiting times are a priority for the North Wales Substance Misuse Area Planning Board (APB) as bottlenecks within services have been identified between the referral and assessment stage. The APB and regional service managers are working closely to resolve these issues.

Priority: Poverty (Maximising Income)

PI: Speed of processing of Housing Benefit claims: new claims - Target 17.5 days - Actual 22.08 days

The performance achieved for quarter one was as expected for this time of year in consideration of the year end rent increases and year end income changes. Performance for the current quarter has improved on that achieved for quarter one of 2014/15. It is expected that performance for new claims will improve in each subsequent quarter.

Priority: Environment (Transport Infrastructure and Services)

PI: Road safety initiatives to reduce the risk of collisions of high risk groups:

	<ul style="list-style-type: none"> • Older drivers - Target 20 - Actual 7 Funding for the initiative was not received until mid May and therefore did not commence until halfway through quarter one. Previous experience has shown that a fully advertised workshop can achieve the attendance target. It is anticipated that workshops in the remaining quarters will achieve targeted participation levels and recoup the shortfall from quarter one. • Newly qualified young drivers - Target 27 - Actual 7 As above, funding was not received until mid May and has been granted on the basis of cost per head trained. Given current delivery arrangements, cost allocation does not provide for advertisement. In order to adapt to Welsh Government stipulations relating to use of funding, the Authority will manage, coordinate and deliver training in-house. Efficiency savings from this change will then permit the inclusion of advertisement. Current arrangements are being reviewed to facilitate these efficiencies. • Motorcyclists - Target 27 - Actual 20 The target represents the maximum funding available to enable 108 people (27 per quarter) to be trained during the year. However, the actual number of people trained will be dependent on the North Wales Police BikeSafe Trainer's time allocation for training within Flintshire. <p>Priority: Modern and Efficient Council (Improving Resource Management) PI: Amount of efficiency targets achieved - Target £12.874m - Actual £10.876m</p> <p>Progress against the annual efficiency target is reported monthly to Cabinet and Corporate Resources Overview and Scrutiny Committee. As at the end of the first quarter the expected efficiencies for 2015/16 are forecast to be £10.876m which equates to 84% of the total targeted efficiencies. For further information please see the September Budget Monitoring report prepared for Cabinet.</p>
1.15	<p>Monitoring our Risks Analysis of the current risk levels for the strategic risks identified in the Improvement Plan is as follows: -</p> <ul style="list-style-type: none"> • 1 (2.3%) is insignificant (green) • 7 (16.3%) are minor (yellow) • 31 (72.1%) are moderate (amber) • 4 (9.3%) are major (red) • 0 (0%) are severe (black)
1.16	<p>The four major (red) risks are: -</p> <p>Priority: Appropriate and Affordable Homes Risk: The supply of affordable housing will continue to be insufficient to meet community need</p> <p>The Housing Regeneration & Strategy Service continues to work closely with the Planning Service and Grwp Cynffin for the delivery of affordable housing. Applications to the affordable housing register remain steady and</p>

	<p>an increasing number of affordable housing units (both gifted and equity share) are being provided through Section 106 Planning Agreements.</p> <p>Priority: Skills & Learning (Modernised and High Performing Education) Risk: Limited funding to address the backlog of known repair and maintenance works in Education and Youth assets will be further reduced to meet new pressures on the Education and Youth Budgets</p> <p>School Modernisation remains a key tool in enabling the Authority to invest appropriately in its school portfolio. This will involve a reduction in schools within the Council's portfolio (therefore reducing the backlog) and a reduction of unfilled places.</p> <p>Priority: Modern and Efficient Council (Improving Resource Management) Risk: The scale of the financial challenge.</p> <p>The level of anticipated funding from Welsh Government is still uncertain and will not be confirmed until receipt of the Final Settlement announcement, which may be later than in previous years due to the next UK Spending Review scheduled for the Autumn. For further information, please also see the Medium Term Financial Strategy report, which is also on the agenda of the September Cabinet meeting.</p> <p>Priority: Modern and Efficient Council (Improving Resource Management) Risk: The capacity and capability of the organisation to implement necessary changes</p> <p>The extensive programme to consider alternative delivery models across a range of services will continue to impact on available resources across portfolios. Corporate support will need to be prioritised for those services progressing to the feasibility stage. Additional/external support may be needed as the commissioning stage approaches.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Improvement 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.
3.03	It was agreed during the Member Workshop in May, which consulted on the Improvement Plan for 2015/16, that a 'how to guide' for the Improvement Plan would be produced. This will be presented to the Corporate Resources Overview and Scrutiny Committee in September prior to being shared with the other Overview and Scrutiny Committees.

4.00	RISK MANAGEMENT
4.01	Progress against the risks identified in the Improvement Plan have been reported on for quarter one and the detail is included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.15 and 1.16 above.

5.00	APPENDICES
5.01	Appendix 1: Quarter 1 Improvement Plan Progress Report
5.02	Appendix 2: Log of changes to the Improvement Plan 2015/16

6.00	<u>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</u>
6.01	Improvement Plan 2015/16: http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx
6.02	CAMMS Website: http://cammsgroup.com/
6.03	Risk Management Update Report to Audit Committee: http://cyfarfodyddpwyllgor.siryfflint.gov.uk/documents/g3335/Public%20reports%20pack%2003rd-Jun-2015%2014.45%20Audit%20Committee.pdf?T=10&LLL=undefined
	Contact Officer: Vicki Robarts Performance Team Leader
	Telephone: 01352 701457
	E-mail: Vicki.robarts@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Improvement 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 an Improvement Plan.
7.02	CAMMS: an integrated planning, risk management and programme/project management and reporting system.
7.03	Substance Misuse: the continued use of drugs or alcohol despite negative consequence to the individual using, their friends, family and the community.
7.04	Werrington Youth Offenders Institute (YOI): based in Staffordshire, this institute provides specialist custodial places for young people aged 15 - 18.
7.05	Grwp Cynefin: a North Wales Housing Association.

7.06	School Modernisation: the process by which the Local Authority ensures there are a sufficient number of high quality school places, of the right type in the right locations.
7.07	Medium Term Financial Strategy: a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.
7.08	Alternative Delivery Models (ADMs): new approaches to service delivery designed to sustain important services and meet future need.

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Improvement Plan Progress Report Quarter 1 2015/16

Flintshire County Council

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Print Date: 04-September-2015

1 Housing

1.1 Improving the choice and quality of local housing

1.1.1 Appropriate and Affordable Homes


ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Meet the new homeless prevention duties of the new Wales Housing Act 2014	Pam Davies - Housing Options Team Leader	In Progress	01-Apr-2015	31-Mar-2016	80.00%	 AMBER	

ACTION PROGRESS COMMENTS:

During quarter 1 there was 245 households approaching the local authority for assistance to either being homeless or threatened with homelessness. These households have all completed a section 62 assessment and a personal housing plan to identify the reasonable steps required to address their housing situation. Whilst the number approaching the authority is similar to the number presenting under the old legislation, however, under the new legislation the 245 households have all received a more enhanced service than they would have received previously. To enable the authority to achieve sustainable outcomes, it would be necessary to identify and implement a sufficient range of housing solutions. To ensure we are able to capture all the appropriate statistical data it has been necessary for a new IT system to be developed, hopefully we will be operational in October 2015.

Last Updated: 07-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Stimulate the growth of affordable housing	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	In Progress	01-Apr-2015	31-Mar-2016	60.00%	 GREEN	

ACTION PROGRESS COMMENTS:

The Flintshire House Standard Design Specification for new build was approved by Cabinet April 2015. The Standard will continue to be refined and developed during the design and development stages to incorporate detailed specification of key components parts including kitchens, windows, doors, bathrooms etc.

Detailed design and scheme viability work is now also being undertaken for The Walks, Flint, the site of the former Custom House School, Connah's Quay and Maes Y Meillion, Flint. Work is now also being undertaken on a further site of the former Dairy, Connah's Quay, which has been bought by the Council through

the Welsh Government's V & V grant funding programme. These plans will be submitted for Cabinet approval in October 2015, with the view of submitting respective planning applications for each site presented in November / December 2015.


The work is overseen by fortnightly meetings the SHARP Design Team which included representatives from Wates (the development partner), Planning, Highways, Housing, Streetscene, Building Control and Design and Consultancy Team. Detailed plans and financial information will be presented to Cabinet in October 2015 for approval. Subject to Cabinet approval, schemes will be submitted for planning approval in November / December 2015, with the view of starting on site in February / March 2015.

Adopting a Flintshire House Standard Design Specification for new build Council led housing by December 2015 -The Flintshire House Standard Design Specification for new build was approved by Cabinet April 2015. The Standard will continue to be refined and developed during the design and development stages to incorporate detailed specification of key components parts including kitchens, windows, doors, bathrooms etc.

Receiving planning approval for the building of new Council and affordable homes on the Leeswood, Connah's Quay and Flint sites by January 2016 -Detailed design and scheme viability work is now being undertaken for The Walks, Flint, the site of the former Custom House School, Connah's Quay and Maes Y Meilion, Flint. Work is also being undertaken on a further site of the former Dairy, Connah's Quay. These plans will be submitted for Cabinet approval in October 2015, with the view of submitting respective planning applications for each site in November / December 2015.

Commence the construction of new Council and affordable homes on the Leeswood, Connah's Quay and Flint sites by April 2016 -Detailed design and scheme viability work is now being undertaken on The Walks, Flint, the former Custom House School site and Maes Y Meilion, Leeswood. Design work is also being undertaken on the former Dairy site, Connah's Quay, with the view of inclusion in the initial batch of housing schemes to be included within the SHARP. The work is overseen by fortnightly meetings the SHARP Design Team which included representatives from Wates (the development partner), Planning, Highways, Housing, Streetscene, Building Control and Design and Consultancy Team. Detailed plans and financial information will be presented to Cabinet in October 2015 for approval. Subject to Cabinet approval, schemes will be submitted for planning approval in November / December 2015, with the view of starting on site in March 2015.


Last Updated: 17-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.3 Meet the duties of the Wales Housing Act 2014 for the Traveller Community	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2015	31-Mar-2016	20.00%	 AMBER	

ACTION PROGRESS COMMENTS:

The primary duty contained with the Housing Act in relation to the traveller community is the need to produce a Gypsy/Traveller Accommodation Assessment by 26th February 2016. Whilst opportunities for conducting this in collaboration were explored, this was not possible. Discussions have taken place with the consultancy firm that carried out the councils Local Housing Market Assessment (LHMA). The firm has the necessary skills and experience to undertake the assessment and can meet WG timescales, therefore they are to be appointed in quarter 2 to conduct the study as an extension to their existing contract.

Last Updated: 10-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.4 Develop our extra care provision to provide units in Flint and Holywell	Craig Macleod - Development & Resources Manager	In Progress	01-Apr-2015	31-Mar-2016	30.00%	 AMBER	

ACTION PROGRESS COMMENTS:



Full planning permission was granted for the Flint Extra Care scheme in April 2015. The design was signed off by Social Services in May. The service model will be agreed in partnership with Pennaf. The build is scheduled to commence in October 2015, subject to the movement of utilities and completion of the archaeology surveys. It will be an 18 month build and completion is aimed for April 2017.

Outline planning permission was refused for the Holywell Extra Care scheme in April 2015 as a result of concerns regarding the site chosen and the impact of the loss of parking to the town. Alternative sites are being reconsidered and explored before planning is re-submitted. The aim is to have outline planning permission by October 2015. The design is still to be agreed and will commence as soon as an agreed site has been identified and received outline planning permission.

Last Updated: 18-Aug-2015

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PERFORMANCE INDICATORS

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	Katie Clubb – Community Support Services Manager	Pam Davies – Housing Options Team Leader	90.00%	N/A		Unfortunately we are unable to provide a figure for this indicator as the legislation only commenced in April, 2015. We will be able to provide data at the end of quarter 2, i.e. when the legislation has been in force for 6 months
The number of gifted new homes realised through Section 106 Planning Agreement between the Council, NEW Homes and the developers	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	N/A	0.00	0.00	 GREEN	


The number of households where homelessness is prevented by the use of the private rented sector	Katie Clubb – Community Support Services Manager	Pam Davies – Housing Options Team Leader	Baseline 2015/16	25.00		A total of 83 households were assisted in either preventing or relieving homelessness. Of these 25 successfully secured accommodation in the private rented sector
The number of households where the Council has discharged its full statutory duty into private rented accommodation	Katie Clubb – Community Support Services Manager	Pam Davies – Housing Options Team Leader	Baseline 2015/16	0.00		This indicator represents the section 75 duty which is only provided to a households when prevention work has failed. During this quarter no acceptance have been made

RISKS

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
Homelessness will remain a growing area of demand due to the current economic climate	Clare Budden - Chief Officer - Community and Enterprise	Pam Davies - Housing Options Team Leader	 Amber Moderate (3)	 Amber Moderate (3)	Due to legislation only coming into effect it April it is too early to say whether the risk has changed. However we will be in a better position following quarter 2 to comment further.
Demand for advice and support services will not be met.	Clare Budden - Chief Officer - Community and Enterprise	Paul Neave - Manager - Advice and Homelessness Service	 Amber Moderate (3)	 Amber Moderate (3)	FCC is continuing to fund the Flintshire Advice Gateway to complement the Flintshire Support Gateway. Both gateways aim to ensure residents in need of social welfare advice and support are referred to an appropriate service provider in order to, as far as practical, maximize effective use of resources. However, concerns have been by the service provider managing the Advice Gateway, that some providers are approaching capacity. This situation will be kept under review by the Flintshire Tackling Poverty Partnership.
The supply of affordable housing will continue to be insufficient to meet community need	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	 Red Major (4)	 Red Major (4)	The Housing Regeneration & Strategy Service continues to work closely with the Planning Service and Grwp Cynefin around the delivery of affordable housing. This risk is being well managed with applications to the affordable register are steady and an increasing number of affordable housing units (both gifted and equity share) being provided through S.106 agreements.

1.1.2 Modern, Efficient and Adapted Homes


ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 Deliver financial support to repair, improve and adapt private sector homes	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	

ACTION PROGRESS COMMENTS:

There has been an increase in the number of expressions of interest for financial support, which coincides with the launch of the Welsh Government Home Improvement Loan Scheme. There are currently 20 approved loans with the system awaiting a start on site. In addition 4 of the new WG Home Improvement Loans are making their way through the assessment process. This is a strong start to the first quarter, against a target of 40 Loans completed for the financial year.


Last Updated: 10-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Reduce the number of long term vacant homes	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	

ACTION PROGRESS COMMENTS:







Performance in the first quarter has been strong with 9 long term vacant properties returned to use. This is as a result of additional funds through Vibrant & Viable Places being made available for the Living Over The Shops initiative and the high demand for Houses into Homes loan funding.





Last Updated: 10-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard across all Flintshire Council homes	Tony Jones - Capital Works Team Manager	Not Started	01-Apr-2015	31-Mar-2016	5.00%	 GREEN	



The strategy has been developed and approved. The capital works team have completed all the main tendering exercises and are currently implementing the projects on site. The 5% complete reflects the progress made to date (approx. 3rd) of the first year of the six plan. 100% will only be achieved one the whole







PERFORMANCE INDICATORS

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan	Gavin Griffith - Housing Regeneration & Strategy Manager	N/A	10.00	20.00	 GREEN	There are currently 20 approved loans in progress, which will complete during Q2.
PSR/009a The average number of calendar days taken to deliver a Disabled Facilities Grant for Children	Gavin Griffith - Housing Regeneration & Strategy Manager	N/A	316.00	660.00	 RED	This represents one highly complex case completed during the quarter 1.
PSR/009b the average number of calendar days taken to deliver a Disabled Facilities Grant for Adults	Gavin Griffith - Housing Regeneration & Strategy Manager	N/A	274.00	284.57	 AMBER	This represents 21 cases completed during Q1.
The number of empty homes brought back into use through the Welsh Government Houses into Homes Scheme	Gavin Griffith - Housing Regeneration & Strategy Manager	N/A	9.00	9.00	 GREEN	Performance in the first quarter has been strong with 9 long term vacant properties returned to use. This is as a result of additional funds through Vibrant & Viable Places being made available for the Living Over The Shops initiative and the high demand for Houses into Homes loan funding.
Capital Works Target – Heating Upgrades	Nikki Evans - Senior Manager Council Housing Services	Tony Jones - Capital Works Team Manager	72.00	89.00	 GREEN	Contractors have been procured for all work streams. The majority of work scheduled to be undertaken in Quarter 1 involved surveys. The majority of individual upgrades are profiled to be delivered in Quarters 2 and 3.
Capital Works Target – Kitchen Replacements	Nikki Evans - Senior Manager Council Housing Services	Tony Jones - Capital Works Team Manager	22.00	11.00	 GREEN	Contractors have been procured for all work streams. The majority of work scheduled to be undertaken in Quarter 1 involved surveys. The majority of

						individual upgrades are profiled to be delivered in Quarters 2 and 3.
Capital Works Target – Smoke Detectors	Nikki Evans - Senior Manager Council Housing Services	Tony Jones - Capital Works Team Manager	0.00	0.00		Contractors have been procured for all work streams. The majority of work scheduled to be undertaken in Quarter 1 involved surveys. The majority of individual upgrades are profiled to be delivered in Quarters 2 and 3.
Capital Works Target – Bathroom Replacements	Nikki Evans - Senior Manager Council Housing Services	Tony Jones - Capital Works Team Manager	36.00	49.00		Contractors have been procured for all work streams. The majority of work scheduled to be undertaken in Quarter 1 involved surveys. The majority of individual upgrades are profiled to be delivered in Quarters 2 and 3.
IPH3M1 - Capital Programme expenditure on improvement work streams (Managing expenditure within or below budget to maximise available financial resources - Capital Works budget)	Nikki Evans - Senior Manager Council Housing Services	Tony Jones - Capital Works Team Manager	£1,660,000	£1,200,000		In line with the individual work stream delivery the expenditure is heavily profiled in Quarters 2, 3 and 4.

RISKS

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
The increased work programme to deliver the WHQS will not be met due to the scale of the programme.	Clare Budden - Chief Officer - Community and Enterprise	Nikki Evans - Senior Manager Council Housing Services	 Yellow Minor (2)	 Amber Moderate (3)	All major work streams have been procured with some smaller programmes to be procured during the financial year. A significant amount of work has gone into the pre contract meetings with new contractors to ensure that on-site delivery is as efficient and effective as possible. The majority of programme delivery will be undertaken in Quarters 2, 3 and 4 with Quarter 1 primarily allocated for survey work. Recruitment is also on-going to ensure that sufficient resource is allocated to each programme for full delivery.


Council funding for adaptations and home loans will not be sufficient to meet demand	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	 Yellow Minor (2)	 Yellow Minor (2)	Not due for review until 30/09/15.
Financial assistance available to repair residents' homes is not taken up by residents	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	 Amber Moderate (3)	 Amber Moderate (3)	There has generally been an increase in interest due to the launch of the national loan scheme and publicity associated with that. Local publicity was commissioned in Q1 through a local trade magazine and therefore confidence is currently high that applications will meet the resources available.
Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	 Amber Moderate (3)	 Amber Moderate (3)	The recruitment of three posts is progressing as planned. A further two business cases will be resubmitted in Q2 and with support they will also be recruited to. This will further improve timescales.

2 Living Well

2.1 Enabling more people to live independently and well at home

2.1.1 Independent Living

ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 Ensure Care Home Provision within Flintshire enables people to live well and have a good quality of life.	Lin Hawtin - Commissioning Manager	In Progress	01-Apr-2015	31-Mar-2016	80.00%	 GREEN	

ACTION PROGRESS COMMENTS:

Delivering the dementia awareness training programme to all care homes by September 2015 -We have delivered 5 initiatives through the dementia awareness programme:

Voucher Scheme- commissioned activity session for EMI Independent Care Homes 3 sessions each in Art/Music/Exercise/ Happy Time Activities

Training for Care Staff- Commissioned and delivered training in Dance Circles/ Dementia Gardening with follow up sessions

Equipment loans and delivery support- Access to reminiscence pods and packs via the libraries with support to ensure creative use via 'Never Ending Story'


Memory Cafes- Access for Care home to attend Memory Cafes within the community to ensure community links are sustained

Evaluating the impact (including satisfaction levels) of the pilot project being undertaken with Age Concern 'Listening Friends' by March 2016 -The project will be delivered by Age Connects North East Wales using a pool of existing volunteers. Planning is complete and volunteers will receive training in September to complete their one-page profiles in conjunction with Helen Sanderson Associates. The project will commence in September and will pilot within 8 residential and nursing homes.

Improving the quality of care through implementing pre-placement agreements for all care homes by May 2015 -Pre placement agreements have been sent to all care homes in Wales who have a Flintshire funded placement. The agreed start date was 1.6.15.

We have received a challenge against the pre placement agreement from a home owner in Wrexham, following legal advice we have extended the date for return to 30.09.15 However approximately 80% of contracts have been returned signed

Last Updated: 05-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Support greater independence for individuals with	Susie Lunt - Integrated Services	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	

a frailty and / or disability.	Manager						
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ACTION PROGRESS COMMENTS:

The baseline for the existing access routes for obtaining information, advice and access to community services has been completed and there is recognition for the benefit of introducing a Single Point of Access for citizens and professionals alike. We are progressing our action plan in readiness for the implementation of the Single Point of Access and our duties under the Social Services and Wellbeing Act, as follows:

1. Adoption of outcome focused and person centred 'front door' approach to assessment.
2. Review of working practices to reflect the new approach and documentation.
3. Roll out of training and support programme to support staff to confidently offering information, advice and assistance.
4. Supporting the population of the new DEWIS Directory of Services (DoS).

The pilot of the night support service is underway and monitoring has taken place.

Last Updated: 07-Aug-2015



ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Strengthen and enhance prevention and early intervention services for vulnerable children and families.	Vicky Allen - Safeguarding Services Manager	In Progress	01-Apr-2015	31-Mar-2016	30.00%	 GREEN	




ACTION PROGRESS COMMENTS:

A draft structure for Children's Services has been devised and is now subject to consultation with staff and managers. With regards to early intervention Team Around the Family has now moved into Children's Services and work is underway to integrate the team into the delivery of a spectrum of responses to children and families. The CSSIW inspection report is expected in early August and the recommendations from this will need to be factored into the restructure activity. At a corporate level an external consultant will be appointed to assist the authority in to undertake a specific piece of work to look at models of delivery and expenditure and the Children's Services restructure will be identified as the first priority.


Last Updated: 19-Aug-2015



PERFORMANCE INDICATORS

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
SCAL/025 Percentage of Flintshire care homes using the One Page Profile as the foundation to person-centred practice	Lin Hawtin – Commissioning Manager	Nicki Kenealy – Contracts Team Manager	N/A	N/A		PI under review.
SCAL/023 - Percentage of referrals where support was maintained or reduced or no further support was	Christine Duffy – Localities Manager	Joanne Caffrey – Performance Officer	75.00%	78.54%	 GREEN	

required at the end of a period of reablement						
SCAL/027 Number of care homes which are a Service of Concern	Lin Hawtin – Commissioning Manager	Nicki Kenealy – Contracts Team Manager	3.00	3.00	 GREEN	Two nursing homes and one residential home are currently designated a 'service of concern', with actions plans being progressed through the Joint Inter-agency Monitoring Panel.
SCAL/028 Number of care homes in Escalating Concerns	Lin Hawtin – Commissioning Manager	Nicki Kenealy – Contracts Team Manager	2.00	2.00	 GREEN	Two nursing homes are currently in 'escalating concerns', with actions plans being progressed through the Joint Inter-agency Monitoring Panel.
FS/002 The percentage of service users who say that the advice and assistance received from the Family Information Service (FIS) enabled them to make an informed decision about childcare and family support	Gail Bennett – Early Intervention Services Manager	Peter Wynne – Information Services Manager	87.00%	100.00%	 GREEN	During Q1, 382 tailored packages of information were provided to customers. Of these, 100% were sent a customer survey form and 20 responses were received, of which 100% confirmed that they were able to make an informed decision about childcare and / or family support services from the advice and / or assistance received from the service.




RISKS

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
Service users and carers do not take advantage of community and universal opportunities that would encourage greater independence.	Neil Ayling – Chief Officer, Social Services	Susie Lunt – Integrated Services Manager	 Amber Moderate (3)		<p>We continue to collect and use robust data to monitor and project service demand. Co-production of new services with the voluntary sector to meet future demands for early intervention has been completed. A new service specification with the voluntary sector is being developed, to go out to the market in Spring 2016.</p> <p>Training for practitioners and support staff to introduce new ways of working in line with the Act has been commissioned and is being rolled out over the next 6 to 9 months.</p>

The quality of care home services will not meet required standards.	Neil Ayling – Chief Officer, Social Services	Lin Hawtin – Commissioning Manager	 Moderate (3)		Risk remains unchanged
Children and vulnerable families are not fully supported where multi-agency services and partners do not move toward an early intervention and prevention approach together.	Neil Ayling – Chief Officer, Social Services	Gail Bennett – Commissioning Manager	 Insignificant (1)		Not due for review until 31/03/15.






2.1.2 Integrated Community Social and Health Services

ACTIONS





ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.1 Continue integrating community based health and social care teams to provide consistent service across localities.	Christine Duffy - Localities Manager	In Progress	01-Apr-2015	31-Mar-2016	33.00%	 RED	
ACTION PROGRESS COMMENTS: Awaiting response from Health colleagues re-organisation of community services Last Updated: 19-Aug-2015							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.2 Ensure that effective services to support carers are in place as part of the integrated social and health services.	Lin Hawtin - Commissioning Manager	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	
ACTION PROGRESS COMMENTS: Review of the Carer's Strategy to redefine the priorities for the next 5 years by September 2015 - Consultation events with Voluntary organisations held March to July 2015 Wider consultation with all Flintshire Carers arranged for September 2015 Notification to Providers to end current contract and develop new contracts from April 2016. Last Updated: 05-Aug-2015							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.3 Influence the use of Intermediate Care Funds to support effective discharge from hospital and ensure a smoother transition between Health and	Craig Macleod - Development & Resources Manager	In Progress	01-Apr-2015	31-Mar-2016	60.00%	 GREEN	

Social Care services.							
ACTION PROGRESS COMMENTS: The ICF projects for Flintshire 2015/16 have been agreed and endorsed via the Integrated Services Board. This is a partnership group with Health, LA, Third Sector and Public Health in attendance. All projects are live with governance arrangements in place to assess and evaluate performance. A detailed quarterly performance report has been produced on the first quarter which include quantitative performance data as well as case studies. Last Updated: 18-Aug-2015							

PERFORMANCE INDICATORS

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
SCAL/030 Support people effectively through the use of 'step up and step down' beds	Craig Macleod – Development & Resources Manager	Jacque Slee – Performance Lead (Social Services)	90.00	29.00	 GREEN	29 people were supported through the use of step up or step down beds.
SCAL/026 The number of care homes in Flintshire signed up to the Six Steps to Success.	Lin Hawtin – Commissioning Manager	Nicki Kenealy – Contracts Team Manager	N/A	11.00		The programme was extended to residential homes and 14 homes signed up in April 2015. To date 11 homes remain on the programme.
SCA/018c - The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service.	Lin Hawtin – Commissioning Manager	Joanne Caffrey – Performance Officer	82.00%	99.39%	 GREEN	
SCAL/029 Dementia Respect Empathy and Dignity (RED) project within GP surgeries	Lin Hawtin – Commissioning Manager	Luke Pickering-Jones – Planning Officer	50.00%	8.00%	 AMBER	2 GP surgeries signed up in Flintshire via the Alzheimer's Society.
SCA/001 – The rate of delayed transfers of care for social care reasons (per 1,000).	Christine Duffy - Localities Manager	Joanne Caffrey – Performance Officer	1.61	1.15	 GREEN	


RISKS

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
Funding between Health and the Council does not transfer smoothly, e.g. CHC, ICF, Primary Care	Neil Ayling – Chief Officer, Social Services	Craig Macleod – Development & Resources Manager	 Moderate (3)	 Moderate (3)	<p>Joint regional discussions have taken place on how we ensure effective CHC working between Health and social care. Training has been undertaken in adult services and a working group has been established for children's services to ensure closer alignment and joint approaches. ICF funding has been agreed and all projects are operational with quarterly reporting schedules established.</p> <p>An indicative Primary Care Funding allocation has been given to BCUHB who have aligned funding at a high level with further detail to be developed. Dialogue and involvement of local authorities in this process has been limited but BCUHB have indicated a firm intention to ensure there is a shared approach going forward. This remains a risk area for FCC.</p>
Service provision is not co-ordinated / integrated.	Neil Ayling – Chief Officer, Social Services	Craig Macleod – Development & Resources Manager	 Moderate (3)	 Moderate (3)	<p>There is an established Integrated Services Board (ISB) which provides governance for integrated services between BCUHB and local authorities. The Memorandum of Understanding between the partners was refreshed in quarter 1 to underpin the work of the ISB and the associated commitment to integrated and co-ordinated service delivery. BCUHB are in the process of implementing their revised operating structure which has a greater focus on locality working and primary/community services. The structure is still being established and the strategic intention behind the new structure will need to translate into consistent organisational practice and approach. Integrated working through the Intermediate Care Fund (ICF) continues to be effective as well as working relationships between practitioners.</p>

2.2 Ensuring adults, young people and children are safeguarded

2.2.1 Safeguarding


ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.1 Create a single Safeguarding Unit to manage safeguarding and protection processes for adults, young people and children.	Vicky Allen - Safeguarding Services Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	

ACTION PROGRESS COMMENTS:

There is now an established Safeguarding Unit operational that covers both the adults and children's safeguarding processes and functions. The Unit is located in the Flint offices and has close contact with operational services in both Adults and Children's. Consideration is currently being given to the appointment of a dedicate Safeguarding Unit manager


Last Updated: 05-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.2 Prepare for the new and additional safeguarding requirements of the SSWB Act.	Vicky Allen - Safeguarding Services Manager	In Progress	01-Apr-2015	31-Mar-2016	20.00%	 GREEN	

ACTION PROGRESS COMMENTS:

Thorough responses have been provided through the Welsh Government consultation process with regards to the proposed new legislation for safeguarding. The Flintshire and Wrexham Safeguarding Adults Delivery Group will hold a dedicated session to help prepare for the implications of the Act once the final Codes of Practice are published. Both the Regional Safeguarding Adults and Children's Boards have preparation for the Act as a key priority. The corporate safeguarding panel once established will have preparation for the Act as a primary priority.

Last Updated: 19-Aug-2015




ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.3 Strengthen arrangements within all Council portfolios to have clear responsibilities to address safeguarding.	Vicky Allen - Safeguarding Services Manager	In Progress	01-Apr-2015	31-Mar-2016	10.00%	 GREEN	

ACTION PROGRESS COMMENTS:

Named safeguarding leads have been identified by each Chief Officer and the first meeting of the Corporate Safeguarding Panel (expected in October 2015) will commence the establishment of these roles. A self-assessment will be completed against the recent Auditor General for Wales' 'Review of Corporate Safeguarding Arrangements in Welsh Councils' and presented to the appropriate Scrutiny Committee.

Last Updated: 19-Aug-2015

PERFORMANCE INDICATORS

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
SSA/019 The percentage of adult protection referrals where the risk was managed.	Vicky Allen - Safeguarding Services Manager	Joanne Caffrey – Performance Officer	98.00%	100.00%	 GREEN	
SCC/014 – The percentage of initial child protection conferences held within 15 days of the strategy discussion.	Vicky Allen - Safeguarding Services Manager	Laura D'Arcy – Performance Officer	95.00%	79.41%	 RED	Due to the unusually high numbers of requests for conference in the quarter (more than double), some conferences were unavoidably held outside timescales to ensure quoracy, but were held on the first available appointment.
SCC/034 – The percentage of child protection reviews completed within timescales.	Vicky Allen - Safeguarding Services Manager	Laura D'Arcy – Performance Officer	98.00%	98.11%	 GREEN	

RISKS


RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
Safeguarding arrangements do not meet the requirements of the SSWB Act.	Neil Ayling – Chief Officer, Social Services	Vicky Allen - Safeguarding Services Manager	<div style="background-color: yellow; text-align: center; padding: 2px;">Yellow</div> Minor (2)	<div style="background-color: yellow; text-align: center; padding: 2px;">Yellow</div> Minor (2)	Not due for review until 30/09/015.
Adults, young people and children are not sufficiently safeguarded.	Neil Ayling – Chief Officer, Social Services	Vicky Allen - Safeguarding Services Manager	<div style="background-color: yellow; text-align: center; padding: 2px;">Yellow</div> Minor (2)	<div style="background-color: yellow; text-align: center; padding: 2px;">Yellow</div> Minor (2)	Not due for review until 30/09/015.

3 Economy and Enterprise

3.1 Creating jobs and growing the local economy

3.1.1 Business Sector Growth


ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Promote Flintshire as a recognised centre for energy and advanced manufacturing.	Rachael Byrne - Enterprise Manager	In Progress	01-Apr-2015	31-Mar-2016	36.00%	 GREEN	

ACTION PROGRESS COMMENTS:

Quarter 1 has resulted in 37 new business enquiries of which 21 have converted to investment, resulting in 437 new jobs throughout the county. New investment includes SIRA Testing Solutions, a USA global enterprise now based in Hawarden and Japanese food manufacturer, Calbee located in Deeside. Numerous expansions from existing businesses in Deeside and new developments at Broughton Retail Park have all contributed to job creation.

Last Updated: 04-Aug-2015


ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Support the growth of the existing businesses in Flintshire, to maximise opportunities for investment.	Rachael Byrne - Enterprise Manager	In Progress	01-Apr-2015	31-Mar-2016	36.00%	 GREEN	

ACTION PROGRESS COMMENTS:

Quarter 1 reports a high level of businesses applying for Welsh Government Enterprise Zone Rate Relief Scheme and increased activity relating to workforce development, all of which maximise economic sustainability and growth potential. Deeside Business Forum was attended by more than 100 local businesses as was Mersey Dee Alliance Innovation forum which supports supply chain opportunities across borders and developing client bases.

Quarter 1 reported 431 jobs created and no requests for redundancy support.

Last Updated: 04-Aug-2015






ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.3 Improve the local broadband infrastructure to encourage investment in economic growth.	Rachael Byrne - Enterprise Manager	In Progress	01-Apr-2015	31-Mar-2016	10.00%	 GREEN	

ACTION PROGRESS COMMENTS:





Welsh Government reported 773 premises enabled in quarter 1, resulting in 20,102 premises enabled to date across the county. With the data available, Welsh Government is unable to differentiate between business and residential premises. Welsh Government has not set BT monthly targets and did not specify to BT which premises they should focus on under Superfast Cymru other than to prioritise Enterprise Zones. Welsh Government has stated that they are on track to deploy the roll-out this year.

Last Updated: 04-Aug-2015

PERFORMANCE INDICATORS






TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
Percentage of enquiries converted to investment in Flintshire	Rachael Byrne – Enterprise Manager	N/A	63.00%	56.76%	 AMBER	21 out of 37 new enquires resulting in a 57% conversion rate to investment
Number of jobs created in Flintshire	Rachael Byrne – Enterprise Manager	N/A	300.00	437.00	 GREEN	437 jobs created as a result of new investment and existing business expansion
Number of jobs safeguarded in Flintshire	Rachael Byrne – Enterprise Manager	N/A	200.00	0.00	 GREY	No requests received in quarter 1 from Flintshire businesses for redundancy support.
Number of jobs created as a result of large capital programmes (Welsh Housing Quality Standard)	Nikki Evans – Senior Manager Council Housing Services	N/A	9.00	8.00	 AMBER	
Number of jobs created as a result of large capital programmes (Strategic Housing and Regeneration Programme)	Melville Evans – Strategic Housing and Regeneration Programme Manager	N/A	0.00	0.00	 GREEN	Works have not yet commenced on the agreed sites.

RISKS

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
Some areas within Flintshire will not be covered by superfast broadband if the joint project between Welsh Government and BT stalls.	Clare Budden - Chief Officer - Community and Enterprise	Rachael Byrne – Enterprise Manager	 Moderate (3)	 Moderate (3)	Continued monitoring of BT roll-out is required through Welsh Government progress reports.
Businesses are not sufficiently supported to maximise opportunities presented to them through major transformational projects within Flintshire.	Clare Budden - Chief Officer - Community and Enterprise	Rachael Byrne – Enterprise Manager	 Moderate (3)	 Moderate (3)	Meet the Buyer events and supply chain events are running in Flintshire and across the region for major projects including NW Prison Project; Whellabrator; 21st Century Schools to encourage local businesses to maximise opportunities.

3.1.2 Town and Rural Regeneration

ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.1 Deliver an integrated programme of regeneration for Deeside	Niall Waller - Economic Development Manager	In Progress	01-Apr-2015	31-Mar-2016		 GREEN	 GREEN
<p>The Vibrant and Viable Places programme is now in its second year of delivery. The programme of work has been reviewed with the Deeside Partnership and is underway. Last Updated: 27-Jul-2015</p>							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.2 Develop and implement long-term regeneration plans for Town Centres	Niall Waller - Economic Development Manager	In Progress	01-Apr-2015	31-Mar-2016		 GREEN	 GREEN
<p>The programme of environmental improvement projects across the towns is largely complete with the ERDF and Welsh Government funding ending in June 2015. The remaining projects will be completed by the end of the financial year. The future approach is under review with local stakeholders in Buckley, Holywell and Mold. In Flint the programme of regeneration centred around the replacement of the maisonettes is being delivered according to plan. Last Updated: 18-Aug-2015</p>							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.3 Increase the economic benefits to Flintshire of visitors coming into the County	Richard Jones - Regeneration Project Officer	In Progress	01-Apr-2015	31-Mar-2016	80.00%	 GREEN	

ACTION PROGRESS COMMENTS:

Alternative methods of distribution for promotional materials by Autumn 2015. On a local level - piloted 1 network event (June). Businesses were invited to attend the event and collect promotional print. Feedback from attendees was positive. Similar events scheduled for Sept 2015, March and July 2016 (before key visitor seasons).

Flintshire promotional materials (Explore Flintshire) are currently distributed to an agreed schedule via a distribution company i.e. across key sites in North East Wales, Chester, Cheshire and Wirral.

Flintshire CC is a member of the Cheshire Gateways Partnership. Distribution of Flintshire promotional materials form part of their circulation programme at key



arrival sites such as M56 Services (Hapsford), Broughton Retail Park, Cheshire Oaks Retail Park, Chester Railways Station.

Flintshire CC supported the creation of a new visitor information point at Dangerpoint in Talacre - a key visitor destination. Development of new electronic promotion and communication tools e.g. website by May 2015-New Explore Flintshire website (www.exploreflintshire.co.uk) launched March 2015. On-going content management.



Production and circulation of e-newsletter in collaboration with North East Wales Partnership i.e. Denbighshire and Wrexham Councils.

Last Updated: 13-Aug-2015

PERFORMANCE INDICATORS

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
Number of business grants offered to high street businesses	Niall Waller – Economic Development Manager	N/A	2.00	3.00	 GREEN	3 Living Above the Shops Grants offered in Q1 2015/16.
Number of trainees recruited	Niall Waller – Economic Development Manager	N/A	10.00	13.00	 GREEN	Green Team operational throughout quarter 1 and 13 trainees recruited.

RISKS

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
Opportunities to access external funding programmes to invest in our urban and rural areas are not maximised.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Economic Development Manager	 Moderate (3)	 Moderate (3)	<p>The Council, through the North Wales Economic Ambition Board European programme work stream, is working with partners across North Wales to keep abreast of the development of the new European programmes, steer their development where possible and to develop regional projects.</p> <p>The Council has also secured a seat on the new Local Action Group for Flintshire, the decision-making body for the 2015-20 Rural Development Plan programme in the County.</p>





<p>Opportunities to access funding to invest in the promotion of tourism are not maximised.</p>	<p>Clare Budden - Chief Officer - Community and Enterprise</p>	<p>Richard Jones – Regeneration Project Officer</p>	<p>Amber Moderate (3)</p>	<p>Amber Moderate (3)</p>	<p>Regional Tourism Engagement Fund (Visit Wales) 2015/16 - collaborative bid on behalf of North East Wales approved - £70,000.</p>
<p>External funding sources are often weighted towards urban regeneration with funding for rural regeneration being limited.</p>	<p>Clare Budden - Chief Officer - Community and Enterprise</p>	<p>Niall Waller - Economic Development Manager</p>	<p>Amber Moderate (3)</p>	<p>Amber Moderate (3)</p>	<p>The 2015-2020 Rural Development Plan programme will provide significant resources to support community services and economic development in rural Flintshire. In addition, the Council has recently secured £293,135 from the Coastal Communities Fund for visitor facility development along the Dee coastline in both rural and urban areas.</p>

4 Skills and Learning

4.1 Improving learning provision and opportunities to achieve better learner outcomes

4.1.1 Apprenticeships and Training


ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Work with the public, private and voluntary sectors to maximise the number of apprenticeships, traineeships and work experience opportunities, communicated through the Common Application Process (CAP)	Jeanette Rock - Principal Education Officer Inclusion	In Progress	01-Apr-2015	31-Mar-2016	40.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS:</p> <p>Through the Youth Engagement and Progression Framework, officers are continuing to track and support young people who are NEET or at risk of becoming NEET. Regular liaison with partners has secured access to a range of provision around work related skill development for the identified young people and this has supported engagement with suitable outcomes such as traineeships and enhanced work experience packages.</p> <p>IOSH Managing Safely Training has been provided to secondary schools and Inclusion staff to enable them to identify and vet appropriate work experience packages. It is envisaged that this will lead to increased opportunities within this area.</p> <p>Information regarding opportunities within Flintshire has been fed into the Common Application Process (CAP), a system operated through Careers Wales. This has been run as a pilot and is under review, the outcome of which will direct future activity in relation to how this is taken forward.</p> <p>Last Updated: 19-Aug-2015</p>							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 Increase training and apprenticeship opportunities for local people through our major capital programmes (WHQS and SHARP).	Tony Jones - Capital Works Team Manager	In Progress	01-Apr-2015	31-Mar-2016	10.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

The Flintshire academy concept has been designed and awaiting comments / approval from committees before implementation.

Last Updated: 10-Aug-2015


ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.	Sharon Jones - Communities First Cluster Delivery Manager East	In Progress	01-Apr-2015	31-Mar-2016	60.00%	 GREEN	

ACTION PROGRESS COMMENTS:

BEN on track over both CF Clusters. Celebration event planned for September 2015. Total membership is 84. We are supporting the Wrexham BEN to develop their structure, following Good Practice from Flintshire.

Last Updated: 04-Aug-2015


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ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 Support the development of two academies focusing on Retail and Construction for over 18's leading to employment.	Nigel Davies - Communities First Cluster Delivery Manager West	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	

ACTION PROGRESS COMMENTS:

Launch of the Construction Academy by April 2015 -The Construction and Retail Academies launched January 2015. Due to procurement and commissioning of posts the launch was held back, but an Acting Up post was put in place. The Academy set up previously at Ysgol Maes Hyfred continued with the Academy at Artisans Shop in retail and hospitality. 8 pupils attended with 3 placement at the Artisans shop.

Last Updated: 14-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.5 Implement the Youth Engagement and Progression Framework for learners in danger of disengaging through: • Targeting vocational and employability skills	Jeanette Rock - Principal Education Officer Inclusion	In Progress	01-Apr-2015	31-Mar-2016	30.00%	 GREEN	

<ul style="list-style-type: none"> • Enhancing personal support, including coaching, mentoring and help with transition • Increasing the use of release on temporary licence (ROTL) for young people in the youth justice service; to better engage with post-custody education, training and employment prior to release. 							
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ACTION PROGRESS COMMENTS:



Youth Progression Framework

Work on implementation of the Youth Engagement & Progression Framework is underway. An appropriate early identification tool (Child Profiling Tool) has been agreed regionally and this will support schools and the LA to identify young people at risk of disengagement and target a range of resources appropriately. Funding for this has been agreed and a timetable of training and implementation is to be developed, to facilitate use of this within the Autumn term 2015. The team of Personal Support staff has been increased through the use of grant funding and they continue to work with the young people identified through the current system.

A North Wales regional bid to the European Social Fund has been successful and has secured 3 years' worth of funding for enhanced provision in the form of alternative curriculum opportunities and support for transition. FCC is working in partnership with Wrexham County Borough Council and Coleg Cambria to implement this programme known as TRAC. FCC's Engagement Progression Coordinator has developed strong links with local providers and has contributed to the regional procurement framework to secure an appropriate range of provision in line with the needs of young people to be offered through TRAC. Information on existing training opportunities have been collated and this has improved the system of appropriate signposting and access. Where appropriate, providers have been asked to amend and adjust their provision to ensure that it meets individual vocational and employability skill needs. Service specifications between the Youth Justice Board and Werrington are in final draft form. Release On Temporary Licence (ROTL) arrangements with North Wales Youth Offending Teams is being pursued and monitored by the Regional Resettlement and Reintegration Board and nationally by Youth Justice Board Cymru.

Last Updated: 19-Aug-2015

PERFORMANCE INDICATORS

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
Number of training and apprenticeship opportunities started as a result of the Strategic Housing and Regeneration Programme contracts	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	N/A	0.00	0.00	 GREEN	Contracts have not yet commenced.
Number of training and apprenticeship opportunities started as a result of the Welsh Housing Quality Standards	Nikki Evans - Senior Manager Council Housing	Tony Jones - Capital Works Team Manager	0.90	2.00	 GREEN	





contracts	Services					
Number of people leaving the Construction Academy with a qualification	Nigel Davies - Communities First Cluster Delivery Manager West	N/A	N/A Baseline 2015/16	14.00		The training in Health and Safety for construction has given participants qualifications in Health and Safety - Asbestos Awareness - Manual handling and the CSCS card.
Number of people leaving the Construction Academy with a job	Nigel Davies - Communities First Cluster Delivery Manager West	N/A	N/A Baseline 2015/16	3.00		3 have directly gone into employment.
Number of people leaving the Retail Academy with a qualification	Nigel Davies - Communities First Cluster Delivery Manager West	N/A	N/A Baseline 2015/16	11.00		The Academies Lead Officer role is not currently occupied and covered by an Acting up Officer. 8 Pupils from Maes Hyfred in Flint have attended and received training and a qualification in retail
Number of people leaving the Retail Academy with a job	Nigel Davies - Communities First Cluster Delivery Manager West	N/A	N/A Baseline 2015/16	3.00		The Academy has given skills and opportunity for people to take advantage of local jobs in retail such as at Home Bargains.

RISKS

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future.	Ian Budd - Chief Officer – Education and Youth	N/A	Amber Moderate (3)	Yellow Minor (2)	Latest annual performance information has Flintshire with the lowest level of young people 16+ not in education, employment or training in Wales.
Training places will not match current and future employer aspirations and needs.	Ian Budd - Chief Officer – Education and Youth	N/A	Amber Moderate (3)	Yellow Minor (2)	There is a continuing need to support our most vulnerable young people to access employment and training and to develop apprenticeship opportunities matched to long term market intelligence on economic development.

4.1.2 Modernised and High Performing Education

ACTIONS



ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.1 Working effectively with the Regional School Improvement Service (GwE) to: o share best teaching practice and resources across schools and the region; o identify and target support for those schools most in need; o develop the capacity of schools to respond to national initiatives and curriculum reforms; and o improve skills in literacy and numeracy.	Claire Homard - Principal Education Officer Primary	In Progress	01-Apr-2015	31-Mar-2016	40.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Senior Challenge Adviser is attending a range of Flintshire meetings with Officers, Headteachers and Members by invitation. Regional meeting structure is being redefined by Chief Officer's Group. Meetings of LA Officers with GwE Senior Challenge Adviser are on-going and focus on effective monitoring of schools to identify and target support for schools most in need. GwE are represented at School Standards Monitoring Group meetings. Feedback provided to help development of regional model document for LA/School Partnership Agreements. Awaiting final version. GwE Senior Challenge Adviser has taken over the administration and leadership of Secondary Forums from the LA. GwE have also organised regional conferences to share best practice. New Foundation Phase Profile Train the Trainers event held 2nd June. Six training events were then planned for June to cover all schools. Pupil portfolio Referral Unit (PPRU) Post Inspection Action Plan has been drafted. Discussions held with GwE on need for support for PPRU resulted in GwE advertising for a Challenge Adviser to fulfil this need in the new school year. Work on Literacy and numeracy is developing as GwE look to use Challenge Advisers to identify schools in need of support and then group them together to more effectively target intervention at these schools. Last Updated: 04-Aug-2015</p>							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.2 Reducing the impact of poverty and disadvantage, including through the Families First	Ann Roberts - Families First Lead / Youth	In Progress	01-Apr-2015	31-Mar-2016	70.00%	 GREEN	 GREEN

Programme (2015-17) and Flintshire's Integrated Youth Services Strategy, (2014-18), "Delivering Together"	Services Manager						
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ACTION PROGRESS COMMENTS:
 The Flintshire Families First Programme (2015-2017) continues to deliver on the outcomes for the Child Poverty Strategy (WG, 2011) and has re commissioned in July 2015, to ensure that delivery is focussed on the areas of evidenced need and that it targets those families who are furthest from education and employment opportunities. The evidence based collaborative approach has enabled bespoke commissioning of projects to maximise the full grant for effective impact for poverty mitigation and reduction. Welsh Government review and monitor the delivery and have returned a positive evaluation statement and supported the innovative commissioning plans. The Youth Support Service Plan (Delivering Together 2014- 2018) has a collaborative approach to delivery of universal entitlement for all 11-25 year olds, with a focus on engagement, participation, informal learning and accreditation. It offers preventative approaches to enable young people to have learning and earning opportunities to mitigate the effects of poverty , improve financial literacy and build resilience and coping skills to minimise the NEET (Not in Education Employment or Training) population in Flintshire. It also supports our young parents population by offering parenting courses and enabling supported learning opportunities. The Families First and Delivering Together programmes also enhance workforce development opportunities for our future potential workforce by encouraging volunteering, work placements and accreditation.

Regional agreement across North Wales has been secured regarding the use of the child profile tool to identify young people between 11 and 19 who are at risk of disengagement. This tool is an integral part of the ONE data base which links SIMS (School Management Information System) used in schools. Negotiations are underway in terms of purchase cost and training requirements. Once identified young people will be signposted in to a range of intervention strategies to support continued engagement including enhanced personal support and alternative curriculum opportunities. FCC was a successful partner in a regional bid for European Social Fund to support the additional provision for Autumn term 2015.



Work with key partners engaged in the Integrated Youth Service plan "Delivering Together" has ensured that young people are not unnecessarily brought in to the Youth Justice System. The Youth Justice Bureau approach has been introduced and its work has developed to ensure appropriate diversionary approaches are taken resulting in significant reduced re offending rates. Sub Regional (Flintshire and Wrexham) Scrutiny Partnership is evolving to review effective decision making based around regionally agreed criteria.
 Last Updated: 05-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.3 Improving outcomes for Looked After Children and young people exiting the Youth Justice System	Chris Clarke - Youth Justice Service Manager	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

1. Regional Looked After Children (LAC) action Plan generated by GwE and being implemented
- 3 & 4 Symud Ymlaen have promoted service across YJS and Children's Services. Referral Packs available to staff and individual training and development plans being initiated with young people. Youth Justice Service confirmed 8 referrals and 4 young people actively engaged in training
5. Restorative Justice pilot sites identified though long term staff absence likely to impact upon delivery. Financial constraints and single practitioner in role unlikely to support replacement/cover
6. Regional LAC Action Plan - Launch planning scheduled for July 15
9. Trauma/Attachment training delivered to key professionals including Youth Justice Service (YJS) and education staff- implementation of appropriate strategies in order to improve outcomes for learners and young people presenting with >5 convictions in 24 month period (YJS)

Last Updated: 04-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.4 Developing and implementing a plan for the next phase of Schools Modernisation, including continuing to implement the 21st Century School (Band A) programme.	Damian Hughes - Programme Manager 21st Century Schools	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	 GREEN


ACTION PROGRESS COMMENTS:


Implementation plan for the next stage of School Modernisation approved by Cabinet in June 2015. Band A projects at Connah's Quay (Post 16) and Holywell Learning Campus approved by Welsh Government. Construction projects have started on site and currently are on time and within budget. Anticipated completion date September 2016.

Last Updated: 06-Aug-2015



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PERFORMANCE INDICATORS

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
The percentage of young people above school age in the youth justice system that are offered 25 hours ETE	Chris Clarke – Youth Justice Manager	Louisa Greenly – Performance Management & Information Officer	40.00%	33.00%	 RED	<p>This cohort comprises those children or young people (CYP) whose statutory order ended in the quarter. Lack of progress with respect to the offer of education has been shaped by a number of factors-</p> <ol style="list-style-type: none"> 1. Small size of the cohort - improvements in most cases can be offset where a single case lacks of progress. 2. Cohort characteristics - the cohort presents with complex needs and all cases evidence significant patterns of disengagement and disruption with ETE setting over many years including exclusions in some cases. This impacts upon what can be offered with a realistic likelihood of success. Transfer between schools is often timely with a CYP expected to evidence substantial improvements in conduct/attitude and performance after lengthy periods on zero or

						<p>minimum hours of ETE. This is often unrealistic when considered against the individual characteristics which may include trauma, attachment issues and often parental mental health and substance misuse concerns</p> <p>3. Availability of offers - Following the decommissioning of Time 4 Change and the current development of TRAC and College Cambria enhanced offers to learners at risk of NEET there is a paucity of resources available for the complex CYP represented in this cohort.</p> <p>TRAC and College Cambria initiatives will come on-line later in 2015. Improved Youth Justice System (YJS) recording and referral activities should also mitigate against sustained low performance. The YJS Management Board is monitoring progress in this target area. With respect to young people in the secure estate, improved partnership with Werrington Youth Offenders Institute (YOI) and the implementation of 60/40 protected education packages will support identification of offers and sustainability in the community.</p>
The percentage of young people above school age in the youth justice system that are offered 16+ ETE	Chris Clarke – Youth Justice Manager	Louisa Greenly – Performance Management & Information Officer	55.00%	60.00%	 GREEN	This cohort comprises those young people whose statutory order ended in the quarter.

RISKS

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
Schools do not receive and/or make best use of the support they need from the Council and GwE	Ian Budd - Chief Officer – Education and Youth	Claire Homard - Principal Education Officer Primary	 Amber Moderate (3)	 Amber Moderate (3)	GwE Challenge Advisers make regular visits to schools. Regular meetings of LA Officers with GwE Senior Challenge Adviser facilitate a review of those schools least likely to make good use of the support available.



<p>Numbers of school places will not be sufficient to meet the future demands of changing demographics</p>	<p>Ian Budd - Chief Officer – Education and Youth</p>	<p>Damian Hughes - Programme Manager 21st Century Schools</p>	<p> Major (4)</p>	<p> Moderate (3)</p>	<p>The likelihood of not having enough spaces in schools overall is low, however there may be pressures in particular locations and phases as demographics change.</p> <p>Currently there are in excess of 4000 unfilled places in the school estate, doing nothing, will have a negative effect on school financial allocations and raise pupil teacher ratios.</p>
<p>Limited funding to address the backlog of known repair and maintenance works in Education and Youth assets will be further reduced to meet new pressures on the Education and Youth Budgets</p>	<p>Ian Budd - Chief Officer – Education and Youth</p>	<p>Damian Hughes - Programme Manager 21st Century Schools</p>	<p> Major (4)</p>	<p> Major (4)</p>	<p>School Modernisation remains a key tool in enabling the Authority to invest appropriately in its school portfolio, this will involve a reduction in schools within the Council's portfolio and a reduction of unfilled places.</p>


5 Safe Communities

5.1 Keeping people and communities safe



5.1.1 Community Safety


ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan.	Sian Jones - Team Leader - Community Safety	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	
ACTION PROGRESS COMMENTS: The local community safety delivery plan has been drafted to reflect the outcomes of the regional Community Safety Plan. The document has been developed based on the latest intelligence from statutory partners and also the findings of a consultation workshop held for stakeholders in April 2015. Last Updated: 30-Jul-2015							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Contribute to the delivery of the North Wales Community Safety Plan priorities	Sian Jones - Team Leader - Community Safety	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	
ACTION PROGRESS COMMENTS: Local community safety plan has been drafted, and is awaiting approval from the 'People are Safe' Board. All activities in this area making good progress. Last Updated: 30-Jul-2015							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG





5.1.1.3 Reduce fear of crime by making best use of the latest technologies including closed circuit television (CCTV).	Sherryl Burrows - CCTV Manager	In Progress	01-Apr-2015	31-Mar-2016	10.00%		
<p>ACTION PROGRESS COMMENTS: Feasibility study completed and draft report received. Meeting with CE and CO scheduled for end August, 2015 for sign off of suggestions/recommendations within the report. Consultation with Town & Community Councils and other Stakeholders to be completed by end March 2016. An Executive Report to Cabinet will follow. Funding must be agreed/secured prior to the tender process. Specification, Pricing Schedule and related tender documents to be completed and the procurement process to commence in 2016/17. Last Updated: 30-Jul-2015</p>							

PERFORMANCE INDICATORS

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
Percentage of high risk repeat victims of domestic abuse referred to the Flintshire MARAC	Sian Jones - Team Leader - Community Safety	Jackie Goundrey - Domestic Abuse Co-ordinator	28.00%	27.70%		Performance is better than target
Achieving a waiting time of less than 20 days from referral to treatment (KPI 2)	Sian Jones - Team Leader - Community Safety	N/A	80.00%	69.27%		<p>In Flintshire those waiting less than 20 days between a referral and treatment start date is 69.27% (142).</p> <ul style="list-style-type: none"> • Between 5 – 12 weeks – 24.88% (51) • Between 3 – 6 months – 5.37% (11) • Between 6 and 9 months – 0.49% (1) <p>In accordance with WG targets, 69.27% equates to a RED status (below 70%) This is well below the Wales baseline of 87.3% and North Wales 2014/15 rate of 86%.</p> <p>Waiting times is a priority for the North Wales Substance Misuse Area Planning Board (APB) going forward as bottlenecks within services have been identified between the referral and assessment stage. The APB and regional service managers are working</p>

						closely to resolve these issues.
Achieving the Welsh Government target for the percentage of completed substance misuse treatments (80%)	Sian Jones - Team Leader - Community Safety	N/A	80.00%	83.74%		During the last 6 months of 2014/15 the APB have been working with providers to overcome data issues which have been mainly been down to reporting errors. Now that most reporting errors have been resolved the APB are much more confident that 2015/16 quarter 1 data is much more reflective of the services activity. The APB are continuing to work closely with Welsh Government and support providers in correctly reporting activity which is generally improving across North Wales. KPI 2 – waiting times is a priority for the APB going forward as bottlenecks within services have been identified between the referral and assessment stage. The APB and regional service managers are working closely to resolve these issues.

RISKS


RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
Grant funded services that are administered through the Community Safety Partnership are not delivered effectively.	Andrew Farrow - Chief Officer - Planning and Environment	Sian Jones - Team Leader - Community Safety	 Amber Moderate (3)	 Amber Moderate (3)	All grants administered through the Community Safety Team have been approved for 2015/6. Where required, all quarter 1 monitoring reports have been submitted to the appropriate bodies.
Funding for the provision of CCTV with local partners will not be sustainable in the long term.	Andrew Farrow - Chief Officer - Planning and Environment	Sherryl Burrows – CCTV Manager	 Yellow Minor (2)	 Yellow Minor (2)	Not due for review until 30/09/15.

6 Poverty

6.1 Protecting people from poverty

6.1.1 Maximising Income

ACTIONS


ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1 Help children, young people and families, in or at risk of poverty achieve their potential.	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	

The Early Years and Family Support Service have made several contributions towards this action, through a multi-agency, partnership arrangements. Further information is available in the Joint Education and Youth and Social and Health Overview and Scrutiny Committee Report - 4 June 2015.

The main highlights are:

- Involvement with the Anti-Poverty strategic and sub-groups.
- Implementation of Flying Start Guidance and the recruitment of a specialist Speech, Language and Communication Lead and a Safeguarding Clinical Nurse.
- Partnership with the national, 'Money Advice Service' (MAS) to conduct some ground breaking research in Wales. The pilot (and accompanying 2 year longitudinal evaluation) will test the effectiveness of programmes designed to improve children's financial capability through working with parents. The aim is to produce rigorous evidence on the impact and cost-effectiveness of parenting programmes. The pilot will raise awareness to parents of the important role they play and equip them with the desire, confidence and ability to develop the next generation of financially capable adults. Financial capability will be weaved into existing parenting programme interventions within Flying Start, some Families First delivery and school delivery of programmes such as Family Links and Incredible Years. Adult financial capability is a direct consequence of what has been seen, experienced and learned throughout childhood and adolescence, so to become financially capable, children need to observe, talk about and experience money on a regular basis. Starting young is key, with financial capability developed from the age of three with many future adult habits set by the age of seven. Parents are likely to be the strongest factor to influence adult financial capability (they are the most trusted messenger in childhood and they provide the environment for children to see, experience and learn about money on a daily basis). Despite this, there is minimal provision to support parents and little evidence about what works and what doesn't. The pilot aligns with Welsh Government requirements and has the approval of programme license holders.


- Social Care Accolades Awards 2015 (National Award), 'Better Outcomes through Working Together'. Particular focus was given to the community engagement programmes, Families and Schools Together and parenting programmes - many of the parents who have been involved in the programme have gained employment or taken up further education due to their involvement in the programme, increased links with school and a reduction in social isolation and an increase in confidence. The programmes are delivered primarily through pooled grant funding from Flying Start, Families First and school Pupil Deprivation Grant. Schools report an increase in attendance and improved behaviour. It is recognised that this forms part of a whole school, whole family approach.
Last Updated: 04-Sept-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Provide advice and support services to help people protect their income	Paul Neave - Manager - Advice and Homelessness Service	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	

ACTION PROGRESS COMMENTS:

FCC continues to provide advice and support services that are helping residents to maximise their household income through accessing their correct entitlement of social security benefits. The Advice and Support Gateways and the training of front line staff are helping, as much as possible, to manage the increase demand from residents, impacted by the welfare reforms, for access to advice and support providers and ensuring the effective and efficient use of available service resources.

Last Updated: 05-Aug-2015


ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.3 Support the implementation of Universal Credit (UC) within Flintshire	Paul Neave - Manager - Advice and Homelessness Service	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	






ACTION PROGRESS COMMENTS:

The Universal Credit expansion programme is underway within Flintshire. However, the eligibility gateway criteria does mean the majority of UC claimants are single and without overly complex life situations. The Delivery Partnership Agreement for 2015/16 has been agreed with the DWP and FCC continues to work proactively with local Jobcentre Plus and key stakeholders to raise awareness of, and, access to the support available to ensure the more vulnerable claimants can make and manage their on going UC claim.

Last Updated: 05-Aug-2015

PERFORMANCE INDICATORS





TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
Amount of additional Social Security and Tax Credits paid to Flintshire residents	Katie Clubb - Community Support Services	Paul Neave - Manager - Advice and	£500,000.00	£531,336.00	 GREEN	During quarter 1, FCC Welfare Rights Unit helped Flintshire households to access social security benefits and Tax Credits with a weekly

as a result of the work undertaken by FCC (WEL/001)	Manager	Homelessness Service				<p>value of £10,210 (£531,336pa). The households were also helped to claim one-off payments during this period totaling £105,914.</p> <p>During quarter 1, FCC Accommodation Support Officers, whilst supporting households to sustain their accommodation, assisted service users to access welfare benefit income totaling £130,841pa.</p> <p>The additional income that these households gained through the successful interventions of these FCC services is helping to lift households out of poverty and boosting spending power within the local economy.</p>
Speed of processing of Housing Benefit claims - new claims	Jen Griffiths – Benefits Manager	Claire Flint – Systems Team Leader (Revenue & Benefits)	17.50 days	22.08 days	 RED	This performance is as expected for quarter one in consideration of the year end rent increases and year end income changes. We are expecting an improvement in new claims processing times in each subsequent quarter. This is an improvement on performance achieved in quarter 1 of 2014/15.
Speed of processing of Housing Benefit claims - change of circumstances	Jen Griffiths – Benefits Manager	Claire Flint – Systems Team Leader (Revenue & Benefits)	9.00 days	9.48 days	 AMBER	This performance is as expected, and an improvement on performance in quarter 1 of 2014/15.
Number of Flintshire residents assisted by FCC to claim Additional Social Security and Tax Credits	Katie Clubb - Community Support Services Manager	Paul Neave - Manager - Advice and Homelessness Service	N/A Mgt Info	312.00		During the first quarter of 2015/16, the FCC Welfare Rights Unit provided a caseworker service to 312 Flintshire households. The successful outcomes from the interventions with these households generated additional social security and Tax Credit income for these households of £10,210pw.
Amount of discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes	Jen Griffiths – Benefits Manager	Claire Flint – Systems Team Leader (Revenue & Benefits)	N/A Mgt Info	£21213.76		Totals as expected, no significant rise in expenditure.
Number of residents supported to better manage their financial commitments	Katie Clubb - Community Support Services	Paul Neave - Manager - Advice and	N/A Mgt Info	46.00		During the first quarter of 2015/16 the FCC Money Advice Officer provided specialist support to forty-six households at risk of homelessness

	Manager	Homelessness Service				and helped them to manage their household debts and sustain their housing costs.
Number of Universal Credit claimants referred for Personal Budgeting support	Jen Griffiths – Benefits Manager	Claire Flint – Systems Team Leader (Revenue & Benefits)	N/A Mgt Info	10.00		This figure is in line with the agreed amounts in the Delivery Partnership Agreement with Department for Work and Pensions.
Number of Universal Credit claimants referred for assistance with on-line access	Jen Griffiths – Benefits Manager	Claire Flint – Systems Team Leader (Revenue & Benefits)	N/A Mgt Info	0.00		There have been no referrals in this quarter.
Number of enquiries received from the Universal Service Centre by Flintshire County Council’s Housing Benefit Service relating to housing costs	Jen Griffiths – Benefits Manager	Claire Flint – Systems Team Leader (Revenue & Benefits)	N/A Mgt Info	34.00		This figure is in line with the agreed amounts in the Delivery Partnership Agreement with Department for Work and Pensions.


RISKS

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
Demand for advice and support services will not be met.	Clare Budden - Chief Officer - Community and Enterprise	Paul Neave - Manager - Advice and Homelessness Service	 Amber Moderate (3)	 Amber Moderate (3)	FCC is continuing to fund the Flintshire Advice Gateway to complement the Flintshire Support Gateway. Both gateways aim to ensure residents in need of social welfare advice and support are referred to an appropriate service provider in order to, as far as practical, maximise effective use of resources. However, concerns have been by the service provider managing the Advice Gateway, that some providers are approaching capacity. This situation will be kept under review by the Flintshire Tackling Poverty Partnership.
Debt levels will rise if tenants are unable to afford to pay their rent	Clare Budden - Chief Officer - Community and Enterprise	Paul Neave - Manager - Advice and Homelessness Service	 Amber Moderate (3)	 Amber Moderate (3)	The progressive rollout of Universal Credit is restricting claims to single people who tend not to be responsible for housing costs. Therefore, the personal budgeting service funded by FCC is coping with the demand for support from UC claimants, who are householders, and do need

					advice and support to manage their monthly UC payment, including having their rent paid directly to their landlord.
The local economy will suffer if residents have less income to spend	Clare Budden - Chief Officer - Community and Enterprise	Paul Neave - Manager - Advice and Homelessness Service	 Moderate (3)	 Moderate (3)	FCC continues to provide services that assist residents to maximise their household income. This is achieved either by supporting residents to access their correct entitlement to social security benefits and tax credits and/or through helping them to manage their financial commitments more effectively. The outcome from such income maximisation services ensures that whilst the welfare reforms are removing around £8 million pa of social security benefit and tax credit income from Flintshire residents, (which, unfortunately, many vulnerable residents are not able to replace with earned income), the full negative impact upon the local economy, that is created by a reduction in spending power, is being partly mitigated.
Resources to meet the requirements of the Universal Credit roll-out will not be sufficient	Clare Budden - Chief Officer - Community and Enterprise	Paul Neave - Manager - Advice and Homelessness Service	 Moderate (3)	 Moderate (3)	FCC has negotiated a Delivery Partnership Agreement with the DWP for 2015/16. Due to the continued slow progress in the rollout of Universal Credit across Flintshire it is expected that the resources funded within this agreement will be adequate to cope with demand from UC claimants who need help to claim UC and to manage their on-going award.

6.1.2 Fuel Poverty


ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.2.1 Help residents to access funding support to improve the thermal efficiency of their homes	Leanna Jones - Home Energy Conservation Officer	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	

ACTION PROGRESS COMMENTS:

Arbed ERDF Project in Flint nearing completion. Utility company funding secured for tower blocks project July 2015. ESD Funding secured for Q2-4 to benefit Energy Efficiency/Fuel Poverty works. Applications complete for British Gas Healthy Homes, NEA Redressing the Balance, and Welsh Government Arbed projects. Will know in Q2 whether these will progress in Q3&4 and how many additional homes will benefit.


Last Updated: 30-Jul-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.2.2 Deliver energy efficiency measures to council homes	Leanna Jones - Home Energy Conservation Officer	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	

ACTION PROGRESS COMMENTS:

Review of remaining off gas and solid walled properties for Housing Asset Management team started July 2015. Gas Infill Projects on Track. Investigating further opportunities for funding remaining council solid walls and off gas solutions.

Last Updated: 30-Jul-2015




ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.2.3 Develop a best practice procurement solution for energy efficiency and renewable energy across Wales	Leanna Jones - Home Energy Conservation Officer	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 AMBER	



ACTION PROGRESS COMMENTS:

Further development of framework undertaken with Procurement team. Progress now on hold awaiting outcome of discussions with National Procurement Service and Welsh Government.





Last Updated: 30-Jul-2015

PERFORMANCE INDICATORS

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
Number of private homes receiving energy efficiency measures	Gavin Griffith - Housing Regeneration & Strategy Manager	Leanna Jones - Home Energy Conservation Officer	230.00	240.00	 GREEN	This figure reflects all non-FCC properties receiving measures, which includes owner occupied, private rented, housing association and shared ownership. This quarter, the remaining properties in the Aston and Mostyn gas infill projects were connected to affordable heating and the Trueddyn project broke ground which will benefit yet another Flintshire community. The planned landmark refurbishment of the tower blocks began in Flint, and the Arbed Welsh Government funded project has already started improving energy efficiency around Flint, reporting their first completions for solid wall, loft and cavity insulation as well as boiler upgrades. Although only 2 were reported as completed solid wall this quarter, a further 50 properties are now in progress for EWI, and many more receiving heating, insulation, ventilation, lighting, and other upgrades.
Overall annual fuel bill reduction for residents	Gavin Griffith - Housing Regeneration & Strategy Manager	Leanna Jones - Home Energy Conservation Officer	£50,000.00	£52,660.00	 GREEN	This figure is a calculation of the lifetime tonnes carbon dioxide emissions (ltc) saved by completing the measures counted this quarter. It varies by measure based on how much is saved in a typical home using Department for Energy and Climate Change verified savings estimates.
Annual reduction in carbon emissions	Gavin Griffith - Housing Regeneration & Strategy Manager	Leanna Jones - Home Energy Conservation Officer	5,000.00	5,154.00	 GREEN	This figure is a calculation of the lifetime tonnes carbon dioxide emissions (ltc) saved by completing the measures counted this quarter. It varies by measure based on how much is saved in a typical home using Department for Energy and Climate Change verified savings estimates.

Number of Council homes receiving energy efficiency measures	Gavin Griffith - Housing Regeneration & Strategy Manager	Leanna Jones - Home Energy Conservation Officer	20.00	25.00	 GREEN	This figure reflects 6 fuel switches in Aston and Mostyn and 19 properties receiving loft insulation in Q1. The project is on track to exceed the target of 100 pending successful delivering of gas infill projects in Trueddyn and Rhydymwyn and the upgrade works to the tower blocks in Flint.
Overall annual fuel bill reduction for tenants in Council homes	Gavin Griffith - Housing Regeneration & Strategy Manager	Leanna Jones - Home Energy Conservation Officer	£5,000.00	£5,220.00	 GREEN	£5220 annual energy bill savings made across council properties this quarter. Please see comments on number of homes receiving improvements for more details.

RISKS


RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
Residents do not take up the energy efficiency measures available as we hope 113	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	 Amber Moderate (3)	 Amber Moderate (3)	The external funds received in Q1 are lower than they were in 2014/15, so publicity has been reduced to take account of this fact. Targeted promotion of funds has been carried out in the off gas areas, where there is a shortfall between project cost and external funding, resulting in the need for either a loan from the council or a householder contribution.
Available funding falls short of public demand	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	 Amber Moderate (3)	 Amber Moderate (3)	The Council is awaiting the outcome of funding bids to Welsh Government which if successful would help manage this risk. Further information on these bids will be available during Q2.

7 Environment

7.1 Safely accessing employment, local services and facilities


7.1.1 Transport Infrastructure and Services

ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.1 Use available funding to support Council priorities for accessing employment, health, leisure and education	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	


ACTION PROGRESS COMMENTS:

Active Travel - preparation of consultation on track.
 Local Transport Fund - Final design to be agreed with Welsh Government (21.09.15)
 Last Updated: 18-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.2 Prioritise the Council's road infrastructure for repairs and maintenance and implement network improvement programmes	Ian Bushell - Technical and Performance Manager	In Progress	01-Apr-2015	31-Mar-2016	35.00%	 GREEN	

ACTION PROGRESS COMMENTS:

The infrastructure priorities have been set and maintenance contracts are being prepared. Maintenance contracts are programmed to start August 2015 and all contracts are to be completed by March 2016
 Last Updated: 04-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.3 Use available funding to support the Council's priorities to improve road safety on the County's highway network.	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	

ACTION PROGRESS COMMENTS:




Progress to date;
 - A548 Sealand Road / Seahill Road - Proposed Junction improvement - Design underway (Siemens)



- A541 Pontblyddyn, Nr. Plas Teg - Introduction of Fixed Speed Camera - Specification complete, To be issued to Tender asap
 - A548 Deeside Industrial Park - Proposed Route Treatment - Measures identified. Included within annual resurfacing Tender

Last Updated: 18-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.4 Develop and support community transport arrangements.	Katie Wilby - Transportation and Logistics Manager	Not Started	01-Apr-2015	31-Mar-2016			
Awaiting update.							




PERFORMANCE INDICATORS

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
Successful delivery of WG funded schemes / feasibility studies funding through the Local Transport Fund	Barry Wilkinson - Highways Networks Manager	Anthony Stanford - Highways Strategy Manager	25.00%	20.00%	 AMBER	Negotiation with Welsh Government regarding funding is on-going. The detailed scheme design is at an advanced stage.
The percentage of notices issued for all roadworks for the purposes of coordinating and minimising disruption to Flintshire's highway network	Barry Wilkinson - Highways Networks Manager	Sam Tully – Road Space Manager	N/A Baseline 2015/16	N/A		Currently these figures are not recorded in a management system and therefore accurate numbers cannot be produced. Alterations to working methods will now allow for all roadworks to be recorded. Percentage figures to be produced at quarter three.
Road safety initiatives to reduce the risk of collisions of high risk groups: Older drivers	Anthony Stanford - Highways Strategy Manager	Lee Shone - Road Safety Officer	20.00	7.00	 RED	Funding for initiative was not received until mid May, therefore, initiative could not commence until halfway through quarter 1. In light of the above, effective advertising channels were not undertaken and only a

						<p>small workshop was achieved. Previous experiences show that a fully advertised workshop can achieve the quarterly target.</p> <p>Anticipated that workshops in remaining quarters achieve sufficient participation to reach quarterly target and hopefully recoup shortfall from quarter 1.</p>
Road safety initiatives to reduce the risk of collisions of high risk groups: Newly qualified young drivers	Anthony Stanford - Highways Strategy Manager	Lee Shone - Road Safety Officer	27.00	7.00	 RED	<p>Funding received from Welsh Government has now been granted on the basis of cost per head trained. Given current delivery arrangements, cost allocation does not provide scope for advertisement.</p> <p>In order to adapt to Welsh Government stipulations relating to use of funding, FCC will manage, coordinate and deliver training in-house.</p> <p>Efficiency savings from this change in process will then permit the inclusion of advertisement for which there is currently no budget allocation.</p> <p>FCC are actively seeking to dissolve current arrangements with external training organisation to facilitate these efficiencies.</p> <p>In addition, funding was not received until mid May, and therefore, initiative could not commence until halfway through quarter 1.</p>
Road safety initiatives to reduce the risk of collisions of high risk groups: Motorcyclists	Anthony Stanford - Highways Strategy Manager	Lee Shone - Road Safety Officer	27.00	20.00	 RED	<p>Target stipulated represents maximum funding available. Price per head allocation will enable a maximum of 108 persons trained.</p> <p>Actual number of persons trained will be</p>

						dependent on BikeSafe Trainer's time allocation for training within Flintshire. The nominated North Wales Police BikeSafe Trainer conducts the initiative throughout all North Wales Authorities.
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RISKS

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
Sufficient funding is not found to ensure our highways infrastructure remains safe and capable of supporting economic growth.	Stephen Jones - Chief Officer - Streetscene and Transportation	Barry Wilkinson - Highways Networks Manager	 Moderate (3)		Awaiting review
Sustainable transport options do not remain attractive to users.	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager	 Moderate (3)		Awaiting review
Sufficient funding will not be found to continue to provide subsidised bus services.	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager	 Moderate (3)		Awaiting review

7.2 Environmental development which maximises social and economic benefits

7.2.1 Sustainable Development and Environmental Management


ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.1 Agree the Local Development Plan's vision, objectives and options to accommodate growth.	Andy Roberts - Planning Strategy Manager	In Progress	01-Apr-2015	31-Mar-2016	33.00%	 GREEN	

ACTION PROGRESS COMMENTS:

Publication of Local Development Plan (LDP) main issues report in quarter 1 2016 will be out to consultation. On course to achieve end date of 31/03/16.


Last Updated: 14-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.2 Identify and develop large scale renewable energy schemes.	Will Pierce - Energy Manager	Deferred	01-Apr-2015	31-Mar-2016	15.00%	 AMBER	

ACTION PROGRESS COMMENTS:

A number of potentially suitable sites have been identified, of which two, following a cabinet report were given approval to proceed to full planning applications. However, the U.K. Government have recently announced a consultation on the level of future subsidies for Solar and Wind projects, which has brought uncertainty to the likely financial returns. Consequently the business cases cannot be concluded until the outcome of the consultation is known, in a couple of months time. All projects are therefore on hold.

Last Updated: 30-Jul-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.3 Minimise waste sent to landfill and maximise opportunities for energy generation from waste.	Harvey Mitchell - Waste and Ancillary Services Manager	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 AMBER	



ACTION PROGRESS COMMENTS:

Cessation of trade waste collections will result in overall waste arising sent to landfill.



Recruitment of HRC site specific staff and the introduction of bag splitting at all HRC's being implemented during August should result in waste being diverted






from landfill.
Waste disposal contract out to tender includes a minimum % of waste to treatment.
Last Updated: 04-Aug-2015

PERFORMANCE INDICATORS

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
WMT/009(b) The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way	Harvey Mitchell - Waste and Ancillary Services Manager	Danielle Richards - Area Recycling Officer	59.00%	55.01%	 AMBER	
WMT/011 The percentage of local authority municipal waste received at all local authority household waste amenity sites that is prepared for reuse, recycled or of source segregated bio waste that is composted or treated biologically in another way	Harvey Mitchell - Waste and Ancillary Services Manager	Danielle Richards - Area Recycling Officer	63.00%	63.74%	 GREEN	

RISKS

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
Agreement and funding for the renewable energy schemes is not secured.	Andrew Farrow - Chief Officer - Planning and Environment	Will Pierce - Energy Manager	 Amber Moderate (3)	 Amber Moderate (3)	A number of potentially suitable sites for large scale renewable energy schemes have been identified, of which two, following a cabinet report were given approval to proceed to full planning applications. However, the U.K. Government have recently announced a consultation on the level of future subsidies for Solar and Wind projects, which has brought uncertainty to the likely financial returns. Consequently the business cases cannot be concluded until the outcome of the consultation is known, in a couple of months time. All projects are therefore on hold and the risk level remains unchanged.






Funding for the waste transfer station is not secured.	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager	 Moderate (3)	 Moderate (3)	Meeting held with Welsh Government 24 August 2015 to explore opportunity of using Collaborative Change Programme (CCP) grant funding to support the project. WG have conditionally agreed to this.
Planning approval for the waste transfer station is not secured.	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager	 Moderate (3)	 Moderate (3)	Planning approval submitted to planning in July awaiting determination
Recycling programmes are not supported by the public and employees.	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager	 Moderate (3)		Awaiting review

8 Modern and Efficient Council

8.1 Supporting communities to become more resilient

8.1.1 Developing Communities



ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.1 Develop the Community and Social Sector through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	20.00%	 GREEN	 GREEN
<p>The Community Asset Transfer (CAT) scheme and Alternative Delivery Model (ADM) programme will result in development of new or stronger community organisations and social enterprises. A number of these should be 'starting up' in 2016. The 20% complete relates to this being a three year plan of work. Last Updated: 27-Aug-2015</p>							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.2 Encourage volunteers and active citizens	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	15.00%	 GREEN	 GREEN
<p>Developing and publicising a volunteering policy by November 2015. Work started in a number of services to develop and implement localised approaches to volunteering. The aim will be to take best practice to these approaches from best practices from elsewhere to finalise a volunteering policy. Last Updated: 27-Aug-2015</p>							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.3 Ensure community benefit through our commissioning of goods and services	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2015	31-Mar-2016	75.00%	 GREEN	

ACTION PROGRESS COMMENTS:

A number of Community Benefits training workshops have been held, targeting specifically officers who undertake procurement activities within service areas. Contract Procedure Rules have been amended to make it mandatory that all projects above £2m deliver community benefits. A new Commissioning Form is currently being developed to supplement the Procurement Checklist, so that Community Benefits can be fully considered at procurement planning stages.



Last Updated: 06-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.4 Design and implement alternative delivery models to sustain important services to meet future need	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	40.00%	 GREEN	 AMBER

Feasibility studies have been completed for 5 services who are now working toward completing business plans. We are on target in terms of progress for time elapsed, but the risks are quite high for achieving the desired outcomes by the end of the two year plan, hence the amber outcome RAG status.

Last Updated: 27-Aug-2015

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ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.5 Empower communities to run and manage facilities in their locality through Community Asset Transfers	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	 AMBER

Seven Community Asset Transfer (CAT) business plans have now been approved which will progress through to completion and transfer of assets. Over 60 expressions of interest have been received in total. We are on target for time period that has elapsed, but the risks are quite high for achieving the desired outcomes by the end of the three year plan, hence the amber outcome RAG status.



Last Updated: 27-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Sharron Jones - Executive Manager	Not Started	01-Apr-2015	31-Mar-2016			

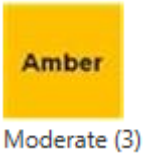
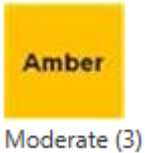

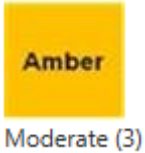
ACTION PROGRESS COMMENTS:





To be reported half yearly. Progress update will be provided at the end of quarter 2.

PERFORMANCE INDICATORS

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
Percentage of community benefit clauses included in new procurement contracts (including those under £2m)	Arwel Staples – Strategic Procurement Manager	N/A	N/A Baseline 2014/15	10.00%		The Welsh Government have recently launched a new Welsh Procurement Policy Statement that will require Community Benefits to be delivered on projects above £1m rather than £2m. This will require our current Contract Procedure Rules to be amended to reflect the change in policy. During this reporting period there has been a limited number of projects tendered that blend themselves to delivery of community benefits.
The number of public assets transferred to the community	Neal Cockerton – Chief Officer – Organisational Change	Paula Blellock – Senior Valuer	0.00	0.00		No completions Apr-Jun 2015; 6 applications approved at Stage 2 but no anticipated completions July-Sept 2015. Target to be met by end financial year for 2015/16.

RISKS




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
The capacity and appetite of the community and social sectors	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1 & 2			Mixed response from Community and Social Sectors with a number of community organisations positively working on such projects as asset transfer and others still at early stages of engagement.
The willingness of the workforce and trade unions to embrace change	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1 & 2			Alternative Delivery Model (ADM) work in a number of services has resulted in completed feasibility studies which managers have lead the development of and where appropriate engaged staff. The next phase of work will fully engage the workforce in development of final business plans. A national conference has been held on ADMs at which a number of staff and Union



					Representatives attended to help increase awareness of developments in this area of work.
Market conditions which the new alternative delivery models face	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1 & 2	 Amber Moderate (3)	 Amber Moderate (3)	Completion of Alternative Deliver Model (ADM) business plans and final Community Asset Transfer (CAT) plans are on the whole progressing. At the end of this, planning market analysis work will be completed with ADMs and tested with CATs.
Limitations on public funding to subsidise alternative models	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1 & 2	 Red Major (4)	 Amber Moderate (3)	The "Is the Feeling Mutual" report published on behalf of Welsh Government identified the need to support Alternative Delivery Models (ADM) and Community Asset Transfers (CATs) with national support and resource. The Improvement Plan for this work, including identification of resources is likely to be published Autumn 2015.


8.2 Front line services are efficiently and effectively supported

8.2.1 Improving Resource Management

ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.1 Develop and implement a four year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.	Gary Ferguson - Corporate Finance Manager	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	
<p>ACTION PROGRESS COMMENTS: Produce a revised Medium Term Financial Strategy by July 2015-Part 1 of the Medium Term Financial Strategy (MTFS) was reported to Cabinet in June and Corporate Resources Overview and Scrutiny Committee in July. Part 1 forecasts the resources the Council is likely to have available over the next 3 years and details the cost pressures needing to be met from this reduced funding. Part 2 of the MTFS will set out the solutions and options for organisational efficiency and service changes to work to close the challenging financial gap and will be published in the Autumn. Last Updated: 13-Aug-2015</p>							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.2 Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation	Sharon Carney - Lead Business Partner	In Progress	01-Apr-2015	31-Mar-2016	15.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: An outline people strategy has been developed and agreed in principle. Work is on-going on developing a detailed action plan in support of the strategy - target for completion of action plan - end of September 2015. Last Updated: 04-Sept-2015</p>							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG


8.2.1.3 Rationalise the Council's use of corporate accommodation	Neal Cockerton - Chief Officer - Organisational Change 2	In Progress	01-Apr-2015	31-Mar-2016	2.00%		
<p>The Council has been working through this activity on a number of levels as follows:-</p> <ul style="list-style-type: none"> - the intensification of use of our office accommodation, County Offices Flint being a good example of such use; - the demolition of accommodation no longer fit for purpose, - the rationalisation of space <p>Last Updated: 27-Aug-2015</p>							

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.4 Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2015	31-Mar-2016	40.00%		

ACTION PROGRESS COMMENTS:

A meeting has been held on 29th July 2015 with the Director of the National Procurement Service (NPS) to discuss the level of efficiencies delivered so far from the NPS work programme. During the meeting clarity was sought on the savings figures being reported for Flintshire, with further analysis on the projected savings that will be forthcoming during 2015/16.

Last Updated: 06-Aug-2015








ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.5 Extend and improve customer access to Council information and services using technology and our Flintshire Connects Centres.	Denise Naylor - Customer Services Manager	In Progress	01-Apr-2015	31-Mar-2016	25.00%		




ACTION PROGRESS COMMENTS:

4 Flintshire Connects Centres now open.
 Flintshire Connects customers are directed towards applying for Housing Benefit on line.
 Applicants for Nursery school admissions were all notified of outcome electronically.
 Digital strategy developed and actions prioritised.
 Tablets to be purchased and used in Connects Centres to demonstrate the use of mobile technology to access council services.





Last Updated: 07-Aug-2015





PERFORMANCE INDICATORS

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
Amount of efficiency targets achieved.	Helen Stappleton – Chief Officer – People & Resources	Gary Ferguson – Corporate Finance Manager	£12,874,000.00	£10,876,000.00	 RED	Progress against the annual efficiency target is reported monthly to Cabinet and Corporate Resources Overview and Scrutiny Committee. As at the end of the first quarter the expected efficiencies for 2015/16 are forecast to be £10,876,000 which equates to 84%. For further information please see the September Budget Monitoring report prepared for Cabinet.
CHR/002 The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	Andrew Adams – Business Information and Compliance Advisor	N/A	2.40	2.54	 AMBER	
The percentage reduction in the floor space (m2) of office accommodation occupied	Neal Cockerton - Chief Officer - Organisational Change 2	Lisa McLellan – Asset Manager	5.00%	5.00%	 GREEN	Reduction related to a number of initiatives from the increased utilisation at Flint Offices, demolition of Connahs Quay Offices and the relation of staff to Alltami.
Reduction in the running costs of corporate accommodation	Neal Cockerton - Chief Officer - Organisational Change 2	Lisa McLellan – Asset Manager	0.50%	0.50%	 GREEN	Progress following moves to Alltami and the increased utilisation of Flint Offices together with the demolition of Connahs Quay Offices all contributing to this current outturn.
Agile working - desk provision as a percentage of staff (County Hall)	Neal Cockerton - Chief Officer - Organisational Change 2	Lisa McLellan – Asset Manager	15.00%	24.50%	 GREEN	A move plan has been developed with relocations into phase 1 to progress following fire prevention works which must be undertaken before staff move commences. Desk provision equates to a ratio of 8m2 per person.
Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	Arwel Staples - Strategic Procurement Manager	N/A	£100,000.00	£114,000.00	 GREEN	The total efficiency savings figures for the period are still being verified. However, the £114,000 is the current efficiency savings that has been identified as of 5th August 2015.
Digital take up of services via Connects	Denise Naylor – Customer Services	N/A	312.50	390.00	 GREEN	Portable devices are being purchased to assist Connects staff to actively show customers how to self-serve using a mobile

	Manager					device. Where possible customers are be asked to self-serve.
Review of existing services (36) available at Connects Centres to ensure they are fully transactional	Denise Naylor – Customer Services Manager	N/A	0.00	1.00		Full Housing triage service delivered from Connects. Total number of housing triages completed by Connects in qtr1 was 157 meaning that these did not need to be referred to the Back office service area. All triages were completed as 'walk in' i.e. no prior appointment made and the service is available across all Connects Centres.
The percentage of customers who successfully found what they were looking for on our website: Desktop	Denise Naylor – Customer Services Manager	N/A	55.00%	48.18%		A programme of work is underway to monitor the feedback received and appropriate action is taken to improve the website accordingly. The number of customers that complete the feedback form is very low compared at only 193 compared to the number of unique users of the website (167,933).
The percentage of customers who successfully found what they were looking for on our website: Mobile	Denise Naylor – Customer Services Manager	N/A	55.00%	55.55%		The number of customers responding to this survey via a mobile device is very low compared to the number of users of the website. 81 customers provided feedback.

RISKS

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
The scale of the financial challenge.	Helen Stappleton - Chief Officer - People and Resources	Gary Ferguson – Corporate Finance Manager	 Major (4)	 Major (4)	The level of anticipated funding from Welsh Government is still uncertain and will not be confirmed until receipt of the Final Settlement announcement. A further risk is the fact that this announcement may be later than previous years due to the next UK Spending Review scheduled for the Autumn.
The capacity and capability of the organisation to implement necessary changes	Helen Stappleton - Chief Officer - People and Resources	Sharon Carney – Lead Business Partner	 Major (4)	 Major (4)	The extensive programme to consider alternative delivery models across a range of services will continue to impact on available resources across portfolios. Corporate support will need to be prioritised for those services progressing to the feasibility stage. Additional/external support may be needed as we near the commissioning stage.

The pace of procurement collaborations and our limited control over their development	Gareth Owens - Chief Officer - Governance	Arwel Staples - Strategic Procurement Manager	 Moderate (3)	 Moderate (3)	The National Procurement Service (NPS) have recently put in place 12 framework agreements for various spend areas. The Collaborative Procurement Service is currently benchmarking these framework agreements to determine if they provide value for money. A meeting was held on 29th July with the NPS to discuss the progress of savings delivery. A further review meeting will be held in September to discuss progress.
Public attitude to accessing services on-line.	Clare Budden - Chief Officer - Community and Enterprise	Denise Naylor - Customer Services Manager	 Minor (2)	 Minor (2)	Not due for review until 30/09/15.

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Corrections / Amendments to Improvement Plan 2015/16 following Council approval

Improvement Plan:

Page	Detail	Correction / Amendment
11	The impact for the Safeguarding sub-priority was missing: 'Ensuring adults, young people and children are safeguarded'.	Correction
11	The impact for the sub-priorities Business Sector Growth and Town and Rural Regeneration were incorrectly stated as 'Enabling more people to live independently and well at home' but should have read 'Creating jobs and growing the local economy'.	Correction
11	The impact for the sub-priority Transport Infrastructure and Services was incorrectly stated as 'Helping people to access employment, local services and facilities' but should have read 'Safely accessing employment, local services and facilities'.	Correction
11	The impact for the sub-priority Sustainable Development and Environmental Management was incorrectly stated as 'Developing and protecting the environment' but should have read 'Environmental development which maximises social and economic benefits'.	Correction
11	The impact for the sub-priority Developing Communities was incorrectly stated as 'Supporting communities to be resilient' but should have read 'Supporting communities to become more resilient'.	Correction
11	The impact for the sub-priority Improving Resource Management was incorrectly stated as 'Supporting front line services to perform well whilst being efficient' but should have read 'Front line services are efficiently and effectively supported'.	Correction
12	Sub-priority: Appropriate and Affordable Housing A measure to increase the number of gifted new homes using the Community Infrastructure Levy (CIL) was included under activity 2 (stimulate the growth of affordable housing). This has been amended as the CIL cannot be introduced until the LDP is adopted and this is approximately 3 years away. The measure has been changed to 'Increasing the numbers of gifted new homes using Section 106 Planning Agreement'.	Amendment
14	Sub-priority: Independent Living A measure to monitor care home inspection reports under the activity 'Ensure Care Home Provision within Flintshire enables people to live well and have a good quality of life', has been amended to reflect the monitoring of care homes, which will be undertaken through existing contract monitoring arrangements.	Amendment

14	<p>Sub-priority: Independent Living</p> <p>The milestone to evaluate the impact of the pilot project being undertaken with Age Concern 'Listening Voices' should have read 'Listening Friends'.</p>	Correction
15	<p>Sub-priority: Integrated Community Social & Health Services</p> <p>The four risks for this sub-priority have been amalgamated into two:</p> <p>(1) Funding between Health and the Council does not transfer smoothly e.g. CHC, ICF, Primary Care Funds</p> <p>(2) Service Provision is not coordinated / integrated</p>	Amendment
21	<p>Sub-priority: Safe Communities</p> <p>The risk 'New Community Safety Partnership arrangements will not be effective enough to fully deliver its priorities' has been reworded for clarity to 'Grant funded services that are administered through the Community Safety Partnership are not delivered effectively'.</p>	Amendment
22	<p>Sub-priority: Poverty</p> <p>A measure to increase the number of <i>parents</i> receiving an enhanced Health service, under the activity 'Help children, young people and families, in or at risk of poverty achieve their potential', should have read <i>children</i>.</p>	Correction
25	<p>Sub-priority: Sustainable Development & Environmental Management</p> <p>The risk 'The necessary planning approvals are not secured' has been amended for clarity to 'The necessary planning approval for the waste transfer station is not secured'.</p>	Amendment
25	<p>Sub-priority: Sustainable Development & Environmental Management</p> <p>The risk 'Recycling and energy efficiency programmes are not supported by the public and employees' has been amended removing the reference to energy efficiency programmes as they have a good response.</p>	Amendment
27	<p>Sub-priority: Improving Resource Management</p> <p>The measures under the activity 'Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions' were incorrect and related to alternative delivery models. They should have read:</p> <ul style="list-style-type: none"> • Creating efficiencies through the use of the regional and national procurement collaborations. • Reducing the cost of procurement through the use of end to end electronic purchasing. 	Correction

Supporting Document (How we measure achievement):

Page	Detail	Correction / Amendment
2	Sub-priority: Appropriate and Affordable Housing The milestone to introduce the Community Infrastructure Levy (CIL) by July 2015 has been deleted. The CIL cannot be introduced until the LDP is adopted and this is approximately 3 years away.	Amendment
3	Sub-priority: Appropriate and Affordable Housing A measure to increase the number of gifted new homes using the Community Infrastructure Levy (CIL) was included under activity 2 (stimulate the growth of affordable housing). This has been amended as the CIL cannot be introduced until the LDP is adopted. The measure has been changed to 'The number of gifted new homes realized through Section 106 Planning Agreement between the Council, NEW Homes and the developers'.	Amendment
6	Sub-priority: Independent Living The milestone to evaluate the impact of the pilot project being undertaken with Age Concern 'Listening Voices' should have read 'Listening Friends'.	Correction
6	Sub-priority: Independent Living A measure to monitor care home inspection reports has been deleted and replaced with the contract monitoring measures to monitor care homes which are a 'service of concern' or deemed to be 'in escalating concerns'. In addition, the baseline data and targets for both have been confirmed as 3 and 2 respectively.	Amendment
7	Sub-priority: Independent Living The measure referenced 'SCAM2L' should have been referenced 'SCAL/023'.	Correction
12	Sub-priority: Business Sector Growth The roll out of superfast broadband across the county had been included as both a milestone and a measure. It should only have been included as a milestone; measure now deleted.	Correction
14	Sub-priority: Town and Rural Regeneration The milestone '72 unit extra care development in Flint by <i>Wales and West</i> to start construction in August 2015' should have read <i>Pennaf</i> .	Correction
23	Sub-priority: Maximising Income The measure to increase the numbers of <i>parents</i> receiving an enhanced Health service, under the activity 'Help children, young people and families, in or at risk of poverty achieve their potential', should have read <i>children</i> . In addition, the baseline data (2014/15) should have been 1515 instead	Correction

	of 1236.	
24	Sub-priority: Maximising Income The measure 'amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by Flintshire County Council', had been duplicated; one now removed.	Correction
26	Sub-priority: Fuel Poverty The target for the measure 'number of private homes receiving energy efficiency measures' had been incorrectly stated as 750. In total the target is for 750 homes to receive measures; 350 private homes and 400 council homes.	Correction
28	Sub-priority: Transport Infrastructure and Services The impact was incorrectly stated as 'People being able to safely access employment, local services and facilities' and should have read 'Safely accessing employment, local services and facilities'.	Correction
32	Sub-priority: Sustainable Development & Environmental Management The milestone for securing planning permission for the introduction of a waste transfer station by July 2015 has been expanded to include reference to its proposed location (Greenfield).	Amendment
34	Sub-priority: Developing Communities A milestone for the development and publishing of a volunteering policy was incorrectly included under the activity 'Ensure community benefit through our commissioning of goods and services. This has now been removed.	Correction
36	Sub-priority: Improving Resource Management The 2015/16 target for the amount of efficiency targets achieved should have been £12.874m in line with the final approved budget, not £10.3m.	Correction



CABINET

Date of Meeting	15 September 2015
Report Subject	Strategic Equality Plan Annual Report 2014/15 and Welsh Language Scheme Annual Monitoring Report 2014/15
Portfolio Holder	Executive Member - Corporate Services
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council has a statutory duty to produce annual monitoring reports for its Strategic Equality Plan (SEP) and its Welsh Language Scheme (WLS). The reports are attached as Appendix 1 and Appendix 2. The reports include a RAG status in relation to overall progress and confidence in achieving actions and targets.

SEP

The annual report sets out progress being made to meet the Council's equality objectives and SEP. The annual report identifies areas of good practice and areas of improvement, notably:

- Data collection – more systematic data collection and analysis across services is needed to be able to identify areas for improvement and measure progress and outcomes;
- Equality and Welsh language impact assessments need to be undertaken more systematically and robustly before decisions are made about service changes; and
- All employees need to complete the diversity audit which is available on iTrent.

WLS

This will be the final annual monitoring report of the Welsh Language Scheme as the Scheme will be replaced by the Welsh Language Standards in September 2015. This annual report highlights the Council's progress in implementing the WLS during 2014/2015 and showcases examples of good practice. Areas of improvement include:

- All employees need to complete the Welsh language skills audit which is available on iTrent;
- An increased number of employees should complete the Bilingual Customer Care training.

RECOMMENDATIONS

1. To be assured that adequate progress has been made during the year to meet our statutory duties.
2. To recommend that Corporate Resources and Overview Scrutiny Committee monitor progress of the revised SEP and the implementation of the new Welsh Language Standards as part of their forward work programme.
3. To agree to the publication of the reports on the Council's website and the submission of the Welsh Language Scheme annual report to the Welsh Language Commissioner.

REPORT DETAILS

1.00	EXPLAINING THE STRATEGIC EQUALITY PLAN ANNUAL REPORT 2014/15 AND WELSH LANGUAGE SCHEME ANNUAL MONITORING REPORT 2014/15
1.01	<p>Annual Monitoring Report : Strategic Equality Plan (SEP) The Equality Act 2010 (Statutory Duties) (Wales) 2011 requires the local authority to develop a SEP by no later than 2nd April 2012. The SEP must contain a statement setting out a description of the local authority, the authority's equality objectives, details of the steps the authority has taken or intends to take in order to fulfil its objectives, how long it will take in order to fulfil its objectives, and details of arrangements it has made or intends to make to comply with these Regulations. The SEP can be revised or remade at any time.</p> <p>Progress on meeting this duty and achieving the objectives set out in the SEP must be published annually by 31st March.</p>
1.02	<p>Progress Progress is being made to meet the actions identified in the SEP. There have been some outstanding areas of achievement during 2014/15:</p> <ul style="list-style-type: none"> • The Youth Service worked with Save the Children to support young Travellers contribute to developing a Hate Crime DVD. This has been shown in Westminster and in several European Parliaments. • 21 disabled children were successfully supported to attend "Quayplay" via the accompanying Buddy scheme. The quality of the provision at Quayplay was recognised by the Care and Social Services Inspectorate Wales (CSSIW).

1.03	<p>Areas for improvement</p> <p>Although there has been progress in this area of work, specific areas for improvement include:</p> <ul style="list-style-type: none"> • Data collection – more systematic data collection and analysis across services is needed to be able to identify areas for improvement and measure progress and outcomes. • Equality and Welsh language impact assessments need to be undertaken more systematically and robustly before decisions are made about service changes. • All employees need to complete the diversity audit which is available on iTrent. • There needs to be an increased number of employees completing the equality e-learning packages.
1.04	<p>Annual Monitoring Report: Welsh Language Scheme (WLS)</p> <p>Prepared under the Welsh Language Act 1993, the Welsh Language Scheme received the full endorsement of the Welsh Language Board in March 2010. The Scheme requires the local authority to submit a Monitoring Report to the Welsh Language Commissioner by June each year although a revised deadline of September 2015 has been agreed with the Welsh Language Commissioner. This will be the final annual monitoring report of the Welsh Language Scheme as the Scheme will be replaced by the Welsh Language Standards in September 2015.</p>
1.05	<p>Progress</p> <p>The annual report shows that the Council is meeting many of the commitments set out in WLS, there are also examples of services being developed to meet the needs of Welsh speakers:</p> <ul style="list-style-type: none"> • Social Services has developed a Welsh Language Reminiscence initiative for Welsh speaking people with dementia and their families. As part of the initiative reminiscences boxes have been designed for Welsh speakers and Welsh people or people who may have grown up or have strong links with Wales. The boxes contain sensory and memory aids and written material in Welsh. They are also specifically designed for Flintshire which means they have been developed in line with local Welsh cultures, traditions and heritage. • Through working in partnership with Menter Iaith, Sir Y Fflint, Leisure services were able to provide swimming lessons through the medium of Welsh.
1.06	<p>Areas for improvement</p> <p>Although the Council is successfully implementing many of the Scheme's commitments, there are some areas of improvement:</p> <ul style="list-style-type: none"> • All employees need to complete the Welsh language skills audit is available on iTrent; to date approximately 40% of employees have completed the audit. • An increased number of employees should complete the Bilingual Customer Care training; this will help increase language awareness and understanding of language choice.

1.07	<p>Moving Forward</p> <p>The relevant actions from both the SEP and future compliance with the Welsh Language Standards will be incorporated into the new performance management system. This will facilitate easier reporting for services in the future and support new post holders in awareness of their responsibilities.</p> <p>A further report will be presented on the new Welsh Language Standards and implications for the Council.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	<p>Implementing the recommendations of this report will have implications for employees. Chief Officers will need to ensure that:</p> <ul style="list-style-type: none"> • equality and Welsh language impact assessments are undertaken; and • employees have the time and are supported to complete the Bilingual Customer Care training, equality e-learning modules and the Welsh language skills and diversity audit.
2.02	<p>Financial resources are available through the Corporate Training budget to meet training costs.</p>

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>Equality Representatives and relevant officers were consulted in order to update both the action plans and provide information for the annual reports.</p>

4.00	RISK MANAGEMENT
4.01	<p>Producing the Strategic Equality Plan and annual report supports the Council to meet its statutory duties under equality legislation. Failure to complete equality impact assessments on decisions and policies could result in legal challenge. The implementation of the new Welsh Language Standards will be monitored by the Welsh Language Commissioner.</p>

5.00	APPENDICES
5.01	<p>Appendix 1: Strategic Equality Plan Annual Report 2014/15 Appendix 2: Welsh Language Scheme Annual Monitoring Report 2014/15</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None</p> <p>Contact Officer: Fiona Mocko Job Title: Policy Advisor (Equalities and Cohesion) Telephone: 01352 702122 Email: Fiona.mocko@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
	<p>Quayplay: a Summer play scheme held at Connah's Quay Sports Centre, delivered by Leisure Services</p>

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Flintshire County Council

Strategic Equality Plan Annual Report April 2014 - March 2015

We are happy to provide this information in alternative formats
or in your own language

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Strategic Equality Plan

Annual Report 2014- 2015

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2. Equality Information	

Executive Summary

This is the third annual report for Flintshire County Council's Strategic Equality Plan. It sets out the progress we are making to achieve our equality objectives which aim to reduce inequalities experienced by people with protected characteristics.

We have continued to undertake initiatives to meet the general equality duty as well as work to the objectives set out in the Strategic Equality Plan. In particular, the Youth Service and Traveller Education Service have undertaken some outstanding work with young Travellers. We are proud that young Travellers from Flintshire contributed to a DVD about Hate Crime. This DVD achieved recognition nationally and further afield. It was shown at Westminster and in several European Parliaments.

We are delighted that the Active Flintshire (Sports Development Team) won 'Local Authority Contribution of the Year' at the Tennis Wales Awards for the second successive year. The award recognises Active Flintshire's success in setting up new junior clubs in the county increasing access to tennis for young people.

Although we are mainly on track completing the actions we have set ourselves, we know that we still have a long way to go on this journey. We are still collating baseline data which will help us to measure our progress over the four year period of the Plan. Progress is inconsistent across portfolios and we appreciate that further work is needed to fully integrate the Strategic Equality Plan within the Council's new business planning process.

Colin Everett
Chief Executive

Councillor Billy Mullin
Cabinet Member for Corporate
Management



¹ Ian Budd, Chief Officer Education and Youth, and Councillor Glenys Diskin, meet employees and the Inspirational Traveller Dimension Girls

Strategic Equality Plan Annual Report 2014-2015

1. Introduction

1.1 This is the third annual report for the Council's [Strategic Equality Plan](#) (SEP); it covers the period April 2014 to March 2015. The report sets out progress to meet the objectives identified within the plan; it also provides a summary of other activities that have been undertaken to promote equality for employees and customers and promote good community relations.

1.2 The Equality Act 2010 introduces a general public sector duty to

- (a) eliminate discrimination, harassment, and victimisation;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

1.3 The protected characteristics as defined by the Equality Act are:

Age	Disability
Gender Reassignment	Marriage and Civil Partnership
Pregnancy and Maternity	Race
Religion and Belief	Sex
Sexual Orientation	

Welsh language is covered by the Welsh Language Act 1998; the Council has a separate [Welsh Language Scheme](#) and Welsh Language Skills Strategy to ensure that Welsh and English languages are treated on a basis of equality.

1.4 The Specific Equality Duties for Wales require public bodies to publish equality objectives and set out the steps they will take to meet these objectives in a [Strategic Equality Plan \(SEP\)](#).

The specific equality duties also require public bodies to:-

- publish objectives to address pay differences
- publish a statement setting out the steps it has taken or intends to take to meet the objectives and how long it expects to take to meet each objective
- produce an annual report by 31 March each year, which will include specified employment information, including information on training and pay
- engage with people from protected groups
- assess impact of new and revised policies on people from protected groups
- publish and use equality information

The purpose of the equality objectives is to reduce specific areas of inequality which were identified using both qualitative and quantitative evidence. The Council

has also worked with the other public bodies across North Wales to identify **regional equality objectives**. The regional and local equality objectives and the evidence base used to identify the objectives can be found [here](#).

1.5 Alongside the [SEP](#) the Council’s work on equality is supported by a [Diversity and Equality policy](#), [Welsh Language Scheme](#), Welsh Language Skills Strategy, Customer Care Strategy, Plain Language Guide and Council Plan.

2. Progress









2.1 The Council’s equality objectives and Strategic Equality Plan were published in April 2012. This is the third report and baseline data is still being collated. The more data that is collated, the better the analysis and improved target setting to monitor performance and reduce inequalities experienced by employees and customers. Some of the measures that were identified initially have now been removed as it has been too difficult to capture the information or responsibility for the information lies with a different agency. Work will take place over the next 12 months to review the equality objectives and identify more realistic measures which will be published in April 2016.











2.2 The action plan to meet the SEP is provided in Appendix 1; this also highlights the progress to meeting each actions.









2.3 Progress has been made in HR to ensure the diversity profile of employees is captured to meet the employment duty of the Equality Act; and arrangements are in place to analyse the data and publish the workforce information report. This report is available [here](#)







2.4 A self assessment has been undertaken as to how well progress is being made during the first year of implementation. The following table sets out how we assessed our performance towards achieving our local objectives. The table sets out a summary of the assessment of the objectives in terms of “progress” made toward delivering them and “confidence” in achieving the objectives.





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





Regional Equality Objective: Reduce Health inequalities		
Local Equality Objective	Progress	Outcomes
Service users from all protected groups make healthy lifestyle choices		
Adults with a learning disability have a health check		
Looked After Children have access to health care		
All older people who receive social care are treated with dignity and respect		
All Transgender and Lesbian, Gay and Bisexual people are treated with dignity and respect when receiving social care		

Regional Equality Objective: Reduce unequal outcomes in Education to maximise individual potential		
Local Equality Objective	Progress	Outcomes
The gap in educational attainment levels of boys and girls at all key stages is reduced		
Young people access increased opportunities for employment		
The educational attainment levels of Looked After Children improves		
Vulnerable young people i.e. NEETS (Not in education, employment or training) and young offenders have access to increased opportunities for training and skills development		
Children and Young People feel safe at school		

Regional Equality Objective: Reduce Inequalities in Employment		
Local Equality Objective	Progress	Outcomes
Improve the quality and quantity of workforce data relating to protected characteristics		
Employees demonstrate an awareness of diversity and equality issues and the public sector equality duties		
Any pay gaps between different protected characteristics are identified and addressed		
There is no pay gap between men and women employed by the Council		

Regional Equality Objective: Reduce inequalities in personal safety		
Local Equality Objective	Progress	Outcomes
People do not experience hate related harassment or crime in the community.		
The LGBT Community, Disabled people, older people and people from a Black and minority ethnic (BME) feel confident in reporting domestic abuse		
Repeat incidents of domestic violence are minimised across all protected characteristics		

Regional Equality Objective: Reduce inequalities in Representation and Voice		
Local Equality Objective	Progress	Outcomes
The profile of people who participate in public life and representative bodies, for example, school governors, Schools Councils, Tenants and Residents Associations and service user planning groups better reflects the make - up of the local community		
All protected groups are represented in consultation activities and equality impact assessments		

Regional Equality Objective Reduce inequalities in access to information, services, buildings and the environment		
Local Equality Objective	Progress	Outcomes
Customers with protected characteristics can easily access information		
Customers with protected characteristics have equality of access to services, transport, the built environment and open spaces which the Council provides or manages		

3. Additional activities - Meeting the General Duties

3.1 This section sets out the progress made to date under the general duty. Some of the achievements cover all of the three parts of the general duty

3.2 Eliminate discrimination, harassment, and victimisation Activities and Outcomes

- As part of the national 'Ageing Well in Wales' programme, and the development of dementia supportive communities, the Libraries' service is engaged in partnership working with Social Services to provide locations and booked facilities for reminiscence sessions.
- Library employees have received 'Dementia Friendly' training.
- There were 66 reports of hate incidents in Flintshire in the period 2014/15. The incidents were classed as follows:-

Type of incident	2011/12	2013/14	2014/15
Racially motivated	44	43	43
Homophobic	6	16	13
Disability Related	5	3	6
English/Welsh language	1	3	-
Transphobic		1	-
Gypsy/Traveller		0	-
Gender		1	-
Religious		3	2
Other	1		-
Total	57	70	66

- A multi –agency group has been established to address community tensions and hate crime. The terms of reference for this group include monitoring and

reviewing hate crime figures and taking necessary action to increase reporting and reduce incidents.

- The Regional Community Cohesion Co-ordinators prepared information to raise awareness of Hate Crime during Hate Crime Week in October 2014. Flintshire County Council distributed this through Twitter, Face Book, website and intranet. This information was promoted again in November and February as part of Trans remembrance Day and Lesbian, Gay, Bisexual and Transgender History month respectively.
- The Traveller Education Service and Traveller pupils worked with Save the Children to make two videos relating to Hate Crime.
- All year 7 and 8 pupils in one Secondary school have received cultural awareness training from the Traveller Education Service as a part of their Personal, Social, Health and Education lessons.
- Training on Traveller culture has been delivered to employees at one primary school and one secondary school.
- The Youth Service has facilitated Forum groups (both a girls and a boys group) for Travellers. The girls group has completed many activities including work on hate crime, collaboration with Flintshire Youth Forum, representation on Respect Fest (annual conference on bullying organised by young people).
- Three members of this group have attended the All Wales Gypsy Traveller Youth Forum organised by Save the Children.
- A transition project for years 5 and 6 has been arranged. Some of the primary school year 5 and 6 Travellers visited the High Schools weekly to engage with the projects above in a High School setting.
- Secondary School Travellers visited Primary schools to discuss their experience of school to encourage pupils to transition to secondary schools.
- Traveller pupils are working on a project with Amnesty International on Human Rights.
- The Council held a service for employees and elected members to commemorate Holocaust Memorial Day
- Physical alterations were made to schools:
 - 15 out of 84 schools are now fully accessible
 - Three Primary school are having substantial alterations to improve sanitary conditions for disabled pupils, these include extensions to school or internal remodelling
 - Ramped access is being installed to the front entrance to three schools

3.3 Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

Activities and Outcomes

- Introduction of face to face assessments for blue badge applications under the discretionary criteria. The service is delivered from Connects Centres and will support those that have difficulty completing the application form and providing relevant evidence. People who do not qualify are refused but receive a full explanation. This ensures that only those who meet the criteria are able to park in designated spaces.

- The Welfare Response Team joined the Benefits service during the year to support applications and intervention/support work with our customers applying for Discretionary Housing Payment. Applications are now decided with an element of conditionality for our customers to access support and advice. The Team are working with people to help them to help themselves to attain a stable and manageable financial position.
- Flintshire Connects employees are digital champions and will encourage and help customers with the use of digital access to services via the facilities available at the Connects Centres.
- Community Benefits requirements continue to be included on various large high value capital projects e.g. SHARP (Social Housing and Regeneration Project) these requirements ensure that the Council adds social value into contracts.
- Active Flintshire (Sports Development Team) won 'Local Authority Contribution of the Year' at the Tennis Wales Awards for the second successive year. The award recognises Active Flintshire's success in setting up new junior clubs in Buckley and Holywell and in, delivering 'up skilling' courses to school teachers. This qualifies young leaders to support tennis sessions in schools and the community. Tennis roadshows were also promoted to over 2,500 children in the County's schools.
- The Care and Social Services Inspectorate Wales (CSSIW) recognised in its inspection report for 'Quayplay', the well-established children's play setting which operates from Connah's Quay Sports Centre during the five weeks of the school summer holidays. The CSSIW reported that Quay play 'provides a good play environment and quality of life for the children' and that both children and parents are benefitting from a setting which is well managed.
- The improvement scheme for children's play areas based upon a match-funding agreement between the County Council and Town and Community Councils has resulted in the County Council contributing £105k in 2014/15 towards the development of 16 play areas. During 2014/15 improvement works to 13 play areas had been completed with the remaining three sites (Argoed, River View in Connah's Quay and St. David's in Higher Kinnerton) due to be completed during 2015/16.
- "Actif plus one" is a disability equality scheme which permits a personal assistant to have free access to our leisure facilities when supporting a disabled customer. A total of 129 disabled customers have 'signed up' for the "actif plus one" subscription since the launch of the scheme in 2009.
- Social Services implemented an initiative to embed co-production into commissioning processes. This means involving people including those with protected characteristics in the development of services in Flintshire from the start to the end of the process. Pilot currently underway in Disability Services
- Food Hygiene Training has been provided through the medium of Turkish to people employed in the catering industry in the county.
- Recycling information is available in a number of languages
 - The Fostering and Adoption Service undertook a series of targeted initiatives involving the Lesbian Gay and Bisexual (LGB) community to increase the number of LGB foster parents.
- The Council's Road Safety Team ran workshops for older drivers (65 plus).

3.3 Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Activities and Outcomes

- During summer 2014, 481 children were registered at Quayplay. The average daily attendance was 145 children, with approximately 45% aged under eight years of age. These play activities are important in bringing children from different protected groups together and fostering good relations.
- 21 children with disabilities were successfully supported to attend Quayplay via the accompanying 'Buddy' scheme.
- Raised a flag on 20 November 2014 to commemorate the Transgender Day of Remembrance in memory of all Trans people who have lost their lives to transphobic violence. A workshop to raise awareness of issues facing Trans people when accessing Council services was also delivered by members of the Trans community. This was supported by promoting information on the intranet for employees to access.
- Raised the Rainbow flag during February 2015 to celebrate Lesbian, Gay, Bisexual, Transgender (LGBT) History Month.
- The Youth Service worked with Save the Children to support young Travellers contribute to developing a Hate Crime DVD. This has been shown in Westminster and in several European Parliaments. It was also promoted to employees and elected members via the intranet during Hate Crime week and LGBT History month.
- Traveller pupils attended a workshop with "Show Racism the Red Card"², exploring Gypsy and Traveller education.
- Traveller pupils participated in a Welsh Assembly workshop on the political system and voting. They also met the Chair of Flintshire County Council, Councillor Glenys Diskin during a tour of County Hall.
- North Wales Police organised a North Wales tour of Guide Dogs for the Blind sensory tunnel; one of the stops was the Flintshire County Council's county building in Mold. Employees were encouraged to visit the tunnel to experience challenges faced by blind and partially sighted people. Elected members and employees from a range of services including caretakers, reception and Streetscene experienced the tunnel.



² **Show Racism the Red Card is the UK's anti-racism educational charity. The organisation utilises the high-profile status of football and football players to help tackle racism in society.**

4. Collating information and engagement

4.1 Systems have been developed to capture and monitor the profile of our customers by protected characteristic. As there is not a shared system to collate the data, Portfolios and services have developed their own systems. However not all protected characteristics are captured on each system and there is insufficient data currently available for detailed analysis across the majority of services.

Categories used to collate diversity data are taken from [Census 2001](#) and most recently the [Census 2011](#) where this information is available. The data provided by services is published in Appendix 2. It is an ongoing action to improve recording in this area across many services.

4.2 Other sources of information are available from [Infobase Flintshire](#) which provides access to a wide range of data locally and nationally on Wales, the [Local Government Data Unit Wales](#) and regional and national research and reports.

Data on all protected characteristics is not captured through the Census, for example, transgender and sexual orientation. As some communities have relatively low numbers which make statistical analysis difficult, the results of national research and reports are used.

4.3 North Wales Public Sector Equality Network (NWPSSEN), a network of all public bodies Equality Officers across North Wales, has developed an exemplar equality monitoring form with a Top Ten Tips Guidance note. This will help ensure there is consistency amongst the equality monitoring categories used by public bodies across North Wales and will contribute to more effective benchmarking.

4.4 Qualitative data is collated through other means such as surveys and focus groups and through engagement with local groups such as the Council's employee networks:

- Lesbian, Gay, Bisexual and Transgender (LGBT) Employee Network
- Women's Forum
- Disabled Employees Forum

and with community groups:

- Flintshire Deaf Forum
- Flintshire Disability Forum
- Flintshire Muslim Cultural Society
- Flintshire Youth Forum
- Encompass, the LGBT community group
- Faith contacts
- Filipino Society
- International Social Group
- Older Peoples Forum
- One Community Project
- North Wales Regional Equality Network

- School's Councils
- Stonewall Cymru
- Summilan community group
- Unique transgender group

Officers attend meetings with community groups to identify issues at an early stage, receive feedback and views on any initiatives and involve them in equality impact assessments.

4.5 Despite the challenges in collating data, improvements have been made:

- Recording the ethnic details of service users is now a mandatory field on the Social Services client database, PARIS, which should improve performance in our data collection and reporting.
- Monitoring the profile of tenants, homelessness applicants and people on the housing waiting lists has been included in the Housing Improvement Plan.
- Profile of school pupils and school attainment levels is available.
- Communities First are now monitoring attendance at their community activities.
- Leisure Services has been promoting the "What's it Got To Do With You" Stonewall leaflets to encourage customers to complete the monitoring forms.

An action to collate data and undertake more robust analysis is included in the SEP for both employment and services. During the next 12 months the current measures in the plan will be reviewed to ensure that progress is being monitored in a more effective and efficient manner. Several existing measures have been removed as it has proven to be too challenging to collate the data.

4.6 Using information to meet the general duty

The profile of customers/service users is compared against the profile of the community to identify areas of over/under representation or under achievement which enables Services to set targets for improvement.

Using data in this way helps Services to identify potential and actual areas of discrimination and also identify the opportunity to advance equality of opportunity through setting improvement targets which will be incorporated into the [SEP](#). This information has also been used to identify the [Council's local equality objectives](#).

Comparisons of satisfaction levels and complaints and information from focus groups is also used to identify any areas of potential and actual discrimination and areas of community tensions which in turn contribute to identifying opportunities for advancing equality and for fostering good relations.

4.7 Employment Information

4.6.1 The profile of the workforce and job applicants is monitored, the results for the period 1st April 2013 to March 31st 2014 can be found [here](#). Some of the data has been aggregated to ensure individuals cannot be identified. The Council is rolling out a self service HR system where employees will be encouraged to complete their personal details. A full diversity profile of the workforce for 2014/2015 will be published separately and will include information required by the specific duties of the Equality Act 2010.

4.6.2 Currently the Council is unable to record gender identity in iTrent (Human Resource Management System) on Self Service or manually against an individual's record. Human Resource Operations Manager is exploring options to rectify this with Midland HR (the supplier) and the Welsh Local Government Association is co-ordinating activity to address this as it affects more than one local authority.

4.6.3 All information on the HR system includes other protected characteristics included within on-line application and Equalities Information Review. As further modules of the HR system are implemented and the fields populated additional reports will become available in the future, for example, grievances and disciplinary action and applications for training.

4.6.4 Qualitative information is gained through feedback from Trade Union representatives at the Joint Trade Union Consultative Committee and through the employee networks as listed in 4.3.

4.6.5 Qualitative and quantitative information is used to inform equality impact assessments on HR policies and practices and to identify areas of potential/actual inequalities which require further investigation. The employee networks have been involved in policy development including the Domestic Abuse Workplace Policy, Flexible Working, Agile Working, Apprenticeships and Competencies.

5.0 Equality Impact Assessments (EIAs)

5.1 Equality and Welsh Language impact assessments (EIA) are one of the mechanisms being used to mainstream equality and to support services identify specific equality targets. EIAs are undertaken on new or revised policies and practices.

5.2 Arrangements for assessing the impact of policies and practices

A template has been developed to capture the relevant information required for EIAs and this is supported by more detailed guidance. Workshops have been held in each Portfolio to support key officers undertaking EIAs. Portfolio Equality representatives provide additional support within each Portfolio. An EIA Quality Assurance group (comprising members representing different protected characteristics) has been set up to identify potential adverse impact and suggesting

solutions. The group also acts as a “safety net” to ensure that the views of people from across the protected characteristics are considered. The aim is to ensure that the EIA process is robust and thorough and contributes to improvement in outcomes for both customers and employees. The equality impact assessment now incorporates Welsh language.

EIA is a standing item on Community Services Senior Management Team agenda and Equalities Group.

5.3 EIAs have been completed on the following during the past 12 months:-

- Additional Payments
- Agile Working
- Annual Leave
- Bulk waste collections
- Competency Framework
- Disclosure of Barring Service (DBS)
- Flexible Working Hours
- Leisure Services review
- Library Services review
- Mileage and Expenses
- Part night lighting
- Professional Subs
- Reduced street lighting resource
- Single Status Maintenance
- Single Status Appeals
- Social Media
- Stand-by and Call Out
- Winter maintenance of car parks
- Workplace Domestic Abuse

A summary of EIAs that have a substantial impact are published on the [Council's website](#).

6.0 Training

6.1 Details of how we promote understanding and knowledge about equality is set out in the [SEP](#) . During 2014/2015, we introduced three e-learning packages :-

- Equality Act 2010
- Equality in the Workplace
- Equality and Welsh Language Impact Assessments

6.2 In addition to the e-learning programmes, workshops were delivered on:-

- Cultural Awareness in Safeguarding Children
- Deaf awareness

- Domestic Abuse Stalking and Honour Based Violence- DASH system
- Dyslexia and Mental Health Services
- Equality and Welsh Language Impact assessments
- Gender Reassignment
- Gypsy and Traveller culture
- Hate Crime
- “Prevent” agenda
- Prison Health and Equity: Meeting the Public Health Challenge
- Working with the Roma Community

6.3 Diversity and equality is also included in

- Customer Services Award
- Institute of Leadership and Management (ILM) programme at all levels
- E-learning modules for new managers
- Induction workshops for new elected members

6.4 Conferences

Employees attended the North Wales Modern Slavery Conference and two employees have attended “Train the Trainer” to enable them to deliver training on Modern Slavery to employees.

6.5 Future specific planned training for 2015/16 include:

- Cultural Awareness in Safeguarding Children
- Deaf Awareness
- Gypsy Traveller culture
- Hate Crime
- Modern Slavery
- Trans awareness

6.6 The Local Authority has become a member of the Stonewall Education Champion programme which means that schools will be able to access support and specialist training on LGBT issues. Training on dealing with homophobic bullying and harassment in schools has already been provided to all schools.

7.0 Procurement

7.1 Details of how equality is embedded into the procurement process is set out into the [SEP](#). Furthermore, the Council includes community benefit clauses within contracts over £2 million; contracts of £10,000 include an element of community benefits in the scoring mechanisms. As this work develops it may have the potential to contribute to the achievement of the equality objectives.

8.0 Conclusion

8.1 This report outlines the progress the Council is making to meet both the general and specific public sector equality duties. It is however clear that collating some data to monitor progress has been challenging. The objectives and measures will be reviewed during the next 12 months and republished by April 2016. A priority will be to ensure that they are effective and efficient and will be incorporated in to the new performance management system CAMMS. The new performance management system will ensure that there is more effective monitoring of progress to meeting the objectives.

Thank you for reading our Strategic Equality Plan Annual Report 2014/15.

Views and suggestions for our annual report are welcome.

Please contact us on: Tel: ☎ 01352 702131



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<p>Regional Equality Objective: 1</p>	<p>Reduce Health inequalities Action area 1.1 The number of people, in underrepresented groups, choosing healthy lifestyles</p>
<p>Local Equality Objective: Meets aim and of General Duty 1 and 2</p>	<p>Service users from all protected groups make healthy lifestyle choices</p>
<p>Issues</p>	<p>People with mental health problems are more likely to smoke and consume alcohol which significantly contributes to a reduced life expectancy. In line with the Health, Social Care Wellbeing Strategy and the Local Public Health Strategic Framework tobacco control and consumption of alcohol within recommended guidelines will be a key area of focus. We will respond positively when Public Health Wales/ Betsi Cadwaladr University Health Board (BCUHB) offers brief intervention training for frontline employees working with people with long term mental health problems.</p> <p>There is a need to develop PARIS system (multi disciplinary social and health recording system) so that we can measure ‘improved physical health’ and ‘improved and maintained mental health and well being’ for all service users/ protected characteristics.</p> <p>Employees who provide direct care services need to be informed and skilled to be able to positively influence and actively support all protected groups to choose healthy lifestyles. We are awaiting the outcome of a Continuing Health Care (CHC) Bid, if successful care employees in care homes will be trained in the nutritional needs of older people. We will respond positively when Public Health Wales/ BCUHB offers brief intervention training for frontline employees working with people with long term mental health problems.</p> <p>It is known that there are health inequalities within Communities First areas as shown by the Welsh Index of Multiple Deprivation (WIMD). Action will be taken to introduce and maintain health improvement activities within these areas.</p> <p>It is not known whether detailed records of number of children and young people attending After School</p>



	Clubs (ASCs), particularly in under-represented groups, are kept. We need to investigate what data is recorded and ensure that systems are in place to capture relevant data on the attendance of under-represented groups to analyse whether the numbers of children and young people with a protected characteristic are disproportionately low. We will focus on disability, race and sex.
Evidence Ref:	
1.1.1	% of participants by protected characteristic on Community Development Programmes in Communities First areas
1.1.2	Number of children and young people, by protected characteristic, attending After School Clubs (ASCs) for physical activities and nutrition
1.1.3	% of children and young people attending ASC's for physical activities or nutrition by protected characteristics (disability, race, sex)
1.1.4	% of participants by protected characteristic attending leisure centres

Evidence	Direction of Improvement	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16 Aspirational Target
1.1.1	Higher	N/A	N/A	To be confirmed	To be confirmed	53%males 46%Females 5% BME 2.5% LGBT 19% Disabled Age 23% (under 24 years) 22% (25- 44 years) 53% (45-64 years)	To be confirmed

						2% (65-74 years)	
1.1.2	Higher	N/A	N/A	Establish baseline	To be removed		To be removed
1.1.3	Higher	N/A	N/A	Establish baseline	To be removed		To be removed
1.1.4	Higher	N/A	N/A	Establish base line	To be confirmed	To be confirmed	To be confirmed

Action	Lead Officer / Partner	Time frame	Related Evidence	Progress
Social Services				
Embed outcome focussed care planning, with a focus on health promoting lifestyles.	Service Managers	To be reviewed March 2013	1.1.1	On- going 
Work with PARIS and teams to record outcomes	Business Manager	2013	1.1.1	The Paris system is currently undergoing major structural change in order to advance relevant technology. The relevant user groups meet on a monthly basis and have focused specific discussions around advancing Welsh Language and Equality data features. The new integrated assessment forms for adult service users are capable of recording more extensive information in relation to ethnicity. 

Await results of CHC bid for care staff training in care homes – the action would be to respond to the outcome of the bid. If successful, we will support it, if not we will seek further opportunities to ensure that this work takes place	Older Peoples' (OP) Provider Service Manager and Well Being & Development Officer.	Completion date Dec 2012	1.1.1 1.1.2	Complete 
Include brief intervention training when available within workforce development opportunities for appropriate front line employees	Workforce Development Manager	To Be Confirmed	1.1.1 1.1.2	On-going 
Community and Enterprise				
Hold Community Development Programmes Themed : Health Improvement Activities:- <ul style="list-style-type: none"> • Healthy Eating • Cooking Skills • Walking • Cycling 	Communities First Manager	ongoing	1.1.3	A family support worker is now attending as a 10 week Community food and nutrition course with the Communities First lead officers, which will enable them on completion to deliver the accredited Come and Cook course to families and community members. During 2014/15 <ul style="list-style-type: none"> • 4 Sessions of Summer Fun - 70 children and 25 parents attended • 3 x Halogen Taster Sessions • 6 weeks - One Pot Cooking sessions 
Monitor attendance by protected characteristic	Communities First	February 2013	1.1.3	Equality monitoring is being undertaken

	Manager			
Identify action to increase participation of protected groups who are underrepresented	Communities First Manager	February 2013	1.1.3	Under-represented groups will be identified when analysis is complete 





Regional Equality Objective: 1	Reduce Health inequalities Action area 1.2 The number of people, in under - represented groups, accessing health care services
Local Equality Objective: Meets aim and of General Duty 1 and 2	1.2 (i) Adults with a learning disability have a health check 1.2. (ii) Looked After Children have access to health care
Issues	In Learning Disability Services - Health Action Plans (The Blue Book) have been developed. The Blue Books were tested in 2010 to make sure they work. Everyone in Flintshire Supported Living and Health Community Living should now have one. The Health Liaison Team is now giving them to people who live with their families. The target for this year is another 20%. People should take them to their G.P. when they have their Welsh Health Check every year. The doctor will write in the book to tell the person what they need to do to keep healthy. In July 2011 the Health Liaison Nurse attended service user “Speak Up Groups” in Day Opportunities to talk about the Blue Book and Health Checks and a number of people said that they had not received their Blue Book yet. GP Annual Health Checks are monitored through GP contracts and reports produced. Note in 2010 – 2011 G.P.s completed 253 Welsh Annual Health Checks. This is up 9%. The BCUHB Primary Care Clinical Programme Group is looking at how well the health checks are made.

	<p>A workshop relevant to both Healthy Lifestyles and Access to Health Services was held in October by Social Services. Shared learning on the afternoon by bringing together employees responsible for assessment, care planning and service delivery (in house and independent providers). The table exercises included “how to improve support to people in making Healthy Life Choices”, and “How to support people to Access Health Services”. An action plan was produced and agreed at the Learning Disability Planning Partnership and Team Managers meeting. The action plan will be reviewed in July by the Planning partnership and the Team managers. Participants made personal commitments some of which were specific to the 2 topics and these will be monitored through supervision and follow up contact from the Planning Officer. We will be monitoring outcomes rather than targets.</p> <p>Social Services for Children deliver on a number of Welsh Government (WG) performance indicators that relate to Looked after Children accessing health assessments and dentists. We need to explore if we can measure this by protected characteristics.</p>
Evidence Ref:	
1.2.1	% of health assessment appointments for adults with a learning disability offered within timescales
1.2.2	% of health assessments for LAC due in the year that have been undertaken
1.2.3	% of LAC in the period who were registered with a GP within 10 working days of placement start
1.2.4	% of LAC, by age, who have been continuously looked after for 12 months who have had their teeth checked by a dentist during the year

Evidence	Direction of Improvement	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16 Aspirational Target
1.2.1	Higher	N/A	N/A	ASS/CSS - Not currently available	To be confirmed	To be confirmed	CSS- 75% ASS 75%

1.2.2	Higher	51.5%	61.2%	46.5%	57.4%	53.8%	75%
1.2.3	Higher	92%	100%	100%	To be confirmed	100%	100%
1.2.4	Higher	52.2%	76.3%	52.4%	To be removed data held by other agencies	34.4%	75%






Action	Lead Officer / Partner	Time frame	Related evidence	Progress
Social Services				
Continue to support all service users/ protected groups to access health services	Performance Manager & Team Managers	May 2012	1.2.1 1.2.2 1.2.3 1.2.4	<p>Flintshire is currently leading on the development of the regional Single Point of Access. This service is being developed in order to improve access to health services, social services and those services offered by the third sector.</p> <p>Research is currently being undertaken to ensure this service will be equally accessible for people within protected groups and with disabilities.</p> <p>The service will be bilingual and a full service in Welsh will be actively offered.</p> <p>Materials are currently being developed</p>

				to aid persons with learning disabilities and physical disabilities (For example people with hearing aids/deaf). 
Follow up on October workshop commitments in relation to promoting access and choosing healthy lifestyles.	Learning Disability (LD) Service Manager	ongoing	1.2.2	Completed 
Continue to deliver on WG performance indicators in relation to LAC and rectify recording issues in relation to dentist checks.	Service Managers	ongoing	1.2.4	Complete 
Record profile of LAC by protected characteristic	Team Manager Children	ongoing	1.2.1 1.2.3 1.2.4	Work has begun on this initiative, a task and finish group has now been established to progress this outcome. 

Regional Equality Objective: 1	Reduce Health inequalities Action area 1.3 The care of older people is improved to ensure they are treated with dignity and respect
Local Equality Objective: Meets aim and of General Duty 1 and 2	Older people who receive social care are treated with dignity and respect
Issues	Community Services Portfolio have already put in place actions to address this objective:- <ul style="list-style-type: none"> Flintshire and Wrexham Dignity Champion Network established. General awareness raising has taken place including articles in general press. Awareness raising with homecare employees and

	<p>Reablement training includes theme of dignity. In response to a questionnaire a localised action plan for the network is to be developed within the next 6 months.</p> <ul style="list-style-type: none"> • All future training commissioned by Workforce Development team will stipulate that theme dignity is included. • Feedback Questionnaire is now sent out at review which asks older people if they were treated with dignity and respect. <p>In addition the Community Services Portfolio intends to:</p> <ul style="list-style-type: none"> • Respond and deliver on BCUHB plan produced in response to report by Older People Commissioner 'Dignified Care? The experiences of older people in hospital in Wales. • Deliver on Regional Dignity in Care Action Plan to be produced April 2012.
Evidence Ref:	
1.3.1	Number /% of older people by protected characteristic who said they were treated with dignity and respect





Evidence	Direction of Improvement	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16 Aspirational Target
1.3.1	Higher	N/A	N/A	NEWCES 91% Locality 100%	Information not recorded		To be confirmed

Action	Lead Officer / Partner	Time frame	Related evidence	Progress
Social Services				
Support delivery on BCUHB Action Plan	Partnerships Manager	Review 2013	1.3.1	This is happening and is ongoing 
Regional Dignity in Care Action Plan	Partnerships Manager	Completed by July 2012	1.3.1	Complete 
Develop and deliver on local Dignity Champion Network Action Plan	Partnerships Manager	Review 2013	1.3.1	The work of the Dignity Champion Network continued under the work programme of the Older People Strategy Coordinator. Attendance at the meetings was variable. The role transferred to the Workforce Development Team in April 2014. 
Workforce team to commission training with dignity theme	Workforce Development Manager	ongoing	1.3.1	On going 
Monitor feedback questionnaires and address issues	OP Service Managers	ongoing	1.3.1	Complete 

Regional Equality Objective: 1	Reduce Health inequalities Action area 1.5 Transgender and Lesbian, Gay and Bisexual people are treated with dignity and respect when receiving care
Local Equality Objective: Meets aim and of General Duty 1 and 2	Transgender and Lesbian, Gay and Bisexual people are treated with dignity and respect when receiving social care
Issues	Although we are increasingly asking the question in all satisfaction / customer feedback questionnaires if people were treated with dignity and respect we currently do not equality monitor responses by Transgender and Lesbian, Gay and Bisexual. In response to need and findings of Equality Impact Assessments (EIAs) specialist training has been provided such as Transgender. We implement an Outcome focussed/ Person Centred care planning approach which increases focus on the individual needs of the person. There is a need to ensure all employees undertake diversity and equality training.
Evidence Ref:	
1.5.1	Number of employees who have undertaken diversity and equality training
1.5.2	% of complaints that relate to dignity

Evidence	Direction of Improvement	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16 Aspirational Target
1.5.1.	Higher	80	To be confirmed	83	To be confirmed	To be confirmed	10% workforce
1.5.2	Lower	N/A	N/A	To be confirmed	11%	To be confirmed	To be confirmed




Action	Lead Officer / Partner	Time frame	Related evidence	Progress
Social Services				
Ongoing response to need, for example, specialist training.	Workforce Dev.	ongoing	1.5.1 1.5.2	Specific training related specifically to LGBT has been provided and will continue to be provided




	Manager			annually 
Ongoing promotion of diversity and equality training	Workforce Dev. Manager	ongoing	1.5.1	E-learning modules available 
Equality Impact Assessment (EIA) completion on all new policies/ services etc.	Service Managers	ongoing	1.5.1 1.5.2	Complete – EIA process embedded 
Respond to and address complaints regarding dignity	To be confirmed		1.5.2	Process embedded 

Regional Equality Objective: 2	Reduce Unequal Outcomes in Education to maximise individual potential
Local Equality Objective: Meets aim and of General Duty 1 and 2	Action area 2.1 The educational attainment gap between different groups reduces
	2.1. (i) The gap in educational attainment levels of boys and girls at all key stages is reduced
	2.1 (ii) Young people access increased opportunities for employment
	2.1 (iii) The educational attainment levels of Looked After Children (LAC) improves
	2.1 (iv) Vulnerable young people i.e. NEETS (Not in education, employment or training) and young offenders have access to increased opportunities for training and skills development
Issues	Data on educational attainment by boys and girls is held by the local authority.

	Lack of links between young people and business community leads to low levels of appropriate skills and qualifications among school/college leavers particularly in vocational areas.
Evidence Ref:	
2.1.1	Attainment between boys and girls at all key stages
2.1.2	Attainment levels between LAC compared to other groups at all key stages
2.1.3	Number / % of young people not in education, employment or training
2.1.4	Number/% of young offenders not in education, employment or training




Evidence	Direction of Improvement	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16 Aspirational Target
2.1.1	Lower	Achieving 5 GCSEs grade A* to C Boys 68.3% Girls 71.3%	Achieving 5 GCSEs grade A* to C Boys 74.2% Girls 80.4%	Achieving 5 GCSEs grade A* to C Boys 75.2% Girls 83.9%	KS 2 Boys 83.4% KS 2 Girls KS3 3 Boys 80.4% Achieving 5 GCSEs grade A* to C Boys 80.7% Girls 84.7%	Data not yet available	To be confirmed
2.1.2	Higher	N/A	N/A	Establish baseline	LAC - CSI KS2 50% All – CSI KS2 86.1% LAC -CSI KS3 50% ALL –CSI KS3 84.3%	Data not yet available	To be confirmed
2.1.3	Lower	3%	To be confirmed	2.7%	3.6%	1.3%	2.00%
2.1.4	Lower	To be confirmed	To be confirmed	To be confirmed	Data not available	Data not available	To be confirmed




Action	Lead Officer / Partner	Time frame	Related evidence	Progress
Environment				
Raise ambitions and confidence amongst young people	Business and Economic Dev. Manager	Ongoing	2.1.2	Supporting the Communities First Business Entrepreneurial Network and actively promoting the network to local businesses through Deeside Business Forum. 
Develop Flintshire Schools Business Week	Business and Economic Dev. Manager	December 2013	2.1.3	Delivery of 2 day Big Bang Event through engagement with schools, Higher Education, Further Education during Flintshire Business Week to support vocational aspirations and raise awareness of job and work placement opportunities within the advanced manufacturing and automotive sector. 
Earlier engagement with schools/colleges	Business and Economic Dev. Manager	April 2013	2.1.2 2.1.3	Several activities have been undertaken supporting Young Enterprise activities and encouraging business / education links via inspirational talks, mentoring and raising awareness of business and employment opportunities 
Work with providers of	Business	Ongoing	2.1.2	Actively working with key agencies e.g. Careers

education/skills training to target priority groups	and Economic Dev. Manager			Wales, Job Centre Plus, Communities First, Deeside College, Yale College, Glyndwr University, to encourage 18-30 year olds in to education, employment, self - employment and training 
Education and Youth				
Reduce the boy/girl differential in the Core Subject Indicator at KS2	Primary Schools Officer	By July 2013	2.1.1	In progress 
Reduce the boy/girl differential in the Core Subject Indicator at KS1/Foundation Phase	Primary Schools Officer	By July 2013	2.1.1	In progress 

Regional Equality Objective: 2	Reduce Unequal Outcomes in Education to maximise individual potential Action area 2.2 Identity based bullying in Schools reduces
Local Equality Objective: Meets aim and of General Duty 1, 2 and 3	Children and Young People feel safe at school
Issues	Research shows records have not indicated the types of bullying according to protected characteristics but documents have now been shared with schools to record and report identity based bullying.
Evidence Ref:	
2.2.1	Number of reported cases of identity based bullying (disability race, religion, sex, transphobic and homophobic).

Evidence	Direction of Improvement	2010/11	2011/12	2012/13	2013/14	2015/16 Aspirational Target
2.2 .1	Higher initially as reporting increases Lower as action is taken to reduce incidents	N/A	N/A	Establish baseline	To be confirmed	To be confirmed

Action	Lead Officer / Partner	Time frame	Related evidence	Progress
Education and Youth				
Record and report to the local authority and Flintshire Community Safety Partnership incidents of identity based bullying across all protected characteristics.	Personal, Social and Health Education Schools Co-ordinator	To be confirmed	2.2.1	Process established. This is now being taken forward through the Community Tension Monitoring group and Hate Crime action plan. There is an issue for the LEA being able to access school data. 
Collect and analyse the data.	Community Safety Partnership (CSP)	To be confirmed	2.2.1	Data not available as yet 
Take action to support schools reduce incidents	Children and Young People's Partnership (CYPP) Inclusion Team	To be confirmed		Reports have not been collated and analysed 
Commission Stonewall (Cymru) to deliver training for schools on "Dealing with	Personal, Social and Health Education Schools	To be confirmed	2.2.1	Complete February 2013. Two sessions delivered for High schools and primary schools. The Council has now signed


homophobic bullying in schools”	Co-ordinator			up to the Stonewall Education Champion Programme; this means that two training sessions will be provided each year for employees working for the Local Education Authority. Train the Trainer courses will be provided to schools across North Wales during 2015/16 
Promote “Respecting Others” Guidance to schools to increase awareness and encourage returns of “identity based bullying forms”	Chief Officer (Education and Youth) and Personal, Social and Health Education Schools Co-ordinator	To be confirmed	2.2.1	Complete 
Organise an annual “Respecting Others” Conference for Young People	Children and Young People’s Partnership	Annually	2.2.1	Event delivered 2012, 2013 and 2014 2015 event to be held in September and will focus on Gypsies and Travellers 









Regional Equality Objective 3	Reduce Inequalities in Employment Action area 3.1: Inequalities within employment are reduced.
Local Equality Objective: 3 Meets aim 1, 2 and 3 of General Duty	3.1(i) Improve the quality and quantity of workforce data relating to protected characteristics 3.1(ii) Employees demonstrate an awareness of diversity and equality issues and the public sector equality duties
Issues	<p>No records are kept in relation to gender identity and currently iTrent (Human Resource Management Information System) does not record gender identity. A request is in with MidlandHR to have this incorporated within iTrent and Self Service.</p> <p>The Equal Ops database, Employee Monitoring Information (EMI) form and the website require amending to incorporate additional protected characteristics.</p> <p>A Change request has been submitted to amend the Equal Ops Database and the paper EMI form has been amended and a Welsh version created. This is currently under review and an additional change request will be submitted to have the Flintshire English and Welsh websites updated. Revised EMI form to be published and distributed.</p> <p>A promotion of Employee Self Service (ESS) is required to increase employee understanding of ESS and trust around privacy / availability and use of data. Currently there is very little organisational/employee understanding around why we capture data around protected characteristics and what we do with this information.</p> <p>The increased distribution of reporting on Religion or Belief, Sexual Orientation, Marital Status, Gender Identity and Pregnancy and Maternity would be demonstrated by incorporating in the Corporate Workforce Information (WI) Report.</p>
Evidence Ref:	
3.1.1	% of data held against gender identity
3.1.2	% of data held against all other protected characteristics
3.1.3	Add to the number of protected characteristics reported Corporately
3.1.4	Established processes in place to collect and record data for new starters
3.1.5	Established processes in place to collect, record and publish data for those employees involved in grievance procedures either as a complainant or as a person against whom a complaint was made




3.1.6	Established processes in place to collect, record and publish data for those employees subject to disciplinary procedures
3.1.7	Number of employees who attend diversity and equality training

Evidence	Direction of Improvement	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16 Aspirational Target
3.1.1	Higher	N/A	Establish baseline	<1%	0%	0%	0.05%
3.1.2	Higher	N/A	Establish baseline	Ethnic origin 61.% Disability 58% Sexual Orientation 1% Religion and Belief 31% Marital status 67% Gender 99.8%	Ethnic origin 64% Disability 62% Sexual Orientation 23% Religion and Belief 41% Marital status 63% Gender 100%	Ethnic Origin 85% Disability 85% Sexual Orientation 45% Religion and Belief 69% Marital Status 91% Gender 100%	Ethnic origin 80.% Disability 70% Sexual Orientation 2% Religion and Belief 40% Marital status 75% Gender 100%

3.1.3	Higher	N/A		Complete	N/A		N/A
3.1.4		N/A		In progress	In progress		
3.1.5		N/A		In place	Still collating data		First report by 31 March 2015
3.1.6		N/A		In place	N/A	N/A	First report by 31 March 2015
3.1.7	Higher	171	228	83	14		200

Action	Lead Officer / Partner	Time Frame	Related evidence	Progress
All Portfolios				
Ensure diversity and equality training needs are identified within appraisal process	Chief Officers/Reporting managers	To start 1.04.12	3.1.7	Inconsistent across Portfolios. Still work in progress to ensure consistency in appraisals. 
People and Resources				
Continue dialogue with MidlandHR, iTrent Wales user group and EHRC regarding the capture of gender identity	Human Resources Operational Manager	To be confirmed	3.1.1	Welsh Local Government Association are co-ordinating this activity as it affects several local authorities


				
The Equal Opportunities database, Employee Monitoring Information form and the website require amending to incorporate additional protected characteristics.	Workforce Information Manager	To be confirmed	3.1.1 3.1.2	Complete 
Add to the number of protected characteristics reported corporately	Workforce Information Manager	To be confirmed	3.1.3	Complete 
Establish processes to collect and record data for new starters	Workforce Information Manager	To be confirmed	3.1.4	Complete 
Establish processes to collect and record data for those employees involved in grievance procedures either as a complainant or as a person against whom a complaint was made.	Senior HR Advisors (HRA) and System Administrator	To be confirmed	3.1.5	Complete 
Establish processes to collect and record data for those employees subject to disciplinary procedures	Senior HR Advisors (HRA) and System Administrator	To be confirmed	3.1.6	Complete 
On completion of reports as outlined above carry out interpretation of all data to identify any equality related issues and agree next steps	Chief Officer (People and Resources)	March 2013		Complete- annual reports published 
Continue collating missing diversity data from employees	Business Information and Compliance	March 2014		In progress 

	Advisor			
Agree mechanism for reporting/publishing data output both internally and externally.	Workforce Information Manager / Equalities Officer/Chief Officer (People and Resources)	March 2013 and publish by March 31 st each year		Reports published March 2013, March 31 2014 and March 2015. Next report due March 2016 
Research accreditation of Age Posi+ive status	Manager Workforce Information			Complete logo being used 
Support managers develop equality objectives for inclusion within appraisals	HR Managers	To be completed by 1 st April 2012	3.1.7	Not completed, to be included within the new approach to appraisal. 

Regional Equality Objective: 3	Reduce inequalities in employment and pay
	Action area 3.2: Any pay gaps between different protected characteristics are identified and addressed
Local Equality Objective:3 Meets aim 1, 2 and 3 of General Duty	There is no pay gap between men and women employed by the Council
Issues	Equal Pay is being addressed through Single Status; the Single Status Agreement was struck between employers and recognised Joint Trade Unions in 1997, and seeks to achieve the following:- i) harmonise terms and conditions for all employees irrespective of grade

	<p>ii) modernise those employment policies i.e. ensure terms and conditions support the wider aims of the Council to be a modern and customer serving public organisation</p> <p>iii) facilitate equality in the workplace so that policies are inclusive and discrimination free.</p> <p>Comparisons of pay by gender will be collated and analysed as part of the equality impact assessment on the pay and grading structure.</p>
Evidence Ref:	
3.2.1	Number of men receiving a bonus compared to number of women who receive a bonus
3.2.2	% Pay gap between men and women

Evidence	Direction of Improvement	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16 Aspirational Target
3.1		N/A	N/A	Establish baseline	To be confirmed	To be confirmed	To be confirmed
3.2	Lower	N/A	N/A	Establish baseline	To be confirmed	To be confirmed	To be confirmed

Action	Lead Officer / Partner	Time frame	Related evidence	Progress
People and Resources				
Deliver Single Status which is intended to harmonise terms and conditions of employment across the whole workforce – irrespective of protected characteristic	Chief Officer (People and Resources)	December 2012	3.2.1 3.2.2	<p>A Single Status Agreement is agreed. Implementation date June 2014</p> <p></p>

Design and implement a new equal pay compliant pay and grading structure via process of job evaluation	Chief Officer (People and Resources)	December 2012	3.2.1 3.2.2	Complete 
Complete EIA on pay model	Chief Officer (People and Resources)	December 2012	3.2.1 3.2.2	Complete 
Maintain pay and grading structure (i.e. avoid drift) via annual review to identify further pay gaps between protected groups	Chief officer (People and Resources)	2013 onwards	3.2.1 3.2.2	An annual Equal Pay audit to be undertaken 

Regional Equality Objective: 4	Reduce inequalities in personal safety
	Action area 4.1: The reporting of hate crime and harassment increases and steps are taken to reduce hate crime and harassment
Local Equality Objective:4 Meets aim 2 and 3 of General Duty	People do not experience hate related harassment or crime in the community
Issues	<p>Flintshire County Council is a third party reporting centre for hate crime for Safer Wales, a charity encouraging victims of all hate crime to report through a third party As this is a relatively new initiative, baseline data will be established during 2012-2013.</p> <p>The Council's Neighbourhood Wardens arrange for the removal of graffiti, graffiti aimed at protected groups is removed as a priority. The Neighbourhood Wardens also provide target hardening equipment</p>

to support victims of hate crime.

The Flintshire Community Safety Partnership's shared priorities for 2011/12 include:

- Reduce the levels of violent crime including domestic and sexual violence
- Tackle hate related crime and disorder and encourage reporting

The community safety strategic assessment told us:-

Hate crime is any crime "*which is perceived by the victim or any other person to be based upon prejudice towards or hatred of an identifiable group of people*". For example, a target group that is identified by their **race, religion, sexuality, or disability**.

As with other under-reported crime, when tackling the issue of hate related crime part of the approach needs to include increasing confidence in and access to reporting. Flintshire Community Safety Partnership (CSP) has worked with colleagues in the Welsh Government's Community Cohesion Team to consider ways of increasing reporting, and they work closely with the Council's Corporate Community Cohesion Officer at a local level.

During 2010 there were 29 hate crime offences reported to the police in Flintshire, 81% of hate crimes reported to the police in our area were racially motivated, with homophobic related offences being the next most prevalent type of hate crime, at 14% of the total.

Over the coming year we will:

Continue to participate in strategic planning and operational activity to improve community cohesion and support victims of hate crime.



Work to support efforts to increase opportunity and accessibility for victims to report hate crime.




Continue to support community cohesion teams to deliver targeted campaigns and publicity aimed at increasing awareness, supporting victims.

Details of evidence to support these priorities can be found in the Flintshire and Wrexham Community Safety Strategic Assessment and Community Safety Plan 2011-2014

Evidence Ref:	
4.1.1	Report presented to CMT
4.1.2	Number of reports of hate crime reported to Safer Wales (now Victim Support) and North Wales Police

Evidence	Direction of Improvement	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16 Aspirational Target
4.1.2	Higher	N/A	57	66	70	66	



Action	Lead Officer / Partner	Time frame	Related evidence	Progress
Planning and Environment				
We will continue to participate in strategic planning and operational activity to improve community cohesion, support victims of hate crime	CSP (Flintshire County Council)	On going	4.1.2	Multi agency Community tension monitoring group established to identify and respond to tensions 
We will work to support efforts at a strategic level to increase opportunity and accessibility for victims to report hate crime, as advised by our partners	CSP (Flintshire County Council)	On going	4.1.2	Hate crime reports are a standing item on the agenda of the Community tension monitoring group. Hate crime action plan prepared. 
We will work to increase opportunity and accessibility for victims to report hate crime through the promotion of the 'Safer Wales' hate reporting system.	CSP (Flintshire County Council)	On going	4.1.2	Victim Support provided training to employees during 2014/15. More training is planned for 2015/16. Links to Victim Support website are available on

				the Council's website. Promotional material to encourage reporting to Victim Support have been circulated, 
Policy and Performance				
Review Equality and Human Rights Commission Report on Disability Related Harassment and prepare report for Corporate Management Team (CMT) identifying key actions for the Council	Policy and Performance	April 2012	4.1.1	Complete July 2012. Additional actions to be incorporated into SEP 
Implement Sub Regional Community Cohesion action plan	Policy and Performance	March 2014		Action plan in place and being implemented 

Regional Equality Objective: 4	Reduce inequalities in personal safety Action area 4.2: The reporting of domestic abuse increases and action is taken to reduce domestic abuse
Local Equality Objective: 4 Meets aim 2 and 3 of General Duty	4.2.(i) The Lesbian, Gay Bisexual and Transgender (LGBT) community, disabled people, older people and people from a Black and minority ethnic (BME) background feel confident in reporting domestic abuse 4.2. (ii) Repeat incidents of domestic violence are minimised across all protected characteristics.
Issues	A variety of initiatives to promote the domestic abuse agenda and improve agency response have been in place in recent years. No records are kept in relation to domestic abuse and all protected

	<p>characteristics other than MARAC (Multi Agency Risk Assessment Conference). In relation to repeat incidents of high risk domestic abuse, evidence shows that approx. 65% of cases discussed at MARAC do not report further incidents to partner agencies.</p> <p>A detailed multi agency domestic abuse and sexual violence 3 year action plan is in place to address:-</p> <ul style="list-style-type: none"> • Perpetrator Accountability • Improving response to reports of domestic violence by Health services, Criminal justice agencies, Statutory and Voluntary organisations. • Prevention through education and awareness raising
Evidence Ref:	
4.2.1	% of reports of high risk domestic abuse from people from BME background
4.2.2	% reports of high risk domestic abuse from older people (50+)
4.2.3	% of repeat high risk cases brought back to MARAC
4.2.4	% referrals from non police agencies into MARAC
4.2.5	Workplace domestic abuse policy endorsed




Evidence	Direction of Improvement	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16 Aspirational Target
4.2.1	Higher	N/A	Establish baseline	8.2%	To be confirmed	6.2%	4%
4.2.2	Higher	N/A	Establish baseline	No data available	No data available	Data not collated	
4.2.3	Lower	N/A	Establish baseline	28%	To be confirmed	23%	25-40%
4.2.4	Higher	N/A	Establish baseline	47%	To be confirmed	To be confirmed	28-40%

Action	Lead Officer / Partner	Time frame	Related evidence	Progress
Social Services				
Social Services for Adults use standard risk assessment tool to identify high risk victims (DASH –Domestic Abuse Stalking and Harassment)	Service Managers	Review July 2014	4.2.1	64 Flintshire County Council employees attended training 20 people from external agencies attended training 
Planning and Environment				
Co-ordinate implementation of multi agency domestic abuse and sexual violence action plan (2011-2013)	Domestic Abuse Co-ordinator	On going	4.2.1 4.2.2 4.2.3 4.2.4	All aspects of the work are on-going. The only area where no data is available relates to the 50 plus age bracket 
People and Resources				
Workplace Domestic Abuse policy agreed and implemented	Chief Officer (People and Resources)	September 2012	4.2.5	Policy complete and to be implemented December 2013. Nominations for Domestic Abuse Link officers are currently being sought Link officers will be points of contact throughout the authority for managers and employees to seek advice and guidance around domestic abuse and all forms of gender based violence.

	<p>Research shows that schools have not had access to local and regional information about the profile of their communities to enable them to identify whether the profile of School Governors reflect the local community. The full diversity profile of School Governors and School Councils is not known- the composition of these two groups is only known by gender.</p> <p>Elected member profile of Flintshire County Council is 21 females 49 males, no information is held on other protected characteristics.</p>
Evidence Ref:	
5.1.1	% 'of unknowns' for service users' ethnicity in SSA and SSC
5.1.2	% of younger people on Tenant Participation Group
5.1.3	EIA completed on Community Services 5 Point Involvement Action Plan
5.1.4	Diversity profile of School Governors
5.1.5	Diversity profile of pupil representatives on Youth Forums

Evidence	Direction of Improvement	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16 Aspirational Target
5.1.1	Lower	To be confirmed	To be confirmed	CSS - 26.4% SSA 27.2%	CSS 22% SSA 7%	Social Services for children 19%	CSS 20% SSA 27.2%
5.1.2	Higher	To be confirmed	To be confirmed	To be confirmed	To be confirmed	Waiting for data	To be confirmed
5.1.4	Higher	N/A	N/A	Gender Male 59.2% Female 40.8% Ethnicity White British 99.2% White Other 0.5%	To be captured every four years as Governors appointment last four years. Next	N/A	N/A

				BME 0.3% Age 16- 19yrs - 0.5% 20-29yrs -2.1% 30 -39 yrs - 11.4% 40-49yrs- 35.7% 60 yrs plus - 29.9%	report 2017.		
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Action	Lead Officer / Partner	Time frame	Related evidence	Progress
Social Services				
Address gaps in recording ethnicity in SSA via Review process and in SSC via Case Transfer process	Service Managers	March 2013	5.1.1	On-going 
Community and Enterprise				
Implement Customer Involvement Strategy (Housing).	To be confirmed		5.1.2	Complete 
Review all satisfaction questionnaires in use in relation to equality monitoring data, and when in use ensure analysis disaggregates findings by protected characteristics	Partnership Manager	June 2012	5.1.3	Routinely done 






Undertake an Equality Impact Assessment on our Community Services 5 Point Involvement Action Plan.	Partnership Manager	2012	5.1.4	Complete 
Education and Youth				
Review the data we currently hold on School Governors and School Councils and establish baseline data	School Staffing Manager		5.1.5 5.1.6	Completed 
Establish a system for recording accurate data	School Staffing Manager		5.1.5 5.1.6	Completed 
Identify protected groups who are underrepresented as School Governors and on School Councils and take targeted action to increase representation	School Staffing Manager		5.1.5 5.1.6	North Wales Public Sector document produced "How to get involved in decision making bodies" is published on the Council's website. Monitoring diversity profile of school governors will take place every four years.

Regional Equality Objective: 5	Reduce inequalities in Representation and Voice Action area 5.2: Consultation and Engagement is improved through strengthening links between the Public Sector and local and national groups representing people from all protected groups
Local Equality Objective: Meets aim and of General Duty 1, 2 and 3	All protected groups are represented in consultation activities and equality impact assessments
Issues	Different forums and networks have been established across the County which enable Council officers to consult and engage with employees and customers from protected groups as described in section 3. 5 of the Strategic Equality Plan.

	A list of local and regional groups is available for employees to access; however we also recognise that there are some protected groups, for example, Travellers and people from different faiths where we need to strengthen engagement. We are also concerned about the need to avoid “consultation fatigue” and avoid duplication, such as repeating consultation exercises that have been undertaken by other public sector organisations and appreciate the opportunity to work collaboratively across North Wales.
Evidence Ref:	
5.2.1	Number of EIAs that are presented to EIA Quality Assurance (QA) group
5.2.2	number of consultation exercises that include equality monitoring form
5.2.3	Regional stakeholder group established
5.2.4	Number of protected groups in the community available for consultation

Evidence	Direction of Improvement	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16 Aspirational Target
5.2.1	Higher	N/A	14	8	4	4	To be confirmed
5.2.2	Higher	N/A	N/A	To be removed			To be removed
5.2.3		N/A	N/A	N/A	NA	N/A	
5.2.4	Higher	N/A	6	13	4	7	14



Action	Lead Officer / Partner	Time frame	Related evidence	Progress
All Portfolios				
Monitor the make- up of responses to consultation exercises by protected characteristic and use different mechanisms such as focus groups to consult with protected groups under or not represented	Portfolio Equalities Rep	On going	5.2.2	Inconsistent across Portfolios 
Ensure EIAs submitted to EIA QA group	Portfolio Equalities Rep	On going	5.2.1	Embedded within some Portfolios, but inconsistent across authority







				
Policy and Performance				
Work with public sector organisations to identify opportunities for establishing a regional equality stakeholder group with whom public bodies can engage	Policy and Performance Team	December 2013	5.2.3	Conference held in November 2013. Next conference to be held October 2015 
Continue to make links between individuals/protected groups and support services to engage with all protected groups	Policy and Performance Team	On going	5.2.4	Sustained existing links and have made new links but still aware that there are gaps. 
Write article for Portfolio bulletins and intranet to remind services of the importance of engaging with customers from all protected groups and refer to the Council's Directory of Groups and Organisations and "Equality and You"	Policy and Performance Team	October 2013	5.2.4	Articles written and published 
Build engaging with customers into corporate Diversity and Equality training suite	Policy and Performance Team	October 2014	5.2.4	To become incorporated in to e-learning package 






Regional Equality Objective: 6	Reduce Inequalities in Access to information, services, buildings and the environment Action area 6.1: Access to information and communications and the customer experience improve
Local Equality Objective: Meets aims 1 and 2 of General Duty	Customers with protected characteristics can easily access information
Issues	A Council wide Communication Strategy is in place supported by guidance on Plain Language and how to access interpretation and translation facilities. Social Services have developed a Communication Strategy and any leaflets produced are considered by a readers' panel. Although information may be held on customers preferred method of communication through the medium of English or Welsh, information is not always captured in relation to alternative formats of other languages. A key area of improvement is to increase the amount of data held on the profile of customers and use complaints and compliments and satisfaction surveys to identify inequalities in the provision of information and communication.
Evidence Ref:	
6.1.1	Number of requests for information in different languages and provision of information in alternative formats recorded by Customer Services
6.1.2	Number of telephone calls to new Streetscene contact number
6.1.3	Number of website hits
6.1.4	Number of customers reporting issues through the website
6.1.5	Footfall in Reception and future Flintshire Connects
6.1.6	% of complaints by protected characteristic and by nature of complaint e.g. equality/discrimination/access






Evidence	Direction of Improvement	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16 Aspirational Target
6.1.1	Higher	55 language, 41 alternative	73 language, 17 formats	139 Languages 88 formats	174 languages 18	386 languages 14 formats	To be confirmed



		formats			formats		
6.1.2	Higher	N/A	N/A	96, 424	To be confirmed	104,625	To be confirmed
6.1.3	Higher	N/A	N/A	1,244,014	To be confirmed	1,391,345	To be confirmed
6.1.4	Higher	N/A	N/A	12,445	To be confirmed	45 (to be confirmed)	To be confirmed
6.1.5	Lower County Hall Higher Flintshire Connects	N/A	N/A	To be confirmed	To be confirmed	Flintshire Connects 81,195	To be confirmed
6.1.6	Higher initially as more monitoring forms are completed	N/A	N/A	To be confirmed	To be confirmed	0 complaints about discrimination	To be confirmed

Action	Lead Officer / Partner	Time frame	Related evidence	Progress
All Portfolios				
Support Customer Services with ongoing promotion of language line and information in different formats	Portfolio Equalities Rep	On going	6.1.1	Corporate initiative to promote service September 2014 Promoted to schools every September 
Ensure equality impact assessments on all new policies, services, decisions etc and actions are embedded in service plans	Portfolio Equalities Rep	On going	6.1.6	Service Plans incorporate this improvement action and are monitored quarterly EIAs now undertaken on a regular basis in relation to new policies and procedures. Inconsistent across Portfolios 

Social Services				
PARIS system to produce data reports on service uptake by protected characteristic for new services such as Reablement	Performance Team Manager	June 2012	5.1.1	Complete 
Undertake Equality Impact Assessment on the Communication Strategy	Business Manager	Completed by May 2012	6.1.6	Completed 
Equality Impact Assessments to involve the EIA Quality Assurance Group	Service Managers	ongoing	6.1.6 (5.2.1) (6.2.5)	On going 
Bespoke EIA training workshops delivered to key employees.	Portfolio Equalities Rep & Corporate Equality Officer	June 2012	6.1.6 (5.2.1) (6.2.5)	Complete 
Streetscene and Transportation				
Improve accessibility of Portfolio web pages	Electronic Services Officer	December 2012	6.1.3 6.1.4 6.1.6	Complete 
Monitor website usage to update information for low usage areas	Electronic Services Officer	December 2012	6.1.3 6.1.6	Areas identified and this will inform changes to new website. Comparison exercise with other Authorities to inform best practice 
Monitor complaints to inform service improvement	Portfolio Support and Performance	Ongoing	6.1.6	All complaints are allocated to the Support and Performance Manager and monitored for those that can inform service improvement are discussed with

	Manager			relevant Chief Officer. 
Work with Flintshire Connects Project Manager to enhance services, for example, concessionary travel passes, access to planning duty officer.	Portfolio Support and Performance Manager	Lean Projects Completed	6.1.5 6.1.6	Complete 
Customer Services				
Promote interpretation and translation service to both customers and employees	Customer Services Team Leader	On going	6.1.1	Ongoing distribution of posters and language cards to Portfolios and display information on employees notice boards and advertise service on intranet 
Explore the potential with North Wales Deaf Association (NWDA) to introduce remote British Sign Language interpretation service within Flintshire Connects	Project Manager Flintshire Connects	September 2013	6.1.5 6.1.6	On- going – North Wales Deaf Association are seeking funding for this initiative. NWDA's bid to Welsh Government was unsuccessful 
Explore the potential to increase accessibility of website for Deaf customers and for people with visual impairment	Customer Services Manager	March 2013	6.1.3 6.1.4	A full accessibility assessment of the website was carried out by DAC (Digital Accessibility Centre) as part of a review of the new website. On a scale of 0 to 3 with 0 being inaccessible, 1 being poor, 2 being satisfactory and 3 being very good, the Council achieved a rating of 2. 
Ensure the new Customer Relationship Management	Customer Services	September 2013	6.1.1 6.1.6	The CRM has been designed to include language preference and method and format for communication

(CRM) System captures preferred method/format for communication of customers	Manager			with customers. 
Collate and analyse reports on complaints and identify areas for improvement	Customer Services Team Leader	December 2013	6.1.6	Limited data available of profile of complainants to be able to undertake an analysis 
Introduce Streetscene contact number and ensure accessible for Deaf customers	Customer Services Manager	September 2013	6.1.2, 6.1.3 6.1.4	Streetscene contact number was introduced in March 2013. Contact can also be made via the website Continuing to research opportunities for providing SMS service. 
Monitor number of contacts through Streetscene number and satisfaction levels of customers by protected characteristic	Customer Services Manager	September 2013	6.1.2 6.1.6	Data relating to call volume is collated and reported. Customer satisfaction monitoring will commence as required by Streetscene Services. Call recording has been implemented and this is used for training and monitoring purposes. 
Education and Youth				
Promote interpretation and translation services to schools, Children and Young People's Partnership, Youth Services, libraries and leisure services	Personal, Social and Health Education Schools Co-ordinator			Promoted to schools through training and through Moodle 





Policy and Performance				
Promote "Equality and You" document across the Council	Assistant Policy Officer	1 st May 012	6.1.6	Complete 
Provide equality awareness session to contractors as part of Procurement Seminars	Policy and Performance	April 2013	6.1.6	Will be included in supplier information days as and when they are held 







Regional Equality Objective: 6	Reduce Inequalities in Access to information, services, buildings and the environment Action area 6.2: Physical access to services, transport, the built environment and open spaces improve
Local Equality Objective: Meets aim and of General Duty	Customers with protected characteristics have equality of access to services, transport, the built environment and open spaces which the Council provides or manages
Issues	<p>Limited data is available on the profile of customers and service users across the whole Council; where it is held the profile of all protected characteristics is not captured. Therefore it is difficult to use this data to identify potential or actual inequalities.</p> <p>A reception survey was undertaken in all our public reception areas to ensure equality of access to people with protected characteristics of disability and race. Gaps were identified and some were rectified, for example the display of the language line poster. A rolling programme of physical alterations to public buildings and schools is in place.</p> <p>Equality Impact Assessments and consultation with protected groups are undertaken and there are examples of positive changes as a result of findings. For example, in building the Extra Care facility in Shotton, older men had some clear ideas for interior design, type of chairs etc, i.e. preference for single chairs over settees.</p>

	A service option that promotes independence, where people have the opportunity to take control and make their own arrangements to meet their assessed needs is Direct Payments or Citizen Directed Support. An improvement priority was to increase the number of people taking up these opportunities. We are pleased to report that through ongoing awareness raising and employees training the numbers have increased with 180 people now using direct payments which compares to 156 for 2010. We are encouraged by the rise in the number of older people, which was identified by CSSIW as an area we needed to develop, in 2010 there were 15 older people now in 2011 there are 23.
Evidence Ref:	
6.2.1	Number of Council owned buildings that are accessible to disabled people
6.2.2	Number of people accessing Direct Payments
6.2.3	Waiting times for applicants requiring adapted accommodation compared to other applicants
6.2.4	Diversity profile of customers who use libraries, leisure centres and youth services is available
6.2.5	Number of EIAs completed and summaries published
6.2.6	% of residents over 60 who hold a concessionary travel pass

Evidence	Direction of Improvement	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16 Aspirational Target
6.2.1	Higher	36	40	42	42	44	46
6.2.2	Higher	To be confirmed		85.6% WB 1.4 White Other 0.5 Mixed W/B 0.9 Other 11.6 not known	To be confirmed	To be confirmed	
6.2.3	Lower	To be confirmed		225 days waiting time for adapted accommodation	181 days waiting time for adapted accommodation	Waiting for data	
6.2.4	Higher	To be confirmed		To be confirmed	To be confirmed	To be confirmed	To be confirmed

6.2.5	Higher	7	14 completed	8 completed	4 completed	20 completed	
6.2.6	Higher	N/A	N/A	78%	76%	79.47%	82%

Action	Lead Officer / Partner	Time frame	Related evidence	Progress
All Portfolios				
Services have in place systems to monitor the profile of customers by protected characteristic; results analysed to identify over/under representation and actions for improvements incorporated in service plans	Portfolio Equalities Rep	September 2012	6.1.2	Embedded within some Portfolios but not consistent across the authority 
Social Services				
Review Reception Surveys and rectify gaps	Portfolio Equalities Rep	July 2012	6.2.1	On going 
Ongoing expansion of the Direct Payment scheme and Citizen Directed Support	Physical Disability and Sensory Impairment & LD Service Managers	Ongoing Reviewed annually as per SSA plan	6.2.2	On going 
Disaggregate complaints received by protected characteristics to inform service improvements	Partnerships Manager	April 2012 onwards Reviewed annually	6.1.7	On going 
Organisational Change				
Continue rolling programme of physical alterations to Council buildings involving disabled people in the prioritisation of improvements	Corporate Property Maintenance Manager	On going	6.2.1	Programme continues and consultation process with relevant groups ongoing e.g. feedback on design for Flintshire Connects

				
Promotion of concessionary travel passes	Transportation Manager	Ongoing	6.2.6	The team continues to promote the concessionary travel passes and has recently improved the way passes can be applied for by enabling online application 
Organisational Change				
Implement phase 2 of the rolling programme of physical alterations to schools to ensure pupils with physical and/or sensory impairments have full access to the curriculum		To start April 2013	6.2.1	On going 
Explore the opportunity to include “Changing Places “ facilities at swimming pools across the County	Principal Leisure Services Officer/ Assistant Policy Officer	April 2013	6.2.1	Complete 
Create Changing Place facilities at two swimming pools	Assistant Policy Officer/Property and Design Consultancy Manager	April 2014	6.2.1	Complete 
Ensure all newly refurbished leisure facilities are fully accessible for disabled customers.	Principal Leisure Services Officer/ Assistant Policy Officer	On going	6.2.1	On going - alterations made to most leisure centres and pools. Five out of nine facilities are fully accessible; the remainder are partially accessible. 

Appendix 2 Equality Information

Primary Schools - Ethnicity (From Jan 2015 PLASC)		
Ethnic Background	Total	%
BME	433	3.11%
White British (WBRI)	12717	91.25%
Any Other White Background (WOTH)	496	3.56%
Information Not Obtained (NOBT)	6	0.04%
Information Refused (REFU)	70	0.50%
Not Recorded by School (Blank)	214	1.54%
Total	13936	100%
Check (should be zero)	0	0.00%

Secondary Schools - Ethnicity (From Jan 2015 PLASC)		
Ethnic Background	Total	%
BME	184	1.92%
White British (WBRI)	9130	95.29%
Any Other White Background (WOTH)	210	2.19%
Information Not Obtained (NOBT)	5	0.05%
Information Refused (REFU)	52	0.54%
Not Recorded by School (Blank)	0	0.00%
Total	9581	100%
Check (should be zero)	0	0.00%

Percentage of Pupils achieving 5 GCSEs Grades A* - C (Level 2 Threshold) by Gender - 2014

All pupils	Boys	Girls	Total
82.7%	80.7%	84.7%	1732

Percentage of Pupils achieving 5 GCSEs Grades A* - C (Level 2 Threshold) by Ethnicity - 2014

Ethnicity	No %	Yes %	Total
BME	15.0%	85.0%	20
White British (WBRI)	17.1%	82.9%	1676
Any Other White Background (WOTH)	26.7%	73.3%	30
Information Not Obtained (NBOT)	0.0%	100.0%	3
Information Refused (REFU)	0.0%	100.0%	3

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Flintshire County Council

Welsh Language Scheme Monitoring Report 2014-15

September 2015

Welsh Language Scheme

Monitoring Report 2014- 2015

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Executive Summary

The Welsh Language Scheme Annual Monitoring Report covers the period April 2014 to March 2015; it shows progress being made to achieve targets as set out in the Implementation Plan. This is the final annual monitoring report for the current Welsh Language Scheme and Implementation Plan. The requirement for local authorities to produce Welsh Language Schemes will be replaced with the Welsh Language Standards. In future, the Council will provide reports as required by the Standards, progress will also be reported within the Council's annual report to the Wales Audit Office.

The annual report also provides additional information as requested by the Welsh Language Commissioner and examples of initiatives to promote Welsh language in service delivery and raise employees awareness. We are delighted and proud to report that the new Welsh medium foundation phase school, Ysgol Croes Atti - Glannau Dyfrdwy, opened in September in Deeside. This provision is an exciting opportunity for families in the Deeside area. It provides local Welsh medium education for Welsh speaking families and encourages English speaking families to consider educating their children through the medium of Welsh. Ysgol Croes Atti - Glannau Dyfrdwy was achieved by working in partnership with Menter Iaith and Mudiad Meithrin.

We recognise that we are making progress but there are still improvements to be made. We will strengthen the links between Welsh language, the Single Integrated Plan and the Council's Improvement Plan to contribute towards mainstreaming Welsh language throughout the Council's functions. The implementation of a new performance management system will contribute to effective monitoring of implementation of the new Welsh Language Standards.

Colin Everett
Chief Executive

Councillor Billy Mullin
Cabinet Member for Corporate
Management

Welsh Language Scheme Monitoring Report 2014-15

1. Introduction

- 1.1 Flintshire County Council has adopted the principle that in the conduct of public business and the administration of justice in Wales it will treat the Welsh and English languages on a basis of equality. The Council's Welsh Language Scheme, which was prepared under the Welsh Language Act 1993, sets out how the Council will give effect to that principle when providing services to the public in Wales, and in the conduct of its internal business. The Welsh Language Scheme is both a statutory Scheme and a corporate policy document on bilingualism.
- 1.2 The Council has made a public commitment to monitor and review the implementation of its Welsh Language Scheme and to report annually to the Council's Cabinet and to the Welsh Language Commissioner on its performance. This report focuses on the period 1st April 2014 to 31st March 2015 and is a more concise version of previous reports. It is the final annual monitoring report of the Welsh Language Scheme, which will be replaced by the Welsh Language Standards. The Standards will place new duties on the Council and will extend the commitments set out in the current Welsh Language Scheme.
- 1.3 For the purpose of preparing this report the Council has adhered to the Welsh Language Commissioner's reporting framework.
- 1.4 The Chief Executive has overall responsibility for putting the Scheme into practice and for ensuring compliance with it.

Colin Everett
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Flintshire County Council
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2. Compliance with Welsh Language Scheme Targets and Timetable

- 2.1 The Council's Welsh Language Scheme is supported by Implementation Plan which was formally approved by the Welsh Language Board. Appendix 1 sets out the targets, time table and progress up to 31 March 2015.
- 2.2 To measure how progress is being made against these targets a self-assessment has been undertaken, using a RAG system. The RAG status of each target is included within Appendix 1. The table below sets out how we assessed our performance.

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

The Council's assessment of its overall performance in meeting the targets in the Welsh Language Scheme is:

Implementation Plan Action areas	Progress RAG Status	Outcome RAG Status
Service Planning and Delivery		
Communicating with the public		
The Council's Public Image		
Implementing the Scheme		
Monitoring the Scheme and Reporting on the Council's Performance		

3. Frontline Services

3.1 Reception Centres and Contact Centres

The Welsh Language Commissioner has asked Local Authorities to respond to the following question in this monitoring report:

Number and % of posts in the main reception area, contact centre or on stop-shop designated as being Welsh essential, and the % of those filled by Welsh speakers

- Switchboard/Reception : 2.8 posts designated as Welsh essential, 35% posts filled by Welsh speakers
- Flintshire Connects: 16 full time equivalent (19 people) 6 posts filled by Welsh speakers/learners (2 x fluent, 2 x competent, 2 x learners), 12.5% posts filled by fluent Welsh speakers

3.2 Council Tax Service

The Welsh Language Commissioner has requested the following information from the Council Tax service:

- the number of calls to the English language line and the Welsh language line;
- the number of calls answered; and
- the number of percentage of employees who speak Welsh.

3.3 During 2014/2015

- 65,559 of calls were received from customers using the English language line (representing 99.7% of all calls)
- 207 of calls were received from customers using the Welsh language line (representing 0.3% of all calls)
- a total of 65,766 calls were received, of which just over 95% were successfully answered.

3.4 The Council Tax service employs a total of 11 officers (10.1 full time equivalent), although at any given time, there are usually only 6 officers available to take calls, as resources are also deployed to deal with back office processing (dealing with postal and e-mail correspondence, application forms etc). Due to internal recruitment and promotion, the number of Welsh speaking employees has reduced and only one officer (0.8 full time equivalent) working in Council Tax is now able to handle Welsh calls (as tier 1 levels). There are also four officers in the Benefits service who are trained to assist with Welsh Council Tax calls (as tier 2 levels) as and when they are available to take calls through the contact centre.

3.5 To address this, the contact centre software has been re-programmed to ensure that residents who choose to speak to a Welsh speaking officer are now directed through to one of our five customer advisors who work across the Revenues and Benefits service. In the event of the caller not being able to get through

immediately to a Welsh speaking advisor, rather than continuing to operate a 'queuing system' whereby Welsh callers would wait to speak to the next available Welsh speaking agent, our contact centre system has been re-programmed to immediately transfer a Welsh caller to an English speaking agent. This will be a seamless call transfer and the customer will not be presented with additional menu choices.

- 3.6 Steps have been put in place to ensure that English speaking agents who will now, on occasion, receive Welsh calls, to receive an alert on their telephone handset to know that the incoming caller is wanting to speak in Welsh. This will help to provide a better level of service whereby after providing a bi-lingual greeting, the agent can helpfully explain to the caller that a Welsh speaking officer was not immediately available at the time of the call. At this point, employees will offer the choice of a Welsh speaking agent calling back (within one hour of the call), continuing the call in English or writing/emailing in Welsh.

4. Management and Administration of the Scheme

4.1 Contracts

- 4.1.1 From April 2012, all tender documents now include the following wording:

Welsh Language Scheme Requirements

In accordance with the Welsh Language Act 1993 Flintshire County Council is implementing a Welsh Language Scheme [Policy]. The Scheme prescribes how the Council - and any third parties acting on its behalf - will provide services in Welsh or English in accordance with customer preference, and how it will promote the use of the Welsh language. The Welsh Language Scheme requirements with which contractors must comply are stated in the 'Specification' section.

The Council is keen to encourage other parties to adopt bilingual practices. It is committed, therefore, to offering support and guidance to third parties on the planning and provision of bilingual services.

- 4.1.2 Pre-Qualification Questionnaires now include questions relating the Welsh language. For example:

Short break residential provision for children / young people with a range of disability needs

Q1 *Does your company have past experience of delivering a care service in Welsh?*

If YES, please provide evidence

If NO, please describe what measures you will take to ensure that a quality seamless Welsh service is offered and delivered should a Welsh language service be required by a customer / client.

Q2 *Would your company use any sub-contractors to deliver any of the Welsh language elements of the service?*

If YES, what are the capabilities of those contractors to deliver Welsh-medium services and the measures that both they and your company would employ to ensure that a quality service is maintained?

Q3 *Has your company ever failed to ensure that it meets any Welsh language obligations?*

If YES, please provide information

4.1.3 All completed Pre-Qualification Questionnaires are returned to the Policy and Performance Team who will score each potential contractors responses to the above questionnaires. This score will contribute to the overall score awarded to each contractor. Social Services have updated their contracts to reflect the "Active" offer. All Council contracts will be reviewed with the publication of the Welsh Language Standards to ensure they comply with future requirements.

4.1.4 The Welsh Language Commissioner has asked for the following information on contracts
Performance Indicator Welsh Language Indicator 1 (WLI1) : *Services on contract. The percentage of a sample of contracts that comply with the requirements of the Language Scheme.*

At the end of the 2013/2014 monitoring period a sample of contracts with third parties were examined in order to ascertain whether they complied with the requirements of the Welsh Language Scheme. Of the 11 contracts examined, 10 complied fully with the requirements of the Council's Welsh Language Scheme.

For the period 2014/15 three contracts were monitored, all three (100%) complied with the Welsh Language Scheme. Only three contracts were monitored, as two of the contracts were general contracts and will be applied to many providers.

Details of the outcomes of the contract sampling for 2014/15 can be seen on the following table.

Contract	Comments
<p>North Wales Pre placement Agreement for the placement of adults in a care home or care home with nursing</p>	<p>Contract content does comply with the Welsh Language Scheme (WLS).</p> <p>Incorporates a section on Welsh Language which states: The Service Provider shall comply with the Welsh Language (Wales) Measure 2011 and Welsh Language Act 1993 and the Service Purchaser(s)'s Welsh Language Scheme, (as amended from time to time), a copy of which will be provided by the Service Purchaser(s), to the extent that the same relate to the provision of the Service , and shall as a minimum:</p> <ul style="list-style-type: none"> (i) ensure the Service is provided in the preferred language of the Service User and his/her family; (ii) record the preferred language of the Service User and his/her family. <p>The Service Provider is also required to have in place and operate an up to date Welsh Language Policy. Details of the percentage of bilingual staff employed in the Home and the number of Service Users who choose Welsh as their preferred language but whose preference could not be accommodated are required to be maintained.</p>
<p>Special Terms To The Contract for Jasmine Bungalow No 6 Between Cyngor Sir Fflint/Flintshire County Council and National Autistic Society Cymru</p>	<p>Contract content does comply with the Welsh Language Scheme, it states:</p> <p>The Provider should also provide sufficient workers who can converse and communicate in</p>

	<p>Welsh or English or other language specified in the scheme brief</p> <p>The Quality Monitoring section of the contract requires the provider to report on:</p> <p>Application of the Welsh Language Policy:</p> <table border="1" data-bbox="678 521 1468 745"> <tr> <td></td> <td>Read</td> <td>Write</td> <td>Speak</td> </tr> <tr> <td>How many staff are able to communicate through the medium of Welsh</td> <td></td> <td></td> <td></td> </tr> </table>		Read	Write	Speak	How many staff are able to communicate through the medium of Welsh			
	Read	Write	Speak						
How many staff are able to communicate through the medium of Welsh									
<p>General Terms and Conditions of Contract For the supply of Services</p>	<p>Contract content does comply with the WLS, the contract states:</p> <p><u>WELSH LANGUAGE SCHEME</u></p> <p>31.1 The Provider shall comply with the Welsh Language (Wales) Measure 2011, the Welsh Language Act 1993, the provisions of the Flintshire County Council’s Welsh Language Scheme as amended from time to time and Welsh Government Guidance “More than just words” to the extent that the same relate to the provision of the Service</p>								

Results of monitoring are below:

Year	Number of contracts monitored	Number of contracts that comply with the Welsh Language Scheme	% of contracts that comply with the Welsh Language Scheme
2011/ 2012	12	7	58%
2012/ 2013	15	14	93%
2013/ 2014	11	10	90%
2014/15	3	3	100%

4.2 Governance

- 4.2.1 The Chief Executive is ultimately responsible for the management of the Scheme. The Welsh Language Scheme is approved by the Chief Officer Team (COT) and Cabinet, the annual monitoring reports are also presented to

and approved by both COT and Cabinet. Scrutiny committees also have the option to call in and challenge progress at any time.

4.2.2 Responsibility for the implementation and monitoring of the Scheme rests with the Policy and Performance Team and Chief Officers through the Council's Business Planning processes. All Chief Officers are asked to report on the following in their annual performance reports:

- Welsh language skills audit - % staff who have completed the Welsh Language skills audit.
- Describe any initiatives undertaken to increase the use of the Welsh Language.
- Describe any initiatives undertaken to ensure the provision of bilingual services.

4.3 Complaints

Performance Indicator Welsh Language Indicator 6 (WLI 6)

Standards of Service: Number of complaints received concerning the implementation of the language scheme and the percentage of complaints dealt with in accordance with the organisation's standards

4.3.1 The Council received a total of five complaints during 2014/15; details of Complaints (Nature, Portfolio and Response) are below.

Nature of Complaint / Comment	Portfolio	No dealt with in accordance with organisational standards	Action Taken
Complainant waited too long for a Welsh call to be answered by the Revenues Team	Community and Enterprise	Yes	Response issued by Revenues Manager to explain the process of call handling and the availability of Welsh speakers. New arrangements now in place to respond to Welsh speaking callers more promptly.
Complaint from Menter Iaith on behalf of a parent who had been told by an employee that they do not	Education and Youth	Yes	Full apology and explanation issued.

understand Welsh / do not use Welsh.			
Parent complaining about their child receiving English only information leaflet on the Music Service.	Education and Youth	Yes	Resolved.
Complaint that public swimming information on the Council's website is in English only.	Organisational Change	Yes	Information shared relating to leisure services web page – specifically alerts.
English only signs at Recycling Centre	Streetscene	Yes	Audit of signage at Recycling Centres complete and signs replaced. Employees reminded of the Welsh Language Scheme and ensure that all signs are bilingual, even temporary signs.

4.3.3 The Council's corporate standards for responding to complaints, compliments and comments are as follows:

- Acknowledgement letter within 5 days
- Full response within 10 working days
- If full response is not possible within 10 working days, then there should be a holding letter/Email or phone call on the ninth working day.

Details of compliance 2014/15 performance compared to 2011/12, 2012/ 2013 and 2013/14 performance are below:

Element of Comparison	2011/12	2012/13	2013/ 14	2014/15
Number of complaints / comments that met all corporate standards	7 out of 9	11 out of 14	4 out of 7	5 out of 5
Percentage of complaints / comments that met all corporate standards	78%	79%	57%	100%

As can be seen from this table there has been an improvement in performance during 2014/15 compared to previous years.

4.4 Welsh language and Council's website

4.4.3 There has been an increased use of Twitter to engage with customers. The Flintshire account now has 8,500 plus followers on the English medium site and 391 plus followers on the Welsh medium site. This is an increase from the previous year (2013/14) where there were 189 followers on the Welsh medium site.

5. Welsh Language Skills

5.1.1 Welsh Language Skills

Performance Indicator Welsh Language Indicator 5 (WLI5): *Human Resources: Equality and Diversity Number and percentage of staff within the Council's services who are able to speak Welsh (excluding school teachers and school based staff) by:*

- *Service division*
- *Post grade*
- *Workplace*

The number and percentage of employees in the organisation who can speak Welsh by portfolio (excludes school employees).¹

Portfolio	Number of employees	Number of employees who report that they can speak Welsh	Percentage of employees who speak Welsh by portfolio
Chief Executives	52	4	7.69%
Community & Enterprise	415	14	3.37%
Education & Youth	330	19	5.76%
Governance	127	8	6.30%
Organisational Change 1	443	17	3.84%
Organisational Change 2	211	5	2.37%
People & Resources	174	9	5.17%
Planning & Environment	184	12	6.52%
Social Services	1,020	26	2.55%
Streetscene & Transportation	540	13	2.41%
Total (workforce)	3496	127	3.6%

¹ Some employees have more than one post in the Council and be employed by two different portfolios. The actual head count of the Council is 3,454

The number and percentage of employees who can speak Welsh by grade

Grade of Post	Number	Percentage
A (£14421 - £15069)	2	0.06%
B	6	0.17%
C	8	0.23%
D	17	0.49%
E	14	0.41%
F	13	0.38%
G	16	0.46%
H	17	0.49%
I	13	0.38%
J	14	0.41%
K	4	0.12%
L	3	0.09%
M	0	0.00%

The number and percentage of employees by level of Welsh spoken

Level	Level Description	Employees	Percentage
1	Entry Level	550	62.57%
2	Foundation	152	17.29%
3	Intermediate	56	6.37%
4	Advanced	69	7.85%
5	Fluent	52	5.92%
TOTAL		879	100.00%

5.1.2 Human Resources section have continued to introduce initiatives to remind employees to complete the Welsh language skills audit. The total number of employees, excluding school teachers and school based employees, is 3,454. It should be noted that just over 44% employees completed the Welsh language skills audit in 2014. In the table it can be seen that 40% of employees have completed the audit as of March 31 2015. The reduction may be due to the number of employees falling during 2014/15 period. In March 2014 the Council employed 3, 751 people, whereas in March 2015, 3,454 people were employed by the Council. The ability to use “pop –ups” on the intranet to remind employees to complete the audit is now being explored.

Percentage of all employees (except schools) who have completed the Welsh Language Skills Audit (Source: I-Trent) April 2015

Headcount 2014/15 (Non-Schools)	3,454
Welsh Language Skills Audit complete	1,380
Audit Completed %	40%

5.2 Welsh Language Training

5.2.1 To encourage the development of our employees' Welsh language skills, the Council currently provide a fully funded training programme based on needs of the Council and individuals: ranging from entry to proficiency level.

5.2.2 In-house programmes at every level are provided by Bangor University. For those who are unable to attend these classes due to work commitments, the Council funds employees to attend community based courses provided by Coleg Cambria, Bangor University and Popeth Cymraeg. The Council supports any additional requirements for those wishing to attend Welsh classes. Attendance at the Welsh language Summer schools is encouraged and fully funded.

5.2.3 The pilot of the "intense course" has been very successful; this is now being extended, with a second year "intense programme" and a new cohort. The Council is considering developing a specific course for those who have GCSE Welsh but need to brush up on their skills. This will be specifically for a group of front line officers

5.2.4 To raise awareness of the Urdd Eisteddfod, which takes place in Flint in May 2016 additional Welsh language skills courses and Welsh language awareness sessions will be commissioned.

5.2.5 Performance Indicator: Welsh Language Indicator 3 (WLI 3)
Human Resources and Skills (2): The number and percentage of staff (Welsh speakers and learners) who have received training in the Welsh language to specific level of competence.

The following table identifies the number of employees who were supported by the Council to participate in Welsh language training during 2014/2015.

The number and percentage of employees (Welsh speakers and learners) who received training in the Welsh Language to a specific level of competence during 2014/15.

Level	Number	Percentage
Basic Language Skills	12	0.35%
Entry	22	0.64 %
Foundation	8	0.23%
Intermediate	0	0.00%
Advanced	0	0.00%
Proficient	0	0.00%







5.3 Welsh language awareness training

5.3.1 Performance Indicator Welsh Language Indicator 4 (WLI 4) *Human Resources and Skill (2): The number and percentage of employees who have received language awareness training.*

77 employees completed the bilingual Customer Care (Welsh Language awareness) training during 2014/15.

5.4 Welsh Language Skills Strategy

5.4.1 Eight improvement areas were agreed with the Welsh Language Board in 2009, including the review and revision of the Welsh Language Skills Strategy. As a result of the meeting with the Welsh Language Board, HR included the following actions in the Council’s People Strategy Action Plan. The Council is now developing a People and Resources Strategy; any outstanding actions listed in the following table will be included in this new strategy.

	Actions	Target Date	Progress RAG
1	Set up working group to review and revise (where appropriate) the Welsh Language Skills Strategy, and develop a revised action plan / timetable	June 2010	
2	Identify what our Welsh Language skills requirements are for each post	March 2011	
3	Identify what our current Welsh Language skills levels are across the workforce	December 2010	
4	Review and develop action plan relating to Welsh Language skills of employees and post requirements held on iTrent	March 2010	
5	Skills gap analysis prioritising those roles where Welsh Language is essential	December 2011	
6	Workforce planning to address the skills gap	March 2012	

Progress to date

Action 1: Welsh Language Skills Strategy developed; action plan to be finalised.

Actions 2: In progress, applied to all newly created and vacant posts

Action 3: In progress, initiatives are in place to increase the response rate to the Welsh language skills audit.

Actions 4 - 6: In progress but aligned to outcomes of actions 2 and 3

6. Mainstreaming

6.1 Welsh language impact assessments

An Equality and Welsh Language Impact Assessment (EWLIA) tool has been developed with supporting guidance and is available on the intranet. Menter Iaith Sir Y Fflint have been invited to join the Council's Equality Impact Assessment group which comprises stakeholders from protected groups under equality legislation who advise and give feedback to officers involved in undertaking impact assessments.

6.2 Use of Welsh within the community and workplace

6.2.1 Community

Examples of promoting Welsh language in the community are set out below:

- Communities First East have organised Welsh language training in the Deeside community and has found this to be very popular locally.
- The Library service set up Author evenings, a chance for the local community to meet authors. One of these evenings was held through the Welsh medium.
- Bilingual Rhymetime sessions held fortnightly at Mold.
- Children's activities were conducted through the Welsh medium at Mold Library (including 'Parti Magi Ann').
- Mold Library hosted "Lwybr y Llofrudd", Welsh Language Murder Mystery Evening.
- During summer 2014, the Play Team, in partnership with Urdd Gobaith Cymru, delivered three play schemes through the medium of Welsh at Ysgol Bro Carmel, St. Richard Gwyn High School, Flint, and Ysgol Maes Garmon, Mold. The three-week schemes had a combined recorded attendance of 947, with 174 registered children recording an average figure of 5.4 visits each.
- Between May-July 2014, Urdd Gobaith Cymru consulted parents and children on play services in Flintshire. In considering feedback received, Urdd Gobaith Cymru recognises that it has "work to do to increase the number of children that are aware of our services". The Council's Play Team and the Urdd will continue to work collaboratively to ensure that Welsh speaking children are offered the clubs and activities they require through the medium of Welsh.
- Children's swimming lessons through the medium of Welsh were provided with

- support from Menter Iaith Sir Y Fflint.
- Flintshire County Council has supported Menter Iaith Sir Y Fflint (MISFf) both financially and in kind since 1998. In 2008 the Council agreed a three year Core Funding Agreement with MISFf amounting to £13,223 per annum. The purpose of this resource was to support the core management and administrative functions of the organisation and will allow it to oversee and develop projects and services to achieve its mission. This funding will continue for a further three years but will be reduced to £12,958 as it is subject to a 2% cut in line with all other organisations who have a core funding agreement with the Council.
 - The development of services for very young children across Wales is promoted by the Welsh Government and supported by grant funding which is channelled via local authorities. The grants are also catalysts for ensuring that a mixed economy of statutory, voluntary and independent services are supported. In order to promote the use of the Welsh language in early years and childcare provision there is a strong partnership with Mudiad Meithrin (MM). The Development Officers from MM are involved in the following sub-groups of the Children and Young People's Partnership:
 - Childcare Development Group
 - Childcare Grants Group
 - In addition MM is provided with grants to deliver the following:-
 - Welsh medium childcare for the Flying Start Project
 - Welsh medium childcare for children in high level social need such as Communities First areas.
 - Welsh medium early years education in the non-maintained sector
 - Provision of assisted places in Welsh medium childcare
 - The county association of MM are also awarded grants from the Flintshire County Council Childcare budget to deliver training to workers/volunteers in the *Cylchoedd Meithrin* and *Ti a Fi* groups.
 - Youth Service have funded a two year part time post, to work with English medium schools to engage them in the lead up to the Eisteddfod.
 - Social Services has run a Welsh Language promotional event for employees and services users for the past two years on St David's Day. Children and adults are invited into services and discuss the importance of language in care settings as well as encouraging Welsh Speaking and cultural activities.
 - Social Services has developed a Welsh Language Reminiscence initiative for Welsh speaking people with dementia and their families. As part of the initiative reminiscences boxes have been designed for Welsh speakers and Welsh people or people who may have grown up or have strong links with Wales. The boxes contain sensory and memory aids and written material in Welsh. They are also specifically designed for Flintshire which means they have been developed in line with local Welsh cultures, traditions and heritage.
 - The Council promoted Welsh Government's "Pethau Bychain" campaign on Council Twitter pages and to the business community on its Social Enterprise Twitter page.

- Menter Iaith Sir YFflint's "Iaith ar Daith" was promoted on the front page of the Council's website.
- A new Welsh Medium Foundation Phase school, Ysgol Croes Atti - Glannau Dyfrdwy, opened in Shotton, Deeside in September 2014.



2

6.3 Use of Welsh within the workplace

Examples of promoting Welsh in the workplace are set out below: _

- The Council promotes the use of Welsh through encouraging employees to wear the "Iaith Gwaith" badges and posters. Employees can, and do, include the logo on their e-mail signatures. A reminder was circulated to all employees during 2014/15.
- The Social Services Welsh Language Champion now releases a monthly Welsh language article in the Community Services employee Bulletin, which communicates changes, developments, employee information/events and best practice guidance, as well as training advice.
- "Stori a Sgwrs" sessions continue to be held during the lunch time supporting employees develop existing skills and regain confidence. This group provides invaluable support for learners and the opportunity to practice Welsh between lessons.
- Social Services has developed a detailed Welsh Language Specification, which is now included within assessment processes in Adult and Children Services. This specification is in line with the 'More Than Just Words' Framework and focus is on the recording of 'Active Offers' for services in Welsh. The Specification also provides guidance for employees with regard to good practice on the 'Active Offer' principle.
- Celebrated the Welsh language as part of the European Day of Languages in September; this included promoting Welsh language training, Working Welsh

² Pictured with the children at Ysgol Croes Atti - Glannau Dyfrdwy are teachers Dawn Porter, Llinos Mevel and Shelley Beckett; Head teacher Gwyn Jones; teacher Gwyneth Roberts, Chris Thomas (Chair of Governors) and Cllr.Chris Bithell

logo. Menter Iaith had a stand in County Hall to promote Welsh language to employees.

- Promoted “Shwmae Su’mae” day in October and encouraged employees to say something in Welsh, a list of expressions for the office, for the telephone and for e-mails was promoted via the intranet. Shwmae Su’mae day was also promoted on the Council’s Twitter page.
- The North Wales Legal Services Collaboration has bilingualism as one of its aims. Two recent pilots for shared services have required a fully bilingual service as specific outcomes. As those pilots are rolled out across further work areas they will increase the proportion of fully bilingual legal services across Councils in North Wales.
- The Council celebrated St David’s Day 2015 with employees and used this as an opportunity to promote and encourage the use of Welsh language.





7.0. Performance Analysis













7.1 The Welsh Language Scheme makes a commitment to ensure that the Annual Monitoring Report:

- **identifies any fundamental weaknesses and risks, and**
- **includes an action plan of corrective measures**

Appendix 1 reports on the Council’s progress to complying with all of the Welsh Language Scheme’s targets. The Policy and Performance Team have used the RAG system as set out in paragraphs 2.1 and 2.2 to assess compliance.

7.2 In 2009 the Council agreed eight improvement areas with the Welsh Language Board. These areas reflected what the Council itself considered to be some of the more fundamental weaknesses and risks in relation to the implementation of the Welsh Language Scheme, and which give the Council cause for concern. An update on these eight areas is provided below:-

Action Area	Progress	RAG Status	
		Progress	Outcome
Welsh Language Impact Assessments to assess positive and negative impacts on the Welsh language	Currently incorporated into the Equality Impact Assessment process. Menter Iaith Sir Y Fflint are now a member of the Equality and Welsh language stakeholder group		
Welsh Language Skills Strategy to address shortages of bilingual employees	Draft action plan in place; to be reviewed and finalised following implementation of final Welsh Language Standards.		

Fully embed the WLS into the Council's Business Planning approach	Separate guidance on the Welsh Language Scheme and Business Planning has been cascaded to all Portfolios. Chief Officer reports and Service Plans are monitored by the Policy and Performance Teams to ensure Welsh Language Scheme is fully embedded. The new performance management system, which is currently being rolled out, will ensure a more robust and consistent monitoring process		
Formal Monitoring Plan for monitoring /verifying the implementation of the WLS at service and corporate level.	See above and development of customer service feedback to inform implementation progress		
Language Awareness Training sessions for all new recruits, existing employees and Councillors.	Menter Iaith Sir y Fflint delivered a Language awareness sessions for elected members. Language awareness sessions to be planned as part Welsh Language Skills Strategy		
Integrate WLS requirements within the Council's funding arrangements with third parties (contracts).	The Policy and Performance Team assess the Welsh language section on all returned Pre Qualifying Questionnaires All Commissioning Officers are signposted to the Policy and Performance Team to ensure that Welsh language clauses are built into contracts.		
Integrate WLS requirements within the Council's grant arrangements.	Clauses in relation to Welsh language are included within grant arrangements; work is in place to review these clauses and determine whether they can be strengthened.		
IT systems audit - look at the compatibility of national systems to inform longer term plans.	Complete		

- 7.3 The priorities for 2015/16 will be determined by the final Compliance Notice for the Welsh Language Standards. The Council is committed to ensuring that it will have an action plan in place to maintain progress and meet any new Standards not covered within the existing Welsh Language Scheme.

8. Publishing Information on Performance

- 8.1 This Monitoring Report has been prepared and considered in accordance with the commitments set out in section 7 of the Council's Welsh Language Scheme.


This report will be available for the public to access on the Council's website and in libraries throughout the county.









Appendix 1





Welsh Language Scheme: Implementation Plan





March 2015





Action No.	WLS Section	WL Priority	Key Action	Target Date	Primary Lead	Progress
GENERAL						
1	Foreword		To support the aims of the Welsh Government's strategy for the Welsh language 'A Living Language – A Language for Living', work with partners in the community to develop and implement a Welsh Language Action Plan with the aim of increasing and encouraging awareness, visibility and the use of the Welsh language in economic, social and cultural situations in Flintshire. The Flintshire Welsh Language Action Plan will reflect local circumstances and needs, Council priorities and capacity.	March 2014	Flintshire CC / Menter Iaith Sir y Fflint	<p>Links with Menter Iaith established, although an action plan has not been developed as yet.</p> <p>Progress has been made to increase visibility and use of Welsh during the celebrations for St David's Day.</p> <p>In conjunction with Menter Iaith, Welsh language was promoted to employees and the public on 26 September 2014 as part of the celebrations for European Day of languages.</p> <p>Menter Iaith had a regular presence at the Council's one stop shop, Flintshire Connects, in the Deeside area, closest to the new Welsh medium school.</p> <p style="text-align: center;"></p>





SERVICE PLANNING AND DELIVERY						
2	2.2 7	WLP 1 WLP 4	Develop a formal and structured procedure for undertaking a detailed and thorough assessment of the impact of any new or revised policy, plan, project, initiative on the Welsh language and the Welsh Language Scheme.	September 2012	Corporate Policy	Welsh language incorporated into Equality and Welsh language impact assessment 
3			Implement new procedure	January 2013	Chief Officers	Tool available for use on intranet; although inconsistent approach from services 
4	2.3	WLP 3	Fully embed Welsh Language Scheme (WLS) implementation management and monitoring within the Council's Business Planning approach	April 2013	Chief Officers	Actions from WLS are now incorporated into Chief Officer annual performance reports. The new performance management system will address inconsistent monitoring.




						
5	2.3		Review arrangements for ascertaining and recording the preferred language of individuals and organisations in contact with the Council	From September 2012	Chief Officer (Community and Enterprise)	Relationship Management System has the capability to record an individual's preferred language. This is not available for all services 
6	2.4	WLP 6	Develop action plan to Implement the requirements of the Welsh Language Scheme in relation to all procurement matters.	September 2012	Procurement Unit	A procurement checklist is already in place which incorporates Welsh language information. 
7			Implement action plan	From October 2012	Chief Officers	The merger with of the Procurement Team with Denbighshire County Council will mean that the service will be refocused which will provide an opportunity to ensure Welsh language is fully embedded in procurement process. 
8	2.5		Statutory and regulatory functions: identify opportunities to encourage	December 2013	Chief Officers	Some services are moving forward with this action, for example, Social Services. This




			and support others to adopt practices which promote equality between the Welsh and English languages, and develop action plan(s)			action will be progressed more fully through implementation of the Welsh Language Standards. 
T			Implement action plan(s)	From January 2014		Although action plans have not been developed initiatives are being put in place as evidenced within the report, this includes requiring contractors to use bilingual signage. 
10	2.6	WLP 7	Review and revise the arrangements and criteria for funding and awarding grants to third parties, e.g. voluntary organisations, community groups, individuals, etc. to reflect the requirements of this Scheme	September 2013	Corporate Policy	Complete 
11			Implement new arrangements for grants	December 2013	Chief Officers	Complete 




12	2.7		Review partnership working arrangements and revise to reflect the requirements of this WLS	March 2013	Corporate Policy	Regional collaboration protocol has been agreed May 2013 
13			Implement new arrangements	From April 2013	Chief Officers	All Portfolios are reminded to incorporate Welsh language commitments into partnership working arrangements. Protocol incorporated into relevant partnerships, for example, Community Safety Partnership 
COMMUNICATING WITH THE PUBLIC						
14	3.2		Review Council stationery to ascertain whether all items are fully bilingual, and amend as necessary	From December 2012	Corporate Communications Manager	All stationery is produced via the Graphics Team and or Digital Print Units who are fully aware of the bilingual requirements 
15	3.2		Ensure implementation of guidance for employees on creating bilingual standard text on e-mail, 'auto-	August 2012	Chief Officers	Guidance has been circulated to employees and reminders circulated. 





			signatures', disclaimers, and 'out of office' replies			
16	3.2		Audit of standard letters and translate where they are English only	July 2012	Chief Officers	Standard letters are bilingual 
17	3.3		Ensure that employees greet all external telephone calls bilingually	June 2012	Chief Officers	This is included in Customer Care Policy and standards. Employees are reminded about this each time they log on to their computers. Reminders have been circulated recently 
18	3.3		Service centres / points using an automated answering service or answer phone will provide bilingual messages	June 2012	Chief Officers	This has become standard practice in contact centre style working arrangements Automated answering services provide bilingual messages. Employees are reminded about leaving bilingual messages 
19	3.3		Ensure that employees using answer-phones / voicemail begin their recorded messages by giving a bilingual greeting, record English or bilingual messages as appropriate, and invite	June 2012	Chief Officers	Reminders have been issued. This will be promoted again with the introduction of the Welsh Language Standards 



			callers to leave Welsh or English messages			
20	3.3		Identify posts in relation to help-lines, call centres and similar services	September 2012	Chief Officer (Community and Enterprise)	Complete 
21			Undertake Welsh language skills assessments on these posts	September 2012	Chief Officer (People and Resources)	Complete -All posts identified as requiring Welsh Language skills in Customer Service teams have been undertaken. Assessments are conducted on all new 'call centre' type posts as part of the establishment control process. 
22			Make arrangements (including training) to ensure that they provide an equal service in Welsh and English	March 2013	Chief Officers	Callers are directed to a Welsh speaker when the option to speak Welsh is selected. 
23			Ensure that callers are aware of the option to receive a service in Welsh	September 2012	Chief Officers	Callers are invited to select the option to speak Welsh or English as standard 
24	3.4		Provide training for all receptionists / counter and front of office employees to	Ongoing – Next stage from	Chief Officer (Community and Enterprise)	All customer facing employees are aware of the requirement to greet visitors bilingually and




			greet members of the public bilingually	December 2012	Chief Officer (People and Resources)	arrangements to deliver a bilingual service as necessary. Course now available through Corporate Training and new starters in front office positions will be required to attend. 
25	3.5.3		Provide training for receptionists / counter and front of office employees to deliver a bilingual service	Ongoing – Next stage from March 2013	Chief Officer (Community and Enterprise)	Complete training available 
26	3.5.3		Produce and display bilingual notices that inform the public that a Welsh and English service is available	Ongoing – Next stage from March 2013	Chief Officer (Community and Enterprise) Corporate Communications Manager	Switchboard and Reception employees monitor public notices within main reception areas. Notices displayed at Flintshire Connects – Connah's Quay, Holywell and Flint are bilingual 




The Council's Public Image						
27	4.2		Conduct an audit – including identification - of all relevant Council items bearing the Council's name / logo and ensure that all such items are bilingual	From December 2012	Corporate Communications Manager Chief Officers	Complete 
28	3.5 / 4.3		Conduct an audit of all signs (initially within public buildings) – permanent, temporary, fixed and portable – for which the Council or a party acting on its behalf is responsible, and ensure that monolingual signs are made bilingual	From December 2012	Corporate Communications Manager	Complete 
29	4.3		Develop and issue a 'Design Guidelines' leaflet to relevant planning permission applicants which encourages them to erect bilingual signs and includes guidance on bilingual design	September 2012	Chief Officer (Planning and Environment)	Draft complete- to be circulated for consultation with key stakeholders 





30	4.4		Implement a Place Names Project	March 2014	Chief Officer (Planning and Environment)	On review the objectives of the Place Names Project were best delivered through the revised Street Naming Policy. 
31	4.6		Undertake an audit of all Council forms with a view to verifying that their format, language content, terminology and diction style comply with this Scheme, and implement a programme to revise these forms where necessary	September 2012	Chief Officers	Database of all Council forms, publications and leaflets has been established by Corporate Communications. 
32	4.7		Review all displays, information boards, exhibitions and ensure that they meet the requirements of the Scheme	July 2012	Chief Officers	All Portfolios should commission all exhibition material through the central Graphics and Print Procurement team in Corporate Communications thereby ensuring a fully corporate and bilingual approach. A new electronic ordering system for all printed material is about to be launched which has safeguards built in to ensure all material is bilingual. 
33	4.9		Maintain a directory of Welsh medium local groups and organisations who are willing	Ongoing	Corporate Communications Manager	Directory of Voluntary Groups available on intranet for services to identify relevant groups when





			to participate in surveys and consultation exercises			they undertake any engagement or consultation exercise. 
34	4.10		Establish 'control points' to ensure that those who are responsible for producing, publishing and displaying public and official notices comply with this Scheme	From December 2012	Corporate Communications / Chief Officers	All public notices are published via the Council's retained advertising agency. As part of the contract the agency will be fully aware of all bilingual requirements 
35	4.10	WLP 2	Identify the options available for targeting Welsh-speakers as part of recruitment campaigns in relation to 'Welsh essential' posts and present a report to the Corporate Management Team.	December 2012	Chief Officer (People and Resources)	Some limited work has been undertaken in 2014/15; this will be further developed as part of the Council's action plan to meet the Welsh Language Standards 
Implementing the Scheme						
36	6.1.1	WLP 4	Establish arrangements to oversee the implementation and monitoring of the Welsh Language Scheme / new standards regime under the Welsh Language Measure at	July 2012	Chief Executive	Incorporated as part of the Business Planning process and through reporting to Chief Officer Team 




			a corporate level			
37	6.1.2	WLP 3	Service Plans to include Improvement actions to ensure compliance with the Scheme	December 2012	Chief Officers	Included within Chief Officer reports. The new Welsh Language Standards will be incorporated within the Performance Management System, to ensure implementation and regular monitoring. 
38	6.1.3		Ensure that all Members are aware of the specific requirements of the Scheme and how they impact on their individual roles	Ongoing – Next stage from June 2012	Chief Officer (Governance)	Training on equalities and Welsh Language Scheme was provided as part of the Member Induction; this will continue as part of the Member Development Programme. Additional written information will be provided to members on the new Welsh Language Standards when available 
39	6.1.4 2.3	WLP 5	Ensure that all employees are aware of the specific requirements of the Scheme and how they impact on their individual roles	September 2012	Chief Officers	An introduction to the Welsh Language Scheme is provided at Induction training for all new employees and they are also given a summary of the Scheme. The requirements of the Welsh Language Scheme are included within the Induction Checklist

						<p>which managers cover with all new employees. Future new managers will complete an e-learning module which will include an awareness of the Welsh Language Scheme.</p> <p>The Council's Customer Service Award aimed at employees includes a specific unit on Welsh Language.</p> <p></p>
40	6.1	WLP 5	Implement a programme of compulsory Language Awareness Training sessions for new recruits, existing employees and Councillors	From September 2012	Chief Officer (People and Resources)	<p>Welsh language is now included in Corporate Induction and also the Apprentice programmes. Welsh language awareness training is part of the Member Development Programme.</p> <p>Welsh language awareness training is available</p> <p></p>
41	6.2 3.2	WL 8	Undertake an audit of the Council's 'in-house developed' and 'supplied' ICT systems in order to ascertain	October 2012	Chief Officer (Governance)	<p>Complete</p> <p></p>

			whether they are able to, and do, meet the commitments given in the Scheme, and present a report to the Executive (via ICT Panel or reporting on ICT Strategy)			
42	6.2	WLP 8	Identify options for facilitating and promoting the use of Welsh by bilingual employees when using the Council's IT systems, and provide training	December 2012	Chief Officer (Governance)	Complete 
43	6.2		Conduct a detailed and thorough review of the Translation Unit to meet changing organisational requirements	December 2013	Chief Officer (Community and Enterprise)	Review complete. The Council has a partnership arrangement with Conwy County Borough Council. Any translations that cannot be dealt with by Flintshire translators are undertaken by Conwy through a service level agreement 
44	6.2	WLP 2	Review the Welsh Language Skills Strategy	September 2012	Corporate Policy	Welsh Language Skills Strategy reviewed, new Strategy developed 
45			Implement the revised strategy	From October 2012	Chief Officer (People and Resources)	Draft action plan in place. This will be reviewed against the new Welsh Language Standards when these are known, to ensure, the Linguistic Skill

						Strategy is compliant with the required Standards. 
46	6.2	WLP 2	Review all aspects of the Council's Recruitment and Selection procedures and ensure that they meet the requirements of this Scheme	December 2012	Chief Officer (People and Resources)	This will form part of the Welsh language skills strategy and will be implemented alongside the new Standards. 
47	6.2		Ensure that Job Application Packs are fully bilingual, including Job descriptions and Person Specification	March 2013	Chief Officer (People and Resources)	This action will be taken forward as part of the Welsh language skills strategy. 
48	6.2	WLP 2	Ensure that an assessment of the need for Welsh language training, vocational training through the medium of Welsh, and training to facilitate the implementation of the Scheme is an integral part of the employees appraisal process	From April 2013	Chief Officer (People and Resources)	Development work on the new scheme is still in progress 
49	6.2	WLP 2 / 5	Establish procedures for ensuring that training courses for Council employees and elected members include content	From April 2013	Chief Officer (People and Resources)	Member and employee induction programmes include raising awareness of the Welsh Language Scheme. An initial review of all corporate training

			pertaining to the WLS where appropriate			has taken place to incorporate Welsh language, where relevant 
50	6.2	WLP 2	Develop formal 'learning agreements' for employees who are required or wish to learn Welsh	From April 2013	Chief Officer (People and Resources)	On going 
51	6.2	WLP 2	Develop a Welsh language training programme to meet the Council's needs in terms of implementing this Scheme and allocate the necessary resources in accordance with the requirements of the Welsh Language Skills Strategy	April 2013	Chief Officer (People and Resources)	A review of the programme has been undertaken, a new programme is being introduced which involves blocks of Welsh language training supported by monthly lunch time conversation sessions. 
52	6.3		Develop and implement a structured marketing campaign with the aim of promoting our Welsh medium services to the public and encouraging them to deal with the Council in Welsh.	December 2013	Corporate Policy Team Service Managers	To be launched as part of implementation of Welsh Language Standards. 

Monitoring the Scheme and Reporting on the Council's Performance						
53	7.1	WLP 4	Develop and agree a formal Monitoring Plan for monitoring/verifying the implementation of the WLS at service and corporate level.	December 2012	Corporate Policy	Integrated into Business Planning process 
54			Implement Monitoring Plan	From January 2013	Chief Officers	Implemented - Reporting on WLS incorporated within Chief Officer reports 
55	2.3 6.1.2 7.1 7.3	WLP 4	Report progress against identified improvement actions in quarterly performance reports, for consideration by the Council's Cabinet	April 2013	Chief Officers	Currently inconsistent reporting. The new Standards will be incorporated within the Performance Management System to ensure regular reporting into Cabinet. 



CABINET

Date of Meeting	15 September 2015
Report Subject	The Development of a Community Benefit Training Academy
Portfolio Holder	Cabinet Member Housing; Cabinet Member Economic Development; Cabinet Member, Education
Report Author	Chief Officer, Community and Enterprise
Type of Report	Strategic

EXECUTIVE SUMMARY

This report is to seek Cabinet approval for the creation of a Community Benefit Training Academy (CBTA) as a vehicle to deliver jobs and training opportunities and community initiatives linked to externally procured services.

As part of the Welsh Government procurement policy statement [December 2012], it was encouraged that public sector organisations deliver maximum value for the Welsh pound via the procurement of external goods and services to:

- Develop a stronger economy
- Promote jobs
- Tackle Poverty

Three investment programmes Welsh Housing Quality Standards (WHQS), 21st Century Schools and Strategic Housing and Regeneration Programme (SHARP) are expected to spend an estimated £500m over the next 5 years. This provides a great opportunity to maximise the Welsh pound through increasing job and training opportunities and community development initiatives.

Local employment and training agencies including schools and colleges, who engage with 16-24 year olds, the unemployed, not in Education, Employment, or Training (NEETs) and long term unemployed are continually seeking opportunities to engage with those companies with the potential to create local jobs.

As part of the procurement and tendering process for all three programmes, potential contractors are required to confirm their commitment to the Councils community benefit agenda including setting out contractually the number of local jobs, training opportunities and traineeships which will be made available if their tender is successful.

The Academy will be unique in that the Council will establish the arrangement

whereby opportunities such as traineeships and apprenticeships will be directly employed through the Authority enabling a greater control and flexibility around placements and creating the opportunity to positively maximise the Community Benefits agenda and develop a lasting legacy for the Authority and County.

The WHQS programme is currently achieving the targeted recruitment and training outcomes outlined by Welsh Government. The WHQS programme has provided an average of 8 traineeships over all contracts with around 50 local employees per year.

The SHARP programme has the following targets: -

- Work Experience: 30/40 local people to be invited to apply for a 2 week 'Building Futures' accredited programme with a prediction of 20 completers.
- A minimum of 2 graduates in post in higher skilled professions such as surveying or architecture etc.
- A minimum of 6 apprenticeships

The 21st Century Schools Programme has already achieved the following outcomes: -

- 8 young people from Maes Hyfryd school took part in an Academy for Retail and Hospitality
- A joint project with Coleg Cambria and Castell Alyn Mold in which 20 placements took part in Girls into Engineering
- 14 students took part in the Academy 2 Construction as part of the new build at Holywell High School gaining qualifications in Health and Safety, Manual Handling, Asbestos Awareness and First Aid

RECOMMENDATIONS

1. Approve the creation of the Community Benefit and Training Academy (CBTA) to manage the implementation of the community benefit commitments.
2. Approve a new post to manage and administer the function and services of the academy. The lead officer will be supported initially through existing resource in terms of administration and support. These posts will be funded by a contribution from contractors, WHQS, 21st Century Schools and SHARP programmes.

REPORT DETAILS

1.00	EXPLAINING THE DEVELOPMENT OF A COMMUNITY BENEFIT TRAINING ACADEMY
1.01	It is proposed that the Community Benefit Training Academy will provide the support and management of the implementation of the community benefit requirements across all three investment programmes. 'The Academy' will provide one point of contact to those individuals wishing to access the opportunities created as a result of the procured spend. A single point of contact will ensure streamlined and consistent coordination between all relevant parties such as contractors, individual apprentices and trainees, the college and Communities First and alike. In general 'The Academy' will

	<p>focus on three main areas:</p> <ul style="list-style-type: none"> • Managing employment and training activities. • School/ College/ University engagement. • Facilitation and coordination of community development/ initiatives.
1.02	‘The Academy’ intends to build on existing established partnerships with local agencies and partners who provide skill building and employability opportunities.
1.03	The community benefit commitments outlined by the contractors throughout the tendering process will be catalogued and implemented in partnership with all agencies.
1.04	It is proposed that ‘The Academy’ will be the employer for new apprenticeships/ graduates. The full cost of employment and training fees will be invoiced to the contractor in accordance with a pre-arranged cost at placement stage.
1.05	The Academy will be self-sufficient as the funding required for placements and to manage and administer the Academy will be drawn down from the contractors in place for each work programme. Previously contractors have employed and funded placements directly. Through this innovative proposal of an Academy the Council will employ the placements direct and fully recover the costs from the contractors. The benefit of direct employment through the Council means that placements are flexible, individuals can be allocated to different work streams and contractors to gain a wide range of experience and individuals are not affected when certain work programmes end. Direct employment through the Authority also provides an opportunity for individuals to seek internal positions such as within the direct workforce in Housing Asset Management. The service could potentially benefit from employing well skilled individuals as and when opportunities and vacancies arise such as the retirement of current trade’s staff.
1.06	For the purpose of the new apprenticeships, ‘The Academy’ will align with the academic year to ensure enrolment deadlines for apprenticeships are met and are managed effectively.
1.07	In addition to the job creation; community initiatives will also be developed such as funds/ resources towards i.e. refurbishment of community centres; funds towards events; skip days; art walls; community gardens.
1.08	Performance indicators will monitor progress across all three programmes; these figures will increase year on year as more contracts are started. Recruitment and training commitments stated at the tendering process will be used as a benchmark. It is suggested that additionally within 2015/16: <ul style="list-style-type: none"> • Minimum of 5 apprenticeships are started. • Minimum of 10 work experience placements are completed. • 20 traineeships are provided and completed. • 30 local people are employed.
1.09	The aim over 5 years is to create over 250 local jobs and 40 apprentices.
	Contractors will report monthly on workforce (jobs and training) and

	<p>community engagement to:</p> <ul style="list-style-type: none"> • Provide information for promotion and showcasing of achievements through local media, social media and partners communication channels will be encouraged to increase positive publicity. • Senior Management Teams • Councillors and Members
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2.00	RESOURCE IMPLICATIONS
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2.01	The creation of the Community Benefit and Training Academy will require an operating budget to cover printing/ branding and promotional costs. These costs will be funded by a contribution from contractors, WHQS, 21 st Century Schools and SHARP programmes.
2.02	It is suggested through the National Skills Academy Client Based Approach to have an Academy Training Lead to manage and administer the full operating. The lead officer will be supported through existing administrative support and also by the Tenant Liaison Officers within the existing Capital Works team. Resourcing requirements to manage and administer the academy will be monitored throughout the project and reviewed as the academy establishes itself to ensure that adequate resource is in place to fully meet the potential of the proposal. These costs will be funded by a contribution from contractors, WHQS, 21 st Century Schools and SHARP programmes.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	Internal stakeholders to be consulted prior to implementation including HR. Key partners such as contractors, Communities First, the college and other relevant agencies will all be consulted and engaged with as part of the Academy launch to ensure full commitment from all to maximise the potential of the proposal.
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4.00	RISK MANAGEMENT
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4.01	The Academy will be self-sufficient as the funding required for placements and to manage and administer the Academy will be drawn down from the contractors in place for each work programme. Previously contractors have employed and funded placements directly. Through this innovative proposal of an Academy the Council will employ the placements direct and fully recover the costs from the contractors. The benefit of direct employment through the Council means that placements are flexible, individuals can be allocated to different work streams and contractors to gain a wide range of experience and individuals are not affected when certain work programmes end. Direct employment through the Authority also provides an opportunity for individuals to seek internal positions such as within the direct workforce in Housing Asset Management. The service could potentially benefit from employing well skilled individuals as and when opportunities and vacancies arise such as the retirement of current trades staff
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4.02	Employees will be appointed on fixed term contracts.
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5.00	APPENDICES
5.01	Appendix 1 - Community Benefit and Training Academy proposal.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>http://gov.wales/about/cabinet/cabinetstatements/2012/welshprocurement/?lang=en</p> <p>Contact Officer: Nik Evans Job Title: Senior Manager, Council Housing Telephone: nikki.evans@flintshire.gov.uk Email: 01352 701658</p>

7.00	GLOSSARY OF TERMS
	None



Community Benefit & Training Academy
Flintshire County Council

Project Suggestion Document 2015

- **Vision**

- To **provide, seek and exhaust** community benefit opportunities including training and employment as a result of contracted procured spend across the WHQS, 21st Century Schools and SHARP programmes. This will be delivered through a Community Benefit and Training Academy which will **engage** and **collaborate** with local employment agencies, schools and colleges, and community organisations to identify **people** and **places** who will benefit from the opportunities created.

- **Objectives**

- To develop one academy which fits all 3 Flintshire County Council construction programmes.
- To reduce unemployment figures across Flintshire.
- To create opportunities for long term unemployed/ school leavers/ unemployed 16-24 year olds/ NEETS.
- Coordinate and implement community initiatives.
- To further develop opportunities for SME's/ supply chain businesses and graduates.

- **Service**

- Management and coordination of targeted recruitment and training.
- Employment of new apprentices.
- Matching service between agencies and opportunities, to include:
 - Work Experience Placements/ Internships/ Traineeships
 - To provide training for FCC staff
 - School/ College Visits
 - Mentors/ Coaches for Social Entrepreneurs
 - Support Family Days and Recruitment Events
- Development of Community Initiatives i.e. Community Centres/ Gardens
- To establish a collaborative working group [Flintshire ETC] including all employment agencies/ educational providers and contractors to match opportunities with a local talent pool who are work ready.

- **Flintshire ETC**

- Flintshire ETC will be an established group of employment agencies/ training providers/ community groups who will network and become 'feeders' providing the academy with those individuals/ communities who will benefit from the opportunities created as a result of the community benefit initiative.
- **Examples of engaged partners:**
 - Job Centre Plus
 - Communities First
 - Careers Wales
 - Groundworks
 - FLVC
 - Career Academy
 - All contractors

Simplification of the Academy Process



• Internal Resources

- Community Benefit & Training Academy Lead
 - Lead contact with contractors and community agencies.
 - Chair Flintshire ETC and other steering groups.
 - Act as direct report for the apprentices.
 - Oversee the management and implementation of the apprenticeships and education provision.
 - Oversee the management and implementation of the community initiatives.
 - Report and Monitor KPI's.
- Academy Officer (Education/ TR&T)
 - To engage with the contractors Community Benefit representative.
 - To engage with employment and training agency representatives.
 - To engage with learners and service users.
 - To engage with community groups/ forums/ agencies.
 - Identify potential communities and community opportunities to implement suitable initiatives.
 - Organise and support the implementation of community initiatives.
 - Identify and catalogue employment and training opportunities.
 - Provide a matching service between contactor commitments and employment/ training demand.
 - Administer and coordinate apprenticeships and training opportunities.
 - Coordinate all educational activities including school engagement.
 - Administer data and promote success.
- Monitoring Officer
 - To engage with Academy Lead and Academy Officers to gain relevant information and reportable data.
 - Complete relevant processing tools to report to Welsh Government/ Councillors and senior managers.
 - To liaise with Academy administrator on academy related business.
 - Monitor learner/ service user numbers.
 - Administer data and promote success.

• Management of Apprenticeship Programme

- The training academy will be the 'employer' of the new apprenticeships created as a result of the procured spend.
- The NMW for apprenticeships is £2.73*
 - *This rate is for [apprentices](#) aged 16 to 18 and those aged 19 or over who are in their first year. All other apprentices are entitled to the National Minimum Wage for their age.
- The employment costs will be off-set by the contractor who will be invoiced for the employment cost per apprentice.
- The cost of the training framework will be included in the total employment cost and will be negotiated with the training provider based on a SLA agreed cost.

- A full costing model will be created once a framework cost has been agreed.
- Most framework qualifications (apprenticeships) are between 12 and 18 months depending on the level undertaken. It is required that each apprentice exhibits progression and remain on track to complete.
- The apprenticeship placements will already be pre-agreed between the academy and the contractor before the apprentice starts employment to avoid any time which is without placement avoiding 'potentially out of time' (poot) status.
- Individual Learning Plans (ILP's) will be created to monitor and track progress of the apprenticeships.

Links with CITB and NSA Accreditation

- Awaiting Business Plan

Implementation:

When	Who Main Target Group:	Service Provided	How
> 6 months (July 2015 – January 2016)	NEETS/ Long Term Unemployed	<ul style="list-style-type: none"> ○ Traineeships ○ Work Experience Placements ○ Employability/ Workability packages to prepare the learners for work. 	<ul style="list-style-type: none"> ○ Develop and manage a Flintshire Employment Training Community (ETC) ○ Engage with and catalogue a list of all available opportunities. ○ Engage with Communities First/ LIFT programme and other agencies to identify cohorts of learners who would benefit from initial training packages including work experience/ traineeships.
> 12 months (July 2015 – July 2016)	NEETS/ Long Term Unemployed/ Disengaged/ School Leavers	<p>The above including:</p> <ul style="list-style-type: none"> ○ Work Experience Placements (14-16) ○ Apprentice Starts ○ Existing Apprentices ○ NVQ Starts ○ Construction Curriculum Support Activities 	<ul style="list-style-type: none"> ○ School leavers/ 16-24 year olds made aware of 2016/17 apprenticeship opportunities (March 2016) ○ Apprenticeship Recruitment/ interviewing plans to be designed (May- June 2016) ○ Initial engagement with local primary and secondary schools. ○ 14-16 work experience placements to offered to school (February 2016)
>18 months onwards	NEETS/ Long Term Unemployed/ School Leavers/ primary & secondary students/ Communities/ SME's/ Graduates	<p>The above including:</p> <ul style="list-style-type: none"> ○ Construction Curriculum Support Activities ○ Jobs ○ Higher Level training (Graduate positions) ○ SME mentoring ○ Community Initiatives 	<ul style="list-style-type: none"> ○ Additional school/ college engagement to be identified. ○ Additional job creation for non-targeted groups to be launched. ○ Graduate programmes to be considered (January 2017 for September 2017 start) ○ Community Initiatives to be commissioned.



CABINET

Date of Meeting	15 September 2015
Report Subject	Vehicle Management System Policy
Portfolio Holder	Deputy Leader of the Council and Cabinet Member for Environment
Report Author	Chief Officer (Streetscene and Transportation)
Type of Report	Strategic

EXECUTIVE SUMMARY

The purpose of this report is to seek Cabinet approval of the proposed Vehicle Management System Policy for use on all fleet vehicles operated by the Authority.

The Council has a duty to its employees to protect their Health and Safety whilst driving Council vehicles, this includes the legal requirement to take breaks and adhering to road safety standards etc. Satellite Tracking and monitoring of vehicle use, by fitting a GPS Vehicle Management System (VMS) unit to each vehicle, will help to actively monitor this.

The system will also allow real-time monitoring of resources, and provide historical data of specific times, dates and start/finishing point of each journey and will ensure all of the vehicle assets are being utilised to maximum benefit for the Council.

RECOMMENDATIONS

That Cabinet approves the Vehicle Management System Policy (Appendix 1) and its adoption by the Authorities operations.

REPORT DETAILS

1.00	EXPLAINING THE VEHICLE MANAGEMENT SYSTEM POLICY
1.01	<p>Flintshire County Council operates a total fleet of approximately 500 vehicles. The total replacement cost of Flintshire County Council's fleet inventory is in excess of £12.8m, with an annual operating lease/hire charge in excess of £1.9m. Whilst the vehicles operate in services across the County, their procurement and maintenance are centrally organised by Fleet Services staff within Streetscene & Transportation, which also manages the budget for all of the County's vehicles. (With the exception of HRA and other ring-fenced budgets).</p>
1.02	<p>Following the fleet review in 2013 there has been a move to refresh the fleet by terminating expiring lease arrangements, and replacing vehicles when applicable with fixed term hire arrangements from a preferred partner. These new vehicles arrive with tracking systems pre-installed, and all of the individual service areas of the Council have access to the data this provides.</p>
1.03	<p>Vehicle tracking systems allow the Council to accurately monitor utilisation levels and ensure the Council gains the maximum benefit from its investment in vehicles, delivering the savings and opportunities outlined in the aforementioned Fleet Review. By applying a 'Logistics' or Demand Planning approach to the provision of vehicles the increased utilisation will reduce the number of vehicles required and consequently reduce the cost of delivering all Council services which carry a vehicle fleet requirement.</p>
1.04	<p>Approximately 75% of the current fleet is tracked using one of the following 2 systems. The original Track You system was installed from 2009 within specific service areas. This contract has since expired. All new vehicles procured through the spot-hire arrangements set out in the Fleet Review have been fitted with the Quartix system.</p>
1.05	<p>Both systems provide similar functionality and reporting mechanism, although the user interface is considerably different.</p>
1.06	<p>The Council, as an employer, has a duty to its employees to protect their Health and Safety whilst at work, this includes the legal requirement to take breaks and adhering to road safety standards. Satellite Tracking and monitoring of vehicle use, by fitting a GPS Vehicle Management System (VMS) unit to each vehicle, will help to actively monitor this.</p>
1.07	<p>The device in the vehicle is a GPS based VMS that can pinpoint the location of the vehicle to an accuracy of typically within 5 metres. The status of the vehicle can be measured in terms of but not limited to:</p> <ul style="list-style-type: none">• Time and location of stops and starts;• Length of time at specific locations;• Driver Behaviour including speeding and violent breaking events;• Excessive idling (Engine tick-over);• Vehicles leaving authorised areas;• Vehicles entering no-go areas;• Unauthorised usage and out of hours usage;• Driver identification, who is driving the vehicle at any given time;

1.08	<p>The on-screen system interface can provide vehicle location and status information from:</p> <ol style="list-style-type: none"> 1. A full screen map which can be zoomed down to street level; 2. A live journey list which shows the vehicle location and status in real time; 3. A journey replay screen which enables historical journeys to be replayed; 4. A number of detailed VMS reports. <p>in short the system will allow real-time monitoring of resources, and provide historical data of specific times, dates and locations.</p>
1.09	<p>Before the policy is introduced, all service managers will be issued with a 'Manager's Guide' to aide with the roll-out and active monitoring of the new system.</p>
1.10	<p>Following the issue date of this policy there will be "a settling in period" of 3 months where individuals will be counselled on operational and traffic infringements arising from the VMS reports, to enable operatives/staff the opportunity to be fully conversant with the new technologies, whilst the training is being provided to support operatives in a new era of challenge and improvement. After that date, cases of repeated infringements will be dealt with through the process set out in the policy. This includes informing individuals, challenging them to improve, providing additional training, and should this not lead to the required improvement, dealing with them under the relevant Councils policies.</p>
1.11	<p>The VMS policy requires each service area to agree utilisation levels across its fleet, and record any local agreements for the use of the vehicles. (e.g. Home-to-Work travel, on-call arrangements).The justification for these conditions will be assessed by the Streetscene and Transportation service for consistency and practicality, and will be available for scrutiny in the event of any future challenge.</p>
1.12	<p>The policy includes the identification and utilisation of other on-board management systems to support and develop efficiencies within the fleet/transport operations of the Authority. The role of the Fleet Manager and the Service Managers will be to deliver the most efficient operations possible through the employment of telematics systems to improve vehicle utilisation, journey planning, effectiveness of supervisory roles and the health, safety and well-being of the workforce.</p>
1.13	<p>An example of this service specific utilisation is real time monitoring of waste vehicles through cameras which have already been installed on the vehicles.</p>
1.14	<p>Vehicle Management Systems can track vehicles in real-time, anytime and mobile technology can ensure that their positions, routes and logs are constantly updated. This can save money by reducing the amount of fuel used to carry out the same tasks, whether this is achieved through reduced idle times or through more direct journeys. Benefits to the operations include powerful information at a glance, allowing operations to inform customers whilst maximising the efficiency of drivers. This can provide accurate arrival times, search for vehicles closest to a chosen location, generate detailed</p>

	<p>journey reporting for proof of service, and educate drivers on efficient routes. Tracking aids productivity by ensuring the productivity of their workforce is maintained to a higher rate, even with the most loyal and committed employees. Coupled with this is the reduced burden of administration involved with owning and operating a vehicle fleet.</p>
1.15	<p>Vehicle Management Systems automatically capture data on vehicle usage, generating detailed and powerful reports at a click of a button. Vehicle monitoring also helps you ensure your vehicles and drivers are where they should be. This tracking helps reduce CO2 emissions from corporate travel. Emissions from travel are highly visible to staff and customers, and often linked to the perceived environmental impact a business has on the environment.</p>
1.16	<p>Vehicle monitoring helps you comply with the Corporate Manslaughter and Corporate Homicide Act 2007, which came into force on April 6, 2008. If senior management have shown gross negligence to the health and safety of their workforce and a death occurs, an offence of corporate manslaughter or corporate homicide now applies. Individual senior managers can now be held personally responsible for the health and safety of their employees. Vehicle management Systems automate the monitoring of vehicle usage to identify drivers that drive excessively fast, and when vehicles are being used improperly, whilst also providing the ability to produce detailed journey and incident reports.</p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>Any additional costs and subscription fees are offset within the Fleet Review savings and have previously been presented within the previous Fleet Review report.</p>
2.02	<p>Overview of Fleet savings that will be achieved through the Fleet Review:</p> <ul style="list-style-type: none"> • Vehicle Ownership: Hire / Lease of LIGHT fleet - £231k • Vehicle Ownership: Hire / Lease of HGV/Specialist fleet -£132.8k • Logistics model – Utilisation management LIGHT - £243k • Logistics model – Utilisation management HGV/Specialist -£44k • Fleet & maintenance management - £231k • RCV / Recycling - £32k • Waste Transfer - £155k • Small Waste Vehicles - £24k • Sweepers (HGV & precincts) - £82.5k • Verge Mowing - £35k • Gully Emptiers - £34.5k • Mowers – £8.7k • Fuel Trackers - £75k • Voids Process - £25k • Vehicle Size / Specification - £0k • “People Transport” £13.3k <p>Total Savings £1.3m</p>
2.03	<p>These savings were captured in the Fleet Review, but were linked to improved efficiencies gleaned from information provided by vehicle</p>

2.04	<p>management systems. The Logistics Model element of the Fleet Review identified savings of £141k in the reduction of fleet ownership, in part due to improved monitoring and utilisation of fleet. This had a lead-on saving of £102k from service benefits (a newer fleet attends the workshop less often) and a full time equivalent (FTE) mechanic reduction in the workshop.</p> <p>This report does not impact on staffing levels.</p>
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>Consultations have taken place with:</p> <ul style="list-style-type: none"> • Human Resources & Organisational Development regarding policy design and integration • Trades Unions in respect workforce engagement • Operational departments, union representatives and stakeholders • With Cabinet Member • Environment Overview & Scrutiny Committee who supported the recommendation for Cabinet to approve this report
3.02	<p>The unions were supportive of a policy that outlined the operational advantages of the best use of vehicle technologies. They requested that the policy encouraged managers to embrace opportunities for operational efficiencies, and clearly set out the obligations of the drivers. It was specifically requested that the policy is broad in content and concise.</p>

4.00	RISK MANAGEMENT
4.01	<p>Any expenditure on adopting the measures set out in the report is mitigated through the introduction of technology to improve the efficiency and effectiveness of the services and workforce</p>

5.00	APPENDICES
5.01	Appendix 1 – Vehicle Management System Policy
5.02	Appendix 2 – Vehicle Telematics Service Specific Assessment
5.03	Appendix 3 – Managers Guide to Vehicle Management System Policy

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None</p> <p>Contact Officer: Barry Wilkinson Job Title: Fleet Services Operations Manager Telephone: 01352 704656 Email: barry.wilkinson@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
	None.



FLINTSHIRE COUNTY COUNCIL

Vehicle Management System Policy

Policy owner for review	Barry Wilkinson – Transportation & Logistics Manager
Date implemented	
Date last reviewed	
Date of last amendment	31 March 2015
Version	V2.0
Date of next review	

1. Introduction

Flintshire County Council recognises its duties under the Health and Safety at Work Act 1974 to take steps as far as is reasonably practicable, to ensure the health, safety and welfare of those who need to drive Council vehicles as part of their job. Flintshire County Council have taken the decision to fit vehicle management devices to all Council fleet vehicles and some items of plant via the introduction of Vehicle Telematics for its operational fleet and high value items of plant.

The introduction and the development of the Vehicle Telematics will also assist the authority to achieve a number of efficiency savings and therefore this is linked directly to the Council's corporate Value-for-Money framework and Environmental commitments.

2. Aims of the Policy

Flintshire County Council has a responsibility to protect employee's health and safety at work, including adhering to the working time directive, including the legal requirement to take breaks, and ensuring compliance with the Road Safety Act.

By fitting a Vehicle Telematics, Flintshire County Council also intends to manage the following:

- Efficiency
- Behaviour
- Safety
- Claims Management

Certain benefits will be gained from this, such as finding operational efficiencies, improving customer service, fuel efficiency from monitoring and reducing fuel consumption, improving driving behaviour and therefore reducing accidents and the risk of accidents claims, as well as reducing repair and maintenance bills due to less wear and tear on the vehicle.

This policy will require Service Managers to utilise the available data and consider the opportunities for further deployment of additional equipment to support the efficiency and safety of their employees and assets, protect the general public and defend the Council during service provision, whilst operating vehicles. This will be achieved through the use of a Service Specific Assessment, completed by the Service Manager, to consider the local operating practices, along with the benefits that vehicle telematics and the analysis of this data provides. With the support of the Fleet Manager, this assessment will be matched against framework of Vehicle Telematics for use by the service, and the most practical route will be applied, with agreed output measures and monitoring put in place by the service to support the Authority's need for service improvements, efficiencies, and policy compliance.

3. Scope

The Council have agreed, in consultation with Trade Unions, to install Vehicle Telematics in all the Council's fleet of vehicles and high valued items of plant. As a minimum this will consist of a vehicle tracker capable of pinpointing the location of a vehicle, through GPS, to an accuracy of typically within 5 metres.

This policy applies to all staff and managers across Flintshire County Council, who either drive a Council Vehicle, have responsibility for a Council Vehicle or manage an employee who drives a Council Vehicle that is fitted with the Vehicle Management System.

3.1 Roles and Responsibilities

Employee Responsibilities

- For the purpose of probity, vehicles must not be used for any other reason other than in the execution of Council business. The vehicle must not be used outside of normal business hours subject to a reasonable period of time to travel to and from home and place of work. The only exception being when an employee is used the vehicle for business purposes in the execution of the department's emergency service.
- Ensure that the vehicle is always securely locked when left unattended.
- Ensure that the legal speed limits are adhered to and the highway code is followed at all times.
- The Driver identification fob must only be used by the nominated driver. It is the responsibility of each driver to ensure that the Fob is kept in a safe place and used appropriately. In the event a driver uses a Fob issued to another driver, or allowing another driver to use their fob, will be dealt with under the Councils disciplinary policy. Replacement costs may be charged to employees when fobs are lost.
- Maintain appropriate representation of Flintshire County Council at all times, including not responding aggressively towards discourteous road users and don't engage in "road rage".
- Employees using the Vehicle Telematics must take all reasonable steps to ensure the Vehicle Telematics' correct use, and report and obvious defects or faults.

Management / Employer responsibilities

- Ensure only authorised officers / employees will have access to the Vehicle Telematics and its information. This will be strictly controlled in terms of cross departmental information.
- Authorised users of the system will be issued with a unique user name and password. This password should be treated in the same way as any other IT password and be kept secure at all times. Passwords should not be shared and should be kept secure in line with the Councils ICT policy.
- Ensure that employees who are driving a vehicle fitted with a Vehicle Telematics are made aware the hardware has been installed on their vehicle and ensure training is given on operating the system and that employees are issued with the Vehicle Telematics protocol.
- Where an allegation has been made in relation to a breach of this policy or a complaint received by a customer or a member of the public, the manager will ensure a timely and efficient investigation utilising data from the Vehicle Telematics, if necessary.
- Make best use of the information available to improve the efficiency of the service and the council as a whole by monitoring such metrics as:
 - Utilisation / Productivity
 - Miles Covered – Journey Planning
 - After-hours/Out-of-hours utilisation
 - Non-utilised & Low-utilised assets

4. Appendix

Addition document in support of this policy include:

- A Manager's Guide to Vehicle Telematics
- Vehicle Telematics Service Specific Assessment Form



FLINTSHIRE COUNTY COUNCIL

Vehicle Telematics Service Specific Assessment

THIS IS THE STATEMENT OF THE GENERAL VEHICLE USAGE / OPERATIONS ARRANGEMENTS IN LINE WITH THE VEHICLE TELEMATICS POLICY

Department		Review Period	
Manager		Signature	

CONTROLS
(HAVE YOU IDENTIFIED THE FOLLOWING WITHIN THE OPERATION)

Risk Assessment	Service Level Agreement	Business Planning
<ul style="list-style-type: none"> - Route Planning - Employee Safety - Communication / contact - Lone Working 	<ul style="list-style-type: none"> - Hours of Operation - Planned or Reactive Service 	<ul style="list-style-type: none"> - Demand Planning - Fit for Use Vehicles
<p>NOTES / ACTIONS</p>		

ACTIONS
(HAVE YOU CARRIED OUT THE FOLLOWING WITHIN THE OPERATION)

Employees	Vehicles	Staff Protection	Journey Planning
<ul style="list-style-type: none"> - Inform – Provide report to teams/individuals - Challenge – Request improvement from teams/individuals - Train – Deliver courses/assessments to deliver individual improvements - Discipline – Consider the nature of areas for concern and if required refer individuals to the relevant Flintshire County Council Disciplinary Policies 	<ul style="list-style-type: none"> - Inform – Provide Users/departments with the reports to analyse vehicle performance - Investigate – Consider vehicle type and use - Repair – where mechanic fault is identified arrange repair - Replace – Inefficient or ineffective vehicles or plant should be replaced for more suitable alternatives 	<ul style="list-style-type: none"> - Assess – Risk Assess the operation - Support – use available facilities and technology to protect employees wherever possible - Protect – have the appropriate response systems in place - Record – Incidents and outcomes should be recorded to inform future decisions and provide evidence when necessary 	<ul style="list-style-type: none"> - Review – Measure current business operations - Evaluate – Consider the effectiveness of these operations - Plan – Reduce inefficiencies by pre-scheduling routes and operations - Implement – ensure these controls and measures are kept to
<p>NOTES / ACTIONS</p>			

MEASURES & OUTPUTS - OPTIONS / REPORTS / PROCESSES
 (LIST OUT THE IDENTIFIED REQUIREMENTS OF YOUR SERVICE)

Telematics	Reports	Processes
<ul style="list-style-type: none"> - Vehicle tracking - Reversing aids - On-board weight load-cells - Location Based Alert devices - Input Devices (Work instruction/completion records) - On-board cameras (manoeuvring assistance/operational observation) - Driver activity monitoring - Fuel Management/Monitoring - Equipment/Engine Monitoring (Gritters/Recycling/CANBUS) - Tachographs (time and duty monitoring) 	<ul style="list-style-type: none"> - Time and location of stops and starts - Length of time at specific locations - Driver identification - Excessive idling - Vehicles leaving authorised areas - Vehicles entering no-go areas - Unauthorised usage and out of hours usage - Driver Behaviour including speeding and violent braking events 	<ul style="list-style-type: none"> - ToolBox Talks - Workforce Bullentins - Admin Processes - Management Process - Scheduled Reports - Regular Reviews
<p>NOTES / ACTIONS</p>		

FEEDBACK
 (NOTE YOUR ANTICIPATED BENEFITS AND REVIEW PROCESS)

Zero to 2 months	2 to 4 months	4-6 months
<ul style="list-style-type: none"> - Understand the different types of feedback and the ways in which you will receive feedback. 	<ul style="list-style-type: none"> - Are you getting the feedback you need? Is feedback timely, specific, and frequent? - Compare actual performance and expected performance. 	<ul style="list-style-type: none"> - Are you giving feedback to others who need it? - Compare actual and expected performance.
<p>NOTES / ACTIONS</p>		



FLINTSHIRE COUNTY COUNCIL

Manager's Guide to Vehicle Management System Policy

Policy owner for review	Barry Wilkinson – Transportation & Logistics Manager
Date implemented	
Date last reviewed	
Date of last amendment	31 March 2015
Version	V2.0
Date of next review	

1. Definition

Vehicle Telematics include, but are not limited to, the following items and services which assist with, and record operational activity. Examples of such systems would be, but not limited to, the following:

- Vehicle tracking
- On-board weight load-cells
- Input Devices (Work instruction/completion records)
- Driver activity monitoring
- Equipment/Engine Monitoring (Gritters/Recycling/CANBUS)
- Reversing aids
- Location Based Alert devices
- On-board cameras (manoeuvring assistance/ operational observation)
- Fuel Management/Monitoring
- Tachographs (time and duty monitoring)

The status of the vehicle can be measured in terms of, but not limited to, the following:

- Time and location of stops and starts
- Driver identification
- Vehicles leaving authorised areas
- Unauthorised usage and out of hours usage
- Length of time at specific locations
- Excessive idling
- Vehicles entering no-go areas
- Driver Behaviour including speeding and violent braking events

Vehicle location and status information can be obtained from:

1. A full screen map which can be zoomed down to street level;
 2. A live journey list which shows the vehicle location and status in real time;
 3. A journey replay screen which enables historical journeys to be replayed;
- & a number of detailed Vehicle Telematics reports.

This will allow real-time monitoring of resources, and historical data of specific times, dates and locations.

Reversing aids, On-board cameras (manoeuvring assistance) protect the public, employees and assets during high risk operations, and help defend claims against the Authority.

On-board weight load cells protect the employees and the Authority against prosecution, and vehicles are in a roadworthy condition, reducing the risk of accidents and injury.

Equipment/Engine Monitoring assists with operational and mechanical efficiencies, and provide evidence in statutory and legal issues, such as accident investigation and operation standards.

Fuel Management & Monitoring, Driver activity monitoring and Tachographs (time and duty monitoring) assist with operational efficiencies, and protect against prosecution and statutory operational obligations, informing training needs and disciplinary inquiries.

Wherever possible, the remote access to the information available as described above should be sought by operations to help deliver efficiencies from the desktop.

2. Policy

2.1 The benefits of a Vehicle Telematics Systems

The Vehicle Telematics system has a number of advantages for both the employee and the organisation. The system will allow;

- Flintshire County Council to produce accurate information to comply with current regulations, such as the HSAWA, Working Time Directive and Road Traffic Regulations, though this is not an exhaustive list.
- Added security for lone workers with the installation of panic buttons, which will be managed on a 24/7 basis.
- Allow management to locate employees who may be in an emergency situation to allow a more rapid response.
- Fast location of a vehicle in the event of a theft.
- Ensuring that the conditions within the working time directive are being adhered to.
- Allows the monitoring of journey times and mileage. It is not the intention to monitor individuals.
- Provides management information to address driving techniques and pinpoint specific training that may be required to improve driver's techniques and driver awareness.
- Provide live and historical information on accidents or incidents to protect the interest of the Council and that of employees / drivers.
- Highlight when staff are entering known dangerous locations by sending an alert to specified telephones.
- Provide remote information regarding the operation the vehicle and well-being of the staff
- If an employee is injured in a road traffic accident, the data can be used to try and prove contributory fault.
- Generate reports to assist managers in monitoring and controlling costs for the running of the service, by means of vehicle usage.

2.2 Controls

Improved fleet control and utilisation means more available resources to take on more work, which in turn assists with reducing costs and increasing efficiencies. To ensure that best use of the information available, service departments should interrogate and analyse Vehicle Telematics data wherever possible to improve efficiencies for the Council.

Controls should be put in place to ensure that efficiencies are gained and best practice is followed, by employing, but not limiting to, the following business tools:

- Service Specific Assessment of Vehicle Operations and Use of Telematics
- Risk Assessments of operations and journeys

- Service Level Agreements between Suppliers and Users
- Business Planning – Demand Control of Operating Models

2.3 Actions

As a guide, the following tools should be considered and implemented where necessary to act upon the information provided by Vehicle Telematics reports:

Employees

- Inform – Provide report to teams/individuals
- Challenge – Request improvement from teams/individuals
- Train – Deliver courses/assessments to deliver individual improvements
- Discipline – Consider the nature of areas for concern and if required refer individuals to the relevant Flintshire County Council Disciplinary Policies

Vehicles

- Inform – Provide Users/departments with the reports to analyse vehicle performance
- Investigate – Consider vehicle type and use
- Repair – where mechanic fault is identified arrange repair
- Replace – Inefficient or ineffective vehicles or plant should be replaced for more suitable alternatives

Staff Protection

- Assess – Risk Assess the operation
- Support – use available facilities and technology to protect employees wherever possible
- Protect – have the appropriate response systems in place
- Record – Incidents and outcomes should be recorded to inform future decisions and provide evidence when necessary

Journey Planning

- Review – Measure current business operations
- Evaluate – Consider the effectiveness of these operations
- Plan – Reduce inefficiencies by pre-scheduling routes and operations
- Implement – ensure these controls and measures are kept to

3. Appendix

3.1 Service Specific Assessment

FLINTSHIRE COUNTY COUNCIL Vehicle Telematics Service Specific Assessment

THIS IS THE STATEMENT OF THE GENERAL VEHICLE USAGE / OPERATIONS ARRANGEMENTS IN LINE WITH THE VEHICLE TELEMATICS POLICY			
Department		Review Period	
Manager		Signature	
CONTROLS (HAVE YOU IDENTIFIED THE FOLLOWING WITHIN THE OPERATION)			
Risk Assessment	Service Level Agreement	Business Planning	
<ul style="list-style-type: none"> - Route Planning - Employee Safety - Communication / contact - Lone Working 	<ul style="list-style-type: none"> - Hours of Operation - Planned or Reactive Service 	<ul style="list-style-type: none"> - Demand Planning - Fit for Use Vehicles 	
NOTES / ACTIONS			
ACTIONS (HAVE YOU CARRIED OUT THE FOLLOWING WITHIN THE OPERATION)			
Employees	Vehicles	Staff Protection	Journey Planning
<ul style="list-style-type: none"> - Inform – Provide report to teams/individuals - Challenge – Request improvement from teams/individuals - Train – Deliver courses/assessments to deliver individual improvements - Discipline – Consider the nature of areas for concern and if required refer individuals to the relevant Flintshire County Council Disciplinary Policies 	<ul style="list-style-type: none"> - Inform – Provide Users/departments with the reports to analyse vehicle performance - Investigate – Consider vehicle type and use - Repair – where mechanic fault is identified arrange repair - Replace – Inefficient or ineffective vehicles or plant should be replaced for more suitable alternatives 	<ul style="list-style-type: none"> - Assess – Risk Assess the operation - Support – use available facilities and technology to protect employees wherever possible - Protect – have the appropriate response systems in place - Record – Incidents and outcomes should be recorded to inform future decisions and provide evidence when necessary 	<ul style="list-style-type: none"> - Review – Measure current business operations - Evaluate – Consider the effectiveness of these operations - Plan – Reduce inefficiencies by pre-scheduling routes and operations - Implement – ensure these controls and measures are kept to
NOTES / ACTIONS			

A copy of this Service Specific Assessment will be available from Transportation & Logistics service, and should be completed by the specific Service Manager, with the support of the Fleet Manager, and be held as a record within the service area.



CABINET MEETING

Date of Meeting	15 September 2015
Report Subject	Revenue Budget Monitoring 2015/16 (Month 3)
Portfolio Holder	Leader of the Council and Lead Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This regular monthly report provides the latest revenue budget monitoring position for 2015/16 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 3, and projects forward to year-end.

The projected year end position, as estimated at Month 3 is as follows:

Council Fund

- Net in year expenditure forecast to be £0.212m lower than budget
- Projected contingency reserve balance at 31 March 2016 of £4.958m

Housing Revenue Account (HRA)

- Net in year expenditure forecast to be £0.070m higher than budget
- Projected closing balance as at 31 March 2016 of £1.168m

RECOMMENDATIONS

1. Note the overall report and the projected Council Fund contingency sum as at 31st March 2016.
2. To Approve the transfer from Social Services of £0.300m of budget for Independent Living Fund (ILF) to be held within Central and Corporate Finance as a one off in year efficiency.
3. Note the projected final level of balances on the Housing Revenue Account.
4. Approve an allocation of £0.210m from the Contingency Reserve for the costs of the speed limit review which is an improvement plan priority.

REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING POSITION FOR MONTH 3 – 2015/16																																																																											
1.01	<p><u>Council Fund Latest In Year Forecast</u></p> <p>The table below shows the projected position by portfolio.</p> <table border="1"> <thead> <tr> <th>TOTAL EXPENDITURE AND INCOME</th> <th>Original Budget</th> <th>Revised Budget</th> <th>Projected Outturn</th> <th>In-Year Over/ (Under) spend</th> </tr> <tr> <td></td> <th>£m</th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td>59.696</td> <td>59.969</td> <td>59.396</td> <td>(0.573)</td> </tr> <tr> <td>Community & Enterprise</td> <td>12.598</td> <td>12.706</td> <td>12.397</td> <td>(0.309)</td> </tr> <tr> <td>Streetscene& Transportation</td> <td>27.782</td> <td>27.770</td> <td>28.578</td> <td>0.808</td> </tr> <tr> <td>Planning & Environment</td> <td>4.887</td> <td>5.332</td> <td>5.502</td> <td>0.170</td> </tr> <tr> <td>Education & Youth</td> <td>13.760</td> <td>13.538</td> <td>13.563</td> <td>0.025</td> </tr> <tr> <td>Schools</td> <td>82.670</td> <td>83.172</td> <td>83.172</td> <td>0.000</td> </tr> <tr> <td>People & Resources</td> <td>4.595</td> <td>4.644</td> <td>4.680</td> <td>0.036</td> </tr> <tr> <td>Governance</td> <td>8.689</td> <td>8.728</td> <td>8.852</td> <td>0.124</td> </tr> <tr> <td>Organisational Change</td> <td>9.569</td> <td>9.676</td> <td>9.521</td> <td>(0.155)</td> </tr> <tr> <td>Chief Executive</td> <td>3.296</td> <td>3.195</td> <td>3.090</td> <td>(0.105)</td> </tr> <tr> <td>Central & Corporate Finance</td> <td>23.915</td> <td>22.727</td> <td>22.494</td> <td>(0.233)</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>251.457</td> <td>251.457</td> <td>251.245</td> <td>(0.212)</td> </tr> </tbody> </table>	TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over/ (Under) spend		£m	£m	£m	£m	Social Services	59.696	59.969	59.396	(0.573)	Community & Enterprise	12.598	12.706	12.397	(0.309)	Streetscene& Transportation	27.782	27.770	28.578	0.808	Planning & Environment	4.887	5.332	5.502	0.170	Education & Youth	13.760	13.538	13.563	0.025	Schools	82.670	83.172	83.172	0.000	People & Resources	4.595	4.644	4.680	0.036	Governance	8.689	8.728	8.852	0.124	Organisational Change	9.569	9.676	9.521	(0.155)	Chief Executive	3.296	3.195	3.090	(0.105)	Central & Corporate Finance	23.915	22.727	22.494	(0.233)						Total	251.457	251.457	251.245	(0.212)
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1.02	The reasons for the projected variances occurring to date are summarised within appendix 1.																																																																											

1.03	<p>Significant budget movements between original and revised budget</p> <p>Changes in the revised budget are due to accounting adjustments such as the transfer of budgeted allocations to fund the impact of pension increases to Portfolios from the actuarial valuation.</p> <p>Key issues</p>
1.04	<p>Social Services</p> <p>There is a projected underspend within Social Care of £0.573m which is mainly due to the additional allocation included in the budget for Independent Living Fund (ILF) of £0.338m now met by grant from Welsh Government. As a result of this, it is proposed that £0.300m of this allocation is held centrally as a one off in year efficiency with the potential for any permanent efficiency to be assessed, once confirmation has been received from Welsh Government.</p> <p>Programme of Efficiencies</p>
1.05	<p>The 2015/16 budget contains £12.874m of specific efficiencies. These are being tracked through the programme boards.</p>
1.06	<p>Appendix 2 provides detail on the latest position where there is a variation to the level of efficiency achievable compared to the budget.</p>
1.07	<p>This shows that it is currently projected that £10.876m (84%) will be achieved resulting in a net underachievement of £1.998m. The position will be continue to be monitored and reported throughout the monthly monitoring process.</p> <p>Inflation</p>
1.08	<p>Included within the 2015/16 budget are provisions for pay (£1.304m), targeted price inflation (£0.421m), non-standard inflation (£0.102m) and income (£0.254m).</p>
1.09	<p>For 2015/16 the amounts for non-standard inflation (NSI) include an allocation for food (£0.064m) and an allocation for Non Domestic Rates (£0.038m).</p>
1.10	<p>There is also an amount of £0.240m remaining from 2014/15 which is currently also being held centrally. Areas subject to NSI increases will be monitored throughout the year and allocations made to portfolio areas only where a critical funding need is evidenced.</p> <p>Unearmarked Reserves</p>
1.11	<p>The 2014/15 outturn reported to Cabinet on 14th July 2015 showed unearmarked reserves at 31 March 2015 (above the base level of £5.769m) of £4.745m (subject to Audit)</p>
1.12	<p>Taking into account the current underspend at Month 3 the balance on the contingency reserve at 31st March 2015 is projected to be £4.958m.</p>
1.13	<p>A report to Cabinet on 16 June approved expenditure of £0.210m for the costs of the Speed Limit Review (included within Highways Strategy). It is recommended that these costs are met from the Contingency Reserve</p>

	Housing Revenue Account
1.14	On 17 February 2015 the Council approved a Housing Revenue Account (HRA) budget for 2015/16 of £30.776m.
1.15	The budget provided for a closing balance of £1.396m which at 4.5% of total expenditure, satisfies the prudent approach of ensuring a minimum level of 3%
1.16	The 2014/15 Outturn Report to Cabinet on 14 th July 2015 showed a closing balance at the end of 2014/15 of £1.510m (subject to Audit)
1.17	The Month 3 monitoring report for the HRA in projecting in year expenditure to be £0.070m higher than budget and a projected closing balance as at 31 March 2016 of £1.168m.

2.00	RESOURCE IMPLICATIONS
2.01	The Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations occurring to date.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required

4.00	KEY RISKS AND MITIGATION
4.01	Recycling The recycling market (paper in particular) is going through a volatile period with fluctuating re-cycle sale values. This is likely to impact on 2015/16 recycling income levels for the Council. There is a risk of under achieving 2015/16 income targets (Range of potential risk £0.050m - £0.250m). Status: unstable/amber risk.
4.02	Waste services The interim Waste Treatment Contract is currently out to tender and subject to the value of the returned tender (Range of potential risk £0.050m - £0.500m). Status stable/amber risk.
4.03	Out of County Placements The risk is the volatility in demand and the impacts on service costs which cannot be predicted with any certainty. Therefore there is always a risk of significant variances occurring although this area will continue to be closely monitored. Status: unstable/amber risk.
4.04	Former Euticals Site Provision has been made in the 2014/15 accounts for the phase 1 and 2

	decommissioning, decontamination and clearance of the former chemical site in Sandycroft. Monthly costs for ongoing security and maintenance of the site are in the region of £0.030m and will accumulate throughout the financial year until site disposal. Status: unstable/amber risk.
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5.00	APPENDICES
5.01	Appendix 1 – Council Fund – Movement in Variances Appendix 2 – Council Fund – Efficiencies Appendix 3 – Council Fund – Movement on Council Fund Unearmarked Reserves Appendix 4 – Housing Revenue Account Variances

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Gary Ferguson Corporate Finance Manager Telephone: 01352 702271 E-mail: gary.ferguson@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Budget – A statement expressing the Council’s policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.
7.02	Council Fund – The fund to which all the Council’s revenue expenditure is charged.
7.03	Financial Year – The period of twelve months commencing on 1 April.
7.04	Housing Revenue Account – The Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.
7.05	Projected Outturn – Projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.
7.06	Reserves – These are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.

7.07	Revenue – A term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.
7.08	Underspend – When referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.
7.09	Variance – Difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.
7.10	Virement – The transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 2 (£m)	Cause of Major Variance	Action Required
Social Services						
Locality Teams (Localities)	14.252	13.820	(0.432)	0.000	<p>Domiciliary Care There are some significant compensating variances in this area. The main area of pressure is Domiciliary Care, which is still being influenced by clients returning to the service following successful past reablement, the changing demographic profile, increased complexity and increasing numbers of people with dementia. The current level of projected overspend is £0.453m which has significantly reduced from the 2014/15 outturn position of £0.837m, which has been partly influenced by the cessation of one complex care package.</p> <p>Residential Care The projected overspend on Domiciliary care is being offset by a projected underspend of (£0.832m) on residential care, which includes, an underspend of (£0.260m) on payments to care home providers, an underspend of (£0.432m) due to an increase in the level of property related income, plus further increases in income above budget including (£0.122m) for free nursing. Other variances amount to a net (£0.018m).</p> <p>Professional Support A further area of underspend is professional support within the Localities teams. There is a total projected underspend of (£0.136m) of which (£0.137m) relates to Social Worker vacancies, and other minor variances amounting to £0.001m.</p> <p>Other Minor Adaptations is projecting an overspend of £0.100m due to an efficiency included in the budget relating to a means testing approach which is now considered to be unachievable. It is intended that this pressure is addressed by way of realignment of budget from another area. Other minor variances amount to a net (£0.017m).</p>	<p>Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.</p> <p>Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.</p>
Transition and Disability Services (Disability Services)	0.597	0.713	0.116	0.000	<p>The projected overspend is mainly due to the cost of the support arrangements provided by Penderels in respect of direct payments. This accounts for £0.082m of the total projected overspend of £0.116m with other minor variances making up the remaining £0.034m.</p>	Keep under review.

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 2 (£m)	Cause of Major Variance	Action Required
Resources & Regulated Services (Disability Services)	16.122	15.948	(0.174)	0.000	The main influence on this underspend is an additional budget allocation of £0.338m in respect of the former Independent Living Fund for which devolved administrations have taken over responsibility for from 1st July 2015. This fund was previously managed by UK Government. Additional funding was allocated as it had been anticipated that there would be a funding gap if funding had been allocated based on RSG distribution formula. The funding by way of the Welsh Independent Living Grant is now confirmed at a level which is sufficient to meet obligations to former ILF service users who are resident in Flintshire. Funding allocations for 2016/17 and beyond are still to be confirmed so it is proposed to return £0.300m of the £0.338m allocated to corporate reserves on a one-off basis. The remaining element is needed to fund the additional admin. capacity needed to manage the payments to service users and for obligations to fund employer liability insurance payments for service users who employ carers.	Recommend that £0.300m is retained as an in year Corporate efficiency in 2015/16 with confirmation of impact on future years still to be confirmed.
Vulnerable Adults and Disability Service (Disability Services)	2.271	2.056	(0.215)	0.000	This underspend is mainly due to a current over provision for transition placements, however there is an overdue need to realign some of this budget provision within other areas of the Learning Disabilities budget.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Administrative Support (Disability Services)	0.304	0.421	0.117	0.000	This overspend is mainly due to pressures on workforce costs, including use of agency staff.	Keep under review.
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.813	0.984	0.171	0.000	Increases in Residential and Domiciliary packages along side additional new package costs.	Keep under review.
Forensic Budget (Mental Health & Substance Misuse Service)	0.317	0.198	(0.119)	0.000	Reflects current care packages for 2015/16.	Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts.
Other Services for Adults variances (aggregate)	11.378	11.230	(0.148)	0.000	Various minor variances.	Continue to review but not expected to be recurrent.

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 2 (£m)	Cause of Major Variance	Action Required
Business Services - Charging Policy Income	(1.673)	(1.924)	(0.251)	0.000	Impact of an increase by Welsh Government in the level of the maximum charge cap from £55 per week to £60 per week.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Training	0.047	0.178	0.131	0.000	The base budget for this service has reduced as a consequence of the combined impact of Single Status outcomes and EVR/VR determinations. As a consequence the match funding element of the budget has fallen below the level required to meet the grant conditions for the Social Care Workforce Development Programme Grant (SCWDP). It will be necessary to realign the budget within Social Services to top up to the level required.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Other Development & Resources variances (aggregate)	2.417	2.444	0.027	0.000	Various minor variances.	Keep under review.
Family Placement (Children's Services)	2.227	2.421	0.194	0.000	The £0.194m overspend is a result of an increase in the number of foster care placements within the service. Part of this is also due to the increasing number of court orders for Residence and Special Guardianship orders which invariably attract an ongoing allowance for the carers.	A review of the Family Placement Team has been undertaken the outcome of which is being considered and will inform future planning and possible efficiencies.
Professional Support	4.997	5.128	0.131	0.000	Most of this pressure relates to workforce costs, including the need for additional Social Workers to deal with safeguarding issues and statutory responsibilities. Further influences include the need for additional budget allocations following Single Status appeals and maintenance.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Early Years	0.312	0.374	0.062	0.000	This pressure is due to a shortfall of income from the former NOVUS grant due to some of the expenditure claimed for being deemed to be ineligible. This grant ceased in 2014/15 and is therefore only a one-off pressure.	
Other Services for Children variances (aggregate)	5.588	5.405	(0.183)	0.000	Various minor variances.	Continue to review but not expected to be recurrent.
Total Social Services	59.969	59.396	(0.573)	0.000		

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 2 (£m)	Cause of Major Variance	Action Required
Community & Enterprise						
Customer & Housing Services	0.777	0.710	(0.067)	0.000	Additional in-year efficiency identified in respect of Homeless Accommodation (£0.094m). Expenditure in respect of SHARP procurement of £0.031m. Other minor efficiencies (£0.004m).	Continue to monitor and review.
Supporting People	0.095	0.109	0.014	0.000	Telecare income lower than anticipated by £0.061m. Community Centres efficiency of (£0.049m). Other minor variances of £0.002m.	Continue to monitor and review.
Regeneration	0.469	0.519	0.050	0.000	Estimated shortfall of £0.050m in markets due to continuing loss of income.	Continue to monitor and review.
Revenues & Benefits	10.655	10.394	(0.261)	0.000	Anticipated surplus on the Council Tax Collection Fund currently stands at £0.061m higher than initially estimated. Projected underspend on the budgeted provision for the Council Tax Reduction Scheme (£0.219m). Other minor variances of £0.019m.	Continue to monitor closely as these areas are highly volatile and projections are likely to change throughout the year.
Customer Services	0.710	0.665	(0.045)	0.000	Underspend on the Flintshire Connects service provision of (£0.048m). Other minor variances of £0.003m.	Continue to monitor and review.
Total Community & Enterprise	12.706	12.397	(0.309)	0.000		

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 2 (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation						
Waste Disposal & Waste Collection	6.652	7.052	0.400	0.000	<p>Reduced electricity sales from gas engines following equipment breakdown and fluctuating levels of gas extraction £0.150m.</p> <p>Further options are being considered and consultation undertaken in relation to the proposed closure of Hope recycling centre. In addition, changes to the later than expected introduction of new operating times at Connah's Quay and Flint sites will result in a total projected shortfall on the budgeted efficiency of £0.175m.</p> <p>Delayed implementation of delivery service for waste containers £0.050m and introduction of charge for second waste bin £0.025m.</p>	<p>Potential for investment to upgrade/install new extraction wells and new management arrangement in line with 15/16 efficiency proposals.</p> <p>Reported through Programme Board Efficiency Tracker - one off.</p> <p>Reported through Programme Board Efficiency Tracker - one off.</p>
Ancillary Services & Performance - other Variances	0.988	1.023	0.035	0.000	Minor Variances.	Reported through Programme Board Efficiency Tracker.
Transportation & Logistics - other Variances	12.813	12.838	0.025	0.000	Minor Variances.	Reported through Programme Board Efficiency Tracker.
Highways Strategy	0.904	1.264	0.360	0.000	<p>Speed Limit Review programme of works totalling £0.210m.</p> <p>Delay in the full externalisation of grass cutting service £0.050m.</p> <p>The implementation of the reduced cleansing standards is now anticipated to be 1st January 2016 which will result in an estimated shortfall in the efficiency of £0.100m.</p>	<p>Informal Cabinet (02/06/15) agreed to contribute £0.210m from the contingency reserve to fund these works.</p> <p>Reported through Programme Board Efficiency Tracker.</p> <p>Reported through Programme Board Efficiency Tracker.</p>
Highway Network - other Variances	6.413	6.401	(0.012)	0.000	Minor Variances.	Continue to review.
Total Streetscene & Transportation	27.770	28.578	0.808	0.000		

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 2 (£m)	Cause of Major Variance	Action Required
Planning & Environment						
Pest Control Dog Warden	0.043	0.059	0.016	0.000	Potential Shortfall in the self financing position.	Monitor level of services provided and adjust income commitment as appropriate.
Licensing	(0.008)	0.014	0.022	0.000	Potential Shortfall in the self financing position.	Monitor level of services provided and adjust income commitment as appropriate.
Community - Aggregate of other Variances	0.668	0.660	(0.008)	0.000	Minor Variances.	Continue to review.
Planning Control & Enforcement	(0.133)	0.005	0.138	0.000	Shortfall from Planning Application fees not increasing until October, 2015.	Planning Fee Income levels will be closely monitored.
Development - Aggregate of other Variances	0.133	0.125	(0.008)	0.000	Minor Variances.	Continue to review.
Portfolio Aggregate of other Variances	4.629	4.639	0.010	0.000	Minor Variances.	Continue to review.
Total Planning & Environment	5.332	5.502	0.170	0.000		

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 2 (£m)	Cause of Major Variance	Action Required
Education & Youth						
Primary & Early Years Education	0.869	0.881	0.012	0.000	Minor Variances.	Continue to review.
Secondary, 14-19 & Continuing Education	1.122	1.127	0.005	0.000	Minor Variances.	Continue to review.
Inclusion Services	8.667	8.657	(0.010)	0.000	Minor Variances.	Continue to review.
Access (School Planning & Provision)	0.508	0.534	0.026	0.000	This relates to the increase in demand for Free School Meals.	Continue to review.
21st Century Schools	0.489	0.489	0.000	0.000	No Variance.	Continue to review.
Youth Services	1.457	1.455	(0.002)	0.000	Minor Variances.	Continue to review.
Commissioning & Performance	0.234	0.234	0.000	0.000	No Variance.	Continue to review.
School Management & Information Team	0.192	0.186	(0.006)	0.000	Minor Variances.	Continue to review.
Total Education & Youth	13.538	13.563	0.025	0.000		
Schools						
Primary & Early Years Education	43.683	43.683	0.000	0.000	No Variance.	Continue to review.
Secondary, 14-19 & Continuing Education	35.605	35.605	0.000	0.000	No Variance.	Continue to review.
Inclusion Services	3.882	3.882	0.000	0.000	No Variance.	Continue to review.
Archive Services	0.002	0.002	0.000	0.000	No Variance.	Continue to review.
Total Schools	83.172	83.172	0.000	0.000		

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 2 (£m)	Cause of Major Variance	Action Required
People & Resources						
HR&OD	2.243	2.316	0.073	0.000	A 2015/16 budget efficiency of £0.105m is being reported as not achievable. This is being partially offset by workforce underspends of (£0.032m).	The efficiencies are expected to be achieved in full next year. Workforce underspends are in-year only.
Corporate Finance	2.401	2.364	(0.037)	0.000	A 2015/16 budget efficiency is being reported as being partially achieved with a shortfall of £0.038m. This is being offset by temporary workforce underspends of (£0.75m).	The efficiencies are expected to be achieved in full next year. Workforce underspends are in-year only.
Total People & Resources	4.644	4.680	0.036	0.000		
Governance						
Legal Services	0.610	0.592	(0.018)	0.000	Minor Variances.	Underspend is not expected to be recurrent.
Democratic Services	1.911	2.021	0.110	0.000	The overspend is due to a delay in achieving an efficiency of £0.110m which was agreed within the 2014/15 budget.	The efficiency is expected to be achieved in full next year.
Internal Audit	0.425	0.422	(0.003)	0.000	Minor Variances.	Underspend is not expected to be recurrent.
Procurement	0.138	0.158	0.020	0.000	Minor Variances.	Overspend is not expected to be recurrent.
Business Support	0.744	0.739	(0.005)	0.000	Minor Variances.	Underspend is not expected to be recurrent.
Records Management	0.174	0.194	0.020	0.000	Minor Variances.	Overspend is not expected to be recurrent.
ICT	4.726	4.726	0.000	0.000	No Variance.	Continue to review.
Total Governance	8.728	8.852	0.124	0.000		

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 2 (£m)	Cause of Major Variance	Action Required
Organisational Change						
Public Libraries & Arts, Culture & Events	1.769	1.765	(0.004)	0.000	Minor Variances.	Continue to review.
Museums Service	0.064	0.064	0.000	0.000	No Variance.	Continue to review.
County Archives	0.257	0.256	(0.001)	0.000	Minor Variances.	Continue to review.
Leisure Services	3.970	3.979	0.009	0.000	£0.070m Deeside Ice rink income pressure offset by premises & supplies cost savings of (£0.063m). Other minor variances of £0.002m.	Continue to review.
Community Assets	0.061	0.061	0.000	0.000	No Variance.	Continue to review.
Valuation & Estates	(0.839)	(0.910)	(0.071)	0.000	Income from Newtech square over budget. Potential to give up £0.045m as an in year efficiency. Other minor variances contribute to the overall underspend.	Continue to review.
Property Design & Consultancy	2.720	2.657	(0.063)	0.000	Service charges from Mold Town Hall has resulted in an additional £0.033m income. Other minor variances contributing to the underspend.	Continue to review.
Engineering Services	0.000	0.000	0.000	0.000	No Variance.	Continue to review.
Facilities Services	1.674	1.649	(0.025)	0.000	Anticipated additional income above budget from the increased numbers in school meals will result in a reduced subsidy from FCC.	Continue to review.
Total Organisational Change	9.676	9.521	(0.155)	0.000		

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 2 (£m)	Cause of Major Variance	Action Required
Chief Executives						
Chief Executives	3.195	3.090	(0.105)	0.000	The underspend is due to workforce savings of (£0.056m) and also a reduction in Core Funding Agreements of (£0.026m). The balance of (£0.023m) is due to minor variances.	The employee savings of £0.56m are expected to be in-year only.
Total Chief Executives	3.195	3.090	(0.105)	0.000		
Central & Corporate Finance						
Central & Corporate Finance	22.727	22.494	(0.233)	0.000	HRA Financing - The settlement amount changed after the budget was set. Based on all original assumptions this equates to a reduction in efficiencies of approximately £0.600m. Balance of unused Non Standard Inflation from previous year (£0.240m). Pension Actuarial Review (£0.912m) due to lower than anticipated costs of additional contributions. Estimated Workforce Efficiency, £0.150m considered unachievable in year. One off / time limited, Unbudgeted costs of £0.185m in relation to former Euticals Ltd - Sandycroft site. Other minor efficiencies of (£0.016m).	Review of CLIA will identify overall position for possible mitigation. Review as part of Medium Term Finance Strategy, Corporate Financing Options. Consider realignment options. Currently looking at other options. Keep under review.
Total Central & Corporate Finance	22.727	22.494	(0.233)	0.000		
TOTAL	251.457	251.245	(0.212)	0.000		

2015/16 Efficiencies Month 3 - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over Achievement
	2015/16 £(m)	2015/16 £(m)	2015/16 £(m)
<u>People & Resources</u>			
Review of specialist finance functions to identify efficiencies in process	0.170	0.166	(0.004)
Ensure continuation of grant maximisation opportunities identified in 2014/15	0.100	0.066	(0.034)
Review of specialist human resources functions to identify efficiencies in process	0.105	0.000	(0.105)
Total People & Resources	0.375	0.232	(0.143)
<u>Central and Corporate Finance</u>			
Workforce efficiency proposal	0.300	0.150	(0.150)
Central Loans and Investment Review	1.830	1.230	(0.600)
Total Central & Corporate Finance	2.130	1.380	(0.750)
<u>Social Services</u>			
Rationalise the number of sites where In-House day care is provided	0.130	0.095	(0.035)
Develop means testing approach for minor adaptations	0.100	0.000	(0.100)
Review model/costs contracts for catering	0.050	0.000	(0.050)
Rationalise the number of sites where In-House short term care is provided	0.075	0.110	0.035
Review commissioning with Action for Children	0.075	0.015	(0.060)
Regional approach to advocacy	0.053	0.005	(0.048)
Review and realign funding to voluntary sector	0.203	0.070	(0.133)
Total Social Services	0.686	0.295	(0.391)
<u>Community & Enterprise</u>			
Welfare Rights Team Review	0.020	0.035	0.015
Community Centres	0.048	0.096	0.048
Community Based Accommodation Support Service	0.030	0.060	0.030
Telecare Charging	0.200	0.139	(0.061)
Total Community & Enterprise	0.298	0.330	0.032
<u>Streetscene & Transportation</u>			
Introduce non-generic Streetscene roles (3 year plan)	0.080	0.115	0.035
Develop Energy Production at Landfill	0.050	0.000	(0.050)
Rationalise HRC Sistes	0.400	0.225	(0.175)
Removing the Waste Containers delivery service	0.150	0.100	(0.050)
Introduce Charge for 2nd Garden Waste Bin	0.050	0.025	(0.025)
Car Parking Charges	0.400	0.380	(0.020)
Cancel Real Time Info System	0.020	0.025	0.005
Charge Maintenance of Bus Shelters	0.005	0.000	(0.005)
Review subsidised bus routes	0.075	0.050	(0.025)
Externalise grass cutting service	0.075	0.025	(0.050)
Reduced Street Lighting resource	0.050	0.038	(0.013)
Remove second grass cut for highway verges	0.030	0.025	(0.005)
Reduce Cleansing standards zero tolerance litter	0.150	0.050	(0.100)
Part night street lighting in residential areas	0.020	0.030	0.010
Winter Maintenance (Car Parks and standard)	0.150	0.170	0.020
Total Streetscene & Transportation	1.705	1.258	(0.448)
<u>Planning & Environment</u>			
Staffing & Management Restructure (incl. all vacancies)	0.295	0.178	(0.117)
Staffing & Collaboration	0.024	0.036	0.012
Animal & Pest Control	0.030	0.005	(0.025)
Increased Planning Fees (15% WG increase)	0.135	0.050	(0.085)
Increase in number of Planning Applications	0.060	0.030	(0.030)
Additional elements of charging (discharge of conditions)	0.050	0.025	(0.025)
Pre-Planning Advice PDM111952P	0.020	(0.006)	(0.026)
Total Planning & Environment	0.614	0.318	(0.296)
<u>Organisational Change</u>			
Land agent	0.043	0.041	(0.002)
Total Organisational Change	0.043	0.041	(0.002)
Total 2015/16 Budget Efficiencies		%	£
Total Projected 2015/16 Budget Efficiencies Underachieved		16	1.998
Total Projected 2015/16 Budget Efficiencies Achieved		84	10.876

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Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2015	10.515	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		4.746
Add projected underspend as at Month 3		0.212
Total projected Contingency Reserve as at 31st March 2016		4.958

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HRA Major Variance Report - Period 3

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Estate Management	1.634	1.689	0.055	0.029	£18k pressure on Rechargeable Works due to previous years invoices starting to reverse based on bad debt procedures. £13k pressure on salaries due to agency staff engagement. £24k pressure on staff mileage and mobile phone usage due to insufficient budget being allocated.	Keep under review.
Other variances (aggregate)	(1.400)	(1.385)	0.015	0.020	Various minor variances.	Keep under review.
Total :	0.234	0.304	0.070	0.049		

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CABINET MEETING

Date of Meeting	15 th September 2015
Report Subject	Business Rates – Write Offs
Portfolio Holder	Corporate Governance & Management
Report Author	Chief Officer Community & Enterprise
Type of Report	Operational

EXECUTIVE SUMMARY

Financial Procedure Rules (section 5.2) requires debts in excess of £25,000 and being considered for write off are referred to cabinet for approval.

There is a requirement for cabinet to consider writing off business rate debts for two organisations that are no longer trading, have no assets and where successful recovery of the debt is no longer possible. The organisations are :

- Milvus Ltd (Registered in Isle of Mann) £486,063
- Midcomb Ltd (Registered in UK) £52,800

RECOMMENDATION

1. That Cabinet approves the write off of these business rate debts, amounting to £486,063 for Milvus Ltd and £52,800 for Midcomb Ltd.

REPORT DETAILS

1.00	EXPLAINING THE BUSINESS RATES – WRITE OFFS
1.01	<p>The write off in the case of Milvus Ltd, an off-shore company, registered with the Isle of Mann Companies House, relates to empty business rate charges from 2008 to 2013 on sixteen empty industrial units located at Central Trading Estate, Marley Way, Saltney.</p>
1.02	<p>The Council successfully obtained Liability Orders against Milvus Ltd at Mold Magistrates Court on four occasions for non-payment. Bailiffs were subsequently engaged to enforce the Liability Orders but all attempts to secure payment were unsuccessful as there were no assets or goods to take control of belonging to Milvus as the units were always empty. The directors of Milvus reside in Liechtenstein, a country that falls outside of UK legal jurisdiction.</p>
1.03	<p>Around the same time as empty rates were first charged, BDO Stoy Hayward, were appointed in 2008 as Law of Property Act (LPA) Receivers by Norwich Union Mortgage Finance. However, LPA Receivers do not usually have responsibility to recover or discharge payment of business rates during their appointment. The LPA Receivers act in a capacity to only secure payment of the mortgage and the legal interests of the financial institution that are appointed by.</p>
1.04	<p>BDO Stoy Hayward discharged their limited responsibilities and all sixteen empty properties were eventually sold by the Receivers to a property investment company by in March 2014.</p>
1.05	<p>Specialist external lawyers acting on behalf of the Council have looked at the prospect of still recovering the unpaid business rates from Milvus, even though it is a company registered off-shore, including the ‘winding-up’ of the company.</p>
1.06	<p>Milvus continues to be registered as a live company based from the Isle of Mann, but with no accounts being filed with the Isle of Mann Companies House since 2008 and with no sign of any trading activity, either in the Isle of Mann or within England and Wales, it is now considered to be dormant company with no assets. There is no prospect of recovering the £486,063 of unpaid empty business rates and winding-up action against Milvus would be a pointless and expensive exercise for the Council to undertake with no prospect of recovering any monies. It is not in the public interest to take any further action on this occasion.</p>
1.07	<p>In the case against Midcomb Ltd, unpaid empty business rates amounting to £52,800 are requested for write off. Midcomb was the ratepayer and owner of business premises at Select House, Glendale Avenue, Sandycroft and were liable for payment of empty rates from 2012 to 2014.</p>
1.08	<p>The Council successfully obtained a Liability Order in 2013 and steps were immediately taken to enforce payment by way of bailiff action. Part payment of £3,500 was made but all efforts to recover the remaining balance of £52,800 have been exhausted.</p>

1.09	Steps to 'wind-up' Midcomb Ltd in the High Courts of Justice have been considered but now ruled out as there is no prospect of recovering the debt on the basis that the company is now a shell company with no assets. The directors of Midcomb recently purchased the property at Select House in a personal capacity through their own registered charity, AW Charitable Trust, but the same directors have subsequently sold it on again to another registered charity, CLC International UK, who now allege to use the property for charitable purposes. Winding-up action against Midcomb Ltd would also be a pointless and expensive exercise for the Council to undertake with no prospect of recovering any monies.
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2.00	RESOURCE IMPLICATIONS
2.01	There are no direct financial implications for the Council or local taxpayers as business rates which are collected (or not collected) are borne by the National Collection Pool for Wales. As the Collection Pool is supported by Welsh Government, non-payment of rates and rates avoidance does though have a wider impact on the Welsh taxpayer.
2.02	Writing off these two debts, amounting to losses of £539,063, is being recommended as a last resort but in the context of the £0.43b collected from ratepayers over the period these debts have accrued, amounts to a total loss of just 0.0013% of all collectable balances.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	All Write offs must be approved by the Corporate Finance Manager, but in the case of write offs over £25,000, Cabinet must be consulted before a decision is taken to write off debts.

4.00	RISK MANAGEMENT
4.01	For those that fail to pay, recovery action is always taken to secure payment. Measures include the use of bailiffs to take control of goods and on occasion steps are taken to 'wind-up' companies who fail to pay.
4.02	On some occasions, the cost of taking action such as 'winding-up' a company in the High Court is not appropriate on the grounds of the cost to the public purse, especially if there is still no prospect of recovering the debt outstanding.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Financial Procedure Rules (section 5.2)</p> <p>Contact Officer: David Barnes Revenues Manager</p> <p>Telephone: 01352 703652</p> <p>E-mail: david.barnes@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	None



CABINET MEETING

Date of Meeting	15 September, 2015
Report Subject	Treasury Management Annual Report 2014/15
Portfolio Holder	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of the report is to present to Members the draft Annual Treasury Management Report for 2014/15 for recommendation to Council.

Summary of key points of the report –

- The UK base interest rate remained at 0.50% throughout the year
- No new borrowing was undertaken during the year.
- The treasury function operated within the limits detailed in the Treasury Management Strategy 2014/15.

Recommendations

1. Cabinet approves and recommends to the Council the Annual Treasury Management Report for 2014/15.

REPORT DETAILS

1.00	EXPLAINING THE TREASURY MANAGEMENT ANNUAL REPORT 2014/15
1.01	<u>BACKGROUND</u>
1.01.1	The Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to Cabinet, and for execution and administration of treasury management decisions to the Corporate Finance Manager, who acts in accordance with the Council's Treasury Management Policy Statement, Strategy and Practices.
1.01.2	On 18 th February 2014, the Council approved the Treasury Management Strategy 2015/16, following the recommendation of the Cabinet and consideration by the Audit Committee. The Annual Report reviews the activities and performances of the treasury management operations during 2014/15 and compares this with the Policy, Strategy and Practices.
1.01.3	The Council has nominated the Audit Committee to be responsible for ensuring effective scrutiny of the Treasury Management Strategy and Policies.
1.02	<u>CONSIDERATIONS</u>
1.02.1	The draft Annual Treasury Management Report 2014/15 is attached as Appendix 1. As required by the Council's Financial Procedure Rules, this Annual Report was reviewed by Audit Committee on 15 th July 2015 and will also be reported to Council on 24 th September 2015. Summary of Key Points
1.02.2	The UK bank base interest rate again remained at its historic low of 0.5% throughout the year. This was reflected in the low level of interest that the Council was able to generate on its investments; the average interest rate for investments during the year was 0.54%. Section 2 of the annual report provides a review of the economy and interest rates, and Section 4 provides further details of the Council's investment activity during the year.
1.02.3	No new borrowing was undertaken during the year; the Council continued to use cash reserves to fund capital expenditure in place of new borrowing. Debt rescheduling opportunities were considered by officers and the Council's Treasury Management advisors. However, the premia charged for repaying high interest rate debt or replacing it with debt at a lower interest rate was deemed too expensive and therefore made any debt rescheduling unattractive. Section 3 of the annual report provides more information on borrowing and debt management during the year.
1.02.4	The treasury function operated within the limits detailed in the Treasury Management Strategy 2014/15.

2.00	RESOURCE IMPLICATIONS
2.01	As set out in the Annual Report

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Arlingclose Ltd. As Treasury Management Advisors

4.00	RISK MANAGEMENT
4.01	As set out in the Annual Report

5.00	APPENDICES
5.01	Appendix 1 - Annual Treasury Management Report 2014/15

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Treasury Management Policy Statement 2013 – 2016 Treasury Management Investment Strategy 2014/15 Treasury Management Practices 2013 – 2016 Schedule of temporary investment transactions 2014/15 Approved Counterparty list as at 31st March 2015.</p> <p>Contact Officer: Liz Thomas Finance Manager Strategy and Technical</p> <p>Telephone: 01352 702289 E-mail: liz.thomas@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	None.

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FLINTSHIRE COUNTY COUNCIL

TREASURY MANAGEMENT

ANNUAL REPORT 2014/15

1.00 INTRODUCTION

- 1.01 The Council approved the Treasury Management Strategy (Strategy) 2014/15 including key indicators, limits and an annual investment strategy on 18th February 2014.
- 1.02 The Strategy was produced based on the 2011 edition of the CIPFA Treasury Management in the Public Services: Code of Practice.
- 1.03 The purpose of this report is to review the outcomes from 2014/15 treasury management operations and compare with the Strategy.
- 1.04 Treasury management comprises the management of the local authority's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

2.00 ECONOMIC & INTEREST RATE REVIEW 2014/15

Provided by Arlingclose Ltd the Council's Treasury Management advisors.

Growth and Inflation: The robust pace of GDP growth of 3% in 2014 was underpinned by a buoyant services sector, supplemented by positive contributions from the production and construction sectors. Resurgent house prices, improved consumer confidence and healthy retail sales added to the positive outlook for the UK economy given the important role of the consumer in economic activity.

Annual CPI inflation fell to zero for the year to March 2015, down from 1.6% a year earlier. The key driver was the fall in the oil price (which fell to \$44.35 a barrel a level not seen since March 2009) and a steep drop in wholesale energy prices with extra downward momentum coming from supermarket competition resulting in lower food prices. Bank of England Governor Mark Carney wrote an open letter to the Chancellor in February, explaining that the Bank expected CPI to temporarily turn negative but rebound around the end of 2015 as the lower prices dropped out of the annual rate calculation.

Labour Market: The UK labour market continued to improve and remains resilient across a broad base of measures including real rates of wage growth. January 2015 showed a headline employment rate of 73.3%, while the rate of unemployment fell to 5.7% from 7.2% a year earlier. Comparing the three months to January 2015 with a year earlier, employee pay increased by 1.8% including bonuses and by 1.6% excluding bonuses.

UK Monetary Policy: The Bank of England's MPC maintained interest rates at 0.5% and asset purchases (QE) at £375bn. Its members held a wide range of

views on the response to zero CPI inflation, but just as the MPC was prepared to look past the temporary spikes in inflation to nearly 5% a few years ago, they felt it appropriate not to get panicked into response to the current low rate of inflation. The minutes of the MPC meetings reiterated the Committee's stance that the economic headwinds for the UK economy and the legacy of the financial crisis meant that increases in the Bank Rate would be gradual and limited, and below average historical levels.

Political uncertainty had a large bearing on market confidence this year. The possibility of Scottish independence was of concern to the financial markets, however this dissipated following the outcome of September's referendum. The risk of upheaval (the pledge to devolve extensive new powers to the Scottish parliament; English MPs in turn demanding separate laws for England) lingers on. The highly politicised March Budget heralded the start of a closely contested general election campaign and markets braced for yet another hung parliament.

On the continent, the European Central Bank lowered its official benchmark interest rate from 0.15% to 0.05% in September and the rate paid on commercial bank balances held with it was from -0.10% to -0.20%. The much-anticipated quantitative easing, which will expand the ECB's balance sheet by €1.1 trillion was finally announced by the central bank at its January meeting in an effort to steer the euro area away from deflation and invigorate its moribund economies. The size was at the high end of market expectations and it will involve buying €60bn of sovereign bonds, asset-backed securities and covered bonds a month commencing March 2015 through to September 2016. The possibility of a Greek exit from the Eurozone refused to subside given the clear frustrations that remained between its new government and its creditors.

The US economy rebounded strongly in 2014, employment growth was robust and there were early signs of wage pressures building, albeit from a low level. The Federal Reserve made no change to US policy rates. The central bank however continued with 'tapering', i.e. a reduction in asset purchases by \$10 billion per month, and ended them altogether in October 2014. With the US economy resilient enough the weather the weakness of key trading partners and a strong US dollar, in March 2015 the Fed removed the word "patient" from its statement accompanying its rates decisions, effectively leaving the door open for a rise in rates later in the year.

Market reaction: From July, gilt yields were driven lower by a combination of factors: geo-political risks emanating from the Middle East and Ukraine, the slide towards deflation within the Eurozone and the big slide in the price of oil and its transmission though into lower prices globally. 5-, 10- and 20-year gilt yields fell to their lows in January (0.88%, 1.33% and 1.86% respectively) before ending the year higher at 1.19%, 1.57% and 2.14% respectively.

3.00 BORROWING REQUIREMENTS AND DEBT MANAGEMENT

3.01 PWLB (Public Works Loans Board) Certainty Rate

The Council again qualified for the PWLB Certainty Rate, allowing the authority to borrow at a reduction of 20bps on the Standard Rate.

3.02 Borrowing Activity in 2014/15.

The total long term borrowing outstanding, brought forward into 2014/15 totalled £172.1 million. Loans with the Public Works Loans board were in the form of fixed rate (£143.2m) and variable rate (£10m). The remaining £18.95m was variable in the form of LOBO's (Lender's Option, Borrower's Option). The Council's average borrowing rate throughout the year was 5.41%.

	Balance 01/04/2014 £m	Debt Maturing £m	New Debt £m	Balance 31/03/2015 £m
Capital Financing Requirement	188.4	-	-	190.4
Short Term Borrowing	0.00	0.00	0.00	0.00
Long Term Borrowing	172.1	0.00	0.00	172.1
TOTAL BORROWING	172.1	0.00	0.00	172.1
Other Long Term Liabilities	7.6	0.5	0.00	7.1
TOTAL EXTERNAL DEBT	179.7	0.5	0.00	179.1
Increase/(Decrease in Borrowing (£m))	-	-	-	(0.5)

3.03 The Council's underlying need to borrow as measured by the Capital Financing Requirement (CFR) as at 31st March 2015 was £190.4m. The Council's total external debt was £179.1m.

3.04 No new long term borrowing was undertaken during 2014/15.

3.05 Loans at Variable Rates

The Council has £10m of PWLB variable rate loans, at an average rate of 0.59% which mitigate the impact of changes in variable rates on the Authority's overall treasury portfolio (the Authority's investments are deemed to be variable rate investments due to their short-term nature). This strategic exposure to variable

interest rates will be regularly reviewed and, if appropriate, reduced by switching into fixed rate loans.

3.06 Internal Borrowing

Given the significant cuts to local government funding putting pressure on Council finances, the strategy followed was to minimise debt interest payments without compromising the longer-term stability of the portfolio. The differential between the cost of new longer-term debt and the return generated on the Council's temporary investment returns was significant at around 3.42%. The use of internal resources in lieu of borrowing was judged to be the most cost effective means of funding £10.29m of capital expenditure. This has, for the time being, lowered overall treasury risk by reducing both external debt and temporary investments. However, this position is not sustainable and the Council expects it will need to borrow for capital purposes from 2015/16 onwards.

3.07 Lender's Option Borrower's Option Loans (LOBOs)

The Authority holds £18.95m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. All of these LOBOS had options during the year, none of which were exercised by the lender.

3.08 Debt Rescheduling

The premium charge for early repayment of PWLB debt remained relatively expensive for the loans in the Authority's portfolio and therefore unattractive for debt rescheduling activity. No rescheduling activity was undertaken as a consequence. However, The Chief Finance Officer, along with the Council's Treasury Management Advisors, keeps under review any opportunities which may arise for restructuring the Council's debt in order to take advantage of potential savings as interest rates change and to enhance the balance of the long term portfolio (amend the maturity profile and/or the balance of volatility).

3.09 Abolition of the PWLB

In January 2015 the Department of Communities and Local Government (CLG) confirmed that HM Treasury (HMT) would be taking the necessary steps to abolish the Public Works Loans Board. HMT has confirmed however that its lending function will continue unaffected and local authorities will retain access to borrowing rates which offer good value for money. The authority intends to use the PWLB's replacement as a potential source of borrowing if required.

3.10 Welsh HRA Subsidy Reform

The Housing (Wales) Act 2014 became law in Wales on 17th September 2014 and provided for the abolition of the negative Housing Revenue Account Subsidy (HRAS) system. The Authority was required to buy itself out of the current arrangement by making 'settlement payments' to the Welsh Government. In return the Authority will be able to keep all future rental revenues generated from the housing stock. A cap has been set by the Welsh Government for how much the Authority can continue to borrow for the HRA in the future. The Authority was required to enter into a Voluntary Agreement with Welsh Ministers under section 80B of the Local Government and Housing Act 1989. This Agreement set out all the terms and conditions of settlement.

The Authority was required to make an application for loans totalling £79.2m on the morning of 31st March 2015. As part of the settlement, the Authority was required to borrow for the full settlement amount from the PWLB at special Welsh HRA Subsidy Reform interest rates. These were set at a margin above PWLB Standard rates due to the methodology adopted by the Welsh Government and HM Treasury in determining the settlement amounts. The Authority was required to draw down loans that would deliver a minimum interest payment to the PWLB of £3.3m for each of the first five years following settlement.

Receipt of funding from the PWLB took place on 2 April 2015 on which date the Authority was required to make its settlement payment to the Welsh Government to exit the HRA Subsidy system.

4.00 INVESTMENT ACTIVITY

4.01 The Welsh Assembly Government's Investment Guidance requires local authorities to focus on security and liquidity, rather than yield.

4.02 Investment Activity in 2014/15

Summary of investments as at 31st March 2015.

Country	Total	<1 month	1 –12 months	>12 months
	£m	%	£m	£m
UK BANKS	7.0	4.0	3.0	
UK BUILDING SOCIETIES	9.2	4.2	5.0	
OVERSEAS	5.0	5.0		
MMF's				
LOCAL AUTHORITIES	6.0	4.0	2.0	
DMO	21.7	21.7		
TOTAL	48.9	38.9	10.0	0.0
% OF PORTFOLIO		79.5%	20.5%	0.0%
TARGET 2014/15		35%	55%	10%

4.03 Security of capital remained the Council's main investment objective. This was maintained by following the Council's counterparty policy as set out in its Strategy for 2014/15. Investments during the year included:

- Deposits with the Debt Management Office
- Deposits with other Local Authorities
- Investments in AAA-rated Constant Net Asset Value Money Market Funds
- Call accounts and deposits with Banks and Building Societies

4.05 Credit Risk

The Authority assessed and monitored counterparty credit quality with reference to credit ratings; credit default swaps; GDP of the country in which the institution operates; the country's net debt as a percentage of GDP and share price. The minimum long-term counterparty credit rating determined by the Authority for the 2014/15 treasury strategy was A-/A-/A3 across rating agencies Fitch, S&P and Moody's.

4.06 Counterparty Update

The European Parliament approved the EU Bank Recovery and Resolution Directive (BRRD) on April 15, 2014. Taking the view that potential extraordinary government support available to banks' senior unsecured bondholders will likely diminish, over 2014-15 Moody's revised the Outlook of several UK and EU banks from Stable to Negative (note, this is not the same as a rating review negative) and S&P placed the ratings of UK and German banks on Credit Watch with negative implications, following these countries' early adoption of the bail-in regime in the BRRD.

S&P also revised the Outlook for major Canadian banks to negative following the government's announcement of a potential bail-in policy framework.

The Bank of England published its approach to bank resolution which gave an indication of how the reduction of a failing bank's liabilities might work in practice. The Bank of England will act if, in its opinion, a bank is failing, or is likely to fail, and there is not likely to be a successful private sector solution such as a takeover or share issue; a bank does not need to be technically insolvent (with liabilities exceeding assets) before regulatory intervention such as a bail-in takes place.

The combined effect of the BRRD and the UK's Deposit Guarantee Scheme Directive (DGSD) is to promote deposits of individuals and SMEs above those of public authorities, large corporates and financial institutions. Other EU countries, and eventually all other developed countries, are expected to adopt similar approaches in due course.

In December the Bank's Prudential Regulation Authority (PRA) stress tested eight UK financial institutions to assess their resilience to a very severe housing market shock and to a sharp rise in interest rates and address the risks to the UK's financial stability. Institutions which 'passed' the tests but would be at risk in the event of a 'severe economic downturn' were Lloyds Banking Group and Royal Bank of Scotland. Lloyds Banking Group, [whose constituent banks are on the Authority's lending list], is taking measures to augment capital and the PRA does not require the group to submit a revised capital plan. RBS, which is not on the Authority's lending list for investments, has updated plans to issue additional Tier 1 capital. The Co-operative Bank failed the test.

The European Central Bank also published the results of the Asset Quality Review (AQR) and stress tests, based on December 2013 data. 25 European banks failed the test, falling short of the required threshold capital by approximately €25bn (£20bn) in total – none of the failed banks featured on the Authority's lending list.

In October following sharp movements in market signals driven by deteriorating

global growth prospects, especially in the Eurozone, Arlingclose advised a reduction in investment duration limits for unsecured bank and building society investments to counter the risk of another full-blown Eurozone crisis. Durations for new unsecured investments with banks and building societies which were previously reduced. Duration for new unsecured investments with some UK institutions was further reduced to 100 days in February 2015.

The outlawing of bail-outs, the introduction of bail-ins, and the preference being given to large numbers of depositors other than local authorities means that the risks of making unsecured deposits rose relative to other investment options. The Authority, therefore increasingly favoured secured investment options or diversified alternatives such as T-bills and pooled funds over unsecured bank and building society deposits.

4.07 Liquidity

In keeping with the WG's Guidance on Investments, the Authority maintained a sufficient level of liquidity through the use of Money Market Funds and call accounts. The Authority uses purpose-built cash flow forecasting software to determine the maximum period for which funds may prudently be committed.

4.08 Yield

The UK Bank Rate was maintained at 0.5% through the year. Short term money market rates also remained at very low levels which continued to have a significant impact on investment income. The low rates of return on the Authority's short-dated money market investments reflect prevailing market conditions and the Authority's objective of optimising returns commensurate with the principles of security and liquidity.

Income earned on £2m of longer-dated investments made in 2013/14 at a rate of 0.95% provided some cushion against the low interest rate environment.

The Authority's budgeted investment income for the year had been estimated at £300k. The average cash balances were £61.7m during the period and interest earned was £323k, at an average interest rate of 0.54%.

5.00 **COMPLIANCE**

5.01 The Council can confirm that it has complied with its Prudential Indicators for 2014/15, which were approved on 18th February 2014 as part of the Council's Treasury Management Strategy.

5.02 In compliance with the requirements of the CIPFA Code of Practice this report

provides members with a summary report of the treasury management activity during 2014/15. None of the Prudential Indicators have been breached and a prudent approach has been taking in relation to investment activity with priority being given to security and liquidity over yield.

5.03 The treasury function operated within the limits detailed in the Treasury Management Policy and Strategy Statement 2014/15.

6.00 OTHER ITEMS

6.01 The following were the main treasury activities during 2014/15:

- The Chief Finance Officer received a monthly update on treasury activities.
- The Council received a Mid-Year Report on 27th January 2015.
- Quarterly updates reports were presented to the Audit Committee.
- All Members were invited to a training session undertaken by Arlingclose Ltd on 21st January 2015, which was hosted by Audit Committee.
- The 2015/16 Statement was approved by Council on 17th February 2015.
- The Council continues to be an active member of the CIPFA Treasury Management Network.
- The Council's cash flow was managed on a daily basis. During the year the Authority acted both as a borrower and as a lender and was a net borrower over the year in question. The maximum investments the Authority had on deposit at any one time was £75.2m and the maximum long-term borrowing at any one time was £172.1m.

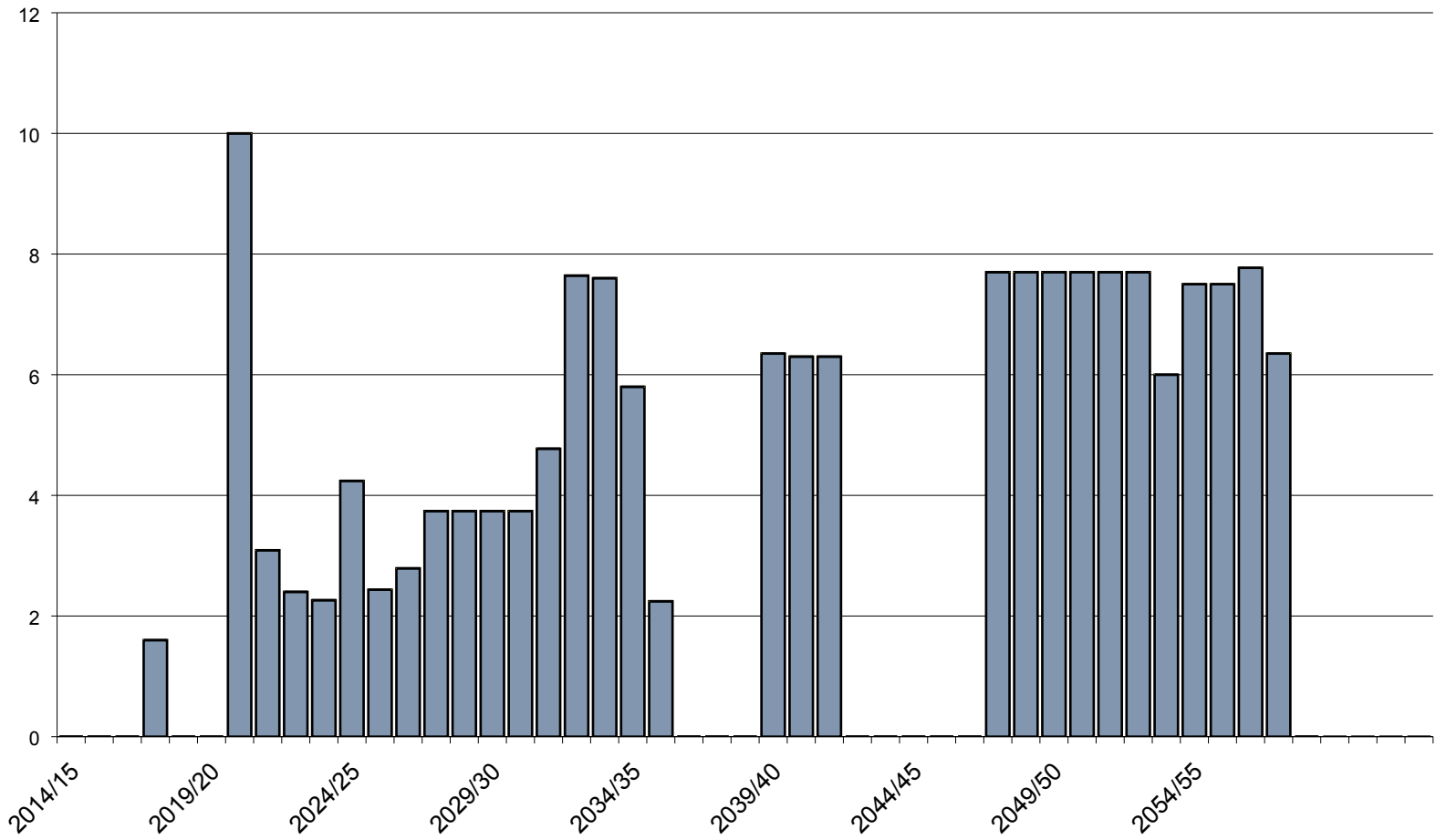
7.00 CONCLUSION

7.01 The treasury management function has operated within the statutory and local limits detailed in the 2014/15 Treasury Management Strategy.

7.02 The Policy was implemented in a pro-active manner with security and liquidity as the focus.

Debt Maturity Profile

£m



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EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Organisational Change - Leisure Services

- **Provision of High Ropes and Conversion to Trampoline Park**
To advise on the proposed changes to the activities on offer in the Evolution Extreme Zone at Deeside Leisure Centre.
- **Deeside Dragons and Manchester Phoenix Ice Hockey Teams**
Flintshire Leisure Services have been exploring opportunities to generate additional income by delivering products, services and activities in an alternative way. This report is to advise on the proposal to handover all ownership rights of the Deeside Dragons ice hockey team to Red Hockey Ltd and to permit Manchester Phoenix ice hockey team to play all of their home matches at Deeside Ice Rink for the two sessions commencing in the autumn of 2015.

Organisational Change – Valuation and Estates

- **Land to the Rear of Withen Cottage, Alltami Road, Buckley, Flintshire**
For development purposes the land is only available from the purchaser's land which has detailed consent for residential development. The purchaser is a well-established developer who intends to build quality houses upon the subject site to which approval has been given.

People and Resources – Finance

- **Business Rates Write Offs**
Financial Procedure Rules (section 9.6 – Income and Expenditure) stipulate that any individual debt between the values of £5,000 and £25,000 shall be reported to the Chief Finance Officer (Corporate Finance Manager / Section 151 Officer) for consideration to write off, in conjunction with the Cabinet Member for Finance. There are 9 business accounts where the overall debt for each company is greater than £5,000 and the write off of these debts is recommended. The total of these debts from 2011 to 2014 is £82,131.21.

People and Resources – Finance

- **Council Tax Write Offs**
Financial Procedure Rules (section 9.6 – Income and Expenditure) stipulate that any individual debt between the values of £5,000 and £25,000 shall be reported to the Chief Finance Officer (Corporate Finance Manager / Section 151 Officer) for consideration to write off, in conjunction with the Cabinet Member for Finance. There are 2 Council Tax accounts where the overall debt is greater than £5,000. The debts relate to unpaid Council Tax which has been secured by way of a charging order. At a point in the future when the property is sole the arrears will be paid from the equity from the sale. The total of these debts from 2007 to 2014 is £24,055.69.

Copies of the Delegated Powers reports are on deposit in the Team Manager's Room, Committee Services

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**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND OVERVIEW & SCRUTINY
SEPTEMBER 2015 TO FEBRUARY 2016**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
September					
Community and Enterprise Overview & Scrutiny Committee	2 September 2015	Community and Enterprise	Arrears - Council Housing To provide the Committee with an understanding of the current position.		
Community and Enterprise Overview & Scrutiny Committee	2 September 2015	Community and Enterprise	Housing Revenue Account (HRA) and Self-financing To update Members on progress made following the introduction of self-financing for the HRA		

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	2 September 2015	Community and Enterprise	<p>The Development of a Community Benefit Training Academy</p> <p>To seek the views of the Committee on proposals to develop a Jobs and Training Academy to maximise employment opportunities through the WHQS and SHARP programmes.</p>		
Community and Enterprise Overview & Scrutiny Committee	2 September 2015	Overview and Scrutiny	<p>Quarter 1 – Improvement Plan Monitoring Report</p> <p>To enable Members to fulfil their scrutiny role in relation to performance monitoring.</p>		
Community and Enterprise Overview & Scrutiny Committee	2 September 2015	Overview and Scrutiny	<p>Forward Work Programme</p> <p>To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee.</p>		

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	10 September 2015	Chief Executive's	<p>LSB & Strategic Partnerships Performance - End of Year Report 2014/15</p> <p>To note the status of each of the strategic partnerships and to note and endorse the end of year assessments for the progress of the Local Service Board Priorities.</p>		
Corporate Resources Overview & Scrutiny Committee	10 September 2015	Overview and Scrutiny	<p>Quarter 1 – Improvement Plan Monitoring Reports (CR)</p> <p>To enable Members to fulfil their scrutiny role in relation to performance monitoring.</p>		
Corporate Resources Overview & Scrutiny Committee	10 September 2015	Chief Executive's	<p>Medium Term Financial Strategy</p> <p>Members of the committee to receive a verbal update on the Medium Term Financial Strategy</p>		

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	10 September 2015	Finance	<p>Revenue Budget Monitoring (Month 3) To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and the Housing Revenue Account based on actual income and expenditure as at Month 3 and projected forward to year end based on the most up to date information available.</p>		
Corporate Resources Overview & Scrutiny Committee	10 September 2015	Planning and Environment	<p>Corporate Community Safety Plan Annual Update report To enable the committee, in its capacity as the statutory crime & disorder scrutiny committee, to consider the Corporate Community Safety Plan Annual Update report.</p>		

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	10 September 2015	Governance	Functions of the Elections Team and Individual Electoral Registration To inform Members on the functions of the Elections Team and to provide an update on Individual Electoral Registration		
Corporate Resources Overview & Scrutiny Committee	10 September 2015	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		
Cabinet	15 September 2015	Community and Enterprise	The Development of a Community Benefit Training Academy To seek Cabinet approval for the creation of a Community Benefit Training Academy (CBTA).	Strategic	Cabinet Member for Housing
Cabinet	15 September 2015	Education and Youth	School Modernisation - School Standards and Organisation Act 2013 - John Summers High School To consider the issues raised at Call-in.	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	15 September 2015	Streetscene and Transportation	Vehicle Management System Policy To seek Cabinet for the approval of the proposed Vehicle Management System Policy for all fleet vehicles operated by the Authority.	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	15 September 2015	Chief Executive's	Quarter 1 Improvement Plan Monitoring Report To present the monitoring of progress for the first quarter of 2015/16.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	15 September 2015	Chief Executive's	<p>Strategic Equality Plan annual report 2014/15 and Welsh Language Scheme Annual Monitoring Report 2014/15</p> <p>The purpose of this report is to request that Cabinet endorse, prior to presentation to the Regulators and publication on the website, the:</p> <ul style="list-style-type: none"> -Strategic Equality Plan (SEP) Annual Report 2014-2015, and; -Welsh Language Scheme (WLS) Annual Monitoring Report 2014 -2015 		Cabinet Member for Corporate Management
Cabinet	15 September 2015	Community and Enterprise	<p>Business Rates - Write Off</p> <p>To seek approval to write off a single business rate debt.</p>	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	15 September 2015	Finance	Revenue Budget Monitoring 2015/16 (Month 3) To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at Month 3.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	15 September 2015	Finance	Treasury Management Annual Report 2014/15 To present to Members the draft Annual Treasury Management Report for 2014/15.	Operational	Cabinet Member for Corporate Management
Cabinet	15 September 2015	Chief Executive's	Medium Term Financial Strategy To share the outline of Part II of the Medium Term Financial Strategy.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	16 September 2015	Streetscene and Transportation	Streetscene Standards Review To review the Streetscene standards (including drain cleaning policy, weeding policy, cycle path maintenance, fly tipping, recycling of tetrapak etc		
Environment Overview & Scrutiny Committee Page 327	16 September 2015	Streetscene and Transportation	Introduction of Zero Tolerance for Littering To inform Members of the steps needed before the introduction of a zero tolerance approach to littering		
Environment Overview & Scrutiny Committee	16 September 2015	Streetscene and Transportation	Speed Limit Review To receive a verbal update on progress.		
Environment Overview & Scrutiny Committee	16 September 2015	Streetscene and Transportation	Review of Winter Maintenance To undertake a 2 yearly review of the Winter Maintenance Policy		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	16 September 2015	Overview and Scrutiny	Quarter 1 – Improvement Plan Monitoring Reports (Env) To enable Members to fulfil their scrutiny role in relation to performance monitoring.		
Page 328 Environment Overview & Scrutiny Committee	16 September 2015	Overview and Scrutiny	DNA Recognition Information Bank Task & Finish Group To enable the Committee to consider setting up a Task & Finish group to examine the process and feasibility of introducing a DNA Recognition Information Bank in Flintshire.		
Environment Overview & Scrutiny Committee	16 September 2015	Overview and Scrutiny	Forward Work Programme (Environment) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.		
Education and Youth Overview & Scrutiny Committee	17 September 2015	Education and Youth	School Service Level Agreements To provide Members with the final proposals for School Service Level Agreements		

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	17 September 2015	Education and Youth	Integrated Youth Services Plan To receive and comment on the Integrated Youth Services Plan		
Education and Youth Overview & Scrutiny Committee	17 September 2015	Overview and Scrutiny	Quarter 1 – Improvement Plan Monitoring Reports (E & Y) To enable Members to fulfil their scrutiny role in relation to performance monitoring.		
Education and Youth Overview & Scrutiny Committee	17 September 2015	Overview and Scrutiny	School Transport Policy – Task & Finish Group To consider whether to set up a Task & Finish Group to review the School Transport Policy		
Education and Youth Overview & Scrutiny Committee	17 September 2015	Education and Youth	School Modernisation – Verbal update To receive a verbal update following Cabinet recommendations on John Summers High School		

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	17 September 2015	Overview and Scrutiny	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education and Youth Overview & Scrutiny Committee.		
Social & Health Care Overview & Scrutiny Committee	22 September 2015	Social Services	Review of Adoption Services following implementation Progress report on the Adoption Services		
Social & Health Care Overview & Scrutiny Committee	22 September 2015	Social Services	Review of Residential Care Home Provision in Flintshire To receive a verbal update		
Social & Health Care Overview & Scrutiny Committee	22 September 2015	Overview and Scrutiny	Quarter 1 – Improvement Plan Monitoring Reports (S & H) To enable Members to fulfil their scrutiny role in relation to performance monitoring.		

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	22 September 2015	Social Services	Melrose Centre update To receive a verbal update on the closure of the Melrose Centre		
Social & Health Care Overview & Scrutiny Committee	22 September 2015	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.		
Audit Committee	24 September 2015	Finance	Statement of Accounts 2014/15 To present to Members of the Audit Committee the Statement of Accounts for 2014/15, incorporating those changes agreed with Wales Audit Office (WAO) during the course of the audit.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	24 September 2015	Internal Audit	Internal Audit Progress Report To present to the Committee an update on the progress of the Internal Audit Department.		
Audit Committee	24 September 2015	Internal Audit	Action Tracking To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.		
Audit Committee	24 September 2015	Internal Audit	Forward Work Programme To consider the Forward Work Programme for the Audit Committee for the next year.		
Flintshire County Council	24 September 2015	Chief Executive's	Medium Term Financial Strategy To present Part II of the Medium Term Financial Strategy (MTFS) for the three year period 2015-2018 for the Council Fund. It does not include the Housing Revenue Account which is a stand-alone and 'ring-fenced' account.		

COMMITTEE		MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire Council	County	24 September 2015	Chief Executive's	Syrian refugee crisis and our participation To share the national picture and the Council's contribution		
Flintshire Council	County	24 September 2015	Finance	Statement of Accounts 2014/15 To seek Members' approval of the final Statement of Accounts for 2014/15.		
Flintshire Council	County	24 September 2015	Finance	Supplementary Financial Information to Statement of Accounts 2014/15 To provide Members with supplementary financial information to accompany the Statement of Accounts 2014/15.		
Flintshire Council	County	24 September 2015	Finance	Treasury Management Annual Report 2014/15 To present to Members the Annual Treasury Management Report for 2014/15.		

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	28 September 2015	Overview and Scrutiny	Quarter 1 – Improvement Plan Monitoring Reports (Org.Change) To enable Members to fulfil their scrutiny role in relation to performance monitoring.		
Organisational Change Overview & Scrutiny Committee Page 334	28 September 2015	Organisational Change	Service Level Agreement (Property Repair and Maintenance) To provide an update on the refreshed Service Level Agreement covering Property Repairs and Maintenance.		
Organisational Change Overview & Scrutiny Committee	28 September 2015	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee.		
October					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	7 October 2015	Community and Enterprise	Strategic Housing and Regeneration Project (SHARP) To update Members on the Strategic Housing and Regeneration Project (SHARP)		
Community and Enterprise Overview & Scrutiny Committee	7 October 2015	Community and Enterprise	New Homes Business Plan To seek Members support for the revised New Homes Business Plan		
Community and Enterprise Overview & Scrutiny Committee	7 October 2015	Community and Enterprise	Welfare Reform To update Members on the latest Welfare Reform proposals; the potential impact on local people and the Council's ability to support those affected.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	7 October 2015	Community and Enterprise	SARTH Policy To review the implementation of the SARTH Policy and provide information on housing solution approached around affordable homes, bond schemes and waiting list dates.		
Community and Enterprise Overview Scrutiny Committee	7 October 2015	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community		
Corporate Resources Overview & Scrutiny Committee	8 October 2015	People and Resources	Workforce Information Q 1 and 2 To provide Members with an update for the first and second quarter for 2015/16. (Assurance/information)		

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	8 October 2015	Finance	Capital programme Budget monitoring (Month 4) To provide Members with an update on the Capital Programme Budget Monitoring report (Month 4) (Assurance/Information)		
Corporate Resources Overview & Scrutiny Committee	8 October 2015	Finance	Revenue Budget Monitoring (Month 4) To provide Members with an update on the Revenue Budget Monitoring report 2015/16 (Month 4) (Assurance/Information)		
Corporate Resources Overview & Scrutiny Committee	8 October 2015	Finance	Medium Term Financial Strategy To present the latest revision of the Medium Term Financial Strategy which sets out the financial forecast for the Council for 2015-2018 (Policy development)		

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	8 October 2015	Overview and Scrutiny	Police & Crime Commissioner: Consultation on the Crime & Policing Plan for 2016/17 Consultation		
Corporate Resources Overview & Scrutiny Committee	8 October 2015	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		
Cabinet	13 October 2015	Streetscene and Transportation	Review of Winter Maintenance Policy To undertake a 2 yearly review of the Winter Maintenance Policy.	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	13 October 2015	Community and Enterprise	Housing Revenue Account (HRA) and Self -Financing To endorse the outcomes and implications for the HRA of the introduction of self-financing	Strategic	Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	13 October 2015	Chief Executive's	Clwyd Theatre Cymru This will cover endorsement of the annual business plan and the Arts Council of Wales funding application (both of which have been approved by the Theatre Board).	Operational	Cabinet Member for Corporate Management
Environment Overview & Scrutiny Committee	21 October 2015	Streetscene and Transportation	Update on North Wales Residual Waste Project To receive a verbal update on the North Wales Residual Waste Project		
Environment Overview & Scrutiny Committee	21 October 2015	Streetscene and Transportation	Public Conveniences To receive an update on the provision of public conveniences in Flintshire.		
Environment Overview & Scrutiny Committee	21 October 2015	Overview and Scrutiny	Forward Work Programme (Environment) To consider the Forward Work Programme of the Environment Overview		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	22 October 2015	Overview and Scrutiny	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee.		
November					
Organisational Change Overview & Scrutiny Committee	2 November 2015	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee.		
Community and Enterprise Overview & Scrutiny Committee	4 November 2015	Community and Enterprise	Delivery and outcomes of recent Regeneration Programmes For Member review of the delivery and outcomes of the Vibrant and Viable Places programme, Communities First programme and European funding programmes		

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	4 November 2015	Community and Enterprise	Growing the Local Economy To seek Member support in the Council's vision to grow the local economy in towns and rural areas. To include information on the work of the Mersey Dee Alliance, Economic Ambition Board, and Deeside Enterprise Board.		
Page 34 Community and Enterprise Overview Scrutiny Committee	4 November 2015	Community and Enterprise	Local Lettings Policy To consider options and proposals to develop Local Lettings policies for new council housing		
Community and Enterprise Overview & Scrutiny Committee	4 November 2015	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee.		
Social & Health Care Overview & Scrutiny Committee	5 November 2015	Social Services	Social service Wellbeing Act update To receive an update report on the Act.		

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	5 November 2015	Social Services	Children Services Inspection Report To receive the CSSIW Children Services Inspection report and action plan		
Social & Health Care Overview & Scrutiny Committee	5 November 2015	Social Services	Alternative Delivery Models - Day Services To receive a report on alternative delivery models – day services		
Social & Health Care Overview & Scrutiny Committee	5 November 2015	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.		
Corporate Resources Overview & Scrutiny Committee	12 November 2015	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
December					
Environment Overview & Scrutiny Committee	3 December 2015	Overview and Scrutiny	Q2 - Mid Year Improvement Plan Monitoring Report and Chief Officer Performance Report.(Environment) To enable Members to fulfil their scrutiny role in relation to performance monitoring.		
Environment Overview & Scrutiny Committee	3 December 2015	Overview and Scrutiny	Forward Work Programme (Environment) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.		
Education and Youth Overview & Scrutiny Committee	3 December 2015	Overview and Scrutiny	Q2 - Mid Year Improvement Plan Monitoring Report and Chief Officer Performance Report.(Education & Youth) To enable Members to fulfil their scrutiny role in relation to performance monitoring.		

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	3 December 2015	Overview and Scrutiny	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee.		
Page 344 Organisational Change Overview & Scrutiny Committee	7 December 2015	Overview and Scrutiny	Q2 - Mid Year Improvement Plan Monitoring Report and Chief Officer Performance Report.(Organisational Change) To enable Members to fulfil their scrutiny role in relation to performance monitoring.		
Organisational Change Overview & Scrutiny Committee	7 December 2015	Overview and Scrutiny	Forward Work Programme(Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee.		

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	9 December 2015	Community and Enterprise	<p>Service Charges and Council Housing</p> <p>To consider the outcomes and next steps following the consultation exercise completed about proposals to introduce service charges for existing council tenants</p>		
Community and Enterprise Overview Scrutiny Committee	9 December 2015	Community and Enterprise	<p>Flintshire Business Week 2015</p> <p>To report on the outcomes of Flintshire Business Week</p>		
Community and Enterprise Overview & Scrutiny Committee	9 December 2015	Overview and Scrutiny	<p>Q2 - Mid Year Improvement Plan Monitoring Report and Chief Officer Performance Report.</p> <p>To enable Members to fulfil their scrutiny role in relation to performance monitoring.</p>		

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	9 December 2015	Overview and Scrutiny	Forward Work Programme(Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee.		
Corporate Resources Overview & Scrutiny Committee	10 December 2015	Overview and Scrutiny	Q2 - Mid Year Improvement Plan Monitoring Report and Chief Officer Performance Report.(Corporate Resources) To enable Members to fulfil their scrutiny role in relation to performance monitoring.		
Corporate Resources Overview & Scrutiny Committee	10 December 2015	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		

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	17 December 2015	Social Services	CSSIW Annual Report To receive a presentation from CSSIW on their findings.		
Social & Health Care Overview & Scrutiny Committee	17 December 2015	Overview and Scrutiny	Q2 - Mid Year Improvement Plan Monitoring Report and Chief Officer Performance Report (Social & Health Care) To enable Members to fulfil their scrutiny role in relation to performance monitoring.		
Social & Health Care Overview & Scrutiny Committee	17 December 2015	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.		
January					

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	11 January 2016	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee.		
Community and Enterprise Overview & Scrutiny Committee Page 348	12 January 2016	Finance	Council Tax & Business Rate Statutory Policies To ratify annual policies for the financial year 2016-17 that determine discount schemes and administrative arrangements		
Community and Enterprise Overview & Scrutiny Committee	12 January 2016	Community and Enterprise	Introduction of Council Tax Premium for empty and second homes To seek the introduction of a local scheme to charge council tax premiums for long term empty property and second homes.		

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	12 January 2016	Finance	Council Tax Reduction Scheme To seek the adoption of the Council Tax Reduction Scheme for 2016/2017		
Community and Enterprise Overview & Scrutiny Committee	12 January 2016	Community and Enterprise	Supporting People - Local Commissioning Plan To enable the Committee to consider appropriate measures to manage reductions within the Supporting People Programme Grant to protect service delivery as much as possible		
Community and Enterprise Overview & Scrutiny Committee	12 January 2016	Community and Enterprise	Housing (Wales) Act 2014 – Homelessness To review the implementation of the Housing (Wales) Act 2014 and how the Council undertakes its new homelessness prevention statutory duty		

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	12 January 2016	Finance	Housing Revenue Account draft budget and Rent Increase To provide the Committee with the draft HRA budget and proposed rent increase		
Community and Enterprise Overview & Scrutiny Committee	12 January 2016	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee.		
Environment Overview & Scrutiny Committee	13 January 2016	Overview and Scrutiny	Forward Work Programme (Environment) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.		

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 January 2016	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		
Education and Youth Overview & Scrutiny Committee	14 January 2016	Overview and Scrutiny	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education		
Social & Health Care Overview & Scrutiny Committee	21 January 2016	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	27 January 2016	Finance	<p>Statements of Accounts 2014/15 – Action Plan To provide the Audit Committee with the Flintshire’s response to the Wales Audit Office Audit of 2014/15 accounts.</p>		
Audit Committee	27 January 2016	Finance	<p>Treasury Management Strategy 2016/17 and 2015/16 Update To present the draft Treasury Management Strategy 2016/17 for review prior to the Committee recommending its approval to Cabinet. To provide Members with a quarterly update</p>		
Audit Committee	27 January 2016	Finance	<p>Treasury Management Mid-Year Report 2015/16 To provide an update on matters relating to the Council’s Treasury Management Policy, Strategy and Practices 2015/16 to the end of September 2015.</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
February					
Environment Overview & Scrutiny Committee	9 February 2016	Overview and Scrutiny	Forward Work Programme (Environment) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.		
P 8 2 5 5 Community and Enterprise Overview Scrutiny Committee	10 February 2016	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community		
Corporate Resources Overview & Scrutiny Committee	11 February 2016	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		

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	15 February 2016	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee.		
Cabinet	16 February 2016	Finance	Treasury Management Mid-Year Report 2015/16 To present to Members the draft Treasury Management Mid-Year Report for 2015/16 for recommendation to Council.		
Cabinet	16 February 2016	Finance	Treasury Management Strategy 2016/17 To present to Members the draft Treasury Management Strategy for 2016/17 for recommendation to Council.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	16 February 2016	Finance	Treasury Management Mid-Year Report 2015/16 To present to Council the Treasury Management Mid-Year Report for 2015/16 for approval.		
Flintshire County Council	16 February 2016	Finance	Treasury Management Strategy 2016/17 To present to Council the recommendations of Cabinet in relation to Treasury Management Strategy for 2016/17.		
Education and Youth Overview & Scrutiny Committee	25 February 2016	Overview and Scrutiny	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee.		

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