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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

13 April 2016

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 19th April, 2016 in the Clwyd Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 5 - 14)

Purpose: To confirm as a correct record the minutes of the last meeting.

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 THE IMPROVEMENT PLAN 2016-17 (Pages 15 - 88)

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

Purpose: To review and agree the draft Improvement Plan prior to contributions for the final version in June from Overview and Scrutiny Committees.

5 MEDIUM TERM FINANCIAL STRATEGY 2016/17 - 2018/19 AND THE COUNCIL FUND REVENUE BUDGET 2017/18 (Pages 89 - 98)

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

Purpose: To provide the outline strategy for Business Plans and Corporate Financing as part of the revision of the Medium Term Financial Strategy (MTFS) and 2017/18 Council Fund Budget.

6 INDEPENDENT COMMISSION ON LOCAL GOVERNMENT FINANCE IN WALES (Pages 99 - 120)

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

Purpose: To the Independent Commission through debate and Support the Welsh Local Government Association in advocating that the new Welsh Government adopt the recommendations as a priority post-election.

7 PROPOSED REVIEW OF THE WASTE COLLECTION AND HOUSEHOLD RECYCLING CENTRE SERVICES (Pages 121 - 126)

Report of Chief Officer (Streetscene and Transportation) - Cabinet Member for Waste Strategy, Public Protection and Leisure

Purpose: To seek Cabinet approval to progress the revised Waste Collection and Household Waste Recycling Centre Policy.

8 SCHOOL MODERNISATION - SCHOOL STANDARDS AND REORGANISATION ACT 2013 - YSGOL LLANFYNYDD (Pages 127 - 182)

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

Purpose: Determination of statutory proposal on school organisational change: Ysgol Llanfynydd.

9 SCHOOL MODERNISATION - SCHOOL STANDARDS AND REORGANISATION ACT 2013 - YSGOL MAES EDWIN (Pages 183 - 220)

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

Purpose: Determination of statutory proposal on school organisational change: Ysgol Maes Edwin.

OPERATIONAL REPORTS

10 REVENUE BUDGET MONITORING 2015/16 (MONTH 10) (Pages 221 - 252)

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 based on actual income and expenditure as at month 10 and projected forward to year-end based on the most up to date information available.

11 EXERCISE OF DELEGATED POWERS (Pages 253 - 254)

Report of the Chief Executive enclosed.

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

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

Yours faithfully



Peter Evans
Democracy & Governance Manager

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CABINET
22nd MARCH 2016

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 22nd March 2016

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 (Education and Youth), Chief Officer (Streetscene & Transportation), Chief Officer (Organisational Change), Chief Officer (Organisational Change), Corporate Finance Manager, Deputy Monitoring Officer and Team Manager - Committee Services

OTHER MEMBERS IN ATTENDANCE:

Councillors: Dave Mackie and Carolyn Thomas

152. DECLARATIONS OF INTEREST

On agenda item number 11, School Admission Arrangements, the Deputy Monitoring Officer explained that any Members who were a School Governor had a personal interest. The interest was not prejudicial as the item was not relating to a particular school. Councillors Bithell, Brown, Butler, Christine Jones, Kevin Jones and Shotton declared personal interests.

On agenda item number 13, Appointment of an Independent Director to NEW Homes, Councillor Attridge declared a personal and prejudicial interest as he was Chair of the NEW Homes Board. In line with his dispensation granted by the Standards Committee, he would speak on the item and leave the room before the vote.

On agenda item number 14, Alternative Delivery Models, Councillor Kevin Jones declared a personal and prejudicial interest in the Day Care and Work Opportunities element of the report as he was a parent of a service user.

153. MINUTES

The minutes of the meeting held on 16th February 2016 had been circulated with the agenda.

RESOLVED:

That the minutes be approved as a correct record.

The Chair advised that an item of urgent business would be considered after agenda item number 8 on the Meningitis B Vaccination Programme.

154. COMMUNITY ASSET TRANSFERS

Councillor Attridge introduced the report on Community Asset Transfers (CATs), explaining that to date the scheme had been successful so far in sustaining a number of community assets and providing significant savings to the Council.

If the areas for improvement identified in the report were addressed then it was anticipated that the number of CATs that could be completed in the next 12 months could be up to 26. These potentially included Holywell Leisure Centre, Hope Library, Saltney Library which as well as protecting the assets could save the Council over £0.350m in revenue per annum.

A number of policy principles and areas for improvement were detailed in the report.

RESOLVED:

- (a) That the progress of the revised Community Asset Transfer Scheme be noted;
- (b) That the additional policy principles for Community Asset Transfers identified in the report which have come through learning in the first 15 months be agreed; and
- (c) That the areas for improvement identified in the report that need to be worked upon over the next 12 months be agreed.

155. QUARTER 3 IMPROVEMENT PLAN MONITORING REPORT

The Chief Executive introduced the Quarter 3 Improvement Plan Monitoring Report which showed positive levels of achievement. The majority of activities were assessed as making good progress (76%) and likely to achieve the desired outcome (79%). 73% of the performance indicators (PIs) met or exceeded targets for the quarter. Risks were also being successfully managed with the majority being assessed as moderate (73%) or minor (18%).

The report was an exception based report and therefore detail focussed on the areas of under-performance with the report providing full details on the following areas:

- One red RAG status for outcome: - Modern and Efficient Council (Improving Resource Management)
- 9 PIs which showed a red RAG status for quarter three
- The three major red risks

In conclusion the Policy and Performance Manager explained that overall the position was positive with over 75% having a green or amber RAG status. Individual priority reports would be submitted to the respective Overview and Scrutiny Committees.

RESOLVED:

- (a) That the levels of progress and confidence in the achievement of the high level activities which seeks to deliver the impacts of the Improvement Plan; the performance against improvement plan performance indicators, for the quarter; the current risk levels for the risks identified in the Improvement Plan be noted and accepted; and
- (b) That Cabinet be assured by the plans and actions to manage the delivery of the 2015/16 Improvement Plan and its intended impacts.

156. PLAY SUFFICIENCY ASSESSMENT 2016 INCLUDING FUTURE PROPOSALS FOR SUMMER PLAY SCHEMES AND PLAY AREAS

Councillor Kevin Jones introduced the report on the Play Sufficiency Assessment 2016 Including Future Proposals for Summer Play Schemes and Play Areas. The Flintshire Play Sufficiency Assessment (PSA) 2016 and the subsequent Action Plan 2016/17 needed to be reported to Welsh Government (WG) as a statutory duty.

The report provided details of the summer play scheme programme 2015 and details of the financial implications for the delivery of summer play schemes in 2016 and 2017. Details were also provided on the safeguarding of children's equipped play areas in the county.

The Chief Officer (Organisational Change) provided full details on each of the three areas, highlighting the following:

- The requirement to provide WG with a Play Sufficiency Assessment to address identified shortcomings and deficiencies
- The risk of funding for the delivery of the summer play scheme programme: WG funding would not be available to support the delivery of the summer play scheme in 2016. However, the Council had committed to finding funding for one year to ensure there were funds available for the summer of 2016. The impact would have implications for the delivery of the summer 2017 programme
- Town and Community Councils had been informed that play delivery was at risk and they had been asked to consider increasing their contribution and explore alternative delivery models to sustain the provision of play schemes in their areas

The report was being submitted to Overview and Scrutiny with a recommendation to encourage contribution to consultation with Town and Community Councils. A further report would then be submitted to Cabinet. An item would also be placed on the agenda for the next County Forum meeting.

RESOLVED:

- (a) That the Flintshire Play Sufficiency Assessment and Action Plan 2016 (Flintshire County Council, Draft Play Sufficiency Assessment & Action Plan 2016) be approved;

- (b) That the Flintshire Strategic Play Forum be reformed in 2016 to form a multi-agency forum to guide and monitor the Play Sufficiency Assessment Action Plan 2016; and
- (c) That local town and community councils and other partner organisations be consulted with on sustaining of children's equipped play areas in the county.

157. BUSINESS CASE FOR SOLAR FARMS AT BROOKHILL AND STANDARD LANDFILL SITES

Councillor Attridge introduced the report on the Business Case for Solar Farms at Brookhill and Standard Landfill Sites in Buckley.

Planning permission for the two schemes had been approved and the projects could proceed within the identified timescales.

The Chief Officer (Streetscene and Transportation) added that the report was considered at Environment Overview and Scrutiny Committee the previous week where questions had been raised on technical issues. A written response was being provided and the report was recommended to Cabinet for approval.

Members welcomed the report which was an innovative approach to generating a revenue stream and reducing the Councils carbon footprint and therefore carbon taxation.

RESOLVED:

That the development of the two Solar Farms, and the high voltage connection of Brookhill landfill site to Alltami Depot be approved.

158. REVIEW OF STRATEGIC HIGHWAY IMPROVEMENT SCHEMES

Councillor Attridge introduced the report on the Review of Strategic Highway Improvement Schemes and explained that following a refresh of the Local Transport Plan (LTP) earlier in the year, a revision of the Strategic Highway Improvement Schemes was also completed to ensure that the schemes supported and aligned with the current priorities and transport strategies/plans within the revised LTP.

RESOLVED:

That the removal of the Highway Improvement schemes detailed in the report, which no longer form part of the Councils Transport priorities as defined within the LTP, be approved.

159. MENINGITIS B VACCINATION PROGRAMME

Councillor Christine Jones introduced the report on the Meningitis B Vaccination Programme which was offered to babies as part of the routine National Health Service (NHS) childhood vaccination programme which was introduced in September 2015.

Since that time public support had increased for the programme to be extended to include all children up to the age of 11.

The Petitions Committee of Parliament was conducting an inquiry following receipt of an e-petition signed by over 820,000 members of the public seeking an extension to the programme within the UK.

Members welcomed the report, adding their support to that of the public for the extension of the vaccination programme. Councillor Butler queried the cost of extending the programme which he supported in the main but felt further details were needed. Councillor Shotton explained that it was a one off programme and cost, as any children born after September 2015 would be offered it routinely.

RESOLVED:

That Flintshire County Council commits its support for the extension of the vaccination programme to all children up to the age of 11.

160. CAPITAL PROGRAMME MONITORING 2015/16 (MONTH 9)

The Corporate Finance Manager introduced the Capital Programme Monitoring 2015/16 (Month 9) report, explaining that the Capital Programme had decreased by £3.320m in the period due to the impact of the following:

- Reduction in year to the 21st Century Schools Programme (£5.724m) and Wales Housing Quality Standard (WHQS) Improvements (£0.152m);
- Pre-approved Rollover into 2016/17 (£0.435m); and
- Other Aggregate Decreases (£0.052m).

Offset by:

- Additional Welsh Government (WG) Vibrant and Viable Places (VVP) grant (£1.367m); Introduction of European Regional Development Fund (ERDF) funding for Town Centre Regeneration (£0.561m);
- Additional Funding for Waste Services (£0.358m);
- Additional grant/contributions for Private Sector Renewal (£0.279m);
- Introduction of funding for play areas (£0.220m); and
- Other Aggregate Increases (£0.256m).

Resources available for funding future capital expenditure was c£2.986m.

As at Month 9, Early Identified Rollover (EIR) had been identified which reflected reviewed spending plans across all programme areas; those committed amounts had been identified as required to meet the cost of programme works in 2016/17.

Two pressure areas totalling £0.088m had been identified within the Streetscene and Transportation portfolio which were:

1. Overspend on remediation works at Standard Landfill site due to the presence of asbestos (£0.035m); and
2. Higher than expected contract price for the Queensferry roundabout improvement works (£0.053m)

RESOLVED:

- (a) That the report be approved;
- (b) That the rollover adjustments be approved; and
- (c) That the request for additional resources be approved.

161. REVENUE BUDGET MONITORING 2015/16 (MONTH 9)

The Corporate Finance Manager introduced the Revenue Budget Monitoring 2015/16 (Month 9) report which provided details on the latest revenue budget monitoring position for 2015/16 for the Council Fund and the Housing Revenue Account and reported that no specific issues had been raised when considered at the recent Corporate Resources Overview and Scrutiny Committee meeting. The position was based on actual income and expenditure as at Month 9 and projected to the year-end. The projected year-end position, as estimated at Month 9 was as follows:

Council Fund

- Net in year expenditure forecast to be £1.242m lower than budget
- Projected contingency reserve balance at 31 March 2016 of £4.878m

Housing Revenue Account

- Net in year expenditure forecast to be £0.082m lower than budget
- Projected closing balance as at 31 March 2016 of £1.319m

The report provided details on the programme of efficiencies, inflation, unearmarked reserves and earmarked reserves.

The report also outlined details on a number of risk areas as follows:

- Municipal Mutual Insurance (MMI)
- Recycling
- Car Parking
- Out of County Placements
- Former Euticals Site

RESOLVED:

- (a) That the overall report and the projected Council Fund contingency sum as at 31st March 2016 be noted; and
- (b) That the projected final level of balances on the Housing Revenue Account be noted.

162. SCHOOL ADMISSION ARRANGEMENTS 2017/18

Councillor Bithell introduced the report on School Admission Arrangements 2017/18, advising Members on the outcome of the statutory consultation exercise on the admission arrangements for September 2017. He added that the admission arrangements must be determined by 15 April each year.

No comments had been received during the consultation process.

There were no changes proposed to the current admission numbers for each school or the current admissions policy or oversubscription criteria. Clarification of the wording of the oversubscription criteria was detailed in the report.

RESOLVED:

That the proposed admission arrangements for 2017/18 be approved.

163. URDD NATIONAL EISTEDDFOD 2016

The Chief Executive introduced the report on the Urdd National Eisteddfod 2016 which provided details of the plan which was to be hosted in Flint between 30th May and 4th June 2016, including the role Flintshire County Council was playing to support the event and the organisers.

As host County, the Council was matching the sponsorship of Flint Town Council to the level of £30,000 which had been set aside as a reserve. The cost of promotional activity of £15,000 would be met by existing promotional budgets. The Council would also need to provide additional financial support to the Streetscene service of up to £10,000 for the daily collection and disposal of recyclable refuse from the site. If a contribution to licence fees was required that would be pursued.

Members welcomed the report, commenting on the opportunity to celebrate Welsh culture and language, competitions and tourism opportunities.

RESOLVED:

That the Council support the Urdd Eisteddfod as set out in the report and promotes the County and its attractions with a presence on the Maes site.

164. APPOINTMENT OF AN INDEPENDENT DIRECTOR TO NEW HOMES

Councillor Attridge introduced the report on the Appointment of an Independent Director to NEW Homes, providing an update on the recruitment process. An ideal candidate had been found who could fully meet the additional skills required by the Board. He had financial expertise having been a Section 151 Officer for a Local Authority and had regeneration and housing development experience.

Members welcomed the report and the recommended appointment of Paul Mcgrady.

RESOLVED:

That the appointment of Paul Mcgrady as an Independent Director of NEW Homes be approved.

Councillor Attridge left the room following his introduction of the report.

165. 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 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

166. ALTERNATIVE DELIVERY MODELS

The Chief Officer (Organisational Change) introduced the report on Alternative Delivery Models (ADMs) which provided details of the final proposals including service business and transition plans in relation to proposals for ADMs. They were:

- The establishment of a Local Authority Trading Company with TECKAL exemption in Facility Management Services;
- That Day Care and Work Opportunities service delivery be commissioned from a social organisation; and
- That Leisure and Libraries establish an Employee Led Mutual

Following a discussion on Leisure and Libraries, it was agreed that more information would be provided on employee involvement and consultation and the levels of confidence amongst the workforce over the workability of the model. All other elements of the report were supported.

RESOLVED:

- (a) That the Facility Management Services establish a Local Authority Trading Company (LATC) with a TEKAL exemption to trade and that this be subject to a number of conditions as detailed in the report;
- (b) That the Day Care Service delivery and Work Opportunities Services delivery be agreed to be commissioned from a social organisation and it be subject to a number of conditions as detailed in the report;
- (c) That an employee led mutual be adopted for Leisure and Libraries as the preferred model for the future, subject to further information being provided on employee involvement and consultation and the levels of confidence amongst the workforce over the workability of the model. An update report to be brought back to Cabinet by May with the invitation to Cabinet to reconsider the recommendations of the report for the service in full;

- (d) That full Implementation Plan be brought back to Cabinet prior to authority being provided to enter into legal agreements for completion of any of the Alternative Delivery Models; and
- (e) That in finalising implementation plans for services the Council wide positions detailed in Appendix D to the report be approved.

Councillor Kevin Jones left the room during discussion of the Day Care and Work Opportunities.

167. HOUSING PROGRAMMES RESTRUCTURE

Councillor Brown introduced the report on Housing Programmes Restructure, providing details on the staffing structure required to deliver the functions and responsibilities associated with the Housing Programmes Team of the Community and Enterprise portfolio.

RESOLVED:

That the staffing structure for the Housing Programmes team as set out in the report be approved.

168. COUNCIL HOUSING SERVICE – HOUSING MANAGEMENT RESTRUCTURE

Councillor Brown introduced the report on Council Housing Service – Housing Management Restructure, providing details of the staffing structure required to deliver the Housing Management function of the Community and Enterprise portfolio.

RESOLVED:

That the revised Housing Management staffing structure as set out in the report be approved.

169. REVIEW OF THE POLICY AND PERFORMANCE AND COMMUNICATIONS TEAMS

The Chief Executive introduced the report on the Review of the Policy and Performance and Communications Teams, providing details of the proposed amalgamation of those Teams.

RESOLVED:

That the proposed amalgamation of the Policy and Performance and Communications Teams be supported and implemented.

170. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were no members of the press or public in attendance.

(The meeting commenced at 9.30am and ended at 11.23am)

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Chair



CABINET

Date of Meeting	Tuesday, 19 April 2016
Report Subject	The Improvement Plan 2016-17
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Improvement Plan for 2016/17 has been refreshed and updated to reflect the key priorities of the Council for next year. The structure of the plan is retained with the eight priorities and the sub priorities. Five of the eight priorities continue with a refresh of longer term projects or ambitions, whereas the remaining three have been reviewed to reflect local circumstances and priorities.

There is also a new section within each sub priority which references national issues which have the potential to impact upon achievement of the priorities. These issues will also be referenced, where relevant, in the next refresh of the Medium Term Financial Strategy for 2016-2020.

This first draft of the Improvement Plan is still in some places, work in progress, as details are finalised. This is more apparent in the detailed 'How we Measure' document. Both documents are to be considered by the relevant Overview and Scrutiny Committees prior to final consideration by Cabinet in June and endorsement by County Council.

RECOMMENDATIONS

1	To approve the substantial content of the Improvement Plan and 'How we Measure' document.
2	To agree any changes in the documents with Portfolio leads and members prior to consideration by Overview and Scrutiny Committees.

REPORT DETAILS

1.00	EXPLAINING THE IMPROVEMENT PLAN
1.01	It is a requirement of the Local Government (Wales) Measure 2009 (the Measure) to set Improvement Objectives and publish an Improvement Plan. It is a statutory requirement for the County Council to adopt the Improvement Plan.
1.02	Improvement Objectives and an accompanying Improvement Plan were first set and adopted by the Council in 2011. For 2013/14 the Council thoroughly reviewed the priorities to streamline them and reset them with clearer outcome based aims. A revised set of eight priorities supported by a structure of sub-priorities was adopted.
1.03	The Plan presentation also changed providing detail for each of the priorities which were to have the most impact during the year. This has helped the organisation to concentrate on the outcomes where most immediate attention was needed.
1.04	In recent years the Plan has been effective in setting priorities and achieving outcomes. This has been validated by the Wales Audit Office (WAO) as below.
1.05	<p>The WAO in its Corporate Assessment report of March 2015 said that <i>“the Council has established a wide-ranging set of clearly-stated priorities that have a broad base of support within the Council and among partners”</i>.</p> <p>In addition the report commented on: <i>“The Council sets out its vision clearly within its Improvement Plan, as required by the Local Government Measure 2009 (the Measure). For 2014-15, the Council’s coherent set of eight strategic priorities is underpinned by more detailed sub-priorities, some of which are identified clearly as areas of particular focus during the year. Though wide-ranging, the Council’s vision demonstrates a clear commitment to continuous improvement, reflected by targets for improving the efficiency and effectiveness of its services, particularly those associated with its in-year Improvement Objectives.”</i></p> <p>The format and content of the Plan was also commented upon: <i>“The Council has worked hard to improve the quality of this key plan and the Improvement Plan for 2014-15 is a clear and accessible document that sets out far more clearly than before what the Council plans to do and how its success might be measured and evaluated.”</i></p>
1.06	<p>For 2016/17 a review of the current priorities and sub-priorities has been undertaken to set: -</p> <ul style="list-style-type: none"> • priorities that continue into 2016/17 for sustained attention; • priorities that can now be removed as completion of a time-limited piece of work e.g. Universal Credit preparation, use of the National

	<p>Procurement Service;</p> <ul style="list-style-type: none"> • priorities which could be broadened into more strategic issues e.g. 'Creating jobs and growing the local economy', the care home market; • priorities which could be merged e.g. Fuel Poverty and Maximising Income; • emerging priorities for 2016/17 e.g Improving chances for Looked after Children, mental health. <p>Sub-priorities have also been set to take into account Cabinet and Overview and Scrutiny priorities, priorities of partners, public views and service demands and national policy and legislation.</p>
1.07	<p>For each sub-priority which continues to be high profile for 2016/17 there has been a review based on: -</p> <ul style="list-style-type: none"> • the reasoning for the priority status; • what we will do and how we will measure achievement; and • the risks that will need to be managed. <p>In addition there is a section on national policy issues which may impact our ability to deliver and achieve.</p>
1.08	<p>The Improvement Plan in totality is presented as 2 documents that are inter-related; firstly the 'public' version of our statements of intent around the 8 priorities (Appendix 1) and secondly the document that describes the targets and milestones on which achievement will be measured (Appendix 2). This is the document that is used by Cabinet and Overview and Scrutiny Committees to monitor progress during the year.</p> <p>Appendix 1 is the core content of the 8 priorities; the final document will have more contextual information plus information that is required to be in the Plan as part of the Measure.</p>
1.09	<p>The working draft documents are to be considered by Members at each relevant Overview and Scrutiny Committee during May (apart from Education and Youth later in April). These Committees will also review any additional targets for the statutory national performance indicators.</p>
1.10	<p>The final Improvement Plan will be available as a web-based document published on the website before the end of June following endorsement by County Council.</p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>Resource implications have been considered during preparation of the Medium Term Financial Strategy and will continue to be monitored during the regular budget monitoring and financial planning arrangements.</p>

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	All Overview and Scrutiny Committees will have the opportunity to consider and review the content of the Improvement Plan priorities including the opportunity to scrutinise targets set for 2016/17.

4.00	RISK MANAGEMENT
4.01	Delivery of the plan objectives is risk managed as part of each of the sub priorities of the Improvement Plan and is monitored and reported against quarterly by the Overview and Scrutiny Committees.
4.02	The risks to the statutory requirements of the Plan include: not publishing the plan within statutory timescales (30 June) and not adhering to the prerequisite content. Both these risks are managed through adherence to well established procedures for i) publishing the Plan and ii) ensuring that the content of the plan reflects the requirements of the Measure.
4.03	An additional risk is that Members do not endorse the Plan; consultation with Members both individually and as part of the Scrutiny process allows for full engagement.

5.00	APPENDICES
5.01	Appendix 1 – Draft Improvement Plan 2016/17 Appendix 2 – ‘How we Measure’ document

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Karen Armstrong, Policy and Performance Manager Telephone: 01352 702740 E-mail: karen.armstrong@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. Corporate Assessment: in 2013/14 the Wales Audit Office (WAO) began a new four year cycle of Corporate Assessments of improvement authorities in Wales. An in depth Corporate Assessment reports on the Council’s track record of performance and outcomes as well as the key arrangements necessary to underpin improvements in services and functions. Flintshire’s first Corporate Assessment was conducted in late 2014 and the report on its outcomes was included in the Annual Improvement Report reported to Cabinet in March 2015.

	<p>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.</p>
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Flintshire County Council

**Draft Improvement Plan
2016/17**

Priority: Housing

Sub-Priority: Appropriate and Affordable Homes

Impact: Improving the choice and quality of local housing

This is a priority this year because we need to:

- Prevent homelessness.
- Meet the diverse housing and accommodation needs of the local population.
- Develop more opportunities for people to access affordable rent and low cost home ownership.

National Policy Issues:

- Capping of social rents to the Local Housing Allowance (LHA) levels.
- Local Authorities to be able to access grant funding to support new build affordable and social housing.
- Sufficiency of resourcing to fulfil the new duties of the Wales Housing Act.

What we will do in 2016/17:

- 1) Deliver a proactive Housing Solutions service to prevent homelessness for as many households as possible.

Achievement will be measured through:

- Number of housing enquiries resolved at first point of contact
- Maintaining the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months

- 2) Stimulate the growth of affordable housing.

Achievement will be measured through:

- Increasing the numbers of new Council and affordable homes through the SHARP programme
- Maximising the number of new affordable homes provided through the planning system
- Increase the numbers of affordable homes provided through the Social Housing Grant (SHG) programme (will include Extra Care provision)

Risks to manage:

- Homelessness will remain a growing area of demand due to the current economic climate.
- The supply of affordable housing will continue to be insufficient to meet community need.

What we mean by:

SHARP – Strategic Housing and Regeneration Programme – programme to build 500 new homes over the next four years.

Gypsy / Traveller Community – people with a cultural tradition of nomadism or who choose to live in a caravan.

Social Housing Grant (SHG) - funds housing schemes that meet local needs and priorities as identified by local authorities including providing housing for rent or low cost home ownership through new build or the use of existing buildings.

DRAFT

Priority: Housing

Sub-Priority: Modern, Efficient and Adapted Homes

Impact: Improving the choice and quality of local housing

This is a priority this year because we need to:

- Provide good quality housing for residents and maximise funding to improve homes.
- Reduce the number of empty properties in the County.
- Meet the Welsh Government target for all social housing to be brought up to the Welsh Housing Quality Standard (WHQS).

National Policy Issues:

- Maintain the funding of Major Repairs Allowance (MRA) so that the Council can meet the WHQS standard by 2020
- Maintain current rent policy so that the Council can achieve WHQS by 2020

What we will do in 2016/17:

- 1) Deliver financial support to repair, improve and adapt private sector homes.

Achievement will be measured through:

- Repairing / improving 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan
- Improving the timeliness of adaptations, particularly those delivered through Disabled Facilities Grants

- 2) Reduce the number of long term vacant homes.

Achievement will be measured through:

- Bringing empty homes back into use for residential living through the Welsh Government Houses into Homes Scheme

- 3) Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard (WHQS) for all Council homes.

Achievement will be measured through:

- Completing WHQS work schemes to a value of £21m, in line with the Housing Asset Management Strategy

Risks to manage:

- The increased work programme to deliver the WHQS will not be met due to the scale of the programme.
- Council funding for adaptations and home loans will not be sufficient to meet demand.
- Financial assistance available to repair homes is not taken up by residents.
- Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources.

What we mean by:

Major Repairs Allowance (MRA) – A grant paid to the 11 Local Housing Authorities who still manage and maintain their council housing which must be used to meet the WHQS.

WHQS – Welsh Government’s physical quality standard for modern social housing.

Home Improvement Loan – a national loan scheme delivered by Local Authorities that enables short to medium term loans to be provided to owners of sub-standard properties who meet the affordability criteria.

Adaptations – changes to a person’s home to enable her/him to live as independently as possible.

Disabled Facilities Grant – a grant available for larger adaptation to a person’s home.

Houses in to Homes Scheme – A Welsh Government scheme to provide loans to bring empty houses or commercial buildings back into use as homes for sale or rent.

DRAFT

Priority: Living Well

Sub-Priority: Independent Living

Impact: Enabling more people to live independently and well at home

This is a priority this year because we need to:

- Help people to live independently as they get older.
- Support people with dementia.
- Develop a model of support for persons with a disability which enables independent living.
- Support whole families to live independently.

National Issues:

- Implementation of the Social Services and Well-being Act.
- Living Wage Issues for care providers, Care Market fragility.
- Aging population locally and nationally.

What we will do in 2016/17:

- 1) Ensure Care Home Provision within Flintshire enables people to live well and have a good quality of life.

Achievement will be measured through:

- Delivering the dementia awareness training programme to the care homes workforce
- Working with Betsi Cadwaladr University Health Board to develop an action plan around supporting the quality and breadth of nursing provision
- Improving recruitment and retention in the care market.

- 2) Support greater independence for individuals with a frailty and / or disability, including those at risk of isolation.

Achievement will be measured through:

- Establishing a baseline for the people offered advice and support through the single point of access
- Ensuring that the workforce are equipped to provide person centred care in line with the requirements of the Social Services and Wellbeing Act

- 3) Improve outcomes for looked after children.

Achievement will be measured through:

- Developing a unified Corporate Parenting Strategy
- Supporting children in stable, local placements
- Improving the stability of school placements and the transfer process where moves are needed
- Strengthen partnership working with Health to ensure timely access to health assessments.

Risks to manage

- Fragility and sustainability of the care home sector.

- The quality of care home services will not meet required standards.
- 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.
- Demand and aspirations for independent living will not be met.

What we mean by:

Community Circles - A way for friends and family to support someone, through regular meetings with a facilitator.

Social Enterprise – A business with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.

Co-operative - A jointly owned enterprise engaging in the production or distribution of goods or the supplying of services, operated by its members for their mutual benefit.

'Age-Friendly' Communities - encourage and enable older people to engage with their surroundings and continue to engage socially within those communities, thereby maintaining their health, independence and wellbeing.

"What Matters" Conversation - The new model of eligibility for social care is based on a discussions with individuals about "what matters" to them.

Priority: Living Well

Sub-Priority: Integrated Community Social & Health Services

Impact: Enabling more people to live independently and well at home

This is a priority this year because we need to:

- Work with Betsi Cadwaladr University Health Board (BCUHB) to develop Health and Social Care models for the future.
- Avoid unnecessary admissions to hospital and support early and successful hospital discharges.
- Co-ordinate the provision of support for service users more effectively with BCUHB and other providers.
- Work together with BCUHB to support people with dementia within the local community.

National Issues:

- Implementation of the Social Services and Well-being Act.
- Living Wage Issues for care providers, Care Market fragility.
- Aging population locally and nationally

What we will do in 2016/17:

- 1) Ensure that effective services to support carers are in place as part of the integrated social and health services.

Achievement will be measured through:

- Developing and implementing the action plan resulting from the review of the carers' strategy

- 2) Influence the use of Intermediate Care Funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.

Achievement will be measured through:

- Agreeing the priorities and implementation plan for funding for 2016/17
- Maintaining the rate of delayed transfers of care for social care reasons

- 3) Work through the Children's Services Forum and participation group to improve access to CAMHS

Achievement will be measured through:

- Number and average waiting time for Looked After Children (LAC) to access CAMHS

- 4) Further develop dementia awareness across the county

Achievement will be measured through:

- Number of events (and take-up) aimed at raising awareness of dementia across the county

Risks to manage:

- Funding between Health and the Council does not transfer smoothly e.g. CHC, ICF, Primary Care Funds
- Service provision is not co-ordinated/integrated.

What we mean by:

Intermediate Care Funds – Funding from Welsh Government being used to support older people to maintain their independence and remain in their own home for as long as possible.

Looked After Children – Children who are being looked after by their local authority, including with foster parents, at home with their parents under the supervision of social services, in residential children's homes or in other residential settings like schools or secure units.

Child and Adolescent Mental Health Services (CAMHS) – NHS-provided mental health services for children, generally until school-leaving age, in the UK.

DRAFT

Priority: Living Well

Sub-Priority: Safeguarding

Impact: Ensuring adults, young people and children are safeguarded

This is a priority this year because we need to:

- Have a Council wide approach to safeguard and protect vulnerable people.
- Develop further awareness and support for the Council's approach to safeguarding including the prevention of human trafficking and child sexual exploitation.
- Comply with the new codes of practice for Safeguarding within the Social Services and Wellbeing Act (Wales).

National Issues:

- Continuity of funding and collaboration with other partners.

What we will do in 2016/17:

- 1) Strengthen arrangements within all council portfolios to have clear responsibilities to address safeguarding.

Achievement will be measured through:

- Developing a corporate safeguarding policy which operates as a framework for each service within the Council
- Development of a performance framework and reporting cycle
- Review corporate and service policies and procedures to identify breadth and depth of safeguarding coverage

- 2) Ensure that the workforce are trained in line with the new Codes of Practice for Safeguarding.

Achievement will be measured through:

- Carrying out a training needs analysis across the Council
- Referral rates from services other than Social Services

- 3) Ensure that our response rates to referrals remain within statutory targets

Achievement will be measured through:

- Statutory procedural targets for child and adult protection

Risks to manage:

- Safeguarding arrangements do not meet the requirements of the SSWB Act.

What we mean by:

Child sexual exploitation (CSE): a type of sexual abuse in which children are sexually exploited for money, power or status. Children or young people may be tricked into believing they're in a loving, consensual relationship. They might be invited to parties and given drugs and alcohol. They may also be groomed online.

Social Services and Well Being (SSWB) Act 2014 - An Act to reform social services law to make provision about improving well-being outcomes.

Adult at Risk - A person over the age of 18 who is (a) experiencing or is at risk of abuse or neglect, (b) has needs for care and support (whether or not the authority is meeting any of those needs), and (c) as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.

DRAFT

Priority: Economy and Enterprise

Sub-Priority: Business Sector Growth & Regeneration

Impact: Growing the economy and creating jobs

This is a priority this year because we need to:

- Grow the local and regional economy, with a target to increase Flintshire's Gross Value Added (GVA) to the UK average (currently 88%) by 2030.
- Secure the infrastructure investment needed to facilitate growth both regionally and locally.
- Build upon the success of the advanced manufacturing sector in Flintshire and facilitate business innovation, adaptability and supply chain development.
- Protect the economic viability of our town centres and rural areas.
- Work collaboratively to achieve key priorities for major infrastructure projects which will support economic growth objectives

National Policy Issues:

- Recognition that Flintshire is part of the Northern Powerhouse and a key player in the delivery of the Cheshire and Warrington Local Enterprise Partnership (LEP) Growth deal for the Mersey Dee area and for North Wales.
- Devolution of powers to support economic growth in North Wales (opportunity and possible threat if powers are insufficient and do not match those in England).
- Infrastructure investment to create the platform for advancing economic growth.
- Change from national to local control of business rates.

What we will do in 2016/17:

- 1) Strategic / Regional positioning in readiness for future accelerated growth ([Northern Powerhouse, LEP](#))

Achievement will be measured through:

- Contributing to the development and delivery of a clear cross border economic growth strategy for Flintshire
- Success in gaining approval and/or funding for programmes which will support economic growth

- 2) Maximise the economic value of transformation projects ([DEZ / SHARP / Northern Gateway / Warren Hall, V&VP](#))

Achievement will be measured through:

- Monitoring and supporting the implementation of the transformation projects
- Supporting supply chain development
- Converting business enquiries to investment within Flintshire

- 3) Facilitate the creation of jobs

Achievement will be measured through:

- Creating jobs within Flintshire
- Creating jobs within Flintshire through our large scale capital programmes (WHQS and SHARP)

4) Strengthen the economic benefits of town centres and the visitor economy

Achievement will be measured through:

- Supporting the development and management of visitor facilities in key urban areas and along the Dee coastline.
- Facilitating private sector investment in town centres.
- Expanding the North East Wales Ambassadors programme in Flintshire.

Risks to manage:

- The Northern Powerhouse and LEP could pose risks to the growth of the Flintshire economy if there is not devolution of powers and freedoms to match those being developed in England.
- Infrastructure investment does not keep pace with needs and business is lost to the economy.
- Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment.

What we mean by:

Gross Value Added (GVA) - Measures the contribution to the economy of each individual producer, industry or sector.

Northern Powerhouse – A collaboration concerned with redressing the North-South economic imbalance, aiming to attract investment into northern cities and towns.

Welsh Housing Quality Standard (WHQS) - Welsh Government's physical quality standard for modern social housing.

Strategic Housing and Regeneration Programme (SHARP) - Programme to build 500 new homes over the next five years.

North East Wales Ambassadors programme - a network committed to encouraging visitors to the region, projecting a positive image and generating more business for local suppliers.

Priority: Skills and Learning

Sub-Priority: Apprenticeships and Training

Impact: Improving learning provision and opportunities to achieve better learner outcomes

This is a priority this year because we need to:

- Extend and improve the available education, employment and training opportunities
- Improve the employment prospects of local people to meet the needs of local employers
- Help young people take the step from education to employment
- Reduce barriers to engagement, ensure equality of access and participation opportunities for all children and young people

National Policy Issues:

- Delays of the European Social Fund (ESF) Programmes affecting delivery of local targets.
- Apprenticeship levy (**Full wording TBC**)

What we will do in 2016/17:

- 1) Work with the public, private and voluntary sectors to maximize the number of apprenticeships, traineeships and work experience opportunities.
- 2) Increase training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes.
- 3) Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network (BEN).
- 4) Further develop the Youth Engagement and Progression work programme for learners in danger of disengaging through:
 - Targeting vocational and employability skills
 - Enhancing personal support, including coaching, mentoring and help with transition
 - Realise the benefits of regional European Social Fund (ESF) programmes ([Trac](#), [Adtrac](#), [Opus](#), [Communities 4 Work](#))
 - 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.

Achievement will be measured through:

- Increasing the numbers of training and apprenticeship opportunities
- Increasing training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes
- The number of entrepreneurs supported through the Flintshire BEN
- Improving the local skills base to improve employability and earning prospects through improved qualifications
- Increasing the numbers of learners achieving the Level 1 Threshold

- Maintaining levels of 16 year olds in education, employment and training above benchmark position
- Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance
- Rolling out ROTL to new institutions/partners
- Meeting ESF programme targets

Risks to manage:

- Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future
- Training places will not match current and future employer aspirations and needs
- Timescales of ESF programmes will not meet local targets and requirements.

What we mean by:

European Social Fund (ESF) Programmes: To increase the employability of local people (aged 25 and over) who have complex barriers to employment.

Young Entrepreneur Programme: an opportunity for young people to work with mentors on their business ideas.

Flintshire Business Entrepreneurship Network (BEN): employers working together to support Entrepreneurship Programmes.

Construction and Retail Academies: construction and retail training to meet the current needs of the labour market.

Youth Engagement and Progression Framework: aims to reduce the number of young people not in education, employment or training (NEET).

Youth Justice Service: aims to prevent children and young people under 18 from offending or re-offending.

Level 1 Threshold: 16 year old learners achieve five or more A*-G grades at GCSE or equivalent.

Priority: Skills and Learning

Sub-Priority: Modernised and High Performing Education

Impact: Improving learning provision and opportunities to achieve better learner outcomes

This is a priority this year because we need to:

- Utilise resources effectively to achieve the best possible educational outcomes
- Support the national Welsh Government priorities to improve literacy and numeracy outcomes and reduce the impact of poverty on educational attainment
- Improve digital literacy and skills to enable access to modern employment and economic development opportunities
- Work collaboratively to develop national reforms to curriculum, assessment and professional development models
- Work effectively with partners across the region to secure efficiency and improved outcomes from educational improvement programmes
- Make more efficient use of education resources through School Modernisation

National Policy Issues:

- Sustainable multi-year funding strategy for education funding following the National Assembly for Wales elections in May
- Rationalisation of the provision, planning and accountability processes for education related specific grants.
- Affordability of the 21st Century Schools programme new phases
- Simplification of the process for school place planning and provision

What we will do in 2016/17:

Make a difference through our Education & Youth Improvement and Modernisation Strategy by raising standards through:-

- 1) Working effectively with the Regional School Improvement Service (GwE) to:
 - Develop leadership capacity in schools through school modernisation and regional working;
 - Share best teaching practice and resources across schools most in need;
 - Identify and target support for those schools most in need;
 - Develop the capacity of schools to respond to national initiatives and curriculum reforms; and
 - Improve skills in digital literacy, literacy and numeracy
- 2) Reducing the impact of poverty and disadvantage through the national school improvement priority, Families First Programme (2015-17) and Flintshire's Integrated Youth Services Strategy (2014-18), "Delivering Together".
- 3) Improving outcomes for Looked After Children and young people exiting the Youth Justice System.
- 4) Continuing to implement Band A of the 21st Century Schools Programme.
- 5) Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century School (Band B) programme.
- 6) Securing a sustainable strategy for repairs and maintenance of school buildings.
- 7) Securing a sustainable set of transport policies and efficient delivery practices.

8) Developing an effective local approach to national inclusion reforms.

Achievement will be measured through:

- Improving outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at Foundation Phase and Key Stages 2 & 3
- Improving outcomes in Key Stage 4 including Level 2 Inclusive Threshold, Capped Points Score and A*-A Threshold
- Raising standards achieved by learners who are entitled to free school meals
- Improving the number of hours in education, training or employment that young people in the youth justice system can access
- Completing key milestones for the 21st Century School and School Modernisation programmes
- Develop and implement a plan for the next phase of Schools Modernisation, through the 21st Century School (Band B) programme.
- Maintaining levels of 16 year olds in education, employment and training above the Council's benchmark position
- Securing a sustainable strategy for repairs and maintenance of school buildings.
- Securing a sustainable set of transport policies and efficient delivery practices.
- Developing an effective local approach to national inclusion reforms.

Risks to manage:

- Schools do not receive and/or make best use of the support they need from the Council and GwE
- Numbers of school places not matching the changing demographics.
- Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets
- Leadership capacity does not match school needs

What we mean by:

Regional School Improvement Service (GwE): School Effectiveness and Improvement Service for North Wales, works alongside and on behalf of the Local Authorities to develop excellent schools across the region.

Youth Justice Service: aims to prevent children and young people under 18 from offending or re-offending.

Core Subject Indicator: learners achieve the expected level in Mathematics, English or Welsh 1st language and Science.

Level 2 Inclusive Threshold: 16 year old learners achieve five or more A*-C grades at GCSE including Mathematics and English/Welsh first Language.

Capped Points Score: 16 year old learners are awarded points for each grade they achieve. The best eight subjects then make their Capped Points Score.

A*-A Threshold: 16 year old learners who achieve five or more A* or A grades at GCSE
21st Century Schools - a national programme of funding to improve school buildings and environments.

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.

Priority: Safe Communities

Sub-Priority: Community Safety

Impact: Keep people and communities safe

This is a priority this year because we need to:

- Support victims of domestic abuse.
- Minimise the impact of substance misuse on the individuals, their families and communities in the County.
- Understand the requirements of the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015.

National Issues:

- Sustainability of short-term grant funded schemes.

What we will do in 2016/17:

- 1) Develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan.

Achievement will be measured through:

- Reviewing the performance of the delivery framework of the NWSCB
- Flintshire Public Service Board (PSB) adopting and following the key priorities of the regional Community Safety Plan

- 2) Contribute to the delivery of the North Wales Community Safety Plan priorities:

- Reducing the impact of domestic abuse on high risk repeat victims.
- Managing the impacts of substance misuse through improved service provision.
- Managing the impacts of the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015.

Achievement will be measured through:

- Addressing high risk repeat instances of domestic abuse
- Continuing to meet Welsh Government targets for 'completed treatments' and waiting times for substance misuse services.
- Agreeing a coordinated response to meeting the requirements of the Act

- 3) Reduce the fear of crime by making best use of the latest technologies including closed circuit television (CCTV).

Achievement will be measured through:

- Agreement of a forward plan for the resilience of the control room ([location and technology renewal](#))
- Agreement of a new business and funding plan for the future service
- Maintaining continuity of service during the service review
- Maintaining continuity of Council and Town and Community Council partnership funding during the service review

Risks to manage:

- Lack of sustainable funding to deliver nationally determined community safety priorities.
- Retention of experienced and skilled staff due to the short term grant funding regime.

What we mean by:

- **Substance Misuse** – the continued use of drugs or alcohol despite negative consequence to the individual using, their friends, family and the community.
- **CCTV** – to prevent and respond to crime and disorder.

DRAFT

Priority: Poverty

Sub-Priority: Maximising Income

Impact: Protecting people from poverty

This is a priority this year because we need to:

- Support people to manage the ongoing impact of Welfare Reform.
- Help people claim the benefits they are entitled to.
- Help people manage their financial commitments.
- Reduce the risk of poverty for families, children and young people.
- Reduce the impact of rises in fuel costs.

National Policy Issues:

- UK Government welfare reforms are adversely affecting local people
- Sustainability of funding for fuel poverty measures.
- Delays of the European Social Fund (ESF) Programmes affecting delivery of local targets.

What we will do in 2016/17:

- 1) Provide advice and support services to help people protect their income.

Achievement will be measured through:

- Assisting Flintshire residents to claim additional Social Security and Tax Credits to which they are entitled
- Assisting people with Welfare Reform changes through the effective application of the Council's DHP Policy
- Supporting Flintshire residents to better manage their financial commitments
- Monitoring the speed of processing of Housing Benefit claims: i) new claims ii) change of circumstances

- 2) Helping people to get closer to work and / or be work ready through a range of Government and European funded programmes.

Achievement will be measured through:

- The numbers of local people getting closer to work or becoming ready to enter work having benefitted from accessing Government or European funded programmes

- 3) Deliver energy efficiency measures to homes in Flintshire.

Achievement will be measured through:

- Reducing the overall annual fuel bill for residents
- The number of homes receiving energy efficiency measures
- Creating and launching a national energy efficiency materials and supplier framework

Risks to manage:

- Demand for advice and support services will not be met.
- Debt levels will rise if tenants are unable to afford to pay their rent.
- The local economy will suffer if residents have less income to spend.

- Residents do not take up the energy efficiency measures available.
- Available funding for energy efficiency measures falls short of public demand.

What we mean by:

Welfare Reform: a range of measures introduced by Central Government to reform the Welfare Benefits system.

Discretionary Housing Policy: Aims to provide a fair and consistent approach to help customers who require further financial assistance with their housing costs.

DRAFT

Priority: Environment

Sub-Priority: Transport Infrastructure and Services

Impact: Safely accessing employment, local services and facilities

This is a priority this year because we need to:

- Maintain accessibility to and between employment, homes, leisure, health and social activities.
- Support and enable safe and affordable travel services.
- Minimise congestion and delays on our highway network.

National Issues:

- Sufficiency of national funding and investment for infrastructure improvement projects and transport services.

What we will do in 2016/17:

- 1) Use available grant funding to support Council priorities for accessing employment, health, leisure and education.

Achievement will be measured through:

- Successfully delivering grant funded schemes:
 - i. Local Transport Fund (infrastructure)
 - ii. Active Travel (infrastructure)
 - iii. Rural and Community Development Fund (community transport)

- 2) Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.

Achievement will be measured through:

- Monitoring the condition of the highway's infrastructure
- Undertaking inspections to ensure reinstatements meet the required standards and raise the standard of works undertaken on Flintshire's network
- Preparation of an integrated network map for "Active Travel", setting out our aspirations for improved walking and cycling infrastructure and facilities; having a positive impact on the resilience of wider transport network

- 3) Use available funding to support the Council's priorities to improve road safety on the County's highway network.

Achievement will be measured through:

- Delivering WG funded Grant Aided Safety Schemes to address collision trends and concentration on the road network through the Welsh Government's Grant Aid Programme
- Delivering WG funded schemes identified as part of Safe Routes in Communities
- Delivering WG funded road safety initiatives to reduce the risk of collisions of high risk groups (measures for older drivers, newly qualified young drivers and motorcyclists)

- 4) Work closely with the communities to develop innovative and sustainable community transport schemes.

Achievement will be measured through:

- Working with interested local communities to develop a Community Transport Strategy
- Developing community transport schemes to compliment the core network of bus services
- Development of community transport "hubs" within available funding

Risks to manage:

- Sufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth is not found.
- Sustainable transport options do not remain attractive to users.
- Sufficient funding will not be found to continue to provide subsidised bus services.

What we mean by:

Infrastructure: Facilities, systems, sites and networks that are necessary for the County to function.

“Active Travel”: Walking or cycling as an alternative means to motorised transport for the purpose of making every day journeys.

Community Transport: Passenger transport schemes which are owned and operated by local community groups.

Commercial bus services: following changes made in the 1980s, the majority of local bus services in Wales are commercially operated by bus companies.

Priority: Environment

Sub-Priority: Sustainable Development & Environmental Management

Impact: Protecting our local environment

This is a priority this year because we need to:

- Address the requirements of the sustainable development principles of the Wellbeing of Future Generation Act and Environment Bill.
- Balance the need for sustainable development with the protection of the natural environment.
- Continue to reduce our carbon emissions to meet Welsh Government targets and play our part in helping to address the consequences of climate change.

National Issues:

- Reduction of the Single Environment Grant whilst delivering the priority area of natural resource management.
- Reliance on external funding for large scale developments.
- Government cap on financial support for solar farms.
- Capacity and funding to address flood risks.

What we will do in 2016/17:

- 1) Establish an Environment working Group to ensure that the Council adopts an integrated approach to service delivery which meets the aims and objectives of the Single Environment Grant (SEG).

Achievement will be measured through:

- Gaining approval to the grant submission
- Establishing a Single Environment Group
- Monitoring progress and claiming the equivalent grant funding

- 2) Agree the Local Development Plan's vision and objectives, and options to accommodate growth.

Achievement will be measured through:

- Undertaking a renewable energy assessment for the LDP in partnership with Wrexham Council which will inform the pre-deposit and later deposit plan
- Agree a revised timetable and delivery agreement with Welsh Government leading to the pre-deposit plan
- Publicising the pre-deposit plan
- Completing the public consultation on the pre-deposit plan

- 3) Reducing our Carbon footprint.

Achievement will be measured through:

- Creating two solar farms on Flintshire County Council land
- Install an electricity link between Brook Hill Landfill site and Alltami Depot or agree a virtual private network with Scottish Power to fully utilise the energy generated and reduce costs

- Undertaking a heat mapping and master planning exercise in Flint to assess the potential opportunity for a biomass centre
 - Creating a waste transfer station in Greenfield
 - Improving recycling performance
 - Reducing our carbon emissions
- 4) Reviewing the Flood Risk Management Strategy.
- Achievement will be measured through:***
- Completing Flintshire's Local Flood Risk Management Plans
 - Developing a list of priority flood alleviation schemes based on transparent criteria
- 5) Reducing the occurrence and impact of environmental crime.
- Achievement will be measured through:***
- Identification of environmental crime hotspots from local intelligence and service requests
 - Targeted enforcement campaigns in hotspot areas

Risks to manage:

- Reduction of the Single Environment Grant.
- Recycling programmes are not supported by the public and employees.
- Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid.
- Funding will not be secured for priority flood alleviation schemes.
- Customer expectations around the delivery of flood alleviation schemes are not effectively managed.
- Environmental crime programmes are not supported by the public and employees.

What we mean by:

Single Environment Grant: a WG grant to support integrated delivery of natural resource management, waste & resource efficiency and local environmental quality.

Renewable Energy Schemes: schemes designed to use energy from a source that is naturally replenished e.g. sunlight.

Carbon Reduction Commitment: a mandatory scheme aimed at improving energy efficiency and reducing emissions in large public sector and private organisation.

Energy Generation: generation of heat and electricity.

Biomass: biologically material derived from living or recently living organisms.

Waste Transfer Station: Facility to bulk and bale waste for onward transportation.

Environmental Crime: e.g. dog fouling, littering and fly tipping.

Priority: Modern & Efficient Council

Sub-Priority: Developing Communities

Impact: Supporting communities to become more resilient

This is a priority this year because we need to:

- Build on what has been completed in year one (2015/16) with support for local communities. In year two this will be concentrated on:
 - Developing the community and social sectors to support local communities to be more self-sufficient.
 - Creating alternative delivery models within the community and social sector to sustain valued public services.
 - Developing social enterprises, who are able to act for the benefit of local communities and create both employment and economic opportunities.
 - Realising social benefits in the community e.g. increasing volunteering and training opportunities for young people; keeping local money in the community.
 - Ensuring our Armed Forces Community and their families are recognised for their commitment.

National Policy Issues:

- Lack of support programmes for the development of alternative delivery models.
- Role of Town and Community Councils in cooperative working and local governance as detailed in the Local Government Bill 2015.
- Strengthening of the social sector to be more commercial and less reliant on grant funding.

What we will do in 2016/17:

- 1) Develop the community and social sectors through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business.

Achievement will be measured through:

- Monitoring the number of new social enterprises developed
- Monitoring the number of social enterprises supported to thrive and prosper
- Monitoring community benefits delivered by new social enterprises

- 2) Encourage volunteers and active citizens.

Achievement will be measured through:

- Monitoring the impact of the local volunteering policy

- 3) Ensure community benefit through our commissioning of goods and services and their impact.

Achievement will be measured through:

- Establishing a Community Benefits Board with an action plan
- Monitoring the percentage of community benefit clauses included in new procurement contracts

- 4) Design and implement alternative delivery models (ADMs) to sustain important services to meet future need.

Achievement will be measured through:

- Monitoring the level of efficiencies ADMs have supported
- Monitoring the number of services sustained through delivery via alternative models

- 5) Empower communities to run and manage facilities in their locality through Community Asset Transfers (CATs).

Achievement will be measured through:

- Monitoring the number of public assets safely transferred to the community
- Monitoring community benefits delivered by Community Asset Transfers

Risks to manage:

- The capacity and appetite of the community and social sectors.
- The willingness of the workforce and Trade Unions to embrace change.
- Market conditions which the new alternative delivery models face.
- Limitations on public funding to subsidise alternative models.
- Procurement regulations stifling our ability to develop local community and third sector markets
- Newly established Social Enterprises fail in their early stages of development
- Newly established Community Asset Transfers fail in their early stages of development

What we mean by:

Social Enterprise: businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.

Community Benefit Clauses: benefits to local communities from major procurements e.g. training and employment opportunities, community facilities.

Alternative Delivery Models (ADMs): new approaches to service delivery designed to sustain important services and meet future need.

Community Asset Transfers (CAT): the leasehold transfer of a Flintshire County Council asset to an organisation with a social purpose who plans to use it for the benefit of the local community.

Priority: Modern & Efficient Council

Sub-Priority: Improving Resource Management

Impact: Front line services are efficiently and effectively supported

This is a priority this year because we need to:

- Manage with reducing resources.
- Continue to aim high despite reduced financial and people resources.
- Make the best use of our capability and capacity in challenging times.
- Have the right buildings in the right places for the right uses.
- Make our money go further through smarter purchasing.
- Achieve the highest possible standards of customer services.

National Policy Issues:

- Reduction in capital investment and resources.

What we will do in 2016/17:

- 1) Develop and implement a renewed three year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.

Achievement will be measured through:

- Revising our plan to meet the £XXm funding gap for 2016-2019
- Matching our priorities with revenue and capital investment
- Achieving our efficiency targets

- 2) Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation.

Achievement will be measured through:

- Monitoring the impact of people performance management
- Monitoring the impact of the new Employee Development and Talent Management scheme on retention of our capability
- Monitoring the impact of the People Strategy in service portfolios

- 3) Rationalise the Council's use of corporate accommodation.

Achievement will be measured through:

- Reducing the floor space and costs of occupied office accommodation
- Increasing the number/percentage of employees who work in an agile way

- 4) Optimise purchasing efficiencies through the use of local, regional and national procurement arrangements and through the increased use of electronic solutions.

Achievement will be measured through:

- Creating efficiencies through the use of local, regional and national procurement arrangements
- Reducing the cost of procurement through the use of end to end electronic purchasing

- 5) Embrace digital channels as the default in service design where possible to provide access to online services at a time and location convenient to the customer.

Achievement will be measured through:

- Increase the number of transactional services online and via the Flintshire App
- Increase the take-up of online services
- Respond to customer feedback ensuring information is accessed at first point of contact online

Risks to manage:

- The scale of the financial challenge.
- The capacity and capability of the organisation to implement necessary changes.
- The pace of procurement collaborations and our limited control over their development.
- Public attitude to accessing services on-line.

What we mean by:

Employee Development and Talent Management scheme: our scheme that seeks to encourage employee engagement, talent management, behaviour and competencies development, learning and skills development.

Procurement Collaborations: ways of purchasing goods and services within agreed terms and conditions.

Digital Channels: Alternative channels of communication e.g. e-mail, social media, text messaging.

Transactional Services: Council services for which customers pay.

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FLINTSHIRE COUNTY COUNCIL

IMPROVEMENT PLAN 2016/17

How achievement will be measured - Supporting milestones and measures

Priority	Sub-Priority	Impact
Housing	Appropriate & Affordable Homes	Improving the choice and quality of local housing

What we will do in 2016/17:

1. Deliver a proactive Housing Solutions service to prevent homelessness for as many households as possible.

Achievement will be measured through:

- Number of housing enquiries resolved at first point of contact
- Maintaining the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months

Achievement Measures	Lead Officer	Baseline Data (2015/16)	2016/17 Target	2017/18 Aspirational Target
Number of housing enquiries resolved at first point of contact	Chief Officer – Community and Enterprise	tbc	XXX	XXX
Maintaining the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months (HHA/013)		tbc	87%	92%

2. Stimulate the growth of affordable housing.

Achievement will be measured through:

- Increasing the numbers of new Council and affordable homes through the SHARP programme
- Maximising the number of new affordable homes provided through the planning system.
- Increase the numbers of affordable homes provided through the Social Housing Grant (SHG) programme (will include Extra Care Provision)

Achievement Milestones for strategy and action plans:

- Development of the Flint Extra Care provision by Autumn 2017

Achievement Measures	Lead Officer	Baseline Data (2015/16)	2016/17 Target	2017/18 Aspirational Target
The number of new Council and affordable homes through the SHARP programme	Chief Officer – Community and Enterprise	tbc	XXX	XXX

The number of new affordable homes provided through the planning system.		tbc	XXX	XXX
The number of affordable homes provided through the Social Housing Grant (SHG) programme (will include Extra Care Provision)		tbc	XXX	XXX

Priority	Sub-Priority	Impact
Housing	Modern, Efficient and Adapted Homes	Improving the choice and quality of local housing

What we will do in 2016/17:

1. Deliver financial support to repair, improve and adapt private sector homes.

Achievement will be measured through:

- Repairing / improving 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan
- Improving the timeliness of adaptations, particularly those delivered through Disabled Facilities Grants

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Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan.	Chief Officer – Community and Enterprise	tbc	XXX	XXX
PSR/009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.		tbc	XXX	XXX
PSR/009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults.		tbc	XXX	XXX

2. Reduce the number of long term vacant homes.

Achievement will be measured through:

- Bringing empty homes back into use for residential living through the Welsh Government Houses into Homes Scheme

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
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The number of empty homes brought back into use the Welsh Government Houses into Homes Scheme	Chief Officer – Community and Enterprise	tbc	XXX	XXX
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3. Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard (WHQS) for all Council homes.

Achievement will be measured through:

- o Completing WHQS work schemes to a value of £21M, in line with the Housing Asset Management Strategy

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Capital Works Target – Roofs & Associated Components	Chief Officer – Community and Enterprise	tbc	209	658
Capital Works Target – Windows		tbc	209	287
Capital Works Target – External Doors		tbc	209	287
Capital Works Target – Kitchen replacements		tbc	1030	1048
Capital Works Target – Bathrooms		tbc	1398	1488
Capital Works Target – Central Heating		tbc	190	206
Capital Works Target – Electrical Systems		tbc	50	50
Capital Works Target – Smoke Detectors		tbc	500	500

Priority	Sub-Priority	Impact
Living Well	Independent Living	Enabling more people to live independently and well at home

What we will do in 2016/17:

1. Ensure Care Home provision within Flintshire enables people to live well and have a good quality of life.

Achievements will be measured through:

- Delivering the dementia awareness training programme to the care homes workforce
- Working with Betsi Cadwaladr University Health Board to develop an action plan around supporting the quality and breadth of nursing provision
- Improving recruitment and retention in the care market

Achievement Milestones for strategy and action plans:

- Implement joint monitoring tools to support the quality of nursing care by October 2016
- Recruit coordinators for Community Circles April 2016 and evaluate the project September 2016
- Reduce and streamline paperwork to free up staff September 2016
- Agree local, regional and national priorities arising from the review of residential care, and develop action plan by September 2016

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Monitoring numbers of agency staff used	Chief Officer – Social Care	N/A New Measure	Management Information	Management Information
Numbers of homes which are a 'service of concern'		tbc	3	3
Numbers of homes in 'escalating concerns'		tbc	2	2

2. Support greater independence for individuals with a frailty and / or disability.

Achievements will be measured through

- Establishing a baseline for the people offered advice and support through the single point of access
- Ensuring that the workforce are equipped to provide person centred care in line with the requirements of the Social Services and Wellbeing Act

Achievement Milestones for strategy and action plans:				
<ul style="list-style-type: none"> Loneliness and isolation adopted as part of the “what matters” conversation by October 2016 				
Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number of adults who received advice or assistance from the information, advice and assistance service during the year and have not contacted the service again (New National Outcomes Framework for Social Services)	Chief Officer – Social Care	N/A	Establish Baseline	TBC once Baseline Established
Number of adults who received a service provided through a social enterprise, co-operative, user led service or third sector organisation during the year (New National Outcomes Framework for Social Services)		N/A	Establish Baseline	TBC once Baseline Established
Achievement of outcomes for people with a learning disability		N/A new measure	Establish Baseline	TBC once Baseline Established
The number of communities committed to becoming ‘Age-Friendly’		tbc	XXX	XXX
3. Improve outcomes for looked after children				
Achievements will be measured through: <ul style="list-style-type: none"> Developing a Corporate Parenting Strategy Supporting children in stable, local placements Improving the stability of school placements and the transfer process where moves are needed Strengthen partnership working with Health to ensure timely access to health assessments. 				
Achievement Milestones for strategy and action plans: <ul style="list-style-type: none"> Developing a unified Corporate Parenting Strategy by October 2016 				
Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
SCC/002 Stability of School placements	Chief Officer – Social Services	tbc - Education	XX%	XX%

Timeliness of health assessments (formerly SCC\039 - last measured nationally 2013/14)	Chief Officer – Education & Youth	tbc %	81%	85%
SCC/037 Educational attainment of looked after children		tbc - Education	XX%	XX%

Priority	Sub-Priority	Impact
Living Well	Integrated Community Social and Health Services	Enabling more people to live independently and well at home

What we will do in 2016/17:

1. Ensure that effective services to support carers are in place as part of the integrated social and health services.

Achievements will be measured through

- o Developing and implementing the action plan resulting from the review of the carers' strategy

Achievement Milestones for strategy and action plans:

- o Developing the action plan resulting from the review of the carers' strategy by June 2016
- o Implementing the action plan resulting from the review of the carers' strategy by October 2016

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
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 (formerly SCA/018c – no longer collected nationally)	Chief Officer – Social Services	Q3 = 89.9%	92 – 98%	98%
The percentage of identified carers of adult service users who access the 'Bridging the Gap' respite and report it having a positive impact on their caring role		N/A	Establish Baseline	TBC once Baseline Established

2. Influence the use of Intermediate Care Funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.

Achievements will be measured through

- o Agreeing the priorities and implementation plan for funding for 2016/17

- Maintaining the rate of delayed transfers of care for social care reasons

Achievement Milestones for strategy and action plans:

- Agreeing the priorities and implementation plan for funding for 2016/17 by October 2016

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
SCA/001 Monitoring the rate of delayed transfers of care for social care reasons (rate per 1000)	Chief Officer – Social Services	Q3 = 3.03	2	1.4

3. Work through the Children's Services Forum and participation group to improve access to CAMHS

Achievements will be measured through

- Number of Looked After Children (LAC) waiting to access CAMHS
- Average waiting time for Looked After Children (LAC) accessing CAMHS

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number of Looked After Children (LAC) waiting to access CAMHS	Chief Officer – Social Services	N/A New Measure	Establish Baseline	TBC once Baseline Established
Average waiting time for Looked After Children (LAC) accessing CAMHS		N/A New Measure	Establish Baseline	TBC once Baseline Established

4. Further develop dementia awareness across the county

Achievements will be measured through

- Number of events (and take-up) aimed at raising awareness of dementia across the county

Achievement Measures	Lead Officer	2015/16 Baseline	2016/17 Target	2017/18 Aspirational
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		Data		Target
Number events aimed at raising awareness of dementia across the county	Chief Officer – Social Services	tbc	XX	XX

Priority	Sub-Priority	Impact
Living Well	Safeguarding	Ensuring adults, young people and children are safeguarded

What we will do in 2016/17:

1. Strengthen arrangements within all council portfolios to have clear responsibilities to address safeguarding.

Achievements will be measured through

- Developing a corporate safeguarding policy which operates as a framework for each service within the Council.
- Development of a performance framework and reporting cycle
- Review corporate and service policies and procedures to identify breadth and depth of safeguarding coverage.

Achievement Milestones for strategy and action plans:

- Developing, endorsing and introducing a corporate safeguarding policy by October 2016
- Developing a performance management framework and reporting cycle by September 2016
- Identification of corporate and service policies needing review to include safeguarding by December 2016
- Developing training programme for implementation across the workforce September 2016

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Embedding safeguarding awareness and procedures within appropriate policies (policy reviews)	Chief Officer – Social Services	0	25%	100%
Increased referral rates from services other than Social Services (TBC)		tbc %	Management Information	Management Information
SCA/019 – Adult protection referrals where the risk was managed		Q3 = 98.82%	98-100%	98-100%

SCC/014 – Initial child protection conferences held within 15 days of the strategy discussion		93% tbc	95%	98%
SCC/034 – Child protection reviews completed in time		98% tbc	98%	100%

Priority	Sub-Priority	Impact
Economy and Enterprise	Business Sector Growth & Regeneration	Growing the economy and creating jobs

What we will do in 2016/17:

1. Strategic / Regional positioning in readiness for future accelerated growth

Achievements will be measured through

- Contributing to the development and delivery of a clear cross border economic growth strategy for Flintshire
- Success in gaining approval and/or funding for programmes which will support economic growth

Quarterly summary progress monitoring:

- Contributing to the development and delivery of a clear cross border economic growth strategy for Flintshire
- Success in gaining approval and/or funding for programmes which will support economic growth

2. Maximise the economic value of transformation projects

Achievements will be measured through

- Monitoring and supporting the implementation of the transformation projects
- Supporting supply chain development
- Converting business enquiries to investment within Flintshire

Quarterly summary progress monitoring:

- DEZ project
- SHARP project
- Northern Gateway project
- Warren Hall project

<ul style="list-style-type: none"> Vibrant and Viable Places project 				
Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Delivery of supply chain development events	Chief Officer – Community & Enterprise	N/A New Measure	3	3
Number of business enquiries converted to investment within Flintshire		74%	Management Information	Management Information

3. Facilitate the creation of jobs

Achievements will be measured through

- Creating jobs within Flintshire
- Creating jobs within Flintshire through our large scale capital programmes (WHQS and SHARP)

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number of new jobs in Flintshire	Chief Officer – Community & Enterprise	2,139	2,150	2,150
Number of new jobs through large scale capital programmes (WHQS)		43	32	40
Number of new jobs through large scale capital programmes (SHARP)		tbc	XX	XX

4. Strengthen the economic benefits of town centres and the visitor economy

Achievements will be measured through

- Supporting the development and management of visitor facilities in key urban areas and along the Dee coastline
- Facilitating private sector investment in town centres
- Expanding the North East Wales Ambassadors programme in Flintshire

Achievement Milestones for strategy and action plans:

- Implement the Coastal Community Fund programme investments in Flintshire's coastal tourism infrastructure by 31st March 2017
- Complete the Town Action Plan improvement project to St Mary's Church Square in Flint by 31st Dec 2016

<ul style="list-style-type: none"> • Develop a plan to increase the coverage of brown and white visitor signs in Flintshire by 31st March 2017 • Implement parking improvements in Talacre by end 30th June 2016 • Support the development of community-led visitor facilities (quarterly summary progress monitoring) 				
Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number of town centre private sector investment proposals supported	Chief Officer – Community & Enterprise	tbc	3 tbc	XX
Number of new Ambassadors recruited		20	15 (additional)	15 (additional)

Priority	Sub-Priority	Impact
Skills and Learning	Apprenticeships and Training	Improving learning provision and opportunities to achieve better learner outcomes

What we will do in 2016/17:

1. Work with the public, private and voluntary sectors to maximize the number of apprenticeships, traineeships and work experience opportunities.
2. Increase training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes
3. Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network
4. Further develop the Youth Engagement and Progression work programme for learners in danger of disengaging through:
 - Targeting vocational and employability skills
 - Enhancing personal support, including coaching, mentoring and help with transition
 - Realise the benefits of regional European Social Fund programmes
 - 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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Achievements will be measured through

- Increasing the numbers of training and apprenticeship opportunities
- Increasing training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes
- The number of entrepreneurs supported through the Flintshire BEN
- Improving the local skills base to improve employability and earning prospects through improved qualifications
- Increasing the numbers of learners achieving the Level 1 Threshold
- Maintaining levels of 16 year olds in education, employment and training above benchmark position
- Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance
- Rolling out ROTL to new institutions/partners
- Meeting ESF programme targets

Achievement Milestones for strategy and action plans:

- Participation in ROTL by new institutions/partners by XX/XX/XX

Achievement Measures	Lead Officer	Baseline Data (Summer 2015)	2016/17 Target (Summer 2016)	2017/18 Aspirational Target (Summer 2017)
Increased numbers of training and apprenticeship opportunities:	Chief Officer – Education & Youth Chief Officer – Community & Enterprise	Source: https://statswales.wales.gov.uk/Catalogue/Education-and-Skills/Post-16-Education-and-Training/Further-Education-and-Work-Based-Learning/Learners/Work-Based-Learning/uniquelearnersworkbasedlearning-by-programmetype-domicile		
<ul style="list-style-type: none"> Apprenticeships 		2,300 (2013/14 Academic Year)	Management Information	Management Information
<ul style="list-style-type: none"> Traineeships 		235 (2013/14 Academic Year)	Management Information	Management Information
Increase number of training and apprenticeship opportunities through Futureworks Flintshire Apprenticeships Academy and our major capital programmes:				
<ul style="list-style-type: none"> Futureworks Flintshire Apprenticeships Academy (does this include WHQS and SHARP already?) 		XX	XX	XX
<ul style="list-style-type: none"> WHQS (Welsh Housing Quality Standard) contracts (overall target for the programme is 20 apprenticeships – 2020) 		10	3	4
<ul style="list-style-type: none"> SHARP (Strategic Housing and Regeneration Programme) contracts 		XX	4 tbc	XX
The number of entrepreneurs supported through the Flintshire BEN		XX	XX	XX
Improved local skills base to improve employability and earning prospects through improved qualifications:		Source: Annual Labour Force Survey: https://www.nomisweb.co.uk/reports/lmp/la/1946157387/report.aspx?town=flintshire#tabquals		
<ul style="list-style-type: none"> Number of Flintshire residents qualified to NVQ 2 level 		70.2% (Dec 2014)	Management Information	Management Information
<ul style="list-style-type: none"> Number of Flintshire residents qualified to NVQ 3 level 	51% (Dec 2014)	Management Information	Management Information	

<ul style="list-style-type: none"> Number of Flintshire residents qualified to NVQ 4 level & above 		28% (Dec 2014)	Management Information	Management Information
Increased numbers of learners achieving the Level 1 Threshold*		XX%	96.2% tbc	XX%
Securing high levels of 16 years olds in education, employment and training**		XX%	98.9% tbc	XX%
Reducing the percentage of 18 – 24 year olds claiming Jobseekers Allowance		XX%	4.9% tbc	XX%

*Education targets are based on knowledge of cohort abilities and therefore do not show consistent increases year on year.

**Target may be subject to a mid-year review due to recently raised enquiries about the methodology and subsequent calculation. We do, however, want to keep this target aspirational.

Meeting European Social Fund programme targets:

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
European Social Fund (Trac):				
<ul style="list-style-type: none"> Number of people gaining a qualification or work relevant certification 	Chief Officer - Community & Enterprise	N/A New Measure	XX%	XX%
<ul style="list-style-type: none"> Number of people completing a work experience placement or volunteering opportunity 		N/A New Measure	XX%	XX%
European Social Fund (Adtrac):				
<ul style="list-style-type: none"> Number of people gaining a qualification or work relevant certification 	Chief Officer – Education & Youth	N/A New Measure	XX%	XX%
<ul style="list-style-type: none"> Number of people completing a work experience placement or volunteering opportunity 	Chief Officer – Social Services	N/A New Measure	XX%	XX%
European Social Fund (Opus):				
<ul style="list-style-type: none"> Number of people gaining a qualification or work relevant certification 		N/A New Measure	37%	39%
<ul style="list-style-type: none"> Number of people completing a work experience placement or 		N/A New	37%	31%

volunteering opportunity		Measure		
Communities 4 Work:				
<ul style="list-style-type: none"> Number of people gaining a qualification or work relevant certification 		XX%	XX%	XX%
<ul style="list-style-type: none"> Number of people completing a work experience placement or volunteering opportunity 		XX%	XX%	XX%

Priority	Sub-Priority	Impact
Skills and Learning	Modernised and High Performing Education	Improving learning provision and opportunities to achieve better learner outcomes

What we will do in 2016/17:

Make a difference through our Education & Youth Improvement and Modernisation Strategy by raising standards through: -

1. Working effectively with the Regional School Improvement Service (GwE) to:
 - Develop leadership capacity in schools through school modernisation and regional working;
 - Share best teaching practice and resources across schools most in need;
 - Identify and target support for those schools most in need;
 - Develop the capacity of schools to respond to national initiatives and curriculum reforms; and
 - Improve skills in digital literacy, literacy and numeracy
2. Reducing the impact of poverty and disadvantage through the national school improvement priority, Families First Programme (2015-17) and Flintshire's Integrated Youth Services Strategy (2014-18), "Delivering Together".
3. Improving outcomes for Looked After Children and young people exiting the Youth Justice System.
4. Continuing to implement Band A of the 21st Century Schools Programme.
5. Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century School (Band B) programme.
6. Securing a sustainable strategy for repairs and maintenance of school buildings.
7. Securing a sustainable set of transport policies and efficient delivery practices.
8. Developing an effective local approach to national inclusion reforms.

Achievements will be measured through

- Improving outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at Foundation Phase and Key Stages 2 & 3
- Improving outcomes in Key Stage 4 including Level 2 Inclusive Threshold, Capped Points Score and A*-A Threshold
- Raising standards achieved by learners who are entitled to free school meals
- Improving the number of hours in education, training or employment that young people in the youth justice can access
- Completing key milestones for the 21st Century School and School Modernisation programmes
- Develop and implement a plan for the next phase of Schools Modernisation, through the 21st Century School (Band B) programme.
- Maintaining levels of 16 year olds in education, employment and training above the Council's benchmark position
- Securing a sustainable strategy for repairs and maintenance of school buildings.
- Securing a sustainable set of transport policies and efficient delivery practices.
- Developing an effective local approach to national inclusion reforms.

Achievement Milestones for strategy and action plans:

- Completion of 21st Century Schools (Band A) milestones in line with target dates:
 - Holywell Campus Project Phase 1 (buildings) by August 2016
 - Holywell Campus Project Phase 2 (external and pitches) by February 2017
 - Deeside 6th, Coleg Cambria by August 2017
 - Remainder of Band A Programme to be complete by March 2019
- Developing an effective local approach to national inclusion reforms by **XX/XX/XX**.

Quarterly summary progress monitoring:

- Develop and implement a plan for the next phase of Schools Modernisation, through the 21st Century School (Band B) programme
- Securing a sustainable strategy for repairs and maintenance of school buildings
- Securing a sustainable set of transport policies and efficient delivery practices

Achievement Measures	Lead Officer	Baseline Data (Summer 2015)	2015/16 Target (Summer 2016)	Aspirational Target (Summer 2017)	
Outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at all Key Stages					
The percentage of learners achieving the Foundation Phase Indicator	Chief Officer Education and Youth	XX%	87.2% tbc	XX%	
* Improved Outcomes in Mathematics at:					
○ Key Stage 4		XX%	76.3% tbc	XX%	
○ Key Stage 3		XX%	91.8% tbc	XX%	
○ Key Stage 2		XX%	91.7% tbc	XX%	
○ Foundation Phase		XX%	90.9% tbc	XX%	
* Improved Outcomes in English at:					
○ Key Stage 4		XX%	77.8% tbc	XX%	
○ Key Stage 3		XX%	91.8% tbc	XX%	
○ Key Stage 2		XX%	91.1% tbc	XX%	
○ Foundation Phase		XX%	88.9% tbc	XX%	
* Improved Outcomes in Welsh (first language) at:					
○ Key Stage 4		XX%	74.3% tbc	XX%	

○ Key Stage 3		XX%	89.0% tbc	XX%
○ Key Stage 2		XX%	90.0% tbc	XX%
○ Foundation Phase		XX%	91.7% tbc	XX%
EDU/003 - The percentage of learners achieving the Core Subject Indicator at Key Stage 2		XX%	88.8% tbc	XX%
EDU/004 - The percentage of learners achieving the Core Subject Indicator at Key Stage 3		XX%	88.1% tbc	XX%
Percentage of learners achieving 5 or more A* to C passes at GCSE or the vocational equivalent				
Improvement of outcomes in Capped Wider Points score, including an increasing proportion of A* and A grades	Chief Officer Education and Youth	XX points	362.7 points tbc	XX points
EDU/017 - The percentage of learners achieving the Level 2 Threshold inclusive of Mathematics and English and/or Welsh 1 st Language		XX%	70.4% tbc	XX%
Raising standards achieved by learners who are entitled to free school meals, "Looked After" or are otherwise identified as vulnerable				
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 1 Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1 st Language)	Chief Officer Education and Youth	XX%	96.1% tbc	XX%
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 2+ Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1 st Language)		XX%	62.7% tbc	XX%
Improve performance of cohort of learners entitled to Free School Meals (FSM) in The Capped Points Score indicator. (Points achieved in best eight course outcomes)		XX points	338.7 points tbc	XX points
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achievement of the Core Subject Indicator at Key Stage 3		XX%	79.9% tbc	XX%
Access to education, training or employment for young people in the Youth Justice System				
The number of hours ETE that are offered to those young people of school age in the youth justice system.	Chief Officer Education and Youth			
<ul style="list-style-type: none"> 25 hours 		XX%	60% tbc	XX%

<ul style="list-style-type: none"> 16+ hours 		XX%	65% tbc	XX%
Maintaining levels of 16 year olds in education, employment and training above the Council's benchmark position				
Securing high levels of 16 years olds in education, employment and training**		XX%	98.9% tbc	XX%

- * Key Stage Definitions:
- Key Stage 4 = achieving A*-C at GCSE
 - Key Stage 3 = achieving Level 5 or above
 - Key Stage 2 = achieving Level 4 or above

Education targets are based on knowledge of cohort abilities and therefore do not show consistent increases year on year.

**Target may be subject to a mid-year review due to recently raised enquiries about the methodology and subsequent calculation. We do, however, want to keep this target aspirational.

Priority	Sub-Priority	Impact
Safe Communities	Community Safety	Keep people and communities safe

What we will do in 2016/17:

1. Develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan.

Achievement will be measured through:

- Reviewing the performance of the delivery framework by the NWSCB
- Flintshire Public Services Board (PSB) adopting and following the key priorities of the regional Community Safety Plan

Achievement Milestones for strategy and action plans:

- Reviewing of a delivery framework by the NWSCB by 01/10/2016
- Flintshire Public Services Board (PSB) adoption of the key priorities of the regional Community Safety Plan by 31/12/2016

2. Contribute to the delivery of the North Wales Community Safety Plan priorities:

- Reduce the impact of domestic abuse on high risk repeat victims
- Manage the impacts of substance misuse through improved service provision
- Managing the impacts of the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015.

Achievement will be measured through:

- Addressing high risk repeat instances of domestic abuse
- Continuing to meet Welsh Government targets for ‘Completed treatments’ and waiting times for substance misuse services
- Agreeing a coordinated response to meeting the requirements of the Act.

Achievement Milestones for strategy and action plans:

- Agreeing a coordinated response to meeting the requirements of the Act by **XX/XX/XX**.

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The percentage of high risk repeat victims of domestic abuse referred to the Flintshire MARAC (target is set in line with the Home Office target)	Chief Officer – Planning and Environment	XX%	28%	28%

Achieving a waiting time of less than 20 days from referral to treatment (KPI 2)		XX%	80% (WG target)	80% (WG target)
Achieving the Welsh Government target for the percentage of completed substance misuse treatments (80%) (KPI 6)		XX%	80% (WG target)	80% (WG target)

3. Reduce fear of crime by making best use of the latest technologies including closed circuit television (CCTV).

Achievement will be measured through:

- Agreement of a forward plan for the resilience of the control room (location and technology renewal)
- Agreement of a new business and funding plan for the future service
- Maintaining continuity of service during the service review
- Maintaining continuity of Council and Town and Community Council partnership funding during the service review

Achievement Milestones for strategy and action plans:

- Agreement of a forward plan for the resilience of the control room (location and technology renewal) by 31/03/17 tbc
- Agreement of a new business and funding plan for the future service by 31/03/17 tbc

Quarterly summary progress monitoring:

- Maintaining continuity of service during the service review
- Maintaining continuity of Council and Town and Community Council funding during the service review

Priority	Sub-Priority	Impact
Poverty	Maximising Income	Protecting people from poverty

What we will do in 2016/17:

1. Provide advice and support services to help people protect their income.

Achievement will be measured through:

- o Assisting Flintshire residents to claim additional Social Security and Tax Credits to which they are entitled
- o Assisting people with Welfare Reform changes through the effective application of the Council’s DHP Policy
- o Supporting Flintshire residents to better manage their financial commitments
- o Monitoring the speed of processing of Housing Benefit claims: i) new claims ii) change of circumstances

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Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	Chief Officer – Community and Enterprise	£XXX	£XXX	£XXX
Amount of discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes		£XXX	Management Information	Management Information
Number of residents supported to better manage their financial commitments		XX	Management Information	Management Information
Speed of processing of Housing Benefit claims (days):				
▪ new claims		20 days	20 days	19 days
▪ change of circumstances		7 days	8 days	17 days

2. Helping people to get closer to work and / or be work ready through a range of Government and European funded programmes.

Achievement will be measured through:

- o The numbers of local people getting closer to work or becoming ready to enter work having benefitted from accessing Government and / or European funded programmes.

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
European Social Fund:				
<ul style="list-style-type: none"> Number of people entering employment 		XX	XX	XX
<ul style="list-style-type: none"> Number of people gaining a qualification or work relevant certification 		XX	XX	XX
<ul style="list-style-type: none"> Number of people completing a work experience placement or volunteering opportunity 		XX	XX	XX
Families First: (baseline data based on Q1-3 of 2015/16)				
<ul style="list-style-type: none"> Number of people gaining a qualification or work relevant certification 	Chief Officer - Community & Enterprise	133 (108 practitioners, 25 service users)	150	150
<ul style="list-style-type: none"> Number of people completing a work experience placement or volunteering opportunity 		15	30	30
Flying Start:				
<ul style="list-style-type: none"> Number of people entering employment 	Chief Officer – Education & Youth	XX	XX	XX
<ul style="list-style-type: none"> Number of people gaining a qualification or work relevant certification 	Chief Officer – Social Services	XX	XX	XX
<ul style="list-style-type: none"> Number of people completing a work experience placement or volunteering opportunity 		XX	XX	XX
Communities First:				
<ul style="list-style-type: none"> Number of people entering employment 		XX	XX	XX
<ul style="list-style-type: none"> Number of people gaining a qualification or work relevant certification 		XX	XX	XX
<ul style="list-style-type: none"> Number of people completing a work experience placement or volunteering opportunity 		XX	XX	XX
Supporting People: (monitored half yearly)				

<ul style="list-style-type: none"> Number of people recording a positive outcome under the outcome measure "Engaging in education and learning" 		XX	XX	XX
<ul style="list-style-type: none"> Number of people recording a positive outcome under the outcome measure "Engaging in employment/volunteering opportunities" 		XX	XX	XX

3. Deliver energy efficiency measures to homes in Flintshire.

Achievement will be measured through:

- Reducing the overall annual fuel bill for residents
- The number of homes receiving energy efficiency measures
- Creating and launching a national energy efficiency materials and supplier framework

Achievement Milestones for strategy and action plans:

- Creating and launching a national energy efficiency materials and supplier framework by **XX/XX/XX**

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Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The following indicators are provided for information and monitoring only and are not suitable for setting targets against				
Overall annual fuel bill reduction for residents*	Chief Officer – Community and Enterprise	£XXX	£XXX	£XXX
The number of homes receiving energy efficiency measures		XXX	XXX	XXX

**The figures for fuel bill reductions and carbon emissions do not exactly correlate as might be expected with the number of homes receiving measures as this is dependent on the composition of measures.*

Priority	Sub-Priority	Impact
Environment	Transport Infrastructure and Services	Safely accessing employment, local services and facilities

What we will do in 2016/17:

1. Use available funding to support Council priorities for accessing employment, health, leisure and education.

Achievement will be measured through:

- Successfully delivering grant funded schemes:
 - i. Local Transport Fund (infrastructure)
 - ii. Active Travel (infrastructure)
 - iii. Rural and Community Development Fund (community transport)

Achievement Milestones for strategy and action plans:

- Successfully delivering grant funded schemes:
 - i. Local Transport Fund (infrastructure) by 31/03/17
 - ii. Active Travel (infrastructure) by 31/03/17
 - iii. Rural and Community Development Fund (community transport) by 31/03/17

2. Prioritise the Council’s road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.

Achievement will be measured through:

- Monitoring the condition of the highway’s infrastructure
- Undertaking inspections to ensure reinstatements meet the required standards and raise the standard of works undertaken on Flintshire’s network
- Preparation of an integrated network map for “Active Travel”, setting out our aspirations for improved walking and cycling infrastructure and facilities; having a positive impact on the resilience of wider transport network

Achievement Milestones for strategy and action plans:

- Preparation of integrated network map for “Active Travel”??. by 31/03/17 (milestone wording to be confirmed)

Achievement Measures	Lead Officer	2015/16 Baseline	2016/17 Target	2016/17 Aspirational

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		Data		Target
THS/012 - The percentage of principal (A) roads, non-principal (B) roads and non principal (C) roads that are in overall poor condition	Chief Officer – Transportation & Streetscene	7%	8% *	8% *
Percentage of inspections undertaken to ensure reinstatements meet required standards so as to improve the standard of works undertaken on Flintshire's network. (Results of these inspections are issued to promoters on a quarterly basis to promote best practice.)		40%	50%	50%

**Due to reductions in funding the achievement of these reduced target still represents a very ambitious level of performance*

3. Use available funding to support the Council’s priorities to improve road safety on the County’s highway network.

Achievement will be measured through:

- Delivering WG funded Grant Aided Safety Schemes to address collision trends and concentration on the road network through the Welsh Government’s Grant Aid Programme
- Delivering WG funded schemes identified as part of Safe Routes in Communities
- Delivering WG funded road safety initiatives to reduce the risk of collisions of high risk groups (measures for older drivers, newly qualified young drivers and motorcyclists)

Achievement Milestones for strategy and action plans:

- Delivering WG funded Grant Aided Safety Schemes to address collision trends and concentrations on the road network through Welsh Governments Grant Aid Programme by 31/03/17
- Delivering schemes identified as part of WG funded Safe Routes in Communities by 31/03/17

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Road safety initiatives to reduce the risk of collisions of high risk groups:	Chief Officer – Transportation & Streetscene			
• Older drivers undertaking a driving assessment		XX	XX	N/A will depend on funding
• Newly qualified young drivers participating in Pass Plus		XX	XX	N/A will depend on funding
• Motorcyclists attending Bike Safe / FBOS Courses / Scooter Safe		XX	XX	N/A will depend on funding

4. Work closely with the communities to develop innovative and sustainable community transport schemes.**Achievement will be measured through:**

- Working with interested local communities to develop a Community Transport Strategy
- Developing community transport schemes to compliment the core network of bus services
- Development of community transport "hubs" within available funding

Achievement Milestones for strategy and action plans:

- Work with local communities to develop a Community Transport Strategy by 31/03/17
- Developing community transport schemes to compliment the core network of bus services by XX/XX/XX
- Number of community transport "hubs" within available funding by XX/XX/XX

Priority	Sub-Priority	Impact
Environment	Sustainable Development & Environmental Management	Protecting our local Environment

What we will do in 2016/17:

1. Establish an Environment working Group to ensure that the Council adopts an integrated approach to service delivery which meets the aims and objectives of the Single Environment Grant (SEG).

Achievement will be measured through:

- Gaining approval to the grant submission
- Establishing a Single Environment Group
- Monitoring progress and claiming the equivalent grant funding

Achievement Milestones for strategy and action plans:

- Gaining approval to the grant submission by XX/XX/XX
- Establishing a Single Environment Group by XX/XX/XX
- Monitoring progress and claiming the equivalent grant funding by XX/XX/XX

2. Agree the Local Development Plan's vision and objectives, and options to accommodate growth.

Achievement will be measured through:

- Undertaking a renewable energy assessment for the LDP in partnership with Wrexham Council which will inform the pre-deposit and later deposit plan
- Agree a revised timetable and delivery agreement with Welsh Government leading to the pre-deposit plan
- Publicising the pre-deposit plan
- Completing the public consultation on the pre-deposit plan

Achievement Milestones for strategy and action plans:

- Undertaking a renewable energy assessment for the LDP in partnership with Wrexham Council which will inform the pre-deposit and later deposit plan by XX/XX/XX
- Revisit the timetable and delivery agreement with Welsh Government by 31/03/17
- Publication of the pre-deposit plan by 31/03/17
- Completing the public consultation on the pre-deposit plan by XX/XX/XX

3. Reducing our Carbon footprint.

Achievement will be measured through:

- Creating two solar farms on Flintshire County Council land
- Install an electricity link between Brook Hill Landfill site and Alltami Depot or agree a virtual private network with Scottish Power to fully utilise the energy generated and reduce costs
- Undertaking a heat mapping and master planning exercise in Flint to assess the potential opportunity for a biomass centre

Achievement Milestones for strategy and action plans:

- Two solar farms to be operational by 31/11/16
- Install an electricity link between Brook Hill Landfill site and Alltami Depot or agree a virtual private network with Scottish Power to fully utilise the energy generated and reduce costs by 31/03/17
- Undertaking a heat mapping and master planning exercise in Flint to assess the potential opportunity for a biomass centre by 31/12/16

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
EEFLM1 - Carbon Reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non-domestic portfolio)	Chief Officer – Planning & Environment	XX% (reduction) XX% (cumulative reduction weather corrected)	4% reduction	60% cumulative reduction by 2021

4. Reviewing the Flood Risk Management Strategy

Achievement will be measured through:

- Completing Flintshire's Local Flood Risk Management Plans
- Developing a list of priority flood alleviation schemes based on transparent criteria

Achievement Milestones for strategy and action plans:

- Complete Flintshire's Local Flood Risk Management Plans by 01/07/16
- Development of a list of priority flood alleviation schemes based on transparent criteria by 01/04/17

5. Reducing the occurrence and impact of environmental crime.**Achievement will be measured through:**

- Identification of environmental crime hotspots from local intelligence and service requests
- Targeted enforcement campaigns in hotspot areas

Achievement Milestones for strategy and action plans:

- Identification of environmental crime hotspots from local intelligence and service requests by **XX/XX/XX**

Quarterly summary progress monitoring:

- Targeted enforcement campaigns in hotspot areas

Priority	Sub-Priority	Impact
Modern & Efficient Council	Developing Communities	Supporting communities to become more resilient

What we will do in 2016/17:

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.

Achievement will be measured through:

- Monitoring the number of new social enterprises developed
- Monitoring the number of social enterprises supported to thrive and prosper
- Monitoring community benefits delivered by new social enterprises

Quarterly summary progress monitoring:

- Monitoring community benefits delivered by new social enterprises based on the 8 Community Benefit Agreements drafted in 2015/16

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The number of new social enterprises developed *	Chief Officers – Organisational Change & Community & Enterprise	5	3	3
The number of social enterprises supported to thrive and prosper (support meetings held with Social Enterprises)		12	12	12

**Developed in 2015/16 - Cambrian Aquatics, Cafe Isa, Mancot Community Library, Connahs Quay Nomads & New Beginnings
Developed in 2016/17 - Trelogan?, Holywell Leisure Centre & Saltney Library*

2. Encourage volunteers and active citizens

Achievement will be measured through:

- Monitoring the impact of the local volunteering policy

Achievement Measures	Lead Officer	2015/16 Baseline	2016/17 Target	2017/18 Aspirational
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		Data		Target
Number of volunteers directly placed into volunteering placements (Source: FLVC)	Chief Officers – Organisational Change	541	Management Information	Management Information

3. Ensure community benefit through our commissioning of goods and services and their impact.

Achievement will be measured through:

- o Establishing a Community Benefits Board with an action plan
- o Monitoring the percentage of community benefit clauses included in new procurement contracts

Achievement Milestones for strategy and action plans:

- o Establishment a Community Benefits Board by XX/XX/XX

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Percentage of community benefit clauses included in new procurement contracts (including those under £2m)	Chief Officer – Governance	XX%	XX%	XX%

4. Design and implement alternative delivery models (ADMs) to sustain important services to meet future need.

Achievement will be measured through:

- o Monitoring the level of efficiencies ADMs have supported
- o Monitoring the number of services sustained through delivery via alternative models

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The level of efficiencies ADMs have supported	Chief Officers – Organisational Change	Business Plans completed identifying £3m savings from 2017/18	Establish ADMs by 1st April 2017	£3m
The number of services sustained through delivery via alternative models		5 services in 3 ADMs from 2017/18	Establish ADMs by 1st April 2017	5 services

5. Empower communities to run and manage facilities in their locality through Community Asset Transfers (CATs).

Achievement will be measured through:

- Monitoring the number of public assets safely transferred to the community
- Monitoring community benefits delivered by Community Asset Transfers

Quarterly summary progress monitoring:

- Monitoring community benefits delivered by Community Asset Transfers based on the 8 Community Benefit Agreements drafted in 2015/16

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The number of public assets transferred to the community	Chief Officers – Organisational Change	8 transferred or in legal completion	15 transferred or in legal completion	15 transferred or in legal completion

Priority	Sub-Priority	Impact
Modern & Efficient Council	Improving Resource Management	Front line services are efficiently and effectively supported

What we will do in 2016/17:

1. Develop and implement a renewed three year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.

Achievement will be measured through:

- Revising our plan to meet the £XXm funding gap for 2016-2019
- Matching our priorities with revenue and capital investment? (TBC)
- Achieving our efficiency targets

Achievement Milestones for strategy and action plans:

- Produce a revised Medium Term Financial Strategy by XX/XX/XX

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Amount of efficiency targets achieved.	Chief Officer – People and Resources	£XXm	£XXm	£XXm

2. Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation.

Achievement will be measured through:

- Participation in Flintshire Academies Training and Development programmes
- Monitoring the impact of people performance management
- Monitoring the impact of the new Employee Development and Talent Management scheme on retention of our capability
- Monitoring the impact of the People Strategy in service portfolios

Achievement Milestones for strategy and action plans:

- Monitoring the impact of the People Strategy in service portfolios

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number of participants in Flintshire Academy Training and Development programme	Chief Officer – People and Resources	XX	XX	XX
Number of interventions being undertaken:				
<ul style="list-style-type: none"> Capability process (from the point of intervention from HR) 		XX	Management Information	Management Information
<ul style="list-style-type: none"> Disciplinary process 		XX		
Percentage of employee turnover (excluding early retirement and voluntary redundancy)		XX%	XX%	XX%
(CHR/002) The number of working days per full time equivalent (FTE) local authority employee lost due to sickness absence.	10.38%	9.3%	8.8%	

3. Rationalise the Council's use of corporate accommodation.

Achievement will be measured through:

- Reducing the floor space and costs of occupied office accommodation
- Increasing the number/percentage of employees who work in an agile way

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The reduction in the floor space (m2) of office accommodation occupied	Chief Officer – Organisational Change 2	XX%	30% tbc	XX%
Reduction in the running costs of corporate accommodation (County Hall, Flint Offices & Library Head Quarters – includes associated staffing costs e.g. caretaking and security)		100% for 2013/14 -XX% for 2015/16	-22% tbc	-XX%
Agile working – desk provision as a percentage of staff (County Hall)		XX%	78% tbc	XX%

4. Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions.

Achievement will be measured through:

- Creating efficiencies through the use of the regional and national procurement collaborations

o Reducing the cost of procurement through the use of end to end electronic purchasing				
Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	Chief Officer – Governance	£XXX,XXX	£600,000 tbc	£XXX,XXX
Efficiencies achieved through the use of end to end electronic purchasing		£XXX,XXX	£300,000 tbc	£XXX,XXX

5. Embrace digital channels as the default in service design where possible to provide access to online services at a time and location convenient to the customer.

Achievement will be measured through:

- o Increase the number of transactional services online and via the Flintshire App
- o Increase the take-up of online services
- o Respond to customer feedback ensuring information is accessed at first point of contact online

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Increase the number of transactional services online and via the Flintshire app	Chief Officer – Community & Enterprise	XX	XX	XX
Increase the take-up of online services		XX	XX	XX
Respond to customer feedback ensuring information is accessed at first point of contact online		XX	XX	XX



CABINET

Date of Meeting	Tuesday, 19 April 2016
Report Subject	Medium Term Financial Strategy 2016/17-2018/19 and the Council Fund Revenue Budget 2017/18
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager and Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The next version of the Medium Term Financial Strategy (MTFS) will be set for the period 2016/17-2018/19. This is the first report to Cabinet which begins to review the MTFS for re-approval and re-publication. Re-publication of the strategy for this period will both meet the agreed three-year planning cycle and forward plan Council financial strategy to 2019.

The original forecast for the 2017/18 financial year, the third and final year of the current MTFS, set a likely 'gap' between the total spending requirement, and anticipated income, of £13.7M. This forecast has been revised based on more recent budget developments at a national and a local level.

The Council has adopted a three part strategy of addressing the financial 'gap' each year:-

- Service Reform;
- Corporate Financial Stewardship; and
- Working with Welsh Government.

Cabinet is recommended to continue with this three part strategy.

The current version of the service portfolio business plans have been developed with options for the period 2015/16-2017/18. Based on current work there are supportable options with potential for a further round of annualised savings in the region of £7.9M. The work continues on containing and where possible reducing corporate overhead costs and commitments.

Flintshire, as a low funded council, has made the case that it is particularly exposed to the impacts of the significant annualised reductions in public sector funding to meet current and new cost burdens. The risks to Council performance posed by the financial position will be set out clearly before new Government Ministers once the new Welsh Government is appointed following the National Assembly for Wales elections in May.

A full budget setting process and timetable will be published by the Cabinet shortly. The re-adoption of the MTFS, and endorsement of the proposals within the portfolio business plans, is an important first step in the annual budget process.

The following tables are included within the report:-

Table 1: A Revised Forecast for 2017/18-2018/19

Table 2: Service Portfolio Business Plan Projections 2017/18

RECOMMENDATIONS

1	Cabinet adopts the framework for the revision of the Medium Term Financial Strategy 2016/17-2018/19; and
2	Cabinet endorses the developing portfolio business plans and corporate financial stewardship plans for early consultation with the Overview and Scrutiny Committees.

REPORT DETAILS

1.00	MEDIUM TERM FINANCIAL STRATEGY 2016/17-2018/19
1.01	The Council has set a cycle of reviewing its Medium Term Financial Strategy (MTFS) on an annual basis. Within this cycle the annually updated MTFS is to be set for a three year period which combines the financial year in-hand with the two financial years to follow. The first new style MTFS published in two parts in mid and late 2015 was accordingly for the period 2015/16-2017/18. The next version of the MTFS will be set for the period 2016/17-2018/19. This is the first report to Cabinet which begins to review the MTFS for re-approval and re-publication. Re-publication of the strategy for this period will both meet the agreed three-year planning cycle, and forward plan Council financial strategy to 2019. This is significant as 2019 is the year intended by the outgoing Welsh Government for the election of shadow authorities as a first step towards the re-organisation of local government in Wales. Whilst it is not certain that the Local Government Bill on which the out-going Welsh Government consulted prior to its dissolution will be re-tabled by a new Welsh Government, for passing through the legislative process, the date of 2019 needs to be kept in view.
1.02	The current MTFS was published in two parts. Part 1: <i>Forecasting the Challenge</i> was followed by Part 2: <i>Meeting the Financial Challenge</i> . The

	intention for the new revision of the Strategy is to publish a single document which combines the updated forecast with a renewed set of solutions.																																							
	Refreshing the Financial Forecast																																							
1.03	The original forecast for the 2017/18 financial year, the third and final year of the current MTFS, set a likely 'gap' between the total spending requirement, and anticipated income, of £13.7M. This forecast has been revised based on more recent budget developments at a national and a local level. Key variables within this initial forecast will be the eventual local government financial settlement for 2017/18, local Council Tax levels, standard and non-standard inflation patterns, and emergent national and local cost pressures. An initial forecast has been added for the 2018/19 financial year to provide a three year picture.																																							
1.04	A first iteration of a revised forecast for 2017/18-2018/19 is shown in Table 1 below.																																							
1.05	<p>Table 1: Financial Forecast 2017/18-2018/19</p> <table border="1"> <thead> <tr> <th></th> <th>2017/18</th> <th>2018/19</th> </tr> <tr> <th>Expenditure</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>National Pressures</td> <td>0.7</td> <td>0.3</td> </tr> <tr> <td>Local Pressures</td> <td>4.0</td> <td>0.4</td> </tr> <tr> <td>Inflation</td> <td>3.1</td> <td>3.2</td> </tr> <tr> <td>Workforce Pressures</td> <td>4.1</td> <td>0.7</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <th>Income</th> <td></td> <td></td> </tr> <tr> <td>Reduction in Revenue Support Grant</td> <td>2.8</td> <td>2.7</td> </tr> <tr> <td>Council Tax increase</td> <td>(2.5)</td> <td>(2.3)</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td>Projected Gap</td> <td>12.20</td> <td>5.00</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Footnotes to Table 1:</p> <ol style="list-style-type: none"> 1. Revenue Support Grant for 2017/18 and 2018/19 is modelled on an illustrative reduction of 1.5% 2. National and local pressures are working estimates based on latest information and intelligence 3. Pay inflation is assumed at 1% for 2017/18 and 2018/19 4. Limited provision is made for price inflation 5. Workforce pressures include the ongoing impact of Single Status, Auto-enrolment, the Apprentice Tax and the outcome of the Clwyd Pension Fund Actuarial Review 6. Council Tax is illustrated at a 3% annual increase for 2017/18 and 2018/19 7. The initial 2018/19 forecast does not include the impact of Social Care transition costs or any impacts of the living wage (see para 1.07) 		2017/18	2018/19	Expenditure	£m	£m	National Pressures	0.7	0.3	Local Pressures	4.0	0.4	Inflation	3.1	3.2	Workforce Pressures	4.1	0.7				Income			Reduction in Revenue Support Grant	2.8	2.7	Council Tax increase	(2.5)	(2.3)				Projected Gap	12.20	5.00			
	2017/18	2018/19																																						
Expenditure	£m	£m																																						
National Pressures	0.7	0.3																																						
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Reduction in Revenue Support Grant	2.8	2.7																																						
Council Tax increase	(2.5)	(2.3)																																						
Projected Gap	12.20	5.00																																						
1.06	The forecast for 2016/17 is not now included as proposals to meet the gap (originally £20.8m) were approved by Council in February. Progress against the approved budget for 2016/17 will be monitored and reported through the monthly budget monitoring report to Cabinet and Corporate Resources,																																							

	Overview and Scrutiny Committee and an interim exception report is scheduled for July. The forecast concentrated on the coming financial years for which we have to plan.
1.07	The initial forecast gap for 2018/19 is relatively low compared to previous years. However, work is underway to assess some potential significant pressure areas such as Social Care transition costs and any local impact of the National Living Wage. These are not yet added in.
1.08	Any forecast can only be predictive based on the most reliable available intelligence, and working assumptions based on past experience. The forecast will be subject to change through the decisions of decision-makers such as Governments, the impacts of national fiscal policies, economic trends, and changes in supply and demand markets for goods and services. At this stage national fiscal policy is subject to change as demonstrated in the recent budget of the Chancellor of the Exchequer and the authoritative economic forecasts of bodies such as the Office of Budget Responsibility and the Institute of Fiscal Studies; local government in Wales has not been given an indicative financial settlement to work with by the outgoing Welsh Government; unfunded annual workforce cost pressures compound year on year; significant unfunded cost pressures continue to build in the social care sector. There is a high degree of unpredictability in planning due to circumstances beyond the control of the Council.
1.09	The initial forecast set out in Table 1 will be the subject of ongoing professional review, consultation with Group Leaders and Overview and Scrutiny Committees, consultation with external advisors and representative bodies such as the Welsh Local Government Association (WLGA), and refinement, prior to publication. Publication is scheduled to take place no later than July.
	Meeting the Financial Challenge
1.10	<p>The Council adopted an MTFs which took a principled but high risk approach to finding solutions to the unprecedented level of budget savings to be found in 2016/17. Flintshire, as a relatively low funded council under the local government funding formula, and one faced with an initial funding 'gap' in the region of £20M in a single year, had limited options to find solutions without Welsh Government offering some reprieve from the scale of national funding reductions (for Revenue Support Grant and specific grants) first forecast. The Council adopted a three part strategy of:-</p> <ul style="list-style-type: none"> • Service Reform; • Corporate Financial Stewardship; and • Working with Welsh Government
1.11	Without some reprieve over the level of national funding reductions the Council would have faced a position of having to withdraw key services (such as economic development and business support), closing local facilities some of which were at a mid-point of transition to alternative delivery models (such as leisure centres), and reducing funding support to statutory services (such as education and social services). Such decisions would not only have been unsupportable by councillors and local communities alike but would have compromised the achievement of the Council's Improvement Priorities, and

	possibly undermined the ability of the Council to meet its statutory duties in full. The Council was eventually able to set a balanced budget for 2016/17 through following this three part strategy, and with a higher level of risk-taking than in previous years.																											
1.12	<p>Cabinet is recommended to continue with this three part strategy. This will involve:-</p> <ul style="list-style-type: none"> • continuing to reduce costs and increase income through service reform as a central theme of the service portfolio business plans; • continuing to control and reduce corporate costs through careful planning and stewardship; and • working with Welsh Government to maintain sufficient levels of national funding for local government and for Flintshire, reforming the local government funding system to give councils greater financial freedom and flexibility, and properly funding nationally set policies for services and welfare benefits which councils have to administer. 																											
	Portfolio Business Plans																											
1.13	The current version of the service portfolio business plans have been developed with options for the period 2015/16-2017/18. Based on current work there are supportable options with potential for a further round of annualised savings in the region of £7.9M as shown in Table 2 below.																											
1.14	<p>Table 2: Service Portfolio Business Plan Projections 2017/18</p> <table border="1"> <thead> <tr> <th>Portfolio</th> <th>2016/17 (£m)</th> <th>2017/18 (£m)</th> </tr> </thead> <tbody> <tr> <td>Planning & Environment</td> <td>0.413</td> <td>0.205</td> </tr> <tr> <td>Street-scene & Transportation</td> <td>2.158</td> <td>2.975</td> </tr> <tr> <td>Social Care</td> <td>0.838</td> <td>0.765</td> </tr> <tr> <td>Education & Youth</td> <td>0.710</td> <td>0.873</td> </tr> <tr> <td>Organisational Change</td> <td>1.272</td> <td>1.082</td> </tr> <tr> <td>Community & Enterprise</td> <td>1.509</td> <td>0.807</td> </tr> <tr> <td>Corporate Services</td> <td>0.855</td> <td>1.225</td> </tr> <tr> <td>TOTAL</td> <td>7.755</td> <td>7.932</td> </tr> </tbody> </table> <p>Footnotes to Table 2:</p> <p>1. 2016/17 show approved budgeted efficiencies 2. The projected efficiencies for 2017/18 are subject to ongoing review and refinement</p>	Portfolio	2016/17 (£m)	2017/18 (£m)	Planning & Environment	0.413	0.205	Street-scene & Transportation	2.158	2.975	Social Care	0.838	0.765	Education & Youth	0.710	0.873	Organisational Change	1.272	1.082	Community & Enterprise	1.509	0.807	Corporate Services	0.855	1.225	TOTAL	7.755	7.932
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1.15	<p>The majority of budget reductions continue to be made through organisational change, overhead and workforce cost reduction, and service modernisation and productivity. The service changes where there are impacts for the public and consultation and engagement will be needed include:-</p> <ul style="list-style-type: none"> • the programme of school modernisation and reviews of primary and secondary provision; • the school funding formula and levels of annual funding; • changes to social care models; cost recovery through charging and partnership contribution; entitlement and non-statutory service provision; • waste policy including household recycling centres and side waste enforcement; subsidised transport routes; the review of transport entitlement and operational policies e.g. school transport; • charging and cost recovery for services; and • minimum service provision and the 'core service offer' to local communities which could be supplemented by local community action and local income e.g. through town and community council contributions.
1.16	<p>The business plan proposals will be shared with Overview and Scrutiny Committees for consultation through May and June. The proposals, both those which are internalised and have no direct impact on the public and those which affect service provision and do impact on the public will be shared in full with Committees for consultation. The latter only will be worked up for public consultation.</p>
1.17	<p>A specific supporting report on the next phase of proposed service changes within the Street-scene and Transportation Portfolio is included within this agenda as the next item. At this stage the proposals for this portfolio have been limited to those which the Cabinet feel able to support. Neither the option to move to three weekly collections of residual waste, or to charge for green waste collections have been taken up. These types of service changes are being introduced by other councils. The public in Flintshire has experienced significant waste service changes in recent years and the Council has to be realistic about the level of change which is tolerable, there would be practical difficulties for certain types of households in storing residual waste for a three week period at a time, and charging for green waste may deter participation at a time when the Council is aiming to increase participation and achieve higher recycling.</p>
1.18	<p>As in previous years there will be risk to the achievement of proposed budget efficiencies, either because certain proposals prove to be unacceptable to the Council or the public in their recommended form or because of complexities in their practical implementation. The scope to achieve savings through collaboration with neighbouring councils is limited during a period of uncertainty over the probability of a reorganisation of local government. These limitations are both political and practical. Some of the business plans include pragmatic and beneficial service integration proposals for which support cannot be achieved with neighbouring councils. This is a limiting factor</p>

	beyond the control of Flintshire.
1.19	The business plans will continue to be reviewed and developed for future years including 2018/19 as the third and final year of the new MTFS period. The options for identifying further savings at this level, beyond 2017/18, are limited. The scope for further savings through organisational change, efficiency, and charging within current legislative and national policy limitations, is reducing year on year.
	Corporate Financial Stewardship
1.20	The continuing work on containing and where possible reducing corporate overhead costs and commitments is concentrated in the following areas:- <ul style="list-style-type: none"> • Revenue Support Grant retention; • National specific grants reform and income retention; • local taxation policy; • a corporate income policy covering all current and potential fees and charges and the levels at which they are set; • inflation and annual revenue provision; • pay inflation and revenue provision; • pensions reform and the implications of the imminent triennial review of the Clwyd Pension Fund by the Fund Actuary, and the employer funding contributions to be made; • capital financing revenue contributions; • Treasury Management and investment income; • the use of reserves and balances; • invest to save revenue provision; • assessment of national and local cost pressures; and • the ongoing management and review of the 2016/17 budget and any future year impacts of its final out-turn.
1.21	A summary of this work will be reported to the Cabinet and the Corporate Resources Overview and Scrutiny Committee in May and June.
	Working with Welsh Government
1.22	The principal issue for national recognition and support for a new Welsh Government, post-election in May, remain as set out in the current MTFS and campaigned around for 2016-17:- <ul style="list-style-type: none"> • medium term financial planning at national level; • sufficient and sustainable levels of Revenue Support Grant; • reform of specific grants and retention of sufficient current grant funding levels to maintain services; • relaxing charging levels for services such as domiciliary care; • full funding of welfare schemes such as the Council Tax Reduction Scheme; and • meeting cost pressures of national legislative and public demand in key services such as social care.
1.23	There will be high expectations that a new Welsh Government will adopt a sustainable strategy for the financing of the public sector and will engage with the Welsh Local Government Association and member councils at an early stage of its new term.

1.24	Flintshire, as a low funded council, has made the case that it is particularly exposed to the impacts of the significant annualised reductions in public sector funding to meet current and new cost burdens. The risks to Council performance posed by the financial position will be set out clearly to new Government Ministers.
1.25	The Independent Commission for Local Government Finance in Wales has just published its report and recommendations. The report, which has been anticipated by both local government and Welsh Government, makes a number of progressive recommendations for financial reform. The report should inform a mature and realistic set of discussions between Welsh Government and local government over funding needs, creative solutions, and the capacity for councils to have the freedom to act under the principle of localism.
2.00	Council Fund Revenue Budget 2017-18
2.01	As part of the revision of the Medium Term Financial Strategy the Council should begin to build its budget proposals for 2017/18.
2.02	Based on the initial forecast the budget 'gap' for 2017/18 will be in the range of £12-13M.
2.03	The efficiency proposals within the portfolio business plans will contribute an estimated £7.9M.
2.04	A full budget setting process and timetable will be published by the Cabinet shortly. The re-adoption of the MTFs, and endorsement of the proposals within the portfolio business plans, is an important first step in the annual budget process.

3.00	RESOURCE IMPLICATIONS
3.01	The resource implications of financial are significant. The Medium Term Financial Strategy will continue to carry many risks. Careful risk assessment in planning and decision-making will continue to be a central feature of review and debate.

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	Consultation with Group Leaders, Overview and Scrutiny Committees, external partners, external advisors and representative bodies, and eventually the communities of Flintshire will follow. The strategic approach advocated for the MTFs builds on the current approach which had majority member and public support in planning the 2016/17 annual budget.

5.00	RISK MANAGEMENT
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5.01	
5.01	All parts of the financial forecast, and all budget solutions, are risk assessed stage by stage. An overall risk assessment and risk management statement will be produced both for the revised MTFS and the draft annual budget for 2017/18.

6.00	APPENDICES
6.01	None.

7.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
7.01	<p>MTFS Part 1 and 2 :</p> <p>http://www.flintshire.gov.uk/en/PDFFiles/Medium-Term-Financial-Strategy/Medium-Term-Financial-Strategy-Part-1.pdf</p> <p>http://www.flintshire.gov.uk/en/PDFFiles/Medium-Term-Financial-Strategy/Medium-Term-Financial-Strategy-Part-2-September-2015.pdf</p> <p>2016/17 Council Fund Budget Report :</p> <p>http://cyfarfodyddpwyllgor.siryfflint.gov.uk/mgConvert2PDF.aspx?ID=35776</p> <p>Contact Officers: Colin Everett and Gary Ferguson Telephone: 01352 702101 E-mail: gary.ferguson@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>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.</p> <p>Revenue Support Grant: the annual amount of money the Council receives from Welsh Government to fund what it does alongside the Council Tax and other income the Council raises locally. Councils can decide how to use this grant across services although their freedom to allocate according to local choice can be limited by guidelines set by Government.</p> <p>Specific Grants: An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.</p> <p>Office of Budget Responsibility: created in 2010 to provide independent and authoritative analysis of the UK public finances.</p> <p>Institute of Fiscal Studies: formed in 1969 and established as an</p>

independent research institute with the principal aim of informing public debate on economics in order to promote the development of effective fiscal policy.

Independent Commission on Local Government Finance in Wales: established to examine how local government funding can be made more sustainable with a view to providing specific recommendations for improvement and reform.

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



CABINET

Date of Meeting	Tuesday, 19 th April 2016
Report Subject	Independent Commission on Local Government Finance in Wales
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

In 2016 the Welsh Local Government Association (WLGA) appointed an independent commission to examine the sustainability of the local government finance system in Wales and to recommend improvements for the future.

The Commission has concluded its work and made recommendations. The Executive Summary of the Commission's report is appended.

The Commission called for evidence as part of its work. Flintshire made a written submission following a debate held by full Council held on 20th October 2015.

The Commission follows a similar Independent Commission on Local Government Finance for England which published its findings and recommendations early in 2015.

The Council in adopting its Medium Term Financial Strategy set out a number of proposals where national reform and relief is needed.

RECOMMENDATIONS

1	To welcome the report and recommendations of the Independent Commission.
2	To support the Welsh Local Government Association in advocating that the new Welsh Government adopt the recommendations of the Commission as a priority post-election.

REPORT DETAILS

1.00	THE PURPOSE AND FINDINGS OF THE COMMISSION
1.01	<p>In 2015 the Welsh Local Government Association (WLGA) appointed an Independent Commission on Local Government Finance in Wales. The terms of reference of the Commission were to explore:-</p> <ul style="list-style-type: none"> • the strengths and weaknesses of the current local government finance system in Wales; • options for changing the system of financing local government in Wales, including both revenue and capital expenditure, with a view to increased self-sufficiency; • reforms to encourage greater economic growth in Wales; and • reforms which secure the delivery of better public services and outcomes envisaged in the Welsh Government’s White Paper.
1.02	<p>The membership of the Commission is:-</p> <p>Professor Tony Travers (Chair) - <i>Director of the London School of Economics;</i> Chris Hurst - <i>Qualified Accountant;</i> Professor George Boyne – <i>Pro Vice-Chancellor, College of Arts, Humanities and Social Sciences and Professor of Public Sector Management, Cardiff University;</i> Gill Lewis – <i>Qualified chartered accountant (CIPFA);</i> Harry Thomas – <i>former Chief Executive of Gwynedd County Council;</i> Lynn Pamment – <i>PWC partner for Public Sector clients in the West and Wales;</i> and Simon Parker – <i>Director, New Local Government Network.</i></p>
1.03	<p>The Commission has published its report and recommendations. The Executive summary is attached (Appendix A) and a hyperlink is provided to access the full report.</p>
1.04	<p>The earlier Independent Commission on Local Government Finance in England published its findings and recommendations in 2015. There are strong similarities in evidence and outcome between the two reports.</p>
1.05	<p>The following is a list of recommendations made by the Commission.</p> <p><i>“Full localisation of business rates, with 100% of business rates and business rate growth being retained by local government. In the year of implementation measures would need to be put in place – such as adjustments to grants receipts or pooling arrangements - to ensure that no authority is better or worse off financially than in the previous financial year.</i></p> <p><i>The Commission commends the fact that Wales is the only nation in the</i></p>

UK to have undergone a council tax revaluation exercise, and recommends that since even in Wales, properties are taxed based on a 2005 valuation base, a further revaluation needs to be undertaken, with commitment to this being done on a five yearly basis in the future.

The Commission recommends that the Welsh Government introduce legislation to make it possible for city regions, or other sub-national groupings of authorities, to reform bandings and the ratio of council tax payable from band to band.

The Commission recommends that the incoming government should devolve to local authorities the setting of council tax discount and the power to determine who receives council tax support.

The Commission recommends authorities be given a suite of permissive powers that can be introduced locally, depending on local circumstances. Examples of powers to be conferred would be the introduction of a tourism tax. There should be a logic in choosing to levy these taxes, with money raised to be utilised according to related priorities, so tourism tax to assist with local development/ regeneration which would aid the tourism industry.

From April 2017, the Welsh Government will also assume responsibility for the replacements for Stamp Duty Land Tax and Landfill Tax with the proposal for partial Income Tax devolution by 2020. As the Welsh Government achieves greater fiscal devolution from the UK Government the Commission recommends that this should flow through to further devolution to the local level.

The Commission recommends a substantial reduction in the number, scope and scale of specific grants. It is the Commission's belief that specific grants force councils to use resources on services that may not be a local priority and are a challenge to local autonomy, service users and good government, whilst adding additional administrative burdens with each grant. The Commission's view is that specific grants should only be used for a national priority, or for a national function for which the local authority is an agent. Innovation grants should be limited to a maximum of three years. All existing specific grants should be folded into the RSG unless there is special justification. The Commission also recommends that any further specific grants should be reviewed on a two yearly basis to ascertain if the case for hypothecation remains valid or to decide if the grant is to cease or be incorporated within the RSG.

The Commission recommends that the incoming government commits to full and clear multi-year settlements to enable effective long-term planning for local authorities and other public services. The Commission would urge

rolling three yearly settlements to allow effective planning and appropriate consultations for required service changes.

The Commission supports councils having the freedom to determine fees and charges locally.

The Commission recommend that councils are given greater freedom on capital expenditure by de-hypothecating capital grants.

The Commission recommends the establishment of a Welsh equivalent of the UK Office for Budget Responsibility (OBR): an advisory, Assembly sponsored public body to provide independent economic forecasts and analysis of the public finances in Wales. It would produce fiscal and economic forecasts and report on the Welsh Government's taxation and expenditure assumptions. It would work alongside the UK OBR. Other duties could include scrutiny of the Government's policy costing and assessing the long term sustainability of the public finances in Wales. The finances of Welsh local government would be reviewed as part of this process.

The Commission has received a great deal of evidence about the formula for the RSG being based on outdated data, complex and lacking in transparency. The Commission therefore recommends the existing grant regime is frozen and, for the immediate future, used as the basis for the rolling three year settlements proposed above. This change would provide temporary stability and predictability, allowing councils to plan effectively and assist planning with partner organisations. To improve the system in the longer term, an Independent Grants Commission should be set up to commence work on a more effective and fairer formula for the future. The Commission also believe the Grants Commission should be asked to comment on the use of local authority grants by the Welsh Government and to undertake a periodic review of specific grants. As the Grants Commission would be independent, it would be possible to separate the legitimate role of the Welsh Government in setting the quantum of grant from decisions about grant distribution.

The Commission recommends that the City Regions are given the power to add a supplementary business rate, whose sole purpose would be to assist in paying for large capital projects (similar to the way the Crossrail scheme in London has been funded). These powers should be available to other regions as they evolve.

In the longer-term, the Commission see merit in the idea of a locally-retained share of Welsh Government income tax, or a purer form of local income tax. But in the short term, we are mindful of the fact that any such

	<p><i>recommendations would be complicated by the fact that the Welsh Government itself is in the early stages of seeing the devolution of income tax to Wales. Consequently, we recommend considering this issue again in the next five years.</i></p> <p><i>The Commission query whether Wales currently has a suite of outcome performance measures that can effectively judge good performance for councils. The Commission therefore recommends that robust outcome measures are devised to provide a way of ensuring that increased devolution of tax powers can be seen to improve performance.”</i></p>
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2.00	RESOURCE IMPLICATIONS
2.01	The Medium Term Financial Strategy (MTFS) of the Council involves planning the use of the financial resources of the Council for a three year period.
2.02	The recommendations of the Commission advocate the reform of the Local Government Funding System which, if adopted, would support the Council’s Strategy.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The full Council was consulted and made a written response during the Commission’s evidence gathering phase.

4.00	RISK MANAGEMENT
4.01	The national reductions in funding for Local Government pose the greatest risk to the governance, performance and sustainability of the Council since the previous reorganisation in the mid-1990s.
4.02	Reform of the Local Government Funding System is critical to mitigating the risk of reducing public funding levels.

5.00	APPENDICES
5.01	<p>Appendix 1: Executive Summary of the Commission Report.</p> <p>Appendix 2: the Council’s written response to the Commission’s call for evidence.</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Flintshire Medium Term Financial Strategy (MTFS) Part 1 and 2 :</p> <p>http://www.flintshire.gov.uk/en/PDFFiles/Medium-Term-Financial-Strategy/Medium-Term-Financial-Strategy-Part-1.pdf</p> <p>http://www.flintshire.gov.uk/en/PDFFiles/Medium-Term-Financial-Strategy/Medium-Term-Financial-Strategy-Part-2-September-2015.pdf</p>
6.02	<p>The full report of the Independent Commission:</p> <p>file:///C:/Users/cedilsp/Downloads/160324-Ambition-for-Change---Aiming-Higher%20(2).pdf</p>
6.03	<p>The full report of the earlier English Commission:</p> <p>http://www.localfinancecommission.org/documents/iclgf-final-report</p>
6.04	<p>Contact Officer: Colin Everett Telephone: 01352 702101 Email: chief.executive@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>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.</p> <p>WLGA: The Welsh Local Government Association represents the interests of local government and promotes local democracy in Wales. It represents the 22 local authorities in Wales and the 3 fire and rescue authorities and 3 national park authorities are associate members.</p>

Executive Summary

The rationale for change

In two months' time, a couple of weeks after the elections in Wales, it will be the 40th anniversary of the publication of the Report of the Committee of Inquiry into Local Government Finance —the Layfield Committee. This 1976 report set a benchmark on issues of local government finance that have surfaced intermittently since then but by and large have remained unresolved. Layfield spoke of the lack of buoyancy in local property taxes and the need for regular revaluations, the need to find other forms of local funding, the rigidity of central government grants and the need to balance equity across the whole of local government with accountability at the local level. Numerous reports and inquiries ever since have revisited the same themes.

Whilst there has been broad consistency in the solutions that these reviews have put forward, wholesale reforms have never been implemented. The financial challenges faced by councils across the UK pose a profound threat to some local services. In Wales the prospects of structural reform offer an opportunity to address weaknesses in the system of local government finance that have remained intractable to others. We are mindful that the pace of reform has been slow and the changes to the local government finance system in Britain have been piecemeal. This is the background to our review.

The Welsh financial settlement has to some extent protected local authorities in Wales from the levels of cuts seen in English local authorities. However, funding reductions have nevertheless been unprecedented and have drawn into sharp relief a financial regime that is hindering the ambition of Welsh local authorities, constraining the innovative instincts of the local government workforce and holding back innovation which could make a substantial contribution to economic growth. On average, local government in Wales is dependent on the Welsh Government for 83% of its income¹ (45% from the Revenue Support Grant, 26% Specific grants and 12% redistributed business rates), with only 15% being raised locally through council tax (the remaining 2% being made up through appropriations and adjustments), leading to a deficit in democracy. Local Leaders are faced with decisions that have implications that are almost universally unpopular whilst having little flexibility over the quantum of finance available to allow for other scenarios or options.

There is a unique opportunity within Wales to grasp and embrace changes to the financial system. As plans are made for local government reorganisation, so too plans should be made for strengthening the finance of local government, whatever the shape of local authorities in the future, allowing for greater freedoms and flexibilities for local decision making, enabling local authorities to grow their tax base and reinvest in their areas to boost both the local and national economies.

¹ These figures exclude local authority fees and charges, which in 2014-15 amounted to £616m

As additional taxes such as stamp duty, landfill and income tax are devolved to Wales, there is an opportunity to improve the relationship between local and central government from one that argues about allocation, hypothecation and dependency to one where local government has the freedoms to make local decisions, boost the local economy and in so doing raise the total tax base in Wales so that the Welsh Government itself has greater flexibility to pursue other priorities.

The introduction of the Well-being of Future Generations Act (WFG) is another driver for change in the financial system. It is intended to provide a framework for all public service activity and to encourage longer term, more collaborative planning. There is a need to find ways that the public sector can move together in harmony rather than efficiencies in one part of the sector off-loading costs onto another part. A more flexible financial system with multi-year settlements is virtually a prerequisite if this is to be undertaken in a meaningful way

The Commission's vision

A finance system which provides choice and opportunity to be creative, enabling local authorities to meet the ambitions of their citizens is fundamental to securing good quality, sustainable public services.

The Commission's vision is for a finance system that:

- Promotes greater self-reliance and self-sufficiency
- Encourages entrepreneurialism and innovation
- Is more stable, thus allowing for better and easier planning and forecasting
- Promotes local decision-making on service delivery leading to enhanced accountability
- Incentivises growth of the tax base and thus economic growth for the whole of Wales
- Reduces and manages the level of dependency at all levels – Welsh Government (WG) dependency on the UK Treasury, local government's dependency on the WG and the individual's dependency on public services
- Facilitates the pursuit of the seven goals of the WFG Act in an integrated way

Approach to reform

This report provides recommendations for how the finance system for local government in Wales should be altered to better enable local authorities to meet the needs of their local populations. It is often the case that one size does not fit all and that centrally determined policies and programmes will not work effectively at the local level. Local authorities operate in different places under different contexts; they have different priorities and will fund different services depending on their communities' needs. They will collaborate in different ways and with different partners. The principle of variability has been accepted already; the Cardiff Capital Region Deal, negotiated by authorities working in collaboration, has begun to change their responsibilities and funding regimes to suit local circumstances. When local leaders met with the Commission, they confirmed that if business rates were to be localised they would want this done regionally so as to work together for the wider region; rather than risk authorities wasting time and resources competing with each other for local gain, which causes local loss elsewhere.

The Commission has a vision that councils as a whole can achieve greater self-sufficiency. This does not mean the absence of government grants, but rather stability in grant allocations and control over directly raised revenues (and possibly in the future assigned resources) such that councils can shape the destiny of their area without over-dependency on central government. We believe that not only is this better for local accountability, but is essential to underpin the new methods of working needed to protect service outcomes to residents at a time of public funding austerity. As councils drive growth in their local areas, this in turn will drive growth in the central government tax base as income tax is devolved to Wales.

Aims of the reforms

The Commission is mindful of the ongoing process of local government reorganisation in Wales and has satisfied itself that the recommendations made would work for the existing model of 22 authorities, whilst being transferable to any new map of local government created by the Welsh Government.

The Commission concluded that the existing system has not failed, but believes that by making a series of alterations it would work far better for both citizens and for the organisations themselves. We are clear that by adopting our pragmatic recommendations, there are reasons for cautious optimism whatever the future number of local authorities in Wales. Once these recommendations are implemented, they should lead to a system that:

- **Strengthens local accountability** – if a greater proportion of a council's funding comes directly from its local tax base, it is more directly accountable to its citizens and businesses for the impact of decisions it makes

- **Supports and encourages innovation** – local councils in Wales should be free to respond to local issues flexibly and creatively. Greater freedom and acceptance that there is often not a “one size fits all” solution to problems that appear similar but often have differing factors at play due to demography and geography
- **Allows greater local discretion** to respond differently in different areas – with fewer constraints via grants there is an opportunity for expenditure decisions to become more localised, prioritising needs to be met in the most appropriate way according to local knowledge
- **Reduces local government’s dependency** on the Welsh Government
- **Incentivises growth** in the local economy – with a direct link between economic development and their own financial well-being through retention of business rates
- **Allows the Welsh Government to hold local government to account** for performance and outcomes in a more rigorous and effective way
- **Enables and encourages** the pursuit of a more prosperous Wales to be tackled simultaneously with pursuit of the other six goals in the WFG Act.

The Commission feel that the recommended package of reforms that follow will significantly enhance the ability of local government to better respond to the needs of its citizens whilst being low risk, logical, achievable and, above all, practical. They will also be applicable regardless of the shape of local government in the future.

Reforms

Taxation

- Non-domestic rates be retained in full by local authorities
- In the year of implementation for non-domestic rates retention, measures be put in place – such as adjustments to grants receipts or pooling arrangements – to ensure that no authority is better or worse off financially than in the previous financial year
- City Regions are given the power to add a supplementary business rate whose sole purpose would be to assist in paying for large capital projects. These powers should be available to other regions as they evolve
- A revaluation of council tax be undertaken as soon as possible and at least every five years thereafter
- The Welsh Government introduce legislation to make it possible for city regions, or other sub-national groupings of authorities, to reform bandings and the ratio of council tax payable from band to band

- Existing council tax discounts be reviewed with the objective of giving individual local authorities discretion over their use
- The Welsh Government legislates to introduce a permissive list of small local revenues for local authorities to use
- As Welsh Government achieves greater fiscal devolution this should flow through to the local level
- The merit of a locally-retained share of Welsh Government income tax should be considered again in the next five years

Fees and charges

- Local authorities be given greater discretion over the range and level of fees and charges

Grants

- Existing specific grants be incorporated within the Revenue Support Grant (RSG) unless there is a compelling case for a time-limited use of a particular grant
- Every specific grant be reviewed on a two yearly basis to ascertain if the case for hypothecation remains valid or to decide if the grant is to cease or be incorporated within the RSG

Multi-Year funding

- Indicative rolling three yearly grant settlements are introduced

Capital expenditure

- De-hypothecation of capital funding streams

New independent bodies

- A Welsh Office of Budget Responsibility be created to independently examine the Government's revenue and expenditure forecasts, including the assumptions made about local government finance and expenditure
- The existing RSG formula be frozen and an Independent Grants Commission be established to oversee the development and future operation of a new grant distribution formula

Performance management

- The Welsh Government review its arrangements for the performance management of local authorities, so authorities are able to properly evidence how well they are using their increased revenue raising powers and how well services are performing

Benefits for the Welsh Government

These proposals, if progressively rolled out, would increase the tax base from devolved income tax due to the increased growth in local areas. The system for distributing dwindling resources would be de-politicised as the new Grants Commission would work on a new formula to replace the existing one which has been added to over a number of years and which few, if any, can now claim to fully understand, let alone explain to members of the public. The removal and reduction of ring-fenced grants would enable councils to better respond to the drivers of local needs, whilst also reducing the significant administrative costs involved from all sides. The freedom would also encourage a greater spirit of public sector entrepreneurship that is fettered by existing constraints, but is vital if the approaches required by the WFG Act are to become a reality.

Recommendations

The Commission recommends full localisation of business rates, with 100% of business rates and business rate growth being retained by local government. In the year of implementation measures would need to be put in place – such as adjustments to grants receipts or pooling arrangements - to ensure that no authority is better or worse off financially than in the previous financial year.

The Commission commends the fact that Wales is the only nation in the UK to have undergone a council tax revaluation exercise, and recommends that since even in Wales, properties are taxed based on a 2005 valuation base, a further revaluation needs to be undertaken, with commitment to this being done on a five yearly basis in the future.

The Commission recommends that the Welsh Government introduce legislation to make it possible for city regions, or other sub-national groupings of authorities, to reform bandings and the ratio of council tax payable from band to band.

The Commission recommends that the incoming government should devolve to local authorities the setting of council tax discount and the power to determine who receives council tax support.

The Commission recommends authorities be given a suite of permissive powers that can be introduced locally, depending on local circumstances. Examples of powers to be conferred would be the introduction of a tourism tax. There should be a logic in choosing to levy these taxes, with money raised to be utilised according to related priorities, so tourism tax to assist with local development/regeneration which would aid the tourism industry.

From April 2017, the Welsh Government will also assume responsibility for the replacements for Stamp Duty Land Tax and Landfill Tax with the proposal for partial Income Tax devolution by 2020. As the Welsh Government achieves greater fiscal devolution from the UK Government the Commission recommends that this should flow through to further devolution to the local level.

The Commission recommends a substantial reduction in the number, scope and scale of specific grants. It is the Commission's belief that specific grants force councils to use resources on services that may not be a local priority and are a challenge to local autonomy, service users and good government, whilst adding additional administrative burdens with each grant. The Commission's view is that specific grants should only be used for a national priority, or for a national function for which the local authority is an agent. Innovation grants should be limited to a maximum of three years. All existing specific grants should be folded into the RSG unless there is special justification. The Commission also recommends that any further specific grants should be reviewed on a two yearly basis to ascertain if the case for hypothecation remains valid or to decide if the grant is to cease or be incorporated within the RSG.

The Commission recommends that the incoming government commits to full and clear multi-year settlements to enable effective long-term planning for local authorities and other public services. The Commission would urge rolling three yearly settlements to allow effective planning and appropriate consultations for required service changes.

The Commission supports councils having the freedom to determine fees and charges locally.

The Commission recommend that councils are given greater freedom on capital expenditure by de-hypothecating capital grants.

The Commission recommends the establishment of a Welsh equivalent of the UK Office for Budget Responsibility (OBR): an advisory, Assembly sponsored public body to provide independent economic forecasts and analysis of the public finances in Wales. It would produce fiscal and economic forecasts and report on the Welsh Government's taxation and expenditure assumptions. It would work alongside the UK OBR. Other duties could include scrutiny of the Government's policy costing and assessing the long term sustainability of the public finances in Wales. The finances of Welsh local government would be reviewed as part of this process.

The Commission has received a great deal of evidence about the formula for the RSG being based on outdated data, complex and lacking in transparency. The Commission therefore recommends the existing grant regime is frozen and, for the immediate future, used as the basis for the rolling three year settlements proposed above. This change would provide temporary stability and predictability, allowing councils to plan effectively and assist planning with partner organisations. To improve the system in the longer term, an Independent Grants Commission should be set up to commence work on a more effective and fairer formula for the future. The Commission also believe the Grants Commission should be asked to comment on the use of local authority grants by the Welsh Government and to undertake a periodic review of specific grants. As the Grants Commission would be independent, it would be possible to separate the legitimate role of the Welsh Government in setting the quantum of grant from decisions about grant distribution.

The Commission recommends that the City Regions are given the power to add a supplementary business rate, whose sole purpose would be to assist in paying for large capital projects (similar to the

way the Crossrail scheme in London has been funded). These powers should be available to other regions as they evolve.

In the longer-term, the Commission see merit in the idea of a locally-retained share of Welsh Government income tax, or a purer form of local income tax. But in the short term, we are mindful of the fact that any such recommendations would be complicated by the fact that the Welsh Government itself is in the early stages of seeing the devolution of income tax to Wales. Consequently, we recommend considering this issue again in the next five years.

The Commission query whether Wales currently has a suite of outcome performance measures that can effectively judge good performance for councils. The Commission therefore recommends that robust outcome measures are devised to provide a way of ensuring that increased devolution of tax powers can be seen to improve performance.

About the Commission

The Independent Commission on Local Government Finance Wales was set up because the local government funding system in Wales is in urgent need of reform.

The Welsh Local Government Association and the Chartered Institute of Public Finance and Accountancy asked the Commission to make recommendations for the reform of local government finance and finding better ways to fund local services and promote economic growth in Wales. These priorities form the context for the Commission's recommendations on the local government finance system.

The Commission's aim is to provide recommendations that will be valuable regardless of the quantum of funding in the system.

Professor Tony Travers - Chair

Tony Travers is Director of British Government @ LSE at the London School of Economics. He is also a professor in the LSE's Government Department. His key research interests include local and regional government and public service reform. From 1992 to 1997, he was a member of the Audit Commission and was a member of the Urban Task Force Working Group on Finance.

He is currently an advisor to the House of Commons Communities and Local Government Select Committee, having previously advised a number of other Parliamentary committees. He chaired the London Finance Commission (2012-13) and was a member of the City Growth Commission (2013-14), and also a member of the CIPFA/LGA Independent Commission on Local Government Finance (2014-15).

He has published a number of books on cities and government.

Chris Hurst

Chris is a chartered accountant with 25 years' board experience. He started his career in the banking sector and then worked in local government for 15 years, in both Wales and England, before returning to the private sector. Chris re-entered the public sector in 1992, as Finance Director for an NHS Trust and 4 years later was appointed Deputy Regional Finance Director at the NHS Executive. In 2000 he took up the role of Deputy Chief Executive at the Oxford Radcliffe Hospitals NHS Trust, a post he held until 2009 when he appointed Finance Director for Health, Social Care & Children at the Welsh Government.

Chris left the Welsh Government in 2012 to set up Dorian3d, a management consultancy and executive coaching practice. He is a Board Trustee of UK Healthcare Financial Management Association (HFMA), a non-executive director of a small digital development company in the Midlands; and an independent advisor to Philips new healthcare technologies division. Until 2010 he was a long-term member of the Secretary of State for Health's Advisory Committee on Resource Allocation (ACRA), in England.

Professor George Boyne

Professor George Boyne is Pro Vice-Chancellor, College of Arts, Humanities and Social Sciences and Professor of Public Sector Management at Cardiff University. As Pro Vice-Chancellor, Professor Boyne is also a member of the University Executive Board. He has published eight books and over 150 articles in academic journals.

Professor Boyne's main research interest is the explanation and evaluation of organizational performance in the public sector. Professor Boyne founded the Public Management Research

Group at Cardiff Business School in 1995. In 2014, the quality of research in Public Management at Cardiff University was ranked third in the world.

He served as President of the US Public Management Research Association from 2009-11 and was Chair of the Public and Non-Profit Division of the Academy of Management from 2011-14.

He has acted as advisor to organisations including the National Audit Office, UK Central Government Departments, the Welsh Government and the United Nations.

Gill Lewis

Gill Lewis has worked in the public sector for nearly four decades as a qualified chartered accountant (CIPFA). Her early career was in the NHS and she joined the Audit Commission in 1988, and was appointed a District Auditor in 1996. She has held a number of senior positions in the Audit Commission in Wales, and Wales Audit Office, Head of Audit in Wales and Senior Partner respectively.

Since 2010, she has undertaken a wide variety of important roles across the public sector in Wales. These include, Deputy Chief Executive, Director of Resources and statutory Section 151 officer in two Local Authorities and Director of Change Management in another Local Authority. She was also the Director of a Health and Social Care programme. She undertakes high level corporate governance work, change management and organisational turnaround for organisations.

Gill is currently a board member on the Chartered Institute of Public Finance Accountants in the UK, Chair of the Board for the Regions and Past President of CIPFA in Wales. In July 2015, whilst working as a Commissioner, Gill was appointed by Leighton Andrews AM, Minister for Public Services as the Chair of the Public Services Staff Commission.

Harry Thomas

Harry graduated from Manchester University with a degree in Economics and subsequently qualified as an accountant with the National Audit Office in South Wales before moving on to join Cheshire County Council. He has worked with the former Welsh Water Authority and Gwynedd County Council. After the 1996 Local Government reorganisation he was appointed Treasurer with Gwynedd Council and in 2003 was appointed Chief Executive, where he remained until his retirement in 2014. He is a former finance spokesperson for SOLACE Wales.

Lynn Pamment

Lynn Pamment is a prize winning Chartered Accountant and a member of CIPFA. She has over 25 years of experience of working with private and public sector bodies across the UK both in an assurance and advisory capacity. During her career, Lynn has undertaken a number of secondments into the public sector in Wales to manage large projects.

Lynn is PwC's Cardiff Office Senior Partner and is also the regional leader of PwC's Government and Public Sector practice in Wales and the South West. Her client base includes organisations in the central government, local government, health, education, housing and charities sectors.

Lynn is the Chair of the CIPFA / LASAAC Board responsible for the accounting code for local authorities in the UK.

She is a board member of RCT Homes and of Tirion Group. Lynn is also a member of the Cardiff Capital Region Transition Board.

Simon Parker

Simon Parker (Director) has led the New Local Government Network since 2010. He is a respected voice in the localism debate and is frequently called upon to advise senior leaders in local and central government. As well as frequently authoring publications and articles, he has led strategic consultancy work for authorities that include Warwickshire, Essex and Suffolk.

Before joining NLGN, Simon worked as a fellow at the Institute for Government, where his work was described by The Economist as helping to develop a 'science of government'. His work was covered in most national newspapers and presented to very senior central government audiences, including the Cabinet Secretary. His career also includes time as an organisational development fellow at the Office of Public Management, head of public services for the think tank Demos and as a senior policy advisor for the CBI, where he led negotiations on the public service workforce and promoted the use of public private partnerships in local government. Before joining the policy world, Simon had a successful career as a journalist at the Guardian and LGC. His latest book, Taking Power Back, was launched in October 2015.

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Local Government Commission on Finance for Wales

Introduction

Flintshire County Council welcomes the appointment of the Commission. The evidence we submit to the Commission is based on:-

- previous oral evidence given to the Commission at its meeting with the North Wales Regional Leadership Board;
- the Council's recently adopted Medium Term Financial Strategy; and
- a full Council debate held on 20th October.

Our evidence is also consistent with the policy positions of the Welsh Local Government Association (WLGA) as our representative body.

Impact of the Commission

The impact the work of the Commission might make through the later adoption and implementation of its recommendations for financial reform by Welsh Government, will be longer-term. The more immediate impact of the Commission's work should be to influence the developing manifesto positions of the political parties contesting the 2016 National Assembly for Wales elections, and the commitments the new Government might make to financial reform in the next term of office post-election.

It must be recognised that in the meantime some councils such as Flintshire are appealing for some shorter-term relief from the pressures of public expenditure reductions through a combination of Government investment choices and the more immediate relaxation of national funding policies which curtail cost recovery in charging.

Principles which frame our response

The following principles have been used to frame the Council response:-

- the principle of localism with the reinforcement of the roles of local governance, self-determination and local accountability to local people;
- the subsidiarity principle of government being most effective at the locality level where it is closest to communities and their needs;
- Government having a duty to set out longer-term and sustainable funding settlements;
- Government fully funding its own policy and legislation;
- the conferment of freedoms and flexibilities for local government for the use of core funding, the raising of local taxation at levels which are justifiable and

- supportable, and in local charging policies to recover the costs of service provision; and
- the principles for central-local relations as set out in the Council's adopted Medium Term Financial Plan.

Answering the questions of the Commission in its call for evidence

Financial overview questions

Q: What do you consider to be the strengths and weaknesses of the existing system of local government finance in Wales?

A: The funding formula provides some predictive certainty if the quantum of funding to be passported through it is known, in advance, to a sufficient extent. The funding formula is though now dated (refer to Part II of the Medium Term Financial Strategy *Meeting the Financial Challenge* (Chapter 3) and the system of annualised settlements, in the absence of longer-term national funding settlements, is a major weakness inhibiting forward planning.

Q: What should the objectives of central funding be? What kind of grant system should support those objectives?

A: The objective of central funding should be to provide a resilient funding base for councils to meet their minimum statutory duties and to meet costed Government social, economic and environmental policy objectives and new legislation.

Q: Are grant distribution mechanisms fit for purpose and what changes would be desirable?

A: Refer to Part II of the Medium Term Financial Strategy *Meeting the Financial Challenge* (Chapter 3).

Q: Will the potential structural reorganisation affect the operation of the system? Would it provide an opportunity for a parallel financial reform?

A: A local government reorganisation would provide the opportunity for longer-term reforms of the funding system and Council Tax equalisation.

Q: What additional pressures do rurality and deprivation introduce?

A: These pressures are arguably too heavily weighted in the current Local Government Funding Formula. Refer to Part II of the Medium Term Financial Strategy *Meeting the Financial Challenge* (Chapter 3).

Q: Are any reforms required to the system of capital expenditure determination and funding?

A: Yes.

Too large a proportion of capital investment funds is being retained by Welsh Government, for example for selective transport and infrastructure projects, with insufficient funds devolved to regions and to councils for more local determination. The system for national-regional planning needs to be developed further for effective targeting of capital borrowing and grants to jointly agreed priority projects. The Wales-UK inter-governmental planning on infrastructure projects of national importance e.g. rail electrification is not sufficiently developed for forward co-investment planning.

Council Tax, Business Rates and other forms of income

*Q: Is Council Tax fit for purpose? What reforms might be made, if any?
- Is the non-domestic rate working well? What reforms might be made if any?*

A: Comparatively to England, Wales charges low levels of Council Tax. With such high dependency on Revenue Support Grant and Specific Grants in Wales the Council Tax system no longer generates sufficient local income to counter-balance such significant annualised reductions in central grant contributions. Solutions should include periodic revaluations for changing property values to be properly reflected in the Council Taxation yielding system; the introduction of more higher-end valuation bandings to capture greater taxation contributions from high value properties; more flexibility for progressive local taxation policies without capping limits; the option for local Council Tax supplements to be applied for locally agreed priorities e.g. prudential borrowing in invest in local infrastructure; a fully funded and sustainable Council Tax Reduction Scheme (CTRS).

Q: Would you favour local government in Wales taking control of additional taxes? If so, which ones?

A: Yes.

Full retention of National Non-Domestic Business Rates (NNDR) both base and growth, for local taxation to be invested in local infrastructure and local services to businesses, and as a direct incentive to promote economic growth. A compensatory scheme would be required from the Revenue Support Grant system for those councils with low industrial/commercial taxation generating businesses. The option for local taxation supplements to be applied for locally agreed priorities with the business community e.g. prudential borrowing in invest in local infrastructure should be allowed.

Retention of a small proportion of Value Added Tax Treasury income generated in the local area through consumer spend.

Freedom to charge local taxes up to acceptable levels e.g tourism taxes on local hoteliers and fee paying attractions.

A review of the legislation for developer contributions such as S106 agreements to ensure fairer and more assured contributions by developers to local community infrastructure.

Q: Should incentives for growth play a greater role in the funding system?

Yes.

As above through, for example, devolution of NNDR.

Q: Could fees and charges be used to a greater extent than at present?

Yes.

See Chapter 4 *Working with Welsh Government* of Part II the Council's Medium Term Financial Strategy.

Services

Q: How do reductions in council expenditure affect the sustainability and quality of services? Might different financing arrangements (not additional resources) improve the outlook?

A: Refer to Part II of the Medium Term Financial Strategy *Meeting the Financial Challenge* (Chapters 3-5).

Q: Are there issues relating to the finance of housing which adversely affect local government? If so, do you have suggestions for change?

A: Flintshire is one of the eleven retained local authority landlords in Wales. Following the Welsh exit from the national HRA system the Council relies upon a consistent and sustainable long-term policy for social housing rents for the stability of the Housing Revenue Account (HRA). Recent application of the rent convergence policy with the set of Registered Social Landlords (RSLs) has not been universally supported and does pose affordability challenges for tenants. The ongoing consideration by Welsh Government of whether to apply the English model of reductions in social housing rents is causing concern that HRAs might be de-stabilised. Councils should have the freedom to set service charging policies which meet local need and are locally supported, without having to follow uniform policies as part of the Welsh Government policy aim of all landlords achieving the Welsh Housing Quality Standard (WHQS) by a deadline year. A sustainable system of Major Repairs Allowance is needed for continued capital investment to achieve and maintain WHQS. The recently agreed capital borrowing allowances for new social house-building by councils is welcomed. Repeat borrowing approvals in later years should be a shared central-local social policy priority.



CABINET

Date of Meeting	Tuesday, 19 April 2016
Report Subject	Proposed Review of the Waste Collection and Household Recycling Centre Services
Cabinet Member	Cabinet Member for Waste Strategy, Public Protection and Leisure
Report Author	Chief Officer (Streetscene & Transportation)
Type of Report	Strategic

EXECUTIVE SUMMARY

Welsh Government has set each Council in Wales challenging recycling targets. Failure to achieve these targets would result in significant financial penalties being served. To achieve the incrementally more challenging targets, more of our waste needs to be recycled. The majority of residents in Flintshire have embraced the current recycling service since it was launched in 2012 and most residents now recycle most, if not all of their recyclable waste. There remains however a sizeable minority of residents who do not participate fully with the system and in some cases do not recycle their waste at all.

This is clearly unfair on the residents that do support the service and there has to be a way of ensuring that all residents show citizenship and contribute to our achievement of targets.

Welsh Government is undertaking a review of the Council's waste service, which includes a review of the Council's Household Recycling Centre (HRC) provision. Early indications from the study indicate that the Council has more HRC sites than necessary, and that the facilities offered at each site does not match the minimum requirements for the high quality sites which achieve the high levels of recycling elsewhere in Wales. The final report will make a recommendation on the optimum number of HRC sites that a county of the size and demographic features of Flintshire should offer, with each site offering good access and excellent recycling facilities to users. Given the dependence of Councils on Welsh Government grant funding, the Council will need to work with Welsh Government in the implementation of the recommendations of the review.

The Council's Business Planning proposals 2016 -18 recognised some financial benefits from changing the current waste service provision however these changes will require changes to the Council's Waste Collection Policy.

RECOMMENDATIONS

1	That Cabinet support the on-going consultation and Welsh Government (WG) review work in order to deliver the 2016-18 Business Plans for the waste service and that a further report is presented to Cabinet in May 2016 once WG review and the public consultation period have been completed.
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REPORT DETAILS

1.00	EXPLAINING THE BACKGROUND THE NEW POLICY
1.01	In June 2010 the Council adopted its Municipal Waste Strategy. The Strategy contains a number of key actions which were needed to meet the challenging recycling targets set out in the all Wales National Waste Strategy 'Towards Zero Waste'.
1.02	In March 2011 the Council's Executive formally approved its Household Waste Collection Policy which supported the introduction of a Managed Weekly Collection (MWC) service. This fundamentally changed the way the Council collected all domestic waste in the County. The new MWC service was designed to increase participation in recycling and reduce the Council's reliance on landfill in order meet the challenging targets set out in the Strategy. Further revisions to the Policy were approved by Cabinet in December 2013 and again in April 2015.
1.03	Failure to meet the Welsh Government (WG) National Strategy landfill targets could result in infraction charges being levied against the Council totalling £200 for each tonne of waste land filled above the defined allowance. This could result from a relatively minor failure to meet the target of (say) 1,000 tonnes or the equivalent of just 1% of the Council's current Municipal Waste arising with the consequence of a financial penalty of £200,000 for that year alone. In addition, a further £200/tonne infraction charge could be levied if the Council fails to achieve the Statutory Waste Recycling target in a same period, leading to a possible further £200,000 penalty being served upon the Council.

1.04 Since the introduction of the Policy and the new collection arrangements, recycling levels across all areas of the County have increased, allowing the Council to achieve the 2012–13 and 2015-16 statutory targets. More challenging subsequent targets have been set for 2019-20 and 2024-25 - which are shown below:

Table 1 - Summary of municipal waste targets

TARGET FOR EACH INDIVIDUAL LOCAL AUTHORITY:	TARGETS FOR EACH TARGET YEAR			
	12-13	15-16	19-20	24-25
Minimum levels of preparing for reuse and recycling / composting (or AD)	52%	58%	64%	70%
Minimum proportion of reuse/recycling/composting that must come from source separation (kerbside, bring and/or civic amenity (CA) site	80%	80%	80%	80%

1.05 The Council’s recycling service is partly funded by WG though the Sustainable Waste Management Grant (SWMG) which has now been combined within the Single Environment Grant (SEG). The level of the Grant has been reducing since the financial year 2013-14 and indications are that further annual reductions can be expected.

1.06 The following is a summary of the changes to the existing Waste Collection and Household Recycling Centre Policy coming through the 2016 – 18 Business Plan proposals.

1.07 **A reduction in the number of HRC sites in the County**

Approximately 30% of the total domestic waste currently produced in Flintshire is deposited at the HRC sites and the average recycling rate achieved at the sites is just approximately 70%. This is due to the limited facilities and space at the sites to offer the full range of recycling containers for residents to recycle their waste.

1.08 Welsh Government are currently carrying out a review of the Council’s waste service, which includes a review of the Council’s HRC provision. The early feedback indicates that the Council’s HRC provision is greater than necessary (in terms of the number of sites provided) and that the facilities offered at each site do not match the minimum requirements for the high quality sites, which achieved high levels of recycling elsewhere in the Country.

1.09 The WG study will make a final recommendation on the most effective solution (in terms of site numbers and locations) for the future HRC site provision and will make a recommendation on the optimum configuration and location of sites.

The factors to evaluate are:

- Percentage of residents within a stated drive time of the sites
- Development potential of the site to meet the requirements of a high

	<p>quality and high performing site</p> <p>A public consultation process has commenced to allow Local Members, Town and Community Councils and residents to comment on the existing service and provide their expectations of the new service in the future.</p> <p>Once the study and the consultation feedback has been received, the changes and closures to the surplus facilities will come into effect on 1st November 2016.</p>
1.10	<p>For the Council to provide an excellent service at each of the remaining sites it will be necessary to improve the facilities at the sites that do not meet the WG standards. WG have indicated that capital funding may be available to improve the facility through the provision of grant payments.</p>
1.11	<p>Non-collection of Side-waste and Enforcement when side waste is presented</p> <p>The majority of residents in Flintshire have embraced the current recycling service since it was launched in 2012 and most residents now recycle most, if not all of their recyclable waste. There remains, however, a minority of residents who do not participate fully with the system and some cases do not recycle their waste at all. This is unfair on the residents that do support the service and there has to be a way of ensuring that everyone contributes to our efforts to achieve the targets and avoid the fines that will result if we fail.</p>
1.12	<p>In future, all non-recyclable waste must be contained within the Council supplied black wheeled bin and any material presented in addition to this will be classed as side waste, and the Council's method of dealing with this material should change in line with following timetable.</p>
1.13	<p>Current Arrangement: Properties presenting excess side waste will be noted by the crews and staff from the service will then call on the resident to investigate the level of waste being produced at the property. If the resident continues to present side waste and refuses to reduce their waste by recycling, a formal notification process will be followed to ensure the resident is aware of the collection arrangements and the need to recycle. Continued failure to follow the advice issued during this process may result in action being taken under the powers within the Environmental Protection Act 1990. The side waste will however be collected to reduce littering in the locality.</p>
1.14	<p>From 1 June 2017: No side waste will be collected from this date. The normal bin will be emptied and the side waste material will then be placed back in the container and a sticker placed on the bin to inform the resident of the new arrangements. Officers from the Council will also accompany the rounds and provide the residents with information (and new containers if required) to allow them to recycle more of their waste thus reducing the need to place the side waste.</p>
1.15	<p>From 1 September 2017: Any side waste material presented for collection will be subjected to enforcement action. A fixed penalty notice (FPN) will be issued to the resident in the first instance. If the resident chooses not to pay</p>

	the FPN the Council will take action against the resident under the powers within the Environmental Protection Act 1990.
1.16	In order to facilitate the removal of side waste, it will be necessary to identify which property each residual waste container has been allocated to. This will be achieved by applying a bar code sticker or electronic tag to each container which will identify the address to which the bin has been allocated. This work will be undertaken by the service over the next twelve months to facilitate the above changes in 2017.
1.17	Introducing Three Weekly Collections for Residual Waste This Council is not planning to introduce three weekly collections at this stage and expects the changes to side waste collection arrangements will improve recycling levels through greater participation levels. Should the proposals to remove side waste collections and take enforcement action in the event that residents do not comply with the arrangement not lead to the Council achieving the statutory the Recycling Target, then a move to three weekly collections will need to be reconsidered.
1.18	The revised Waste Collection and Household Recycling Centre policy will be presented to the May Cabinet meeting, allowing the feedback from the current consultation process to be considered and included in the revised policy.

2.00	RESOURCE IMPLICATIONS
2.01	Reduction in HRC provision will reduce the labour requirement, achieving the savings identified in the portfolio Business Planning process. Workforce resources will be redeployed into other areas of the service.
2.02	Enforcement operations will be managed by the Council's Enforcement team.
2.03	The residual waste container identification will be installed during 2016-17 by employees from the service supported by contractors when required.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation is taking place with a cross section of key stakeholders across the Authority from front line staff through to Cabinet Members.
3.02	Consultation is taking place with HRC site users on their aspirations for the HRC provision.
3.03	Comments on the HRC changes have been invited from Members and Town and Community Councils.
3.04	An online survey is currently being promoted in order that residents can make comments on the waste service provision.

3.05	A full Equality Impact Assessment is being completed and the impact on the statutory protected groups is being tested at stakeholder workshops.
3.06	The Environment Overview and Scrutiny Committee will consider the changes to the policy and the feedback from the consultation at its meeting in May 2016.

4.00	RISK MANAGEMENT
4.01	Delivery of the project will be managed through the service Programme Board with individual risk identified and reviewed on a regular basis

5.00	APPENDICES
5.01	The revised Waste collection and Household Recycling Centre policy will be presented to Cabinet in May 2016.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Insert any hyperlinks to supporting documents if necessary.</p> <p>Contact Officer: Stephen O Jones Telephone: 01352 704700 E-mail: stephen.o.jones@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	HRC - Household Recycling Centre



CABINET

Date of Meeting	Tuesday, 19 April 2016
Report Subject	School Modernisation – School Standards and Reorganisation Act 2013 – Ysgol Llanfynydd
Cabinet Member	Cabinet Member for Education
Report Author	Chief Officer (Education and Youth)
Type of Report	Strategic

EXECUTIVE SUMMARY

To inform Cabinet of the responses from the statutory objection period for Ysgol Llanfynydd.

To invite Cabinet to determine on the statutory proposal for school organisational change at Ysgol Llanfynydd.

RECOMMENDATIONS

1	Cabinet is requested to consider the responses from the statutory objection period for Ysgol Llanfynydd.
2	Cabinet is requested to determine whether to implement the proposal for school organisational change at Ysgol Llanfynydd.

REPORT DETAILS

1.00	EXPLAINING SCHOOL ORGANISATIONAL CHANGE AT YSGOL LLANFYNYDD
1.01	In June 2015 Cabinet determined that we enter into formal consultation on closure and other school organisation options for Ysgol Llanfynydd by September 2016.
1.02	<p>The proposal was put forward on the basis of criteria laid down in the Council's School Modernisation Strategy, namely:</p> <ul style="list-style-type: none"> • Unfilled places across the primary school portfolio – Ysgol Llanfynydd as at January 2015 (based on the Pupil Level Annual School Census or PLASC) had 42 full time pupils with unfilled places at 47.5%. As of September 2015 the school population had 34 full time pupils with unfilled places at 57.5%. • Diminishing resource criteria (i.e. schools supported by pupils not from their local community and/or small numbers within the community raise concern regarding sustainability within the school's portfolio); for 44% of pupils attending Ysgol Llanfynydd is not their nearest school, and • Small School Criteria – the school population and capacity of Ysgol Llanfynydd is lower than national designation of a small school, additionally school numbers do not meet the minimum requirements of primary school models as noted in the Council's School Modernisation Strategy.
1.03	The formal consultation period for Ysgol Llanfynydd commenced on Wednesday 21 st October 2015 and ended on Wednesday 2 nd December 2015. The Council issued consultation documents in accordance with the statutory School Organisation Code.
1.04	The committee report and consultation report was considered by Education and Youth Overview and Scrutiny 6 th January 2016 and Cabinet 19 th January 2016.
1.05	Cabinet determined that a Statutory Proposal be issued for Ysgol Llanfynydd. This was published on 29 th January 2016 and ran until 26 th February 2016.
1.06	Under the School Organisational Code the Statutory Proposal for Ysgol Llanfynydd is determined by the Council's Cabinet, rather than Welsh Ministers.
1.07	Reviewing the future of any school is controversial and emotive. Pupils, parents, carers and teachers, past and present, have strong ties to local schools as part of their own life-stories. The Council is challenged with balancing the sensitivities of community feeling on the one hand, with providing a high quality primary education offer which can be sustained and afforded. The Council cannot avoid making decisions for the future which are in the best interests of pupils and students.

1.08	<p>During the objection period, the Council has received the following concerns in summary form:</p> <ul style="list-style-type: none"> • Concerns about the consultation document, accuracy of data & evidence (including cost of repair work) and concerns that the Council haven't followed process. • Impact on the community/future use of site should the school close. • Opinion that federation is a viable option, concern that the Council are not actively encouraging federation. • Opinion that closing schools should not be about money. • Traffic and transport. • Admission and transition arrangements. • Potential Housing developments not taken into consideration. • Impact on children. • Parental preference is being taken away. • Opinion that there is not sufficient places in other schools in the area.
1.09	<p>Responses also focussed on the strengths of the school, i.e. standards of provision, the school remaining stable through the consultation process, professional staff, being a 'close knit' school and being valued by the community.</p>
1.10	<p>The Council has issued consultation documents and the Statutory Proposal in accordance with the School Organisation Code.</p>
1.11	<p>The consultation documents are subject to rigorous compliance checks prior to their publication, which includes verifying information provided by the schools and national sources (see Appendix 1 - Compliance Statement).</p>
1.12	<p>The Council would take all practicable steps to ease the transition for all pupils, most especially for vulnerable learners such as those with Additional Learning Needs (ALN). As part of implementation plans the Council would work alongside pupils, their parents, and the relevant schools to make appropriate transition arrangements for pupils to familiarise themselves with their new environments (subject to parental preference).</p>
1.13	<p>The Council has demonstrated in its consultation documents that there is sufficient capacity within the local school network to accommodate pupils from Ysgol Llanfynydd should it close. This view is upheld by Estyn in its response. However, additional places if required can be established at Ysgol Parc Y Llan, Treuddyn for that school to be available to all current pupils at Ysgol Llanfynydd. This would be at either no cost or minimal cost.</p>
1.14	<p>Transport eligibility is determined by the Authority in which the pupil resides. Seventeen pupils who live in Flintshire would be entitled to free home to school transport based on the assumption that pupils transfer to their nearest school (Ysgol Parc Y Llan, Treuddyn) on the following grounds:</p>

	<ul style="list-style-type: none"> • that the nearest appropriate available school is more than 2 miles away; • that the route to the alternative schools would be considered to be hazardous by the Council due to its rural location which has limited footpaths in and out of the village.
1.15	The Council needs to ensure there are a sufficient number of school places, of the right type, in the right locations. This is not straightforward in that there are a large number of surplus school places in some areas of the County, whilst other areas don't have enough places to meet the local demand. In other areas, school populations are sustained by children and young people from outside the local area through parental preference. School Organisation change does not take away a parents ability to express a preference for a school of their choice.
1.16	The percentage of surplus places in Flintshire schools continues to remain above the Welsh Government target of 10%. Since funding for schools is largely driven by pupil numbers, surplus capacity means a disproportionate amount of funding is spent on infrastructure (such as buildings) and the "fixed costs" of running a school (such as leadership and administration). This funding could be used to ensure that pupil teacher ratios are minimised to make a direct difference to learners. As public service funding reduces over forthcoming years the case for reprioritisation and change becomes even more compelling.
1.17	Estyn's formal response to the consultation confirms the independent inspectorate's view that this proposal is likely to at least maintain the present standards of education provision in the area. Overall, pupil outcomes in all four alternative schools are currently good, with all schools judged as having the necessary capacity to improve further.
1.18	Under the Regulations, governors have had powers to federate since 2010. The Council has considered and discounted the option of federation within its consultation documents. At the time of writing, the Governing body of Ysgol Llanfynydd has not been able to identify a willing partnering school or schools with which to pursue a federation. There is no prospect of a federation (see appendix 4 – response from Ysgol Parc y Llan, Treuddyn Governors).
1.19	The community impact assessment identified that the school was not widely used for community purposes. It did identify a number of possible areas where the proposal could have some negative impact on a small number of local families and on the local community. There are however other community facilities in the areas, i.e. Ffrith and Llanfynydd Community Hall and Cymau Community Centre in which activities can be accommodated.
1.20	The Council has no preconceived plans for the use of the school site should the school close. In line with established practice, future usage of the school site will only be determined following confirmation that the school site is no longer required for educational purposes.

1.21	Previous and current school leaders have worked hard to maintain stability within the school's operations and should be commended for this. However, pupil numbers have dropped from 43 full time pupils in January 2015 to 36 full time pupils at January 2016. This will not provide sufficient income to sustain high quality provision at the school. With such exceptionally low numbers maintaining the quality of the social experience within the school will also be challenging.
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2.00	RESOURCE IMPLICATIONS
2.01	There is sufficient staff capacity to prepare the detailed transition plans for pupils.
2.02	Should the current proposals be implemented, the Council will work with the current members of staff at Ysgol Llanfynydd, including teaching and support staff, should they seek redeployment opportunities. Staff displaced by the proposal may have the opportunity to be employed in the local primary network.
2.03	The estimated annual costs of transport as a result of the proposal are £16,150. However, actual transport costs can only be assessed once all families have a school place confirmed at an alternative school.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	No further consultations are required as part of the School Organisation Code.

4.00	RISK MANAGEMENT
4.01	A Programme Board is set up to oversee the implementation business plans and manage risks in close detail. Reports are made to Cabinet and Overview and Scrutiny at key stages of decision-taking, performance reporting and evaluation.

5.00	APPENDICES
5.01	Appendix 1 – Compliance statement Appendix 2 – Objection report Appendix 3 – Estyn response Appendix 4 – Response from Ysgol Parc y Llan, Treuddyn Governors

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>All responses from the objection period are available for Cabinet Members.</p> <p>Additionally for Cabinet, and in accordance with the School Organisation Code to make a determination the following documents will also be made available:-</p> <ul style="list-style-type: none"> • a copy of the consultation document • a copy of the consultation report • a copy of the published notice • a copy of the objection report • copies of the statutory objections • copies of all of the above in relation to any proposals which are related to the proposal requiring approval (not applicable in the case of this proposal) <p>Contact Officer: Damian Hughes, Senior Manager, School Planning and Provision Telephone: 01352 704135 E-mail: Damian.hughes@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>PLASC – The Welsh Government Pupil Level Annual School Census is mandatory with returns for all sectors required every January including nursery, primary, middle, secondary and special. Returns are required every January.</p> <p>School Organisation Code – The new School Standards and Organisation (Wales) Act 2013 makes Local Authorities responsible (rather than the Welsh Ministers prior to October 2013) for the determination of most statutory school organisation proposals that receive objections. Such provisions apply to any proposals published on or after 1st October 2013 that consider the establishment, discontinuance or otherwise significantly alter schools.</p> <p>The Council does this in line with the Welsh Government’s statutory School Organisation Code</p> <p>http://wales.gov.uk/docs/dcells/publications/130719-school-organisation-codes-en.pdf</p> <p>Estyn - Estyn is the education and training inspectorate for Wales. Estyn is responsible for inspecting primary and secondary schools and nursery schools maintained by, or receive funding from local authorities.</p> <p>Federation – The federation of schools is a legal process which enables schools to work together through a formal structured process by sharing a governing body that will make decisions in the best interest of all the</p>

schools, staff and pupils in that federation.

The Welsh Government have brought in new regulations around federation of maintained schools in Wales. The Federation of Maintained Schools (Wales) Regulations 2014 which came into force on 22 May 2014 gives effect to Council's powers to federate schools. (School governors already have powers to federate by choice under provisions introduced in 2010). These powers have now been consolidated into the 2014 Regulations.

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OBJECTION REPORT

Proposal to close Ysgol Llanfynydd as of the 31st August 2016 with pupils transferring to nearby schools subject to parental preference

This is the provisional draft response of the Council which is being provided to decision makers for discussion - a final view and objection report will be published before the end of 7 days beginning with the day of determination

MARCH 2016

Should you require a hard copy of this report in hard copy please email 21stcenturyschools@flintshire.gov.uk with your name and postal address. Please indicate whether you would like to receive the document in Welsh, English or both.

Flintshire County Council - Education & Youth

Objection Report

Proposal to close Ysgol Llanfynydd from 31st August 2016 with pupils transferring to nearby schools subject to parental preference

Purpose

The report is published in line with the requirements under section 49 of the School Standards and Organisation (Wales) Act 2013. This is a summary of the statutory objections – otherwise known as “the Objection Report”.

Publication of the Statutory Notice

Following the formal consultation period and the publication of a consultation report, Cabinet took the decision to proceed to publish the proposal by way of a statutory notice for 28 days from Friday 29th January 2016 to Friday 26th February 2016.

The statutory notice was published in line with the requirements of the School Organisation Code. The notice was published on the Flintshire County Council website and posted at the main entrance of Ysgol Llanfynydd. Each school affected by the proposal received electronic copies of the notice and provided with details of how to obtain hard copies of the notice.

During the objection period, 78 objections were received in relation to the proposal to close Ysgol Llanfynydd from 31st August 2016 with pupils transferring to nearby schools.

The correspondence received during the objection period was in a number of methods and included:

75 email,
3 letter and

Of the 78 objections received, there were issues with the following objections

14 signed but had no address

In what areas do the objectors reside?

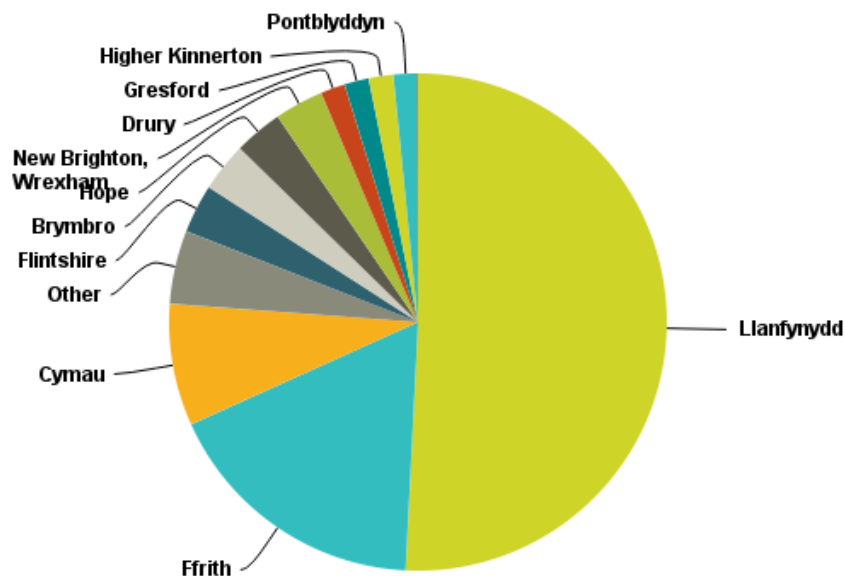
Llanfynydd	32
Ffrith	11
Cymau	5
Other	3
Flintshire	3
Brymbo	2

Hope	2
New Brighton, Wrexham	2
Drury	1
Gresford	1
Higher Kinnerton	1
Pontblyddyn	1
TOTAL	63

* The figure of 63 is reflected by respondents either based at the same address, their address was incomplete or unclear or they did not provide an address

Q8 In what areas do the objectors reside?

Answered: 63 Skipped: 15



In accordance with the School Organisation Code (2013) this Objection Report is made available to stakeholders via an email link and also published electronically on Flintshire County Council's website at:

www.flintshire.gov.uk/schoolmodernisation

To request a hard (paper) copy of this document please email 21stcenturyschools@flintshire.gov.uk, or write to the School Modernisation Team, Flintshire County Council, County Hall, Mold, Flintshire, CH7 6ND, or contact the team on 01352 704015 or 704134.

	Point Raised (in order of highest %)	Local Authority Response	No of written responses raising the point	% of Responses raising the point
1	<p>Consultation Document Flawed</p> <ul style="list-style-type: none"> • Closure would offer very little benefit to the Council • Evidence used for closure is flawed • Capacity for the school is based on 2007 stating 80 pupil capacity and should be based on 2011 of 64 pupil capacity • The last Estyn report was in 2009. The school was not given an updated inspection to aid the decision process • The document is heavily biased towards closure of the school • FCC state that there are 1967 surplus places in Flintshire. This includes secondary schools, an unfair exaggeration in their favour • Estyn comments in the consultation document are unacceptable because they are basing their judgement on a 6 year old report • The proposals do not take account the future needs of the rural population and leads to inequality of choice for families • The document does not include births since 2013 	<p>The Council is satisfied that the publication and requirements of the Code have been met. The consultation process and documentation followed regulatory guidance as set out in the Welsh Government's School Organisation Code 2013.</p> <p>The Council uses the latest verified data at the time of constructing the consultation documents:</p> <ul style="list-style-type: none"> • School pupil numbers and more detailed information around pupils (for example Additional Learning Needs, English as an Additional Language and School action/school action plus/statemented) are obtained from the school's own statistical returns (September or January) • Estyn data is obtained from the school's last Estyn inspection. Timing of inspections will depend on Estyn's own inspection cycle and is not in the Council's control • National Welsh Government categorisation data is based on the school returns. The Council uses the most up to date data at the time of document construction from the Welsh Government website. Welsh Government update their national database annually. 	66	84.6%

<p>Consultation Document Flawed (continued)</p>	<ul style="list-style-type: none">•GwE (The Regional School Improvement Service) data is fed into the Welsh Government's national categorisation system.• The Welsh Government's national Measuring Capacity of Schools in Wales forms are verified by Head teachers, this provides the School Capacity and Admission Number. <p>In 2006 the guidance for Measuring the Capacity in Schools in Wales was updated to provide more information to Councils, the actual method to calculate a school's capacity remained unchanged.</p> <p>Capacity was reviewed in 2011 due to changes in school layout. However, alterations to the capacity at Ysgol Llanfynydd would mean that the school's capacity would reduce by more than 10% of the current admission number. Changes of this nature would require a statutory consultation and the Headteacher was advised accordingly. It was agreed that the capacity remained as previously agreed (signed off by the head teacher in 2007) Working with a hypothetical reduced capacity the school would still have had approximately 30% unfilled places, in any event this would still trigger a review as per the Council School Modernisation policy and also the School Organisation Code.</p>		
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<p>Consultation Document Flawed (continued)</p>	<p>Welsh government annually require The Council as the Admitting Authority to complete a consultation period with all schools to review their capacity and admission number and admission arrangements.</p> <ul style="list-style-type: none"> • Unfilled places are recorded by Welsh Government; the Council provides its returns to Welsh Government annually; they are also based on official school returns. • Birth Information by area is obtained from the Office of National Statistics. • Pupil projections are aligned with the methodology of neighbouring Authorities within North Wales. • Housing development information is based on actual current housing applications provided from the Planning Department. • Potential pupil numbers which may be generated from new housing developments are calculated using a formula providing by a partnering Authority (Conwy CBC) who derive the formula based on the latest census returns. • Pupil teacher ratios are provided by publicly available statistics on a school (http://mylocalschool.wales.gov.uk), provided by Welsh Government and updated on an annual basis. 		
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<p>Consultation Document Flawed (continued)</p>	<ul style="list-style-type: none"> • Foundation Phase and Core Subject Outcomes are provided by publicly available statistics on a school (http://mylocalschool.wales.gov.uk), provided by Welsh Government and updated on an annual basis. • School building condition information is provided by an external company who compare the school building condition against the 'Building Bulletin for Primary and Secondary schools'. • Backlog maintenance information is provided by independent consultants Property. <p>Condition Surveys are undertaken on a 5 year cycle. Priority Codes [definition] are as follows:- Priority 1: Urgent work required to be undertaken within 1 year Priority 2: Essential work required to be undertaken within 2 years Priority 3: Desirable work [deemed as] required to be undertaken within 3 to 5 years Priority 4: Long term work [deemed as] required to be undertaken outside the 5 year [cycle] period The element Total 1 - 3 defines a five year financial investment and element 4 defines a six - ten year financial investment.</p> <p>As highlighted in the Consultation report the roof at Ysgol Llanfynydd has slipping slates due to nail [fixings] fatigue associated with the main duo pitched roof. Additionally the roof has the original old lath and plaster beneath, which would also need to be replaced.</p>		
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Consultation Document Flawed (continued)

Work items are costed by the Consultant and include for preliminaries, labour, plant and materials etc. These costs are based on the current building cost information service provided by the Royal Institute of Chartered Surveyors as the leading provider of cost and price information within the construction and maintenance areas. These costs [Unit Rates] are present within the condition survey software to a default figure and amended/updated as required by the Consultant.

The budget costings are exclusive of VAT, updated annually [using inflation indices] and reviewed post completion of work.

- School suitability information is provided from suitability surveys undertaken independently in line with DfE Asset Management guidance and reviewed by the Council and amended if work has been completed at schools post initial survey.
- School budgetary work is conducted using agreed formula as per the School budget forum. Cost per pupil data is obtained from the Authority's section 52 budget statements.
- Travel distances between school sites is provided by the Flintshire County Council mapping system Route Finder 3.41.
- Transport costs are provided by the Integrated Transport Unit who administer home to school transport contracts.

Consultation Document Flawed (continued)	<p>The Council has demonstrated in its consultation documents that there is sufficient capacity within the local school network to accommodate pupils from Ysgol Llanfynydd should it close, this view is upheld by Estyn. However, additional places if required can be established at Ysgol Parc y Llan, Treuddyn at either no cost or minimum cost.</p> <p>The consultation document includes reference to the primary school portfolio has 1967 (or 17.15%) unfilled places (based on January 2015 PLASC). The unfilled places only includes the primary sector and not the secondary sector.</p> <p>The secondary school portfolio has 2206 (or 20.37%) unfilled places (based on January 2015 PLASC).</p> <p>The Council are unable to maintain all schools in the current financial climate especially where there are significant surplus places within the system. Should the proposal be implemented there will still be a balance of provision in area including rural, town, faith and language provision maintaining parental preference.</p>		
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Consultation Document Flawed (continued)

The birth rate information was provided by Census information from the Schools Management Information Team. There was no birth information available post 2013 due to the timing of the availability of the census data. Since issuing the consultation document the 2014 birth information has become available, the birth rates for the area are included below. There is no significant increase in births in the area of Llanfynydd, and surrounding area. Birth rates remain static in the area.

Ward	2014
Caergwrle	15
Higher Kinnerton	11
Hope	35
Leeswood (Halved between Mold/Hope SPPA)	8
Llanfynydd	16
Penyffordd	32
Treuddyn	14
TOTAL	130

2	<p>Impact on the Community</p> <ul style="list-style-type: none"> • The closure would have a hugely negative impact on the community • Llanfynydd is in the lowest quartile for access to services in the Welsh Index of Multiple Deprivation • The area does have a community centre, riding centre and school are all sources of local pride and community spirit • The school is the heart of the community • The school is the only link for many people to their neighbours to support and socialisation within the community • The school helps to generate customers for Local businesses • The threat of closure has made us seriously consider relocating away from the area • Without the school the whole character of the 'Best Kept village' in Flintshire will be seriously degraded • The elderly living in the bungalows will miss the extra 'footfall' and children's play sounds • There will be no dedicated venue for community events • Closure of the school are the effects on the economy of the area • The village wouldn't be the same • The Community Impact Assessment was completed by the Headteacher who was not from the area and was applying for other employment at the time 	<p>The Council acknowledges that where a school closure is proposed it will have some impact on the local community, although the community use of the school is relatively low.</p> <p>The School Organisation Code suggests that the Council should complete a Community Impact Assessment to measure the impact and how the impact can be minimised or negated. The Council is satisfied that it has met the statutory consultative and publication requirements of the School Organisation Code.</p> <p>It is recognised that the school plays an important role in the wider community. Should the proposal be implemented there would be scope to extend links with alternative schools. Due to the proximity of the alternative schools to the village of Llanfynydd, the Council would seek to assist the Governing body of the alternative schools and PTA to foster links with the wider Llanfynydd community. The Council will work with the school and community to mitigate issues where possible.</p> <p>Llanfynydd is in the highest quartile for access to services in the Welsh Index of Multiple Deprivation, and is not in the lowest quartile.</p> <p>The Council has no plans for the site, and will not consider the future of the site until such time as the school's future is determined.</p>	63	80.7%
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	Impact on the Community (continued)	The Council notes the concerns about the impact on the community. However there are a number of villages within Flintshire, and wider, which do not have a village school but continue to have a thriving and engaged community. Should parents/carers wish for their child/children to access a village school provision there are schools within the area with surplus places.		
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3	<p>Strengths of the school</p> <ul style="list-style-type: none"> • There has been a great deal of investment in the school • The school has been recognised by Estyn that 'Cwriwlwn Cymraeg that learners bilingual Developments feature predominately in the life of the school'. Are other schools able to equal the requirement of the WESP • In 2004/2005 the Authority installed at some considerable expense a Wetroom – this is a unique feature and makes it the only school available to see to demands of disabled pupils needing a wet room with added facilities • Not many pupils have left the school during the process and teachers have remained very professional • It's a fantastic school • It's a good, achieving school: it is a very happy school • The children are nurtured and allowed to develop as individuals • Being able to grow up and learn in such a small and close-knit school environment only increased my confidence • Ysgol Llanfynydd is a much valued and excellent little rural school which should be supported and expanded • One size does not fit all in educational terms and a wide range of different sizes and types of school are necessary • The school is closely associated with the local church do the alternative schools have the same links • It has wonderful staff • Because its small you get a lot of attention • Bullying is less widespread and can be resolved more swiftly • What I have achieved is because of the fabulous education and sporting encouragement I received • Research has shown that small/medium class sizes 	<p>The positive responses from consultees regarding Ysgol Llanfynydd are noted.</p> <p>Reviewing the future of any school is controversial and emotive. Pupils, parents, carers and teachers, past and present, have strong ties to local schools as part of their own life-stories. The Council is challenged with balancing the sensitivities of community feeling on the one hand, with providing a high quality education offer which can be sustained and afforded. The Council cannot avoid making decisions for the future which are in the best interests of pupils and students.</p> <p>Ysgol Llanfynydd is a Community Primary English medium school and Welsh is taught as a second language. The proposal provides parents/carers with the option for English medium education for children with Welsh taught as a second language. This is similar to the current position and pupil access.</p> <p>The current proposal provides access and maintains parental preference for language medium.</p> <p>The national curriculum for the Foundation Phase includes Welsh Language Development (Welsh</p>	54	70.5%
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	<p>Strengths of the school (continued)</p>	<p>as a second language). Pupils in the Foundation Phase should learn to use and communicate their needs in Welsh to the best of their ability. Pupils should be encouraged to do so and should be increasingly exposed to Welsh. At Key Stage 2 pupils should build on these skills. This is followed by all schools in Wales.</p> <p>It is noted that Ysgol Parc Y Llan, Treuddyn has a successful record at the Eisteddfod as a school with Welsh second language over the past 3 years and hosts the Treuddyn Eisteddfod which Ysgol Llanfynydd attends on an annual basis.</p> <p>At present there are no pupils in Ysgol Llanfynydd who require specialist changing facilities.</p> <p>Ysgol Llanfynydd is an English community primary school, and is not a denominational school, the alternative schools are also English community primary schools and are also not denominational schools. The Council does recognise the close links the school has with the church. Due to the proximity of the alternative schools to the village of Llanfynydd, the Council would seek to assist the Governing body of the alternative schools and PTA to foster links with the wider Llanfynydd community. The Council will work with the school and community to mitigate issues where possible.</p>		
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4	<p>Roof Repair Costings</p> <ul style="list-style-type: none"> • The roof does not need fixing • The costs to fix the roof of 80k seems crazy • 80,00 is not a definite cost, it is a possible cost at some point in the future • Flintshire building tips guide advise to get three building quotes from reputable companies before undertaking any building work 	<p>The condition surveys are carried out by independent surveyors, commissioned by the Council. They survey schools on a five year cycle in line with national guidance and provide the Council with maintenance priorities. The work to repair the roof was identified as a priority, therefore urgent repair work was programmed accordingly.</p> <p>As stated in the consultation report, the roof at Ysgol Llanfynydd has slipping slates due to nail [fixings] fatigue associated with the main duo pitched roof. Additionally the roof has the original old lath and plaster beneath, which would also need to be replaced.</p> <p>Work items are costed by the Consultant and include for preliminaries, labour, plant and materials etc. These costs are based on the current building cost information service [BCIS] provided by the Royal Institute of Chartered Surveyors, [RICS] as the leading provider of cost and price information within the construction and maintenance areas. These costs [Unit Rates] are present within the condition survey software to a default figure and amended/updated as required by the Consultant. The budget costings are exclusive of VAT, updated annually [using inflation indices] and reviewed post completion of work.</p>	51	65.3%
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	Roof Repair Costings (continued)	<p>The council manages the acquisition of all its goods, services and works, strictly in accordance with their Contract Procedure Rules [CPR's]. These CPRs have the following key objectives:</p> <ul style="list-style-type: none">•To ensure that the council obtains value for money and achieves best value as defined in section 3 of the Local Government Act 1999;•To ensure that the council complies with UK and European law that governs the procurement of goods, services and works;•To establish procurement procedures which, when followed, should protect members and officers of the council from any allegation of acting unfairly or unlawfully.•To ensure that fairness and transparency remain at the forefront of all procurement activity. <p>Contract procurement by the council is governed by detailed European and UK legislation. The law requires all council procurement and contracting to be conducted transparently, fairly and in a non-discriminatory manner.</p>		
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5	<p>Alternative Schools</p> <ul style="list-style-type: none"> • Demand for school places in the area that particularly Abermorddu would not be able to fill • There are currently more applications than places in the area • The suggestion to increase the capacity of Ysgol Parc Y Llan to accommodate pupils will fill all the spare places in the local schools, allowing no room for any extra pupils in the area due to new housing developments • Parents who have been attempting to find their children places for their children • Council boundaries will be changing in the very near future and therefore it is not possible to predict what the future educational needs of the new Council will be and any decision should be left until these become clear • Abermorddu has recently been rated as Amber on MyLocalschool website, so would offer a less good education. • Standards at Ysgol Parc Y Llan will fall as the ratio of pupils to staff will increase and there will be less resources per pupil • Pupils will end up being educated in porta-cabins • Not one of the alternative schools can offer the same of higher level of educational standards • Parents are having problems placing siblings together 	<p>It is the Council's view that there is sufficient capacity within the local school network to accommodate pupils from Ysgol Llanfynydd should it close.</p> <p>All applications to transfer to another school will be dealt with in accordance with the Council's admissions policy and the School Admissions Code. Every effort will be made to keep siblings together and there is some discretion under the Admissions Code to admit pupils to a year group even though it is full and subject to certain conditions being met. Each application must be dealt with on its merits taking in to account the circumstances at the school, such as the number in each year group, the capacity of the school, class organisation, etc. The Council cannot keep places in reserve for any pupils who may move in to an area as this is not legal.</p> <p>School modernisation proposals will continue to be reviewed during any future Local Authority amalgamation.</p> <p>As part of their response to the consultation document Estyn concluded that the proposal is likely to at least maintain the current standards of education in the area based on the information and data provided within the consultation document and overall pupil outcomes in all four alternative schools are currently good, with all schools judged as having the necessary capacity to improve further.</p>	41	52.5%
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	<p>Alternative Schools (continued)</p>	<p>The Council included a range of data and statistical information within the consultation document relating to outcomes and standards at Ysgol Llanfynydd and the alternative schools. This included data at both Foundation Phase and Key Stage 2.</p> <p>The consultation document also points out that where cohorts are small, such as Ysgol Llanfynydd outcomes should be treated with caution. Furthermore Estyn state that the proposer provides detailed information on each of the alternative schools capacity to provide a broad and balanced curriculum at both the Foundation phase and key stage 2.</p> <p>The Council provided a range of contextualised data regarding both Ysgol Llanfynydd and the proposed alternative schools. Further data was available regarding other possible alternative schools within the area for comparison. This included data relating to assessed cohorts at the Foundation Phase and Key Stage 2, Estyn reports and commentary regarding provision at all schools subject to the proposal.</p>		
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6	<p>Results and achievement of the school</p> <ul style="list-style-type: none"> • The standard of teaching is beyond reproach • Academic results are consistently excellent • It's an achieving school 	<p>The positive responses from consultees regarding Ysgol Llanfynydd are noted.</p> <p>It is the view of the Council and the view of Estyn, that should the current proposal be implemented pupils would have access to at least an equivalent standard of educational provision.</p>	34	43.5%
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7	<p>Federation</p> <ul style="list-style-type: none"> • FCC are not looking at federation schools, it works perfectly well in Wrexham and has done with Mr Ashford • Federation has not been actively encouraged by Flintshire Local Authority • If a Federation if possible and desirable e.g. with Parc Y Llan, it could be imposed if this is the best solution for both schools. • Why are Flintshire County Council so anti-federation 	<p>The federation of schools is a legal process which enables schools to work together through a formal structured process by sharing a governing body that will make decisions in the best interest of all the schools, staff and pupils in that federation.</p> <p>The Welsh Government have brought in new regulations around Federation of maintained schools in Wales. The Federation of Maintained Schools (Wales) Regulations 2014 which came into force on 22 May 2014 give effect to Councils powers to federate schools. (School governors already have powers to federate by choice under provisions introduced in 2010). These powers have now been consolidated into the 2014 Regulations.</p> <p>An alternative suggestion of federation had been suggested by a number of consultees, notably the governing body. The Governing body of Ysgol Llanfynydd has not been able to identify a willing partnering school or schools with which to pursue a federation. There is no prospect of developing a successful federation without a willing partner or partners. Ysgol Parc Y Llan Governors have confirmed that they have not and will not be bringing forward a federation proposal with Ysgol Llanfynydd.</p> <p>The Council's position was clear in the consultation documentation. The option to federate Ysgol Llanfynydd with another school would not address surplus places at the school. In the context of the Flintshire surplus places there is a significant number of surplus places as</p>	34	43.5%
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	<p>Federation (continued)</p>	<p>Should Ysgol Llanfynydd federate with another school the cost per pupil would remain unaffected, as federated schools maintain their individual budgets.</p> <p>Cabinet members in their decision making regarding the proposal considered all information from the consultation and whether or not to publish a statutory notice in respect of the proposal to close Ysgol Llanfynydd.</p> <p>The Council is aware of the benefits that the acting headteacher arrangements with the Headteacher at Ysgol Parc Y Llan, Treuddyn have had to Ysgol Llanfynydd. Ysgol Parc Y Llan, Treuddyn Governors have provided written confirmation that although sympathetic to the schools situation they have decided not to enter into a federation discussions with Ysgol Llanfynydd.</p>		
8	<p>Comment made by Carwyn Jones that closing Schools should never be about saving money contradicts the Council's comments</p> <ul style="list-style-type: none"> • During the consultation meeting Ian Budd drew attention to the £52 reduction in funding for public services over the next three years and the funding challenges. These were your rationale for proposing closure of the school. • Carwyn Jones, First Minister recently met two governors and told them that school closures should never be based on cost savings • The Minister was genuinely shocked that Flintshire's education officers were openly stating that this was all about cost savings 	<p>The proposal to close Ysgol Llanfynydd was put forward on the basis of criteria laid down in the Council's Modernisation Strategy, namely:-</p> <p>Unfilled places across the primary school portfolio:</p> <p>1. Ysgol Llanfynydd as at January 2015 (PLASC) had 42 full time pupils with unfilled places at 47.5%. As at September 2015 the school population has 34 full time pupils with unfilled places at 57.5%</p> <p>2. Diminishing resource criteria (i.e. schools supported by pupils not from their local community and/or small numbers within the community raise concern regarding sustainability</p>	34	43.5%

	<p>Comment made by Carwyn Jones that closing Schools should never be about saving money contradicts the Council's comments (continued)</p>	<p>within the school's portfolio); for 44% of pupils attending Ysgol Llanfynydd, it is not their nearest school, and</p> <p>3. Small School criteria – The School and capacity of Ysgol Llanfynydd is lower than national designation of a small school, additionally school numbers do not meet the minimum requirements of primary school models as noted in the Council's School Modernisation Strategy. This leads to higher costs per pupil; unnecessary building, leadership and administration costs. The proposal will enable the Council to focus on the spending in the classroom in a time of annual diminishing budgets for schools for the foreseeable future.</p> <p>The Council has a statutory responsibility to review educational provision within their area to ensure that resource is directed in an effective and efficient way, with a focus of resources being directed towards the benefit of pupils teaching and learning. Effective planning of educational provision allows for resource to be redirected to support the provision of new facilities.</p>		
9	<p>Traffic and Transport Impact</p> <ul style="list-style-type: none"> New people from the area were being provided with free transport to Abermorddu school and not Ysgol Llanfynydd – this has had a knock on impact 	<p>The Road Safety Team have completed a Traffic Regulation Order assessment for the provision of double yellow lines around Abermorddu Primary School and the school is on the assessment priority list for completion of these works subject to available funding. Additionally a request has been made to the Technical Performance section of Streetscene for the traffic light sequence to stay on green for longer to allow school traffic to</p>	32	41%

<p>Traffic and Transport Impact (continued)</p> <ul style="list-style-type: none"> • Up until about six years ago transport was provided from Cymau to Ysgol Llanfynydd. The withdrawal of this transport to Abermorddu has obviously resulted in children moving from Ysgol Llanfynydd to Abermorddu School • In Abermorddu traffic is already very dangerous in the area before and after school • If pupils are transported to Abermorddu this will only increase the number of vehicles • The journey times would create great difficulties for many children • The distance that pupils will have to travel to other schools will disadvantage them and could well affect their performance in future years 	<p>exit around the school during school opening and closing times to assist with the flows of traffic, this request is currently under review with Streetscene.</p> <p>The Consultation documentation recognises that most pupils at Ysgol Llanfynydd would see an increased distance from their home address to the alternative school, and would not be able to utilise walking routes within the village, due to its rural location.</p> <p>However the increase in travel time would not be in excess of the learner travel guidance.</p> <p>Transport eligibility is determined by the Council in which the pupil resides. 17 pupils who live in Flintshire would be entitled to free home to school transport based on the assumption and modelling that pupils transfer to Ysgol Parc Y Llan, Treuddyn (nearest available school) on the basis of the following grounds:</p> <ul style="list-style-type: none"> • That the nearest appropriate available school is more than 2 miles away; • That the route to the alternative schools would be considered to be hazardous by the Council due to its rural location which has limited footpaths in and out of the village. <p>Abermorddu Primary School is the nearest primary school to the Cymau area, additionally the route from Cymau to Abermorddu Primary School is considered to be hazardous, and therefore pupils are eligible for transport from home to school. Should pupils from Cymau</p>		
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	<p>Traffic and Transport Impact (continued)</p>	<p>decide to go to Ysgol Llanfynydd, as they are bypassing their nearest school they would not be eligible for transport from home to school.</p> <p>The estimated maximum annual costs of transport as a result of the proposal are £16,150. However, this was an indicative model. Actual transport costs can only be fully assessed once all families have chosen their preferred school.</p> <p>The Council has a requirement to ensure it 1) provides transport in line with statute and its own policy and 2) that transport arrangements are commissioned in accordance with the Welsh Government Transport measure.</p>		
10	<p>Admission Arrangements and Transition</p> <ul style="list-style-type: none"> • There are no firm plans in place to confirm which school or schools these pupils will transferred to • Parents should not be responsible for finding places for their children, FCC and admission should be assisting more with this • The statutory code states that in a proposal to discontinue a school, the local Council must include admission arrangements at the proposed alternative school – this has not been done • The admission arrangements in the report are not explained in way which parents would find helpful and appears as a simple restatement of Flintshire CC general admission policy • You are not really giving us a lot of time to find an appropriate school for our children 	<p>The Council is satisfied that the publication and requirements of the Code have been met.</p> <p>Admission arrangements to the alternative school were provided in the consultation document in section 18 page 68.</p> <p>The Admissions information is also available on the council's website on the following link: http://www.flintshire.gov.uk/en/Resident/Schools/School-Admissions.aspx</p> <p>Advice and information about admissions was readily provided to parents on request. Any advice given was in accordance with the School Admissions Code and the Council's admissions policy. The Council's Admissions Team has responded to many requests from parents for</p>	31	39.7%

	<p>Admission Arrangements and Transition (continued)</p>	<p>advice in order to provide parents with as much information as possible. In individual cases all options have been explored and appropriate advice given. Where applications have been received, alternative places have been allocated in accordance with the admissions policy.</p> <p>A mini admissions process will be administered to assist families in transition to other school should cabinet determine closure.</p> <p>The Council would work with parents of Ysgol Llanfynydd to ensure minimal disruption to pupils who would be transferring to alternative provision.</p> <p>The Statutory timeline complies with the School Organisation Code. The timeline allows sufficient time for parent/carers and pupils to select an alternative school and allow effective transition should Ysgol Llanfynydd close.</p>		
11	<p>Consultation Process was flawed</p> <ul style="list-style-type: none"> • The Council have received 174 responses against the closure of Ysgol Llanfynydd have these responses been listened to • Any public authority which is required to consult should do it with an open mind and should be willing to listen and to seriously consider the responses it receives • The author of the original report either was instructed to justify closure or had already formed that opinion and was unwilling to include the positive features of the school • The consultation report does not respond to issues raised during consultation 	<p>The Council is satisfied that the publication and requirements of the Code have been met.</p> <p>In accordance with the Council's Constitution, Cabinet Members must maintain objectivity in decision making. It is the Council's view that discussions relating to this proposal were open and honest. All the submissions made results in a thorough and robust debate on the proposal and Cabinet Members were fully informed of the issues before making their decision. The decisions of the Cabinet were reached through the democratic process.</p>	27	34.6%

	<p>Consultation Process was flawed (continued)</p> <ul style="list-style-type: none"> • The cabinet meeting following consultation did not cover the concerns of all those who responded, only questions from the cabinet were responded to • The Council has failed to comply with the School Organisation Code as it has failed to follow the code by deviating from the requirements of the Code in compiling the consultation report 'respond to these by means of clarification, amendment to the proposal or rejection of the concerns, with supporting reasons' • As a member of staff I have not received any formal direct correspondence during the entire consultation process • Has Flintshire County Council really considered the alternatives to closure • The consultation document misquotes the Code and does not state 'responding to these by means of clarification, amendment to the proposal or rejection of the concerns with supporting reasons'. 	<p>The Council has engaged with the Headteacher, School, Teachers and Support staff throughout the process, including support offered through the HR team. A meeting was also arranged specifically for staff on the 23rd November 2015 to discuss the proposal and process. The HR Business Partner Team have also offered individual meetings should staff want to discuss any concerns.</p> <p>The consultation report does include in the main text of the report a summary of each of the issues raised by consultees, and a response to these by means of clarification, amendment to the proposal (not applicable) or rejection of the concerns with supporting reasons – refer to Appendix E of the consultation report.</p>		
12	<p>Housing developments not been taken into consideration</p> <ul style="list-style-type: none"> • Households numbers will grow in the area • Many new homes are proposed to be built in Coed Talon • There is land designated under the local development plan in Llanfynydd, if these homes are built there would be competition for school places at Parc Y Llan • The pupil yield in the consultation document is extremely understated • In the likely event that Flintshire County Council sell Ysgol Llanfynydd for housing the area will be in the unfortunate circumstance of requiring quality school facilities 	<p>The Council has fully considered school capacity in the area together with potential housing development yield within its consultation documents.</p> <p>Data regarding potential pupils which could be generated from new housing developments is calculated using a housing yield formula. The housing yield formula has been derived from research work based on national census data from a partnering authority. This was applied to all current housing development planning applications approved by the planning authority. The Council does not include sites which are on</p>	21	26.9%

<p>Housing developments not been taken into consideration (continued)</p> <ul style="list-style-type: none"> The document fails to take into account the current Local Development Plan including developments in Treuddyn (6 NR Sites), Llanfynydd (1 NR site), Cymau (1 NR Site), Abermorddu (1 NR Site), Caergwrle (8 NR Site), Hope (6 Nr Sites) 	<p>the Local Development Plan because they do not have approved housing applications.</p> <p>The housing yield figures produced are a maximum figure and do not take into account parental choice and/or pupil movement i.e. pupils moving into the new homes but who are already in the local education system. Additionally there is no guarantee that all of these pupils would access the provision at Ysgol Llanfynydd due to parental preference for school provision in the area, including faith and language medium.</p> <p>The pace of housing developments will be constrained by the plans of the site owners/developers, the housing market, current economic climate and other factors which are unpredictable.</p> <p>It is the Council's view that there is sufficient capacity within the local school network to accommodate pupils from Ysgol Llanfynydd should it close. Estyn have commented that: <i>'Based on approved planning applications for new housing developments within the catchments are of the four schools, the proposers predict that an additional 15 primary places will be needed. These figures when added to the pupils at Ysgol Llanfynydd, still demonstrate capacity within the existing four schools to manage this increased demand for school places.'</i></p> <p>The Council have no plans for the site, and will</p>		
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	Housing developments not been taken into consideration (continued)	not consider the future of the site until such time as the school's future is determined.		
13	<p>Statutory Notice process was flawed</p> <ul style="list-style-type: none"> The statutory code states that a notice should insert details of any other measures proposed to be taken to increase the numbers of school places available as a consequence of the closure of this school this has not been done The statutory notice was not given to Governors until Monday 1st February The statutory notice was not handed in person or by email directly to the Board of Governors 	<p>The Council is satisfied that the publication requirements of the Statutory Notice in accordance with Code have been met.</p> <p>The statutory notice was provided directly via email to the school Headteacher and the school's generic email account, managed by the school secretary. This is an administrative approach that the Council have taken, individual contact details for Governors are not held with the School Modernisation Team. The Headteacher and generic school email account was provided with the link and instructed to make their parents/carers/guardians/pupils/governors/School Council/Staff Members and prospective parents aware of the link and also advised that hard copies were available on request. A hard copy of the statutory notice was placed on the front door of the school on the day the statutory notice was issued - Friday 29th January 2016.</p> <p>The Governors were provided with a copy of the statutory notice via the School and have also been provided with the opportunity to provide their objections in writing in line with the Code. The Chair of the school Governors has provided an objection on behalf of all of the school Governors. Additionally a number of Governors have provided their own individual objections to the</p>	21	26.9%

	<p>Statutory Notice process was flawed (continued)</p>	<p>proposal.</p> <p>The Council proposes that existing pupils may attend either Ysgol Parc Y Llan, Treuddyn English medium community based primary school, Abermorddu CP School, English medium community based primary school, Ysgol Estyn, Hope English medium community based primary school or Bwlchgwyn CP School, English medium community based primary school. This is however subject to parental preference and subject to available places. Parents may express a preference for the said schools or indeed another school and the Council will comply with any such expressed preference subject to the School Standards and Framework Act 1998, Section 86 (3).</p> <p>The proposal does not require that any measures are taken to increase the numbers of school places available as a consequence of the closure of Ysgol Llanfynydd. The Council has demonstrated in its consultation documents that there is sufficient capacity within the local school network to accommodate pupils from Ysgol Llanfynydd should it close, this view is also upheld by Estyn.</p> <p>Additional places if required can be established at Ysgol Parc Y Llan, Treuddyn should the pupils wish to move as a group.</p>		
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	Statutory Notice process was flawed (continued)	<p>Should, if any alterations of the teaching spaces be required this would be dependent on the numbers and organisation of year groups subject to the transfer of pupils should the proposal be implemented.</p> <p>The Council would work with parents of Ysgol Llanfynydd to ensure minimal disruption to pupils who would be transferring to alternative provision.</p>		
14	<p>Impact on Children</p> <ul style="list-style-type: none"> • The distance that pupils will have to travel to other schools will disadvantage them and could well affect their performance in future years • Friendship groups will be split up • Impact on the learners will be sacrificed for relatively insignificant financial savings • The proposal to close the school is obviously not in the best interests of pupils • Forget the human impact of these changes and insecurities of the little children • There is not much evidence of care for the children's immediate future • Will have a detrimental effect to my child's learning and development • My children would be heartbroken 	<p>When proposing changes to school organisation it is acknowledged that there will be some changes for pupils. Should the proposal be implemented and Ysgol Llanfynydd be closed it would result in changes for the existing pupils such as :</p> <ul style="list-style-type: none"> • Shorter journey time to school for pupils who reside in Wrexham • A marginally longer route to school for pupils who live in the Llanfynydd area • A new school uniform • New teachers and support staff • New learning environment • Friendship groups may be affected, however new friendships may be formed. <p>The Council will take all practicable steps to ease the transition for all pupils, most especially for vulnerable groups of learners such as Additional Learning Needs (ALN). Should the proposal be implemented the Council would work alongside pupils, their parents, and the relevant schools to make appropriate transition arrangements for pupils to familiarise themselves with their new</p>	11	14.1%

<p>Impact on Children (continued)</p>	<p>environment (subject to parental preference).</p> <p>Where pupils have specific ALN needs, the resource and support they require would be replicated in their new learning environments.</p> <p>At the time of preparing the consultation document, under current transport policy 17 pupils would be entitled to free home to school transport. This would be on the basis that the route to the alternative school from Llanfynydd would be considered to be hazardous due to its rural location which has limited footpaths in and out of the village.</p> <p>The Council has a requirement to ensure it 1) provides transport in line with statute and its own policy and 2) that transport arrangements are commissioned in accordance with the Welsh Government Transport measure.</p> <p>Reviewing the future of any school is controversial and emotive. Pupils, parents, carers and teachers, past and present, have strong ties to local schools as part of their own life-stories.</p> <p>Reviewing the future of any school is controversial and emotive. Pupils, parents, carers and teachers, past and present, have strong ties to local schools as part of their own life-stories.</p> <p>The Council is challenged with balancing the sensitivities of community feeling on the one</p>		
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	<p>Impact on Children (continued)</p>	<p>hand, with providing a high quality education offer which can be sustained and afforded. The Council cannot avoid making decisions for the future which are in the best interests of pupils and students.</p> <p>The Council has made adequate arrangements to ensure that the best interests of the learners are ensured during this process. This has included producing a children and young people's consultation document to which numerous pupils have supplied responses. The Council in conjunction Ysgol Llanfynydd facilitated a consultation session for the School Council of Ysgol Llanfynydd which allowed them to put forward their views regarding the proposal. The Council also produced a report for Cabinet and consultees summarising the views of the children and young people that were collected during the consultation period. Additionally the Council produced a summary of their views in a report specifically for children and young people.</p> <p>The Council would work with parents of Ysgol Llanfynydd to ensure minimal disruption to pupils who would be transferring to alternative provision.</p>		
15	<p>Family connections with the school</p> <ul style="list-style-type: none"> • Myself and all my 5 siblings attended this school in the 1960's and some of my nephews and nieces since then • The school has been used for so many years by generations of children in this village 	<p>Reviewing the future of any school is controversial and emotive. Pupils, parents, carers and teachers, past and present, have strong ties to local schools as part of their own life-stories.</p> <p>The Council is challenged with balancing the sensitivities of community feeling on the one</p>	11	14.1%

	<p>Family connections with the school (continued)</p> <ul style="list-style-type: none"> • My family have attended this school for years • I would be devastated if this school was not available for me to send my children to 	<p>hand, with providing a high quality education offer which can be sustained and afforded. The Council cannot avoid making decisions for the future which are in the best interests of pupils and students across Flintshire.</p>		
16	<p>Savings/Budget/Funding</p> <ul style="list-style-type: none"> • Previous VfM calculations would be negated if you closed the school after the investment it has had. • The budget savings made from closing the school are made up of a hypothetical costs for fixing a roof • Closing the school may achieve minimal financial savings to the education budget in the short term but could lead to far greater costs overall in the long term • The costs of making redundancies do not seem to have been included • I wonder how much money has been used to finance other projects in the past • The governing body of Llanfynydd were a source of jest by senior education personnel when we suggested that we could find a way of saving money by reducing our budget • Perhaps Flintshire County Council should consider a reduction to the amount of people it employs for administration staff • The proposal has not detailed whether the proceed of sales of redundant sites will meet the costs of proposal 	<p>Inefficient school organisation can result in uneven and unfair funding patterns where some schools receive a disproportionate share of funding at the expense of pupils attending other schools in the area, this is mostly the case of schools that are classified as small schools. Any school proposals should contribute towards establishing a more equitable pattern of school funding.</p> <p>In line with regulatory requirements Flintshire County Council has a schools funding formula which is the methodology by which the budget share for each school in the County is determined. Each year the formula is reviewed and in consultation with relevant stakeholders, amendments are made to reflect changes in funding and policy. (The detailed methodology and the budget shares are sent to all schools and a summary is published in what is referred to as the section 52 budget statement).</p> <p>Schools receive a budget for a financial year from April to March and this is based on the pupils in each school in the September preceding the financial year. The 2015/16 section 52 budget</p>	10	12.8%

<p>Savings/Budget/Funding (continued)</p> <ul style="list-style-type: none"> • The First Minister has made it clear (TV interview 17 Feb) that Authorities have been given extra funds to support rural schools. Where has this money gone in Flintshire? • The costings are not clearly set out within the consultation report in the context of the Estyn report published in May 2012 in respect of overall cost to the County of either closing or not closing Llanfynydd school 	<p>statement has been used as the basis of analysis.</p> <p>The primary school funding formula was fundamentally reviewed in 2013/14 with full involvement and consultation with schools and other stakeholders including the Schools Budget Forum and Education and Youth Scrutiny. The formula must be applied consistently across all schools with any changes to the formula being consulted on and agreed. There is a primary schools funding formula group comprising Authority officers and nominated Headteachers which meets regularly to consider formula issues. A key ongoing concern from small primary schools has been to secure adequate resources to enable school leaders to fulfil their responsibilities.</p> <p>In 2015-2016 Ysgol Llanfynydd received a formulae funding allocation of £217,715 which represents £4,838 per pupil, ranking the school as the highest funded per pupils in Flintshire, £1,569 higher than the average funding per pupil in Flintshire. The higher level of per pupil funding reflects the need to subsidise small schools by the inclusion of a lump sum amounts within the funding formula and also reflects the higher premium costs per pupils in smaller schools.</p> <p><i>The inclusion of potential redundancy costs would be pre-determination of the proposal.</i></p> <p>Additional funding from the Welsh Government</p>		
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	<p>Savings/Budget/Funding (continued)</p>	<p>has been made available to three rural authorities – Monmouthshire, Powys and Ceredigion. The Minister for Finance and Government Business Jane Hutt referred to this in her announcement on the Draft Budget on 9 February and whilst not education specific, the additional funding for those rural authorities could be spent on schools.</p> <p>The Council is satisfied that the publication requirements of the statutory notice, in accordance with the Code requirements have been met.</p> <p>The Council have no reconceived plans for the use of the school site, and will not consider the future of the site until such time as the school's future is determined.</p> <p>The Council has met the requirements of the School Organisation Code in its reporting of financial matters. The Code also states that the Council should take into account whether the proposals will ensure a fairer and more equitable distribution of funding.</p> <p>Additionally, the Council is satisfied that it had met the statutory consultative and publication requirements of the School Organisation Code.</p>		
17	<p>Parental preference is being taken away</p> <ul style="list-style-type: none"> To keep siblings and friendship groups together pupils would have to go to Ysgol Parc Y Llan which isn't giving any parental choice 	<p>The Council acknowledges that there is a number of factors that determine where parents send their child/children. However, the Council are unable to maintain all schools in the current financial climate especially where there are significant</p>	6	7.6%

	<p>Parental preference is being taken away (continued)</p>	<p>surplus places within the system. Should the proposal be implemented there will still be a balance of provision in area including rural, town, faith and language provision maintaining parental preference.</p> <p>The Local Authority will comply with statutory requirements and the Welsh Government School Admissions Code and will take account of the expression of parental preference in the context of its duty to ensure the provision of effective education and the efficient use of education resources. When considering applications, the Local Authority will observe the provisions of the School Admissions Code which states that admission authorities should admit to the school's admission number and will rarely be able to prove prejudice as a ground for refusing an additional pupil while the numbers remain below the admission number.</p>		
18	<p>Childcare</p> <ul style="list-style-type: none"> • Ysgol Parc Y Llan has no after school club • Although pupils from Parc Y Llan are able to attend Ysgol Terrig, it offers a different language medium and may cause anxieties for some pupils 	<p>Ysgol Parc Y Llan does have an after school club. It is a shared after school club with Ysgol Terrig, Treuddyn (Welsh medium community school) based on the same site as Ysgol Parc Y Llan, Treuddyn. The Headteacher of Ysgol Parc Y Llan, Treuddyn has confirmed that the majority of pupils who attend the club are English speaking. The club is bilingual and pupils interact with other pupils from Ysgol Terrig, Treuddyn on a regular basis, this provides a unique opportunity for all pupils to develop their Welsh language skills.</p>	2	2.5%

19	<p>Impact of the proposals on the school numbers</p> <ul style="list-style-type: none"> By virtue of proposing the close the school, has created an environment in which parents are discouraged from using the local school 	<p>The Council has to follow the process as defined by the School Organisation Code.</p> <p>The Council acknowledges that statutory consultation around school organisation change will cause a level of uncertainty within the local school community, which can be a contributory factor in pupil number reduction.</p>	2	2.5%
20	<p>Increasing Pupil Numbers</p> <ul style="list-style-type: none"> Some marketing of the school may help increase the admission numbers The Council has failed to support and promote this wonderful school 	<p>The three main roles of a governing body are to:</p> <ul style="list-style-type: none"> (i) set the aims and objectives for the school; (ii) agree policies, targets and priorities for achieving these objectives; (iii) monitor and evaluate the aims and objectives and whether the policies, targets and priorities are being met, always with a view to promoting high standards of educational achievement. Active promotion of the school is a responsibility of the school and its governing body. <p>The Council supports all of its schools through support services.</p>	2	2.5%
21	<p>Comment supporting the Proposal</p> <ul style="list-style-type: none"> I would like to go on record as expressing my full and unequivocal support for the proposal 		1	1%

Conclusion

As outlined during the consultation process, the proposal to close Ysgol Llanfynydd from 31st August 2016 with pupils transferring to nearby schools requires the approval of the Local Authority Cabinet Members. This Objection Report alongside a copy of all the Objections, a copy of the consultation; document; a copy of the consultation report, and a copy of the published notice will be forwarded to Cabinet Members for determination.

DRAFT

Estyn response to the proposal by Flintshire County Council to close Ysgol Llanfynydd, an English medium community primary school as of 31st August 2016

This report has been prepared by Her Majesty's Inspectors of Education and Training in Wales.

Under the terms of the School Standards and Organisation (Wales) Act 2013 and its associated Code, proposers are required to send consultation documents to Estyn. However, Estyn is not a body which is required to act in accordance with the Code and the Act places no statutory requirements on Estyn in respect of school organisation matters. Therefore as a body being consulted, Estyn will provide their opinion only on the overall merits of school organisation proposals.

Estyn has considered the educational aspects of the proposal and has produced the following response to the information provided by the proposer and other additional information such as data from Welsh Government.

Introduction/Proposal

- This is a consultation proposal by Flintshire County Council.
- The proposal is that Flintshire County Council close Ysgol Llanfynydd from 31st August 2016 with pupils transferring to other schools in the local area, subject to parental preference

Background

- Ysgol Llanfynydd in a small English-medium primary school situated in the village of Llanfynydd, Flintshire.
- The school currently has 34 pupils on role, a decrease from 42 pupils in January 2015. Predictions indicate that over the next four years, pupil numbers are not set to rise. Capacity at the school is 80 pupils.
- The current individual school budget per pupil is £4,838. This is the highest of all primary schools in Flintshire.
- The Local Authority currently has 17.5% unfilled primary places, which is significantly above the national target of less than 10%. In January 2015, they published a 'Revised School Modernisation Strategy'. To assist with reducing surplus school places, proposals within this strategy include closing any primary school with less than 105 full time places.

Summary/ Conclusion

It is Estyn's opinion that this proposal is likely to at least maintain the present standards of education provision in the area. Overall, pupil outcomes in all four alternative schools are currently good, with all schools judged as having the necessary capacity to improve further. Pupil attendance in all of these schools is good.

The four local schools currently have 58 unfilled places between them with the potential for this to be increased to 63. This would be sufficient to accommodate all pupils currently attending Ysgol Llanfynydd. Based on approved planning applications for new housing developments within the catchments of the four schools, the proposers predict that an additional 15 primary places will be needed. These figures when added to the pupils at Ysgol Llanfynydd, still demonstrate capacity within the existing four schools to manage this increased demand for school places.

The proposers have considered two alternative options:

- Maintaining the status quo

- Federating or amalgamating the school with another school

The proposer outlines the expected benefits and disadvantages of the two options appropriately. The proposal has also appropriately considered the advantages and disadvantages of each option against the key drivers of educational improvement, suitable buildings, unfilled places, diminishing resources and resilient school leadership.

The proposers have also recognised the potential impact of closure on the local community and have completed a community impact assessment. This has identified a number of possible areas where closure could have a negative impact on a small number of local families and the village community as a whole. For example, on long term provision for community groups

Based on this process, the proposal appropriately outlines the reasons for discounting alternative options and the reasons for their preferred option. The Local Authority believes that longer-term benefits for pupils outweigh any disadvantages

The proposer has suitably identified the relevant risks relating to the proposal and has outlined clearly how these risks will be managed. However, the proposer has not clearly identified how they will manage the risk of parents not being able to choose their preferred alternative school

The proposer has given suitable consideration to the impact of the proposal on pupils' travel arrangements and their ability to access the provision. The proposer has clearly identified that for 15 of the current 34 pupils attending Ysgol Llanfynydd, this is not their nearest school. They have predicted that 17 pupils who would have attended Ysgol Llanfynydd in September 2016 would be entitled to free transport to an alternative school. This would incur an annual cost of £16,150. The proposal has identified that for most pupils living in the Llanfynydd area, distance to school would increase but not in excess of Welsh Government guidelines. Routes to and from schools in the area have been considered as hazardous due to its rural location and limited safe walking routes through the village.

The proposer has completed a detailed separate equality and Welsh language impact assessment to consider the potential impact in respect of all areas of equality and Welsh language and the potential ways in which the impact can be limited and a positive impact can be promoted.

This assessment summarises that there are no obvious negative impacts on Welsh Language provision. Subject to parental preference, there is the option for pupils from Ysgol Llanfynydd to access Welsh medium education at other Flintshire schools should the proposal to close the school go ahead.

Educational aspects of the proposal

The proposal contains useful details about the four alternative schools concerned, including

- Judgements from most recent Estyn reports
- Current Welsh Government categorisation including Standards groups and capacity to improve
- Current level of support from the local authority
- Attendance levels over time
- Class organisation

Three of the four alternative schools are currently in Welsh Government's 'Standards Group 3' with one school in 'Standards Group 1'. All four schools are currently judged as 'yellow' effective schools that know the areas in which they need to improve schools. Their capacity to improve is categorised as good.

The proposer provides detailed information on each of the alternative school's capacity to provide a broad and balanced curriculum at both the Foundation Phase and key stage 2. It outlines judgements made in the most recent Estyn inspection reports and progress that each school has made in addressing their recommendations. The proposal judges that each school has the capacity to at least maintain current standards in terms of curriculum delivery.

The document also gives a detailed analysis of each school's most recent property building survey. These show that each school is in a similar satisfactory condition fit to effectively deliver the primary curriculum.

The proposer has undertaken a detailed equality impact assessment that carefully considers the impact of the proposal on vulnerable groups including those with special educational needs and with mobility issues. Where available, comments from the most recent Estyn reports from each of the alternative providers, judges their provision for pupils with additional learners needs as good.

The proposer suitably recognises the potential additional challenge of change for many pupils and accurately considers how transition would be managed successfully these more vulnerable groups of learners.

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Ysgol Parc Y Llan
Treuddyn
Yr Wyddgrug
Sir y Fflint
CH7 4LN
Ffon: 01352 770304
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Mrs. M Morris
Ysgrifenyddes/Secretary



Parc Y Llan CP School
Treuddyn
Mold
Flintshire
CH7 4LN
Tele 01352 770304
Fax 01352 770304

Mr. M Ashford
Pennaeth/Headteacher

12th February 2016

Dear Chair of Governors,

We acknowledge receipt of your letter on 4th February 2016 formally asking Ysgol Parc y Llan to permanently federate with Ysgol Llanfynydd. We also thank you for your kind words, recognising the work and commitment by Mr Ashford and the support Ysgol Parc y Llan have provided to your school.

We appreciate Ysgol Llanfynydd has and is continuing to go through a period of uncertainty with regards to its future in light of the Flintshire School Modernisation Programme.

We are very proud of Ysgol Parc y Llan's achievements and successes, highlighted in our ESTYN Inspection in 2015, GWE visit feedback and also Flintshire County Council request for us to assist in supporting Ysgol Llanfynydd. Ysgol Parc y Llan works extremely well as a team and this is driven primarily through having a strong leadership team, which is lead by our Headteacher, Mr Ashford.

I am pleased that our school has been a sympathetic friend to Ysgol Llanfynydd and that we have played an active supporting role during the consultation period.

We as a Governing Body appreciate that there could be further changes regarding schools in our area in the coming years which may be difficult for us as a Governing Body, but we need to put the needs of Ysgol Parc y Llan first, and the desire to provide a first class education for our children.

The full Governing Body met on Thursday 11th February to give the proposal full consideration and review the impact of the proposal on the Headteacher, staff, parents and pupils. Considerable discussions between Governing Body Members regarding the possibility of a federation with Ysgol Llanfynydd took place followed by a vote. The decision was not favourable, and so I regret to inform you that Ysgol Parc y Llan would not be willing to enter a federation with Ysgol Llanfynydd.

Ysgol Parc y Llan Governing Body was committed to help Ysgol Llanfynydd during the consultation period, and will continue to provide support until the end of July 2016. I believe we have played a very supportive role to ease the concerns of Ysgol Llanfynydd's parents and staff.

I appreciate that this is not the response that you would have wished for but we have to do what is the best for Ysgol Parc y Llan at this time.

Kind Regards,
Natalie Jones

Chair of Governors - Ysgol Parc y Llan

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Compliance Statement in Relation to the Current School Proposals

Introduction: School Organisation:

The School Organisation Code imposes requirements and provides guidelines in respect of all school organisation proposals in Wales.

For all of the current school organisation proposals the School Modernisation Team have planned the consultations, decision making and statutory notices in line with what the Code requires.

Consultation Process Timescales:

RAG Status: GREEN

The Schools Modernisation Team are required to ensure that timescales are adhered to in relation to school organisation proposals.

The timescale and process for consultation, decision making and statutory notice for the current school proposals have been checked and verified with Flintshire County Council Legal Team and through external verification through the Welsh Government Officers.

Welsh Government Consultation Documentation Checklist.

RAG status: GREEN

In the case of all school organisation proposals, the consultation document **must** contain certain information in line with School Organisation Code, July 2013 (Document number: 006/2016).

A RAG checklist has been produced by Welsh Government School Governance & Organisation Branch for the current school organisation proposals. The RAG checklist document follows a colour coding system in order to highlight any missing information or areas which Welsh Government felt could have been dealt with more thoroughly.

Ysgol Llanfynydd and Ysgol Maes Edwin proposals have all been assessed by the external Welsh Government Officers as having no concerns identified.

Flintshire County Council Consultee Checklist:

RAG status: GREEN

When bringing forward statutory proposals the School Organisation Code provides a full list of consultees that the proposer should consult with during the statutory process. An internal checklist has been produced by the School Modernisation Team to assess if the required statutory consultees have been identified.

Ysgol Llanfynydd and Ysgol Maes Edwin consultee checklist have all been assessed by the external Welsh Government Officers as having no concerns identified.

Verification of Data in the Consultation Document:

RAG status: GREEN

The School Modernisation Team uses the latest verified data at the time of constructing the consultation documents:

- School pupil numbers and more detailed information around pupils (for example Additional Learning Needs, English as an Additional Language and School action/school action plus/statemented) are obtained from the schools own statistical returns (September or January)
- Estyn data is obtained from the schools last Estyn inspection. Timing of inspections will depend on Estyn's own inspection cycle.
- National Welsh Government categorisation data, is based on the school returns. The Council use the most up to date data at the time of document construction from the Welsh Government website. Welsh Government update their national data base annually.
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- The Welsh Government's national Measuring Capacity of Schools in Wales forms are verified by Head teachers, this provides the School Capacity and Admission Number.
- Unfilled places are recorded by Welsh Government; the Council provide its returns to Welsh Government annually; they are also based on official school returns.
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- Housing development information is based on actual current housing applications provided from the Planning Officers.
- Potential pupils which may be generated from new housing developments is calculated using a formula providing by a partnering Authority (Conwy CBC) who derive the formula based on the latest census returns.
- Pupil teacher ratios are provided by publically available statistics on a school (<http://mylocalschool.wales.gov.uk>), provided by Welsh Government and is updated on an annual basis.
- Foundation Phase and Core Subject Outcomes are provided by publically available statistics on a school (<http://mylocalschool.wales.gov.uk>), provided by Welsh Government is updated on an annual basis
- School Building condition information is provided by an external company who compare the school building condition against the building bulletin for Primary and Secondary schools
- Backlog maintenance information is provided by through independent consultants Property Condition Surveys are undertaken on a 5 year cycle.

Priority Codes [definition] are as follows:-

Priority 1: Urgent work required to be undertaken within 1 year

Priority 2: Essential work required to be undertaken within 2 years

Priority 3: Desirable work [deemed as] required to be undertaken within 3 to 5 years

Priority 4: Long term work [deemed as] required to be undertaken outside the 5 year [cycle] period

The element Total 1 - 3 defines a five year financial investment and element 4 defines a six - ten year financial investment.

Work items are costed by the Consultant and include for preliminaries, labour, plant and materials etc. These costs are based on the current building cost information service [BCIS] provided by the Royal Institute of Chartered Surveyors, [RICS] as the leading provider of cost and price information within the construction and maintenance areas. These costs [Unit Rates] are present within the condition survey software to a default figure and amended/updated as required by the Consultant. The budget costings are exclusive of VAT, updated annually [using inflation indices] and reviewed post completion of work.

- School suitability information is provided from Suitability surveys undertaken independently in line with DfE Asset Management guidance and reviewed by FCC officers and amended if work has been completed at schools post initial survey.
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- Transport costs are provided by the infrastructure unit who administer home to school transport contracts.

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CABINET

Date of Meeting	Tuesday, 19 April 2016
Report Subject	School Modernisation – School Standards and Reorganisation Act 2013 – Ysgol Maes Edwin, Flint Mountain.
Cabinet Member	Cabinet Member for Education
Report Author	Chief Officer (Education and Youth)
Type of Report	Strategic

EXECUTIVE SUMMARY

To inform Cabinet of the responses from the statutory objection period for Ysgol Maes Edwin, Flint Mountain.

To invite Cabinet to determine on the statutory proposal for school organisational change at Ysgol Maes Edwin, Flint Mountain.

RECOMMENDATIONS

1	Cabinet is requested to consider the responses from the statutory objection period for Ysgol Maes Edwin, Flint Mountain.
2	Cabinet is requested to determine whether to implement the proposal for school organisational change at Ysgol Maes Edwin, Flint Mountain.

REPORT DETAILS

1.00	EXPLAINING SCHOOL ORGANISATIONAL CHANGE AT YSGOL MAES EDWIN, FLINT MOUNTAIN
1.01	In June 2015 Cabinet determined that we enter into formal consultation on closure and other school organisation options for Ysgol Maes Edwin, Flint Mountain by September 2016.
1.02	<p>The proposal was put forward on the basis of criteria laid down in the Council's School Modernisation Strategy, namely:</p> <ul style="list-style-type: none"> • Unfilled places across the primary school portfolio – Ysgol Maes Edwin, Flint Mountain as at January 2015 (PLASC) had 66 full time pupils with unfilled places of 13.16%. As of September 2015 the school population has 55 full time pupils with unfilled places at 27.63%; pupil numbers at January 2016, 39 full time pupils. • Diminishing resource criteria (i.e. schools supported by pupils not from their local community and/or small numbers within the community raise concern regarding sustainability within the school's portfolio) - 83.63% of pupils attending Ysgol Maes Edwin, Flint Mountain are not attending their local school (See Appendix 1); • Small School Criteria – The School population and capacity of Ysgol Maes Edwin, Flint Mountain is lower than national designation of a small school, additionally school numbers do not meet the minimum requirements of primary school models as noted in the Council's School Modernisation Strategy, and • Ysgol Maes Edwin, Flint Mountain is currently (July 2015) in Welsh Government categorisation 4, on a scale of 1 - 4, with 4 being the lowest for educational standards. The school has remained in the same category when the Welsh Government conducted their annual review (January 2016).
1.03	The formal consultation period for Ysgol Maes Edwin, Flint Mountain commenced on Wednesday 21 st October 2015 and ended on Wednesday 2 nd December 2015. The Council issued consultation documents in accordance with the statutory School Organisation Code.
1.04	The committee report and consultation report was considered by both Education and Youth Overview and Scrutiny 6 th January 2016 thereafter, Cabinet 19 th January 2016
1.05	Cabinet determined that a Statutory Proposal be issued for Ysgol Maes Edwin, Flint Mountain. This was published on 29 th January 2016 and ran until 26 th February 2016.
1.06	Under the School Organisational Code the Statutory Proposal for Ysgol Maes Edwin, Flint Mountain is determined by the Council's Cabinet, rather than Welsh Ministers.

1.07	<p>Reviewing the future of any school is controversial and emotive. Pupils, parents, carers and teachers, past and present, have strong ties to local schools as part of their own life-stories. The Council is challenged with balancing the sensitivities of community feeling on the one hand, with providing a high quality primary education offer which can be sustained and afforded. The Council cannot avoid making decisions for the future which are in the best interests of pupils and students.</p>
1.08	<p>During the objection period, the Council has received the following concerns in summary form:</p> <ul style="list-style-type: none"> • Concerns about children’s welfare, pupils have already transferred from other schools, bullying, unable to obtain a place in schools of their preference, loss of friendship, do not want a large school, concern about support, large class sizes. • Concern that parental preference was being taken away. • Concerns about the consultation process, data, new housing development, process unsettling to school community. • Impact on the community/future use of site should the school close. • Concerns that money already invested in the school. • Concern the Council did not allow enough time for the Governors to consider Federation. • Transport.
1.09	<p>Responses also focussed on the strengths of the school, i.e. family atmosphere, small class sizes, happy children, good staff and teachers.</p>
1.10	<p>The Council would take all practicable steps to ease the transition for all pupils, most especially for vulnerable groups of learners such as Additional Learning Needs (ALN). Should the proposal be implemented the Council would work alongside pupils, their parents and the relevant schools to make appropriate transition arrangements for pupils to familiarise themselves with their new environments (subject to parental preference).</p>
1.11	<p>Applications from Ysgol Maes Edwin, Flint Mountain pupils wishing to transfer to other schools will be administered in line with the Council’s Admissions Policy. A mini admissions process will be administered to assist families in transition to other schools should Cabinet determine closure.</p>
1.12	<p>The Council needs to ensure there are a sufficient number of school places, of the right type, in the right locations. This is not straightforward in that there are a large number of surplus school places in some areas of the County, whilst other areas don’t have enough places to meet the local demand. In other areas, school populations are sustained by children and young people from outside the local area through parental preference. School Organisation change does not take away a parents ability to express a preference for a school of their choice.</p>
1.13	<p>It is the Council’s view that there is sufficient capacity within the local school network to accommodate pupils from Ysgol Maes Edwin should it close. Estyn have commented <i>that ‘The local authority has given a clear</i></p>

	<i>rationale for the proposed expected benefits when compared with the status quo in relation to finance, surplus places and the continuity and progression in pupils' learning.'</i>
1.14	School organisation consultation documents are subject to rigorous compliance checks prior to their publication, which includes verifying information provided by the schools and national sources (see Appendix 1- Compliance Statement).
1.15	The Council has fully considered school capacity and potential housing development yield within its consultation documents. Data regarding potential pupils which could be generated from new housing developments is calculated using a housing yield formula. The housing yield formula has been derived from research work from a partnering authority. This was applied to all current housing development planning applications approved by the planning authority.
1.16	The housing yield figures produced are a maximum figure and do not take into account parental choice and/or pupil movement i.e. pupils moving into the new homes but who are already in the local education system.
1.17	The pace of housing developments will be constrained by the plans of the site owners/developers, the housing market, current economic climate and other factors which are unpredictable.
1.18	The community impact assessment has identified the impact of closure on a small number of local families and on the local community. The loss of the school would impact on a small number of community activities taking place and the range of community facilities within Ysgol Maes Edwin, Flint Mountain.
1.19	The Council has no preconceived plans for the use of the school site should the school close. In line with established practice, future usage of the school site will only be determined following confirmation that the school site is no longer required for educational purposes.
1.20	Most pupils at Ysgol Maes Edwin, Flint Mountain are not attending their nearest school. For a small number pupils currently living in Flint Mountain the distance travelled would increase, however this would not be in excess of the learner travel guidelines. The distance from Flint Mountain village to Ysgol Owen Jones, Northop is under 2 miles, it is likely that pupils in the Flint Mountain area would be eligible for transport under the criteria that the route to their new schools would be considered as hazardous.
1.21	Under the Regulations, Governors have had powers to federate since 2010. The Council has considered and discounted the option of federation within its consultation documents. At the time of writing, the Governing body of Ysgol Maes Edwin has not been able to identify a willing partnering school or schools with which to pursue a federation. There is no prospect of federation.

1.22	Estyn has provided its statutory response to the consultation. It is Estyn's view that this proposal is likely to at least maintain the present standards of education provision in the area. They noted that consultation documentation appropriately set out the advantages of the proposal, which include the efficient and effective use of resources; a reduction of unfilled pupil places within the primary school network; at least maintaining the current standards and the quality of education in the area; and the reduction in travel to school for the majority of pupils should they choose their local school.
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2.00	RESOURCE IMPLICATIONS
2.01	There is sufficient staff capacity to prepare the detailed transition plans for pupils.
2.02	Should the current proposals be implemented, the Council will work with the current members of staff at Ysgol Maes Edwin, Flint Mountain including teaching and support staff, should they seek redeployment opportunities. Staff displaced by the proposal may have the opportunity to be employed in the local primary network.
2.03	The estimated annual costs of transport as a result of the proposal are £9,120. However, actual transport costs can only be assessed once all families have a school place confirmed at an alternative school.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	No further consultations are required as part of the School Organisation Code.

4.00	RISK MANAGEMENT
4.01	A Programme Board is set up to oversee the implementation business plans and manage risks in close detail. Reports are made to Cabinet and Overview and Scrutiny at key stages of decision-taking, performance reporting and evaluation.

5.00	APPENDICES
5.01	Appendix 1 – Pie Chart showing where pupils reside Appendix 2 – Compliance statement Appendix 2 – Objection Report Appendix 4 – Estyn response

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>All responses from the objection period are available to Cabinet Members.</p> <p>Additionally for Cabinet, and in accordance with the School Organisation Code to make a determination the following documents will also be made available:-</p> <ul style="list-style-type: none"> • a copy of the consultation document • a copy of the consultation report • a copy of the published notice • a copy of the objection report • copies of the statutory objections • copies of all of the above in relation to any proposals which are related to the proposal requiring approval (not applicable in the case of this proposal) <p>Contact Officer: Damian Hughes, Senior Manager, School Planning and Provision Telephone: 01352 704135 E-mail: Damian.hughes@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>PLASC – The Welsh Government Pupil Level Annual School Census is mandatory with returns for all sectors required every January including nursery, primary, middle, secondary and special. Returns are required every January.</p> <p>School Organisation Code – The new School Standards and Organisation (Wales) Act 2013 makes Local Authorities responsible (rather than the Welsh Ministers prior to October 2013) for the determination of most statutory school organisation proposals that receive objections. Such provisions apply to any proposals published on or after 1st October 2013 that consider the establishment, discontinuance or otherwise significantly alter schools.</p> <p>The Council does this in line with the Welsh Government’s statutory School Organisation Code</p> <p>http://wales.gov.uk/docs/dcells/publications/130719-school-organisation-codes-en.pdf</p> <p>Estyn - Estyn is the education and training inspectorate for Wales. Estyn is responsible for inspecting primary and secondary schools and nursery schools maintained by, or receive funding from local authorities.</p> <p>Federation – The federation of schools is a legal process which enables schools to work together through a formal structured process by sharing a governing body that will make decisions in the best interest of all the schools, staff and pupils in that federation.</p>

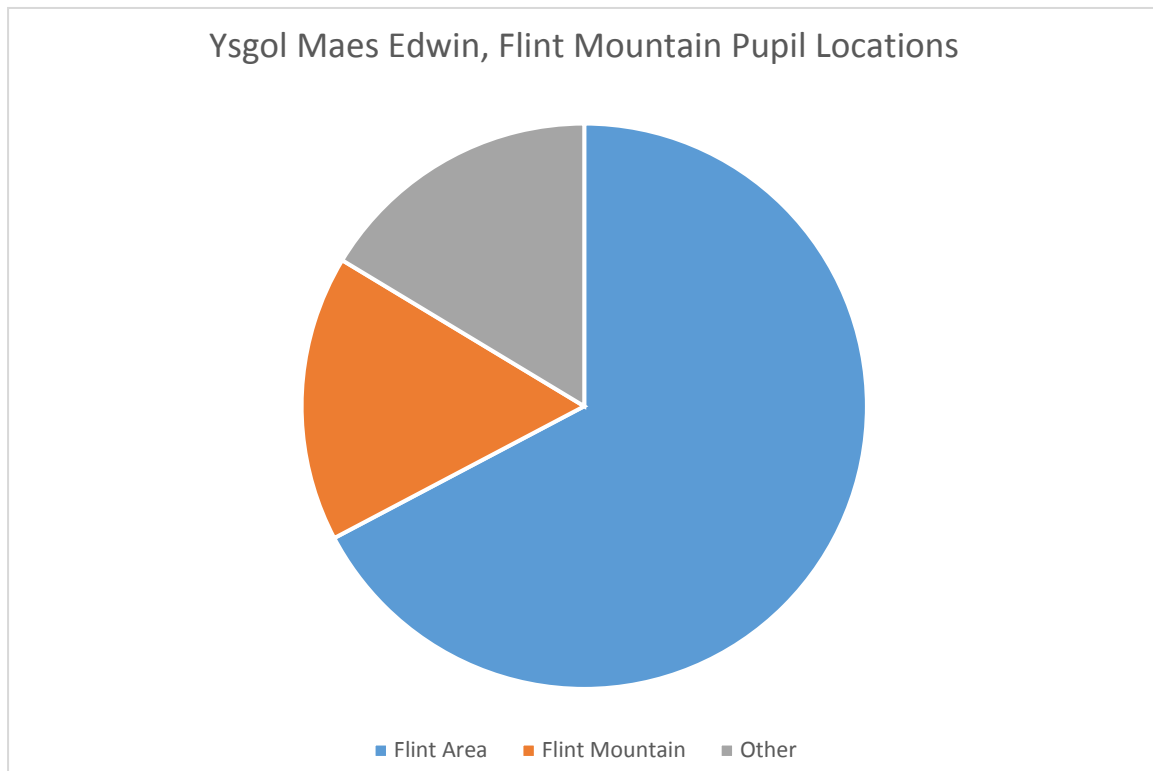
	<p>The Welsh Government have brought in new regulations around federation of maintained schools in Wales. The Federation of Maintained Schools (Wales) Regulations 2014 which came into force on 22 May 2014 gives effect to Council's powers to federate schools. (School governors already have powers to federate by choice under provisions introduced in 2010). These powers have now been consolidated into the 2014 Regulations.</p>
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Appendix 1

The following pie chart and map display the current (September 2015) home location for Ysgol Maes Edwin, Flint Mountain pupils.

**** Number of full time pupils (Reception to Year 6) as of September 2015 (Source ONE System). There is a difference in pupils numbers compared to January 2015 PLASC.***



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Appendix 2

Compliance Statement in Relation to the Current School Proposals

Introduction: School Organisation:

The School Organisation Code imposes requirements and provides guidelines in respect of all school organisation proposals in Wales.

For all of the current school organisation proposals the School Modernisation Team have planned the consultations, decision making and statutory notices in line with what the Code requires.

Consultation Process Timescales:

RAG Status: GREEN

The Schools Modernisation Team are required to ensure that timescales are adhered to in relation to school organisation proposals.

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Appendix 2

Verification of Data in the Consultation Document:

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Priority 4: Long term work [deemed as] required to be undertaken outside the 5 year [cycle] period

Appendix 2

The element Total 1 - 3 defines a five year financial investment and element 4 defines a six - ten year financial investment.

Work items are costed by the Consultant and include for preliminaries, labour, plant and materials etc. These costs are based on the current building cost information service [BCIS] provided by the Royal Institute of Chartered Surveyors, [RICS] as the leading provider of cost and price information within the construction and maintenance areas. These costs [Unit Rates] are present within the condition survey software to a default figure and amended/updated as required by the Consultant. The budget costings are exclusive of VAT, updated annually [using inflation indices] and reviewed post completion of work.

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OBJECTION REPORT

Proposal to close Ysgol Maes Edwin, Flint Mountain from 31st August 2016 with pupils transferring to nearby schools

This is the provisional draft response of the Council which is being provided to decision makers for discussion - a final view and objection report will be published before the end of 7 days beginning with the day of determination

MARCH 2016

Should you require a hard copy of this report please email 21stcenturyschools@flintshire.gov.uk with your name and postal address. Please indicate whether you would like to receive the document in Welsh, English or both.

Flintshire County Council - Education & Youth

Objection Report

Proposal to close Ysgol Maes Edwin, Flint Mountain from 31st August 2016 with pupils transferring to nearby schools

Purpose

The report is published in line with the requirements under section 49 of the School Standards and Organisation (Wales) Act 2013. This is a summary of the statutory objections, otherwise known as “the Objection Report”.

Publication of the Statutory Notice

Following the formal consultation period and the publication of a consultation report, Cabinet took the decision to proceed to publish the proposal by way of a statutory notice for 28 days from 29th January 2016 to 26th February 2016.

The statutory notice was published in line with the requirements of the School Organisation Code. The notice was published on the Flintshire County Council website and posted at the main entrance of Ysgol Maes Edwin, Flint Mountain. Each school affected by the proposal received electronic copies of the notice and provided with details of how to obtain hard copies of the notice.

During the objection period, 42 objections were received in relation to the proposal to close Ysgol Maes Edwin, Flint Mountain from 31st August 2016 with pupils transferring to nearby schools.

The correspondence received during the objection period was in a number of methods and included:

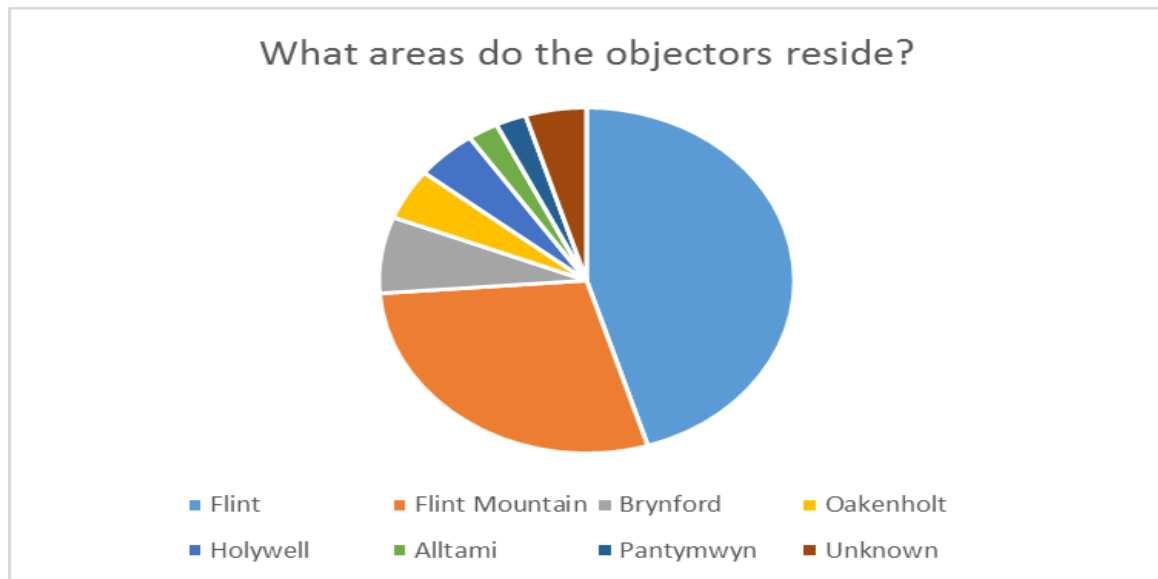
18 (42.86%) email,
24 (57.14%) letter and

Of the 42 objections received, 2 signed objections had no address.

What areas do the objectors reside?

Flint	19
Flint Mountain	12
Brynford	3
Oakenholt	2
Holywell	2
Pantymwyn	1
Alltami	1
Unknown	2
TOTAL	42

What areas do the objectors reside?



In accordance with the School Organisation Code (2013) this Objection Report is made available via an email link and also published electronically on Flintshire County Council's website at:

www.flintshire.gov.uk/schoolmodernisation

To request a hard (paper) copy of this document please email 21stcenturyschools@flintshire.gov.uk, write to the School Modernisation Team, Flintshire County Council, County Hall, Mold, Flintshire, CH7 6ND, or contact the team on 01352 704134/704015.

	Point Raised	Council's Response	No of written responses raising the point	% of Responses raising the point
1	<p>Strengths of the school</p> <ul style="list-style-type: none"> • Increase in pupil numbers • Small class sizes • Pupils mix well together • Family atmosphere • Growth in pupil numbers • Successful clubs/trips • Good Estyn report • Education Standards • Happy children • Lots of pupils with Additional Learning Needs • Good staff and teachers • Amazing school 	<p>The positive responses from consultees regarding Ysgol Maes Edwin are noted.</p> <p>Reviewing the future of any school is controversial and emotive. Pupils, parents, carers and teachers, past and present, have strong ties to local schools as part of their own life-stories. The Council is challenged with balancing the sensitivities of community feeling on the one hand, with providing a high quality education offer which can be sustained and afforded. The Council cannot avoid making decisions for the future which are in the best interests of pupils and students.</p>	36	86%

2	<p>Parental Preference has been or is being taken away</p> <ul style="list-style-type: none"> • Parents/Carers moved their children from other nearby school • I chose a small school for my child 	<p>The Council acknowledges that there is a number of factors that determine where parents/carers send their child/children.</p> <p>The Council will comply with statutory requirements and the Welsh Government School Admissions Code and will take account of the expression of parental preference in the context of its duty to ensure the provision of effective education and the efficient use of education resources. When considering applications, the Council will observe the provisions of the School Admissions Code which states that admission authorities should admit to the school's admission number and will rarely be able to prove prejudice as a ground for refusing an additional pupil while the numbers remain below the admission number.</p>	33	79%
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3	<p>Consultation Documents and Process</p> <ul style="list-style-type: none"> • Document is biased • Doesn't consider housing development • Data is incorrect • Process caused stress and upset • Unfairly targeted • Decision Makers • Key drivers • Welsh Government school ratings not easy to understand • Consultation caused pupils to leave 	<p>The formal consultation period for Ysgol Maes Edwin, Flint Mountain commenced on Wednesday, 21st October 2015 and ended on Wednesday, 2nd December 2015. The Council uses the latest verified data at the time of constructing the consultation documents:</p> <ul style="list-style-type: none"> •School pupil numbers and more detailed information around pupils (for example Additional Learning Needs, English as an Additional Language and School action/school action plus/statemented) are obtained from the schools own statistical returns (September or January) •Estyn data is obtained from the school's last Estyn inspection. Timing of inspections will depend on Estyn's own inspection cycle. •National Welsh Government categorisation data is based on the school returns. The Council uses the most up to date data at the time of document construction from the Welsh Government website. Welsh Government update their national database annually. 	33	79%
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Consultation Documents and Process (Continued)	<ul style="list-style-type: none">•GwE (The Regional School Improvement Service) data is fed into the Welsh Government's national categorisation system.•The Welsh Government's national Measuring Capacity of Schools in Wales forms are verified by Head teachers, this provides the School Capacity and Admission Number.•Unfilled places are recorded by Welsh Government; the Council provides returns to Welsh Government annually; they are also based on official school returns.•Birth Information by area is obtained from the Office of National Statistics•Pupil projections are aligned with the methodology of neighbouring Council's within North Wales.•Housing development information is based on actual current housing applications provided from the Planning Officers at Flintshire County Council.•Potential pupil numbers which may be generated from new housing developments are calculated using a formula providing by a partnering Council (Conwy CBC) who derive the formula based on the latest census returns.•Pupil teacher ratios are provided by publicly available statistics on a school (http://mylocalschool.wales.gov.uk), provided by Welsh Government and is updated on an annual basis.•Foundation Phase and Core Subject Outcomes are provided by publicly available statistics on a school (http://mylocalschool.wales.gov.uk), provided by Welsh Government and updated on an annual basis.		
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<p>Consultation Documents and Process (Continued)</p>	<ul style="list-style-type: none"> •School building condition information is provided by an external company who compare the school building condition against the 'Building Bulletin' for Primary and Secondary schools. •Backlog maintenance information is provided by independent consultants. Property Condition Surveys are undertaken on a 5 year cycle. <p>Priority Codes (definition) are as follows:-</p> <p>Priority 1: Urgent work required to be undertaken within 1 year.</p> <p>Priority 2: Essential work required to be undertaken within 2 years.</p> <p>Priority 3: Desirable work (deemed as) required to be undertaken within 3 to 5 years.</p> <p>Priority 4: Long term work (deemed as) required to be undertaken outside the 5 year (Cycle) period.</p> <p>The element Total 1 – 3 defines a five year financial investment and element 4 defines a six – ten year financial investment.</p> <p>Work items are costed by the Consultant and include for preliminaries, labour, plant and materials etc. These costs are based on the current building cost information service provided by the Royal Institute of Chartered Surveyors (RICS) as the leading provider of cost and price information within the construction and maintenance areas. These costs (Unit Rates) are present within the condition survey software to a default figure and amended</p>		
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<p>Consultation Documents and Process (Continued)</p>	<p>/updated as required by the Consultant. The budget costings are exclusive of VAT, updated annually (using inflation indices) and reviewed post completion of work.</p> <ul style="list-style-type: none"> •School suitability information is provided from Suitability surveys undertaken independently in line with DfE Asset Management guidance and reviewed by Flintshire County Council officers and amended if work has been completed at schools post initial survey. •School budgetary work is conducted using agreed formula as per the School budget forum. Cost per pupil data is obtained from the Council's section 52 budget statements. •Travel distances between school sites is provided by the Flintshire County Council mapping system Route Finder 3.41 •Transport costs are provided by the Councils integrated transport unit who administer home to school transport contracts. <p>The Consultation process follows regulatory guidance as set out in the Welsh Government's School Organisation Code 2013.</p> <p>However, it is acknowledged that the process around school organisational change can be unsettling for pupils, staff and the school community.</p> <p>The proposal was put forward on the basis of criteria laid down in the Council's School Modernisation Strategy, namely:</p>		
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	<p>Consultation Documents and Process (Continued)</p>	<ul style="list-style-type: none"> •Unfilled places across the primary school portfolio – Ysgol Maes Edwin, Flint Mountain as at January 2015 (PLASC) had 66 full time pupils with unfilled places of 13.16%. As of September 2015 the school has 55 full time pupils with unfilled places at 27.63% •Diminishing resource criteria (i.e. schools supported by pupils not from their local community and/or small numbers within the community raise concern regarding sustainability within the school’s portfolio) – 83.63% of pupils attending Ysgol Maes Edwin, Flint Mountain are not attending their local school; •Small School Criteria – The School population and capacity of Ysgol Maes Edwin, Flint Mountain is lower than national designation of a small school, additionally school numbers do not meet the minimum requirements of primary school models as noted in the Council’s School Modernisation Strategy, and •Ysgol Maes Edwin, Flint Mountain is currently (July 2015) in Welsh Government categorisation 4, on a scale of 1 – 4, with 4 being the lowest for educational standards. 		
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4	<p>Children's emotional welfare (how the move will affect my child)</p> <ul style="list-style-type: none"> • Pupils already transferred from other schools • Bullying • Unable to get into other nearby schools because they are full • Increased travel times to school • Don't want to attend larger schools • Loss of friendship • Won't get the further support they require • Overcrowded classrooms 	<p>Reviewing the future of any school is controversial and emotive. The Council is challenged with balancing the sensitivities of community feeling on the one hand, with providing a high quality education offer which can be sustained and afforded. The Council cannot avoid making decisions for the future which are in the best interests of pupils and students. When proposing changes to school organisation it is acknowledged that there will be some changes for pupils. Should the proposal be implemented and Ysgol Maes Edwin, Flint Mountain be closed it would result in changes for the existing pupils such as :</p> <ul style="list-style-type: none"> • Shorter journey time to school for pupils who reside in the Flint area • A marginally longer route to school for fewer than 10 pupils who live in the Flint Mountain area • A new school uniform • New teachers and support staff • New learning environment • Friendship groups may be affected, however new friendships may be formed. 	31	74%
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5	<p>Impact on the Community</p> <ul style="list-style-type: none"> • Central hub of the village • School land should only be used for a school • School/Community must do more to attract more pupils • School used for clubs/night classes • Essential to the community • Authority going to sell the land for housing • Rumours the school is going to be a Pupil Referral Unit 	<p>A Community Impact Assessment has been carried out and the Council acknowledges that where a school closure is proposed it will have some impact on the local community, although the community use of the school is relatively low.</p> <p>However, the Council will work with schools and community to mitigate issues where possible.</p> <p>The Council has no plans for the site, and will not consider the future of the site until such time as the school's future is determined.</p> <p>Legal Land ownership issues are still being investigated, it has been noted that some of the site at Ysgol Maes Edwin, Flint Mountain is part of the Bryn Edwin Trust. Dependant on the formalisation of such matters, the Council could consider transferring the asset or part of the asset to a constituted community group where it can demonstrate a need and ability to take over the running of the site.</p>	31	74%
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6	<p>Recent spend on building works</p> <ul style="list-style-type: none"> • Recent spend on Disability Adaptations and maintenance • Waste of Tax payers money • Unnecessary items purchased 	<p>The Council cannot predetermine an outcome to the proposal and therefore work on the principle of spending today's money on today's pupils.</p> <p>The condition surveys are carried out by independent surveyors, commissioned by the Council. They survey schools on a five year cycle in line with national guidance and provide the Council with maintenance priorities. The work to repair the roof was identified as a priority, therefore urgent repair work was programmed accordingly.</p> <p>The Council has a legal duty to consider the Equalities Act, therefore work was completed at the school to facilitate the needs of a pupil.</p>	31	67%
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7	<p>Housing developments not been taken into consideration</p> <ul style="list-style-type: none"> • Potential new housing in area • Application to change use of land in the area from agricultural to building • Croes Atti development • Expanding residential area • New housing has created younger families • Expected rise in number of school pupil due to housing development • Authority have approved new housing developments in the area 	<p>The Council has fully considered school capacity in the area together with potential housing development yield within its consultation documents.</p> <p>Data regarding potential pupils which could be generated from new housing developments is calculated using a housing yield formula. The housing yield formula has been derived from research work based on national census data from a partnering Council. This was applied to all current housing development planning applications approved by the planning authority.</p> <p>The housing yield figures produced are a maximum figure and do not take into account parental choice and/or pupil movement i.e. pupils moving into the new homes but who are already in the local education system.</p> <p>The pace of housing developments will be constrained by the plans of the site owners/developers, the housing market, current economic climate and other factors which are unpredictable.</p> <p>It is the Council's view that there is sufficient capacity within the local school network to accommodate pupils from Ysgol Maes Edwin should it close. Estyn have commented that: <i>'The local authority has given a clear rationale for the proposed expected benefits when compared with the status quo in relation to finance, surplus places and the continuity and progression in pupils' learning.'</i></p>	31	67%
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8	<p>Federation of the school</p> <ul style="list-style-type: none"> • Not given enough time to explore Federation • No support from Flintshire County Council • Interested schools declined to participate in Federation following discussions with Flintshire County Council 	<p>The federation of schools is a legal process which enables schools to work together through a formal structured process by sharing a governing body that will make decisions in the best interest of all the schools, staff and pupils in that federation.</p> <p>The Welsh Government have brought in new regulations around federation of maintained schools in Wales. The Federation of Maintained Schools (Wales) Regulations 2014 which came into force on 22 May 2014 give effect to Council's powers to federate schools. (School governors already have powers to federate by choice under provisions introduced in 2010). These powers have now been consolidated into the 2014 Regulations.</p> <p>An alternative suggestion of federation had been suggested by a number of consultees, notably the governing body. The Governing body of Ysgol Maes Edwin, Flint Mountain has not been able to identify a willing partnering school or schools with which to pursue a federation. The prospect of developing a successful federation without a willing partner or partners is minimal. Neighbouring schools have confirmed that they have not and will not be bringing forward a federation proposal with Ysgol Maes Edwin, Flint Mountain.</p>	28	67%
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9	<p>Transition of pupils with Additional Learning Needs</p> <ul style="list-style-type: none"> Understand the additional needs of the children 	<p>The Council will take all practicable steps to ease the transition for all pupils, most especially for vulnerable groups of learners such as Additional Learning Needs (ALN). Should the proposal be implemented the Council would work alongside pupils, their parents, and the relevant schools to make appropriate transition arrangements for pupils to familiarise themselves with their new environments (subject to parental preference).</p> <p>Where pupils have specific ALN needs the resource and support they require would be replicated in their new learning environments.</p>	28	67%
10	<p>Admissions</p> <ul style="list-style-type: none"> Nearby schools are full to capacity Lack of support from Flintshire County Council 	<p>It is the Council's view that there is sufficient capacity within the local school network to accommodate pupils from Ysgol Maes Edwin should it close</p> <p>Advice and information about admissions was readily provided to parents on request. Any advice given was in accordance with the School Admissions Code and the Council's admissions policy. The Council have responded to many requests from parents for advice in order to provide parents with as much information as possible. In individual cases all options have been explored and appropriate advice given. Where applications have been received, alternative places have been allocated in accordance with the admissions policy.</p> <p>A mini admissions process will be administered to assist families in transition to other school should cabinet determine closure.</p>	6	14%

11	<p>Savings/Budget/Funding</p> <ul style="list-style-type: none"> • Council unable to manage budget • Save money on consultations used to advise to close the school • Welsh Government announced additional funding for schools 	<p>Inefficient school organisation can result in uneven and unfair funding patterns where some schools receive a disproportionate share of funding at the expense of pupils attending other schools in the area, this is mostly the case of schools that are classified as small schools. Any school proposals should contribute towards establishing a more equitable pattern of school funding.</p> <p>In line with regulatory requirements Flintshire County Council has a schools' funding formula which is the methodology by which the budget share for each school in the County is determined. Each year the formula is reviewed and in consultation with relevant stakeholders amendments are made to reflect changes in funding and policy. (The detailed methodology and the budget shares are sent to all schools and a summary is published in what is referred to as the section 52 budget statement).</p> <p>Schools receive a budget for a financial year from April to March and this is based on the pupils in each school in the September preceding the financial year. The 2015/16 section 52 budget statement has been used as the basis of analysis.</p>	3	7%
12	<p>Traffic and Transport Impact</p> <ul style="list-style-type: none"> • Unable to walk children to school • Parents/carers do not drive • Pupils being forced to travel further to attend their 2nd choice school 	<p>Under current transport policy fewer than ten pupils would be entitled to free home to school transport based on the assumption they transfer to their nearest school, Ysgol Owen Jones, Northop. This would be on the basis that the route to the alternative school from Flint Mountain would be considered to be hazardous due to its rural location which has limited footpaths in and out of the village.</p> <p>The Council will provide transport in accordance with its</p>	2	5%

		<p>Transport Policy. http://www.flintshire.gov.uk/en/PDFFiles/Lifelong-Learning/Schools/SchoolTransport/Transport-Eligibility-Criteria-.pdf In summary, the Council provides free transport for children of compulsory school age, where a child receiving primary education lives over two miles from the nearest appropriate school.</p> <p>The Council also provides free transport for pupils of statutory school age:-</p> <ul style="list-style-type: none">• where the route to school is considered to be hazardous by the Council;• where transport to a named school is identified in a pupil's Statement of Special Educational Needs. This would normally be on medical or educational grounds and would be deemed essential in the context of other criteria identified in this policy• where a child requires transport on medical grounds and no suitable public transport exists; Free transport is also provided for pupils of statutory school age:• where a child whose parents are in receipt of Income Support or Working Tax Credit resides more than 2.5 miles from the nearest appropriate school;• to the nearest Welsh medium school under the criteria identified above;• to the nearest voluntary aided school where the admission to the school is on denominational grounds, subject to the distance criteria. Consultation with individual schools will take place to confirm the admission criteria under which pupils are admitted. Suitable evidence of adherence to the faith of the school such as a baptismal certificate or a letter from a priest may be requested.		
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Conclusion

As outlined during the consultation process, the proposal to close Ysgol Maes Edwin, Flint Mountain from 31st August 2016 with pupils transferring to nearby schools requires the approval of the Local Authority Cabinet Members. This Objection Report alongside a copy of all the Objections, a copy of the consultation document; a copy of the consultation report; and a copy of the published notice will be forwarded to Cabinet Members for determination.

DRAFT

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Estyn response to the proposal to close Ysgol Maes Edwin, Flint Mountain, with pupils transferring to other schools in the local area subject to parental preference.

This report has been prepared by Her Majesty's Inspectors of Education and Training in Wales.

Under the terms of the School Standards and Organisation (Wales) Act 2013 and its associated Code, proposers are required to send consultation documents to Estyn. However Estyn is not a body which is required to act in accordance with the Code and the Act places no statutory requirements on Estyn in respect of school organisation matters. Therefore as a body being consulted, Estyn will provide their opinion only on the overall merits of school organisation proposals.

Estyn has considered the educational aspects of the proposal and has produced the following response to the information provided by the proposer and other additional information such as data from Welsh Government and the views of the Regional Consortia which deliver school improvement services to the schools within the proposal.

Introduction

The proposal is by Flintshire County Council.

The proposal is to close Ysgol Maes Edwin, Flint Mountain from 31st of August 2016 with existing pupils transferring to other schools in the local area, subject to parental preference.

Summary

The proposal is part of Flintshire County Council's School Modernisation Strategy, which aims to ensure that there are a sufficient number of school places, of the right type, in the right locations.

It is Estyn's opinion that the proposal is likely to at least maintain the current standards of education in the area.

Description and benefits

The local authority has given a clear rationale for the proposed expected benefits when compared with the status quo in relation to finance, surplus places and the continuity and progression in pupils' learning.

The proposal clearly defines the expected benefits of the proposal which link well to the stated purpose and rationale. The local authority has provided sufficient evidence to show that the plan is likely to at least maintain the standard of education in the Flint Mountain, Flint and Northop area.

The proposal notes appropriately the advantages of the proposal, which include the efficient and effective use of resources; a reduction of unfilled pupil places within the primary school network; at least maintaining the current standards and the quality of education in the area; and the reduction in travel to school for the majority of pupils should they choose their local school.

The proposer has identified appropriately the disadvantages to the current proposal, which focus on the impact of the closure of Ysgol Maes Edwin on the staff currently employed at the school, the end of English medium primary provision in the village of Flint Mountain and the increase in travel time for a few pupils who live in this village.

The local authority has provided clear evidence to show that it has considered other alternatives to this current proposal. These include maintaining the status quo and federating Ysgol Maes Edwin with another local school. They have demonstrated clearly the advantages and disadvantages of each option and the reasons for their preferred option.

The proposer has suitably considered the impact of the proposal on pupil travel arrangements. It intends to support home to school travel in line with the council's transport policy. It further recognises that the proposal will potentially result in reduced travel for most pupils currently attending Ysgol Maes Edwin. However, the proposer recognises that the travel time would increase for a few pupils living in Flint Mountain, but this would not be in excess of the pupil travel guidelines.

The proposer has appropriately shown how the proposal will affect surplus places by providing pupil numbers and surplus places in 2015 for schools in the area.

The proposal appears to have taken appropriate account of the impact of the proposal on the Welsh language and the accessibility of Welsh medium provision in accordance with parental choice.

The proposer has considered reasonably well the impact of the proposals on the quality of the outcomes, provision and leadership and management at Ysgol Maes Edwin, Ysgol Gwynedd, Cornist Community Primary School and Ysgol Owen Jones. The proposer has considered the outcomes of the most recent Estyn inspection reports and each school's categorisation in relation to the National School Categorisation system on the quality of leadership and pupil outcomes. The proposer's summary of outcomes for all four schools is clear and compares appropriately with local, national and family of schools averages. However, the proposer has not commented on comparisons with similar schools based on entitlement to free school meals.

With the exception of Ysgol Owen Jones, Estyn inspected the other three schools between January 2014 and February 2015. The judgements for the current performance and prospects for improvement were judged as good for these three schools. Estyn inspected Ysgol Owen Jones in May 2010 and judged six out of the

seven key questions as grade 2, with one being judged as grade 1. The local authority has also evaluated each school's performance in relation to the National School Categorisation System. Under the system, schools will be in one of four standards groups (1 to 4), with schools in standards group 1 demonstrating very good overall performance and those in standards group 4 demonstrating the greatest need for improved performance. Ysgol Maes Edwin is currently in standards group 4, Ysgol Gwynedd in standards group 2 and both Cornist Community Primary School and Ysgol Owen Jones in standards group 1.

The proposer has appropriately considered the likely impact of the proposals on standards, wellbeing and curriculum delivery. The proposer reasonably asserts that the proposal would not impact unfavourably on the current standards and provision at Ysgol Gwynedd, Cornist Community Primary School and Ysgol Owen Jones.

The proposer has undertaken an appropriate equality impact assessment, which considers the impact of the proposal on vulnerable groups including those with a disability or special educational needs.

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CABINET

Date of Meeting	Tuesday, 19 April 2016
Report Subject	Revenue Budget Monitoring 2015/16 (Month 10)
Cabinet Member	Leader of the Council and Cabinet 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 10, and projects forward to year-end.

The projected year end position is as follows:

Council Fund

- Net in year expenditure forecast to be £1.110m lower than budget
- Projected contingency reserve balance at 31 March 2016 of £4.746m

Housing Revenue Account (HRA)

- Net in year expenditure forecast to be £0.092m lower than budget
- Projected closing balance as at 31 March 2016 of £1.329m

RECOMMENDATIONS

1	Note the overall report and the projected Council Fund contingency sum as at 31 st March 2016.
2	Note the projected final level of balances on the Housing Revenue Account.
3	To agree the carry forward requests as stated in Appendix 6.

REPORT DETAILS

1.00	THE REVENUE BUDGET MONITORING POSITION FOR MONTH 10 - 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>59.031</td> <td>58.995</td> <td>(0.036)</td> </tr> <tr> <td>Community & Enterprise</td> <td>12.598</td> <td>12.872</td> <td>12.261</td> <td>(0.611)</td> </tr> <tr> <td>Streetscene & Transportation</td> <td>27.782</td> <td>28.440</td> <td>29.348</td> <td>0.908</td> </tr> <tr> <td>Planning & Environment</td> <td>4.887</td> <td>5.420</td> <td>5.531</td> <td>0.111</td> </tr> <tr> <td>Education & Youth</td> <td>13.760</td> <td>12.127</td> <td>12.129</td> <td>0.002</td> </tr> <tr> <td>Schools</td> <td>82.670</td> <td>84.273</td> <td>84.273</td> <td>0.000</td> </tr> <tr> <td>People & Resources</td> <td>4.595</td> <td>4.609</td> <td>4.505</td> <td>(0.104)</td> </tr> <tr> <td>Governance</td> <td>8.689</td> <td>8.715</td> <td>8.958</td> <td>0.243</td> </tr> <tr> <td>Organisational Change</td> <td>9.569</td> <td>9.546</td> <td>9.105</td> <td>(0.441)</td> </tr> <tr> <td>Chief Executive</td> <td>3.296</td> <td>3.087</td> <td>2.909</td> <td>(0.178)</td> </tr> <tr> <td>Central & Corporate Finance</td> <td>23.915</td> <td>23.337</td> <td>22.333</td> <td>(1.004)</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>250.347</td> <td>(1.110)</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	59.031	58.995	(0.036)	Community & Enterprise	12.598	12.872	12.261	(0.611)	Streetscene & Transportation	27.782	28.440	29.348	0.908	Planning & Environment	4.887	5.420	5.531	0.111	Education & Youth	13.760	12.127	12.129	0.002	Schools	82.670	84.273	84.273	0.000	People & Resources	4.595	4.609	4.505	(0.104)	Governance	8.689	8.715	8.958	0.243	Organisational Change	9.569	9.546	9.105	(0.441)	Chief Executive	3.296	3.087	2.909	(0.178)	Central & Corporate Finance	23.915	23.337	22.333	(1.004)						Total	251.457	251.457	250.347	(1.110)
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1.02	The reasons for the projected variances occurring to date are summarised within appendix 2 with movements between periods summarised in appendix 1.																																																																											
1.03	<p>Significant budget movements between original and revised budget</p> <p>There has been a significant budget movement in month 10, £0.607m was transferred from the delegated Schools budget to Education & Youth. This relates to the realignment of the Additional Learning Needs delegated funding. There has also been a transfer of £0.102m from Central & Corporate Finance to Planning & Environment of £0.089m and Streetscene & Transportation of £0.014m relating to successful single status appeals.</p>																																																																											
1.04	<p>Streetscene and Transportation</p> <p>The overall overspend within Streetscene & Transportation has increased from a projected £0.897m overspend at Month 9 to £0.908m as at Month 10. The projected overspend within the service is due in part to the delay in the implementation of a number of efficiencies as reported to the Programme Board. In addition fluctuations in recycle sales due to a volatile market has led</p>																																																																											

	to an increased pressure on income projections which have resulted in a shortfall of £0.390m. Full details of movements are explained in Appendix 2.
1.05	Programme of Efficiencies The 2015/16 budget contains £12.874m of specific efficiencies which are being tracked.
1.06	Appendix 3 provides detail on the latest position where there is a variation to the level of efficiency achievable compared to the budget.
1.07	This shows that it is currently projected that £10.628m (83%) will be achieved resulting in a net underachievement of £2.246m. The underachieved efficiencies are included within the projected outturn figure. The position will continue to be monitored and reported throughout the monthly monitoring process.
1.08	Inflation 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).
1.09	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).
1.10	There is an amount of £0.240m remaining from 2014/15 which is 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.
1.11	It is anticipated that the £0.064m for food inflation will not be required. In addition to this there is a surplus of £0.061m remaining from inflation set aside for pay. Therefore £0.125m is now projected to underspend. The balance of the 2014/15 inflation and £0.110m from the in-year inflation have been included as an efficiency within the 2016/17 budget.
	Reserves and Balances
1.12	Unearmarked Reserves The 2014/15 outturn reported to Cabinet on 14 th July 2015 showed unearmarked reserves at 31 March 2015 (above the base level of £5.769m) of £4.746m.
1.13	Taking into account previous allocations and the current underspend at Month 9 the balance on the contingency reserve at 31 st March 2016 is projected to be £4.746m.
1.14	Earmarked Reserves The Council has developed a reserves protocol which was considered by Audit Committee and approved by County Council on 24 th September 2015. This sets out the principles around how the council will determine, manage

	<p>and review the level of its reserves and includes reference to regular reporting of the latest position to Cabinet and Corporate Resources Overview and Scrutiny Committee.</p> <p>The next updated position on earmarked reserves will be included in the month 12 monitoring report.</p>
	<p>Housing Revenue Account</p>
1.15	<p>On 17 February 2015 the Council approved a Housing Revenue Account (HRA) budget for 2015/16 of £30.776m. The budget provided for a closing balance of £1.396m.</p>
1.16	<p>The 2014/15 Outturn Report to Cabinet on 14 July 2015 showed a closing balance at the end of 2014/15 of £1.510m.</p>
1.17	<p>The Month 10 monitoring report for the HRA is projecting in year expenditure to be £0.092m lower than budget and a projected closing balance as at 31 March 2016 of £1.329m, which at 4.3% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.</p>
1.18	<p>Carry Forward Requests</p> <p>Various requests to carry forward funding into 2016/17 have been identified. Details of all carry forward requests are shown in appendix 6 and are recommended for approval.</p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>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.</p>

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>None Required.</p>

4.00	RISK MANAGEMENT
4.01	<p>Municipal Mutual Insurance (MMI)</p> <p>MMI was the predominant insurer of public sector bodies prior to 1992 when it failed. To ensure an orderly “run off” Flintshire, along with other local authorities, was required to pay a levy of 15% of its share of claims paid previously and of any future claims. MMI’s administrator has recently published their 2015 accounts which shows that due to an increase in the number of claims generally, there will be a need to increase the levy in the future, affecting claims paid previously and future claims. A</p>

	<p>recommendation was approved to meet a significant liability which reflects a 20% increase in the levy however there remains a risk that the future provision may escalate further.</p> <p>Status: stable/green risk.</p>
4.02	<p>Recycling</p> <p>The recycling market (paper in particular) is going through a volatile period with fluctuating re-cycle sale values. This will impact on 2015/16 recycling income levels for the Council. The current impact is reflected in the Month 9 projections and continues to be monitored throughout the year. A budget pressure for this income has been included in the 2016/17 budget to help mitigate this risk for future years.</p> <p>Status: unstable/red risk.</p>
4.03	<p>Out of County Placements</p> <p>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 continues to be closely monitored.</p> <p>Status: unstable/amber risk.</p>

5.00	APPENDICES
5.01	<p>Council Fund – Movement in Variances from Month 9 – Appendix 1</p> <p>Council Fund – Budget Variances – Appendix 2</p> <p>Council Fund – Programme of Efficiencies – Appendix 3</p> <p>Council Fund – Movement on unearmarked reserves – Appendix 4</p> <p>Housing Revenue Account Variances – Appendix 5</p> <p>Council Fund – Carry Forward Requests – Appendix 6</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None required</p> <p>Contact Officer: Sara Dulson Finance Manager</p> <p>Telephone: 01352 702287</p> <p>E-mail: sara.dulson@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p>Council Fund: the fund to which all the Council's revenue expenditure is charged.</p>

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

Housing Revenue Account: the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.

Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.

Reserves: these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.

Revenue: a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.

Underspend: when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.

Variance: difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.

Virement: the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.



COUNCIL FUND - REVENUE BUDGET 2015/16
FLINTSHIRE COUNTY COUNCIL

Budget Monitoring (Month 10)
Summary of Movement from Month 9

	£m	£m
Month 9		
Portfolios	(0.106)	
Central and Corporate Finance	(1.136)	
Variance as per Cabinet Report		<u>(1.242)</u>
Month 10		
Portfolios	(0.106)	
Central and Corporate Finance	(1.004)	
Variance as per Directorate Returns		<u>(1.110)</u>
Change Requiring Explanation		<u><u>0.132</u></u>
<u>Social Services</u>		
Services For Adults		
• Locality Teams (Older People Purchasing) - reduction in projected overspend due to reduced demand for domiciliary care (-£0.036m), and residential care (-£0.021m), with other minor variances making up the remaining -£0.004m.	(0.061)	
• Residential Care (Older People - Provider Services) - increase in projected property income and increase in income for free nursing.	(0.067)	
• Other Services for Adults (Older People - Provider Services) - anticipated use of reserve no longer to be drawn down as part of internal reserve management strategy	0.163	
• Resources & Regulated Services - Increase in costs due for a retrospective claim from a service provider following a rate increase agreed by the former commissioning hub.	0.230	
• Vulnerable Adults and Disability Service (Disability Services) - revised commitment for new/existing transition service users following service review.	(0.417)	
• Administrative Support (Disability Services) - transfer of agency social worker costs to PDS1 (-£0.041m), plus reallocation of advocacy costs (-£0.028m).	(0.069)	
Minor variances of less than £0.025m		
• Learning Disabilities / PDS1	0.004	
• Older People (Provider Services)	(0.001)	
• Older People (Purchasing)	(0.001)	
• Mental Health Services	0.002	
Subtotal: Services for Adults		<u>(0.217)</u>
Development & Resources		
• Good Health team - costs of a NEWCIS Saturday Carer Event held in Croes Atti.	0.032	
Minor variances of less than £0.025m		
• Business Systems and Financial Assessment	(0.006)	
• Deputyship Team	0.001	
• Business Services - Income	0.010	
• Management & Support	0.010	
• Training	(0.009)	
• Commissioning	0.005	
Subtotal: Development & Resources		<u>0.043</u>
Children's Services		
Minor variances of less than £0.025m		
• Children's Training	(0.014)	
• Family Placement	0.011	
• Grants	(0.014)	
• Family Support	0.009	
• Prevention & Support	0.009	
• Other Residential	0.001	
• Professional Support	0.022	
• Flying Start	0.017	
• Out of County	0.018	
• Children & Safeguarding	0.002	
Subtotal: Children's Services		<u>0.061</u>
Total: Social Services		<u><u>(0.113)</u></u>

Community & Enterprise

Customer & Housing Services	
• Additional underspend on Flintshire Connects	(0.007)
Subtotal: Customer & Housing Services	(0.007)
Council Fund Housing	
• Procurement of Telecare Equipment	0.018
• Savings in respect of the Community Based Accommodation Support Service	(0.062)
Subtotal: Council Fund Housing	(0.044)
Regeneration	
• Reduced Markets income	0.002
• Further capitalisation of costs in Housing Regeneration & Strategy	(0.030)
Subtotal: Regeneration	(0.028)
Revenues & Benefits	
• Additional Surplus on the Council Tax Collection Fund	(0.050)
• Further underspend on the Council Tax Reduction Scheme provision	(0.007)
• Additional DWP New Burdens funding	(0.014)
Subtotal: Revenues & Benefits	(0.071)
Housing Programmes	
• SHARP Procurement	0.031
Subtotal: Housing Programmes	0.031
Minor changes of less than £0.025m.	
• Customer & Housing Services	0.011
• Council Fund Housing	0.001
• Regeneration	(0.014)
• Revenues & Benefits	0.010
• Housing Programmes	0.027
Total minor variances of less than £0.025m	0.035
Total: Community & Enterprise	(0.084)

Streetscene & Transportation Portfolio

Minor variances of less than £0.025m	
• Ancillary Services & Performance	0.012
• Highway Network	(0.012)
• Transport & Logistics	0.011
Total minor variances of less than £0.025m	0.011
Total: Streetscene & Transportation	0.011

Planning & Environment Portfolio

Minor variances of less than £0.025m	
• Business	(0.013)
• Community	0.001
• Development	0.015
• Strategy	0.004
• Administration	0.006
• Vacant Posts	(0.024)
Total minor variances of less than £0.025m	(0.011)
Total: Planning & Environment	(0.011)

Education & Youth**Inclusion Services**

• Out of County - 2 new placements, increased provisions and a new 8 week assessment have been partially offset by 2 placements ending.	0.022	
Subtotal: Inclusion Services		0.022

Minor variances of less than £0.025m

• Primary School Services	(0.010)	
• Secondary School Services	(0.007)	
• Access - School Provision	(0.012)	
• Adult & Community Education	(0.003)	
• Community Centres	0.001	
• Youth Justice Service	0.002	
• Youth & Community Service	(0.001)	
• Commissioning & Performance - Business Support	0.003	
• School Management Information	0.008	
Total minor variances of less than £0.025m		(0.019)

Total: Education & Youth **0.003**

People & Resources**Minor variances of less than £0.025m**

• HR & OD	(0.004)	
• Corporate Finance	0.014	
Total minor variances of less than £0.025m		0.010

Total: People & Resources

Governance**Procurement**

• The efficiency relating to income from charging suppliers will not be achieved this financial year.	0.116	
Subtotal: Procurement		0.116

Minor variances of less than £0.025m

• Legal Services	0.013	
• Democratic Services	(0.014)	
• Internal Audit	(0.002)	
• Records Management	(0.003)	
Total minor variances of less than £0.025m		(0.006)

Total: Governance **0.110**

Organisational Change**Valuation & Estates**

• The shortfall in rental income from the Gaz du France site is to be met through in year savings, which previously were to be met through Reserves.	0.143	
Subtotal: Valuation & Estates		

Property Design & Consultancy

• Additional design fees over budgeted income target achieved.	(0.037)	
Subtotal: Property Design & Consultancy		

Facilities

• £0.023m additional income achieved from increase in school meals.	(0.023)	
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Minor variances of less than £0.025m

• Public Libraries & Arts, Culture & Events	0.003	
• Leisure Services	(0.001)	
• Facilities	(0.007)	
Total minor variances of less than £0.025m		0.078

Total: Organisational Change **0.078**

Chief Executive**Minor variances of less than £0.025m**

• Minor variances less than £0.025m	(0.004)	
Total: Chief Executive		(0.004)

Central & Corporate Finance

• Coroners Fees	0.031
• Projected under-recovery of contribution to pension fund	0.178
• Euticals Running Costs	(0.044)
• Matrix Rebates	(0.020)
• Minor variances	(0.013)
Total: Central & Corporate Finance	<u>0.132</u>
Total Changes	<u><u>0.132</u></u>

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 9 (£m)	Cause of Major Variance	Action Required
Social Services Locality Teams (Localities)	14,677	14,146	(0,531)	(0,470)	<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 rehabilitation, the changing demographic profile, increased complexity of need and increasing numbers of people with dementia. The current level of projected overspend is £0.447m which has significantly reduced from the 2014/15 outturn position of £0.837m, which has been partly influenced by the cessation of one complex package.</p> <p>Residential Care The significant projected overspend on Domiciliary care is being more than offset by a projected underspend of (£0.753m) on residential care, which includes, an underspend of (£0.219m) on payments to care home providers, an underspend of (£0.493m) due to an increase in the level of property related income, plus further increases in income above budget including (£0.040m) for free nursing.</p> <p>Professional Support A further area of significant underspend is the professional support within the area Localities teams. There is a total projected underspend of (£0.244m) which relates to staffing due to Social Worker vacancies, which includes a total of (£0.119), relating to the Hospital Social Work team which has transferred into Localities from Intake & Reablement (Resources and Regulated Services).</p> <p>Other Other minor variances amount to a net £0.019m within Day care and other services.</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>

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 9 (£m)	Cause of Major Variance	Action Required
Reablement Services (Intake and Reablement)	0.479	0.414	(0.065)	(0.067)	The projected under spend is mainly due to the reallocation of an officer to another service promoting Continuing Health Care independence.	Keep under review.
Resources & Regulated Services (Disability Services)	15.239	15.635	0.396	0.159	This service is now reflecting the transfer of budget in relation to the Independent Living fund (ILF) to Central and Corporate as a one off efficiency. The remaining element is in relation to the additional administration capacity needed to manage the payments to service users and for obligations to fund employer liability insurance payments for service users who employ carers. A further influence on the overspend relates to a claim from an external provider of £0.230m for recovery of a backdated increase in the rate for a service provider following review by the former Commissioning hub.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Vulnerable Adults and Disability Service (Disability Services)	2.299	2.016	(0.283)	0.134	Reflects current care packages for 2015/16. Period 10 includes a revised commitment for new/additional transition clients. Previous commitments in terms of expected costs for service users have now been significantly reduced following service review and revised outcomes.	Keep under review.
Administrative Support (Disability Services)	0.304	0.326	0.022	0.094	This overspend is mainly due to pressures on employees costs, including use of agency staff. At period 10 some of the overspend was offset by transfer of costs for a Social Work post to PDSI and reallocation of advocacy costs.	Keep under review.
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.813	0.995	0.182	0.182	Increases in Residential and Domiciliary packages alongside additional new package costs.	Keep under review.
Forensic Budget (Mental Health & Substance Misuse Service)	0.317	0.197	(0.120)	(0.118)	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.

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 9 (£m)	Cause of Major Variance	Action Required
Other Services for Adults variances (aggregate)	11.011	11.035	0.024	(0.072)	Various minor variances. At period 10, the potential available funding be drawn down from reserves is not required based on the current projected outturn position for Older People.	Continue to review but not expected to be recurrent.
Business Services - Charging Policy Income	(1.673)	(1.881)	(0.208)	(0.218)	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	0.154	0.107	0.116	The base budget for this service has naturally reduced as a consequence of the combined impact of Single Status outcomes and EVRVR 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 therefore to realign the budget from elsewhere 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)	2.418	2.580	0.162	0.120	Various minor variances. At period 10, additional costs of £0.035m have been allocated for funding a NEWCIS Carers Event at Croes Atti.	Continue to review but not expected to be recurrent.
Family Placement (Children's Services)	2.227	2.485	0.258	0.247	The £0.258m 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.

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 9 (£m)	Cause of Major Variance	Action Required
Professional Support	4.997	5.144	0.147	0.125	There is a reduced projected overspend of £0.143m on agency pay costs within the Duty & Assessment team, which is due to the need to deploy staff to address key risks within this area of the service. This overspend has been partly mitigated by way of an allocation of £0.100m from the contingency reserve as approved by Cabinet when considering the Month 7 budget monitoring report. There is a further pressure of £0.085m which relates to the Children's and Young Adults Support team (CYAST). This is due to pressures within payments to external providers of £0.093m and Transport £0.046m, with some offsetting underspends against pay budgets due to vacancies. There are offsetting net underspends of (£0.081m) elsewhere within Children's Services Professional Support, including a significant underspend on staffing within the Family Intervention team.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Out of County Placements	3.416	3.216	(0.200)	(0.218)	Reflects current care packages for 2015/16.	Keep under review.
Other Services for Children variances (aggregate)	2.460	2.533	0.073	0.063	Various minor variances.	Continue to review but not expected to be recurrent.
Total Social Services	59.031	58.995	(0.036)	0.077		

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 9 (£m)	Cause of Major Variance	Action Required
Community & Enterprise Customer & Housing Services	1.705	1.441	(0.264)	(0.268)	Additional in-year saving identified in respect of Homeless Accommodation (£0.094m). Community Centres additional underspend (£0.049m). Underspend on the Flintshire Connects service provision (£0.094m). Switchboard in-year underspend (£0.026m). Other minor variances (£0.001m).	Continue to monitor and review.
Council Fund Housing	(0.086)	(0.118)	(0.032)	0.011	Telecare income lower than anticipated by £0.061m. Procurement of telecare equipment £0.058m. Savings of (£0.144m) in respect of the Community Based Accommodation Support Service. Other minor variances of (£0.007m).	Continue to monitor and review.
Regeneration	0.550	0.562	0.012	0.054	Estimated shortfall of £0.048m in markets due to income targets increasing in line with inflation each year, where charges have not increased at the same rate. Further capitalisation of costs in Housing Regeneration & Strategy (£0.030m). Other minor variances (£0.006m).	Continue to monitor and review
Revenues & Benefits	10.631	10.182	(0.449)	(0.388)	Anticipated surplus on the Council Tax Collection Fund currently stands at (£0.291m) higher than initially estimated. Staffing savings (£0.058m). Projected underspend on the budgeted provision for the Council Tax Reduction Scheme (£0.333m). Housing Benefit Subsidy budgeted shortfall of £0.350m. Additional New Burdens funding from DWP (£0.090m). Other minor variances of (£0.027m).	Continue to monitor closely as these areas are highly volatile and projections are likely to change throughout the year.
Housing Programmes	0.072	0.194	0.122	0.064	Expenditure of £0.095m to enable the Strategic Housing and Regeneration Programme (SHARP) to move forward with the development of the Over Arching Legal Agreement with Wates Living Space. This expenditure has supported the expedient development of schemes on The Walks, Flint and Custom House School, Connah's Quay which will both be on site by March 2016. Other minor variances of £0.027m.	Continue to monitor and review.
Total Community & Enterprise	12.872	12.261	(0.611)	(0.527)		

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 9 (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation Ancillary Services & Performance - Waste Disposal & Waste Collection	6.572	7.472	0.900	0.883	<p>Reduced electricity sales from gas engines following equipment breakdown and fluctuating levels of gas extraction is now estimated at £0.100m.</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 £0.160m.</p> <p>Delayed implementation of delivery service for waste containers £0.050m and introduction of charge for second waste bin £0.025m.</p> <p>Under achieving in the recycling market due to a volatile period with fluctuating re-cycle sale values £0.390m. Part year income due of £0.010m in 2015-16 for compost from Denbighshire CC (£0.050m shortfall against £0.060m budget) as they will not be using the composting facilities at Greenfield until January 2016.</p> <p>Additional costs of £0.040m for hire of loading shovels at Greenfield HRC Site, protective clothing costs and equipment purchase and increase in estimated waste treatment tonnages of £43k through to the 31st March.</p> <p>£10k of increase relating to NE Hub Food Waste. The food waste contractor requesting additional funds due to a change in law due to the withdrawal of the Levy Exemption Certificates which ceased from 31/07/15.</p>	<p>Potential for investment to upgrade/install new extraction wells and new management arrangement.</p> <p>Reported through Programme Board Efficiency Tracker.</p> <p>Reported through Programme Board Efficiency Tracker.</p> <p>Monitor recycling market closely throughout 2015/16 and amend projections accordingly.</p> <p>Monitor Supplies & services and implement commitment challenge.</p> <p>Continue to monitor and review.</p>

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 9 (£m)	Cause of Major Variance	Action Required
Ancillary Services & Performance - Parking & Enforcement	0.076	0.175	0.099	0.099	Shortfall from Business Planning proposals following delays in the implementation of car parking charges across the County.	Monitor Car Parking Income closely and amend projections accordingly.
Ancillary Services & Performance - Other Variances	0.799	0.789	(0.010)	(0.005)	Minor Variances.	Reported through Programme Board Efficiency Tracker.
Logistics & Resource Services - Fleet	4.808	4.729	(0.079)	(0.097)	Projected reduction in annual fuel costs, due to reducing fuel prices and more efficient usage of vehicles.	Continue to review.
Transportation & Logistics - other Variances	8.590	8.530	(0.060)	(0.053)	Minor Variances.	Reported through Programme Board Efficiency Tracker.
Highways Strategy & Network	7.404	7.462	0.058	0.070	Delay in the full externalisation of grass cutting service resulting in a net shortfall of £0.030m. 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 £0.090m. Reduced commitment for Ground Work operations following transition into winter related work and additional staff recharges.	Reported through Programme Board Efficiency Tracker. Reported through Programme Board Efficiency Tracker. Monitor Employee Costs.
Highway Network - other Variances	0.191	0.191	0.000	0.000	Due to the below average winter up to the end of February 2016, there is a potential underspend of (£0.060m) within winter maintenance if current weather patterns continue to the 31st March. No Variance.	No variance currently reported in the monitoring figures. Continue to review.
Total Streetscene & Transportation	28.440	29.348	0.908	0.897		

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 9 (£m)	Cause of Major Variance	Action Required
Planning & Environment Pest Control Dog Warden	0.043	0.056	0.013	0.018	Potential Shortfall in the self financing position.	Monitor level of services provided and adjust income commitment as appropriate.
Licensing	0.002	(0.009)	(0.011)	(0.002)	At Period 10, the level of fees received and the projections to financial year end indicate a slight improving position.	Monitor level of services provided and adjust income commitment as appropriate.
Community - Aggregate of other Variances	0.683	0.704	0.021	0.007	At Period 10, commitment challenge has been successful in reducing the level/value of future projected expenditure and updated income projections.	Continue to monitor committed expenditure and reduce/remove where possible
Animal Health & Defra	0.126	0.170	0.044	0.044	Reduced DEFRA Grant Funding, resulting in the partnership with Wrexham CBC ending in December 2015 and the income target remaining within the service.	Investigate ways to reduce Grant Income target through potential budget realignment as total funding will cease from 2016/17.
Business - Aggregate of other Variances	1.485	1.448	(0.037)	(0.018)	At Period 10, commitment challenge has been successful in reducing the level/value of future projected expenditure.	Continue to monitor committed expenditure and reduce/remove where possible
Planning Control & Enforcement	(0.133)	0.007	0.140	0.129	Shortfall from Planning Application fees not being increased by 15% until October, 2015 under the Planning (Wales) Bill. This was originally proposed for April, 2015 and reflected in Business Planning efficiencies.	Planning Fee Income levels will be closely monitored.
Development - Aggregate of other Variances	0.133	0.123	(0.010)	(0.014)	Continued commitment challenge across the portfolio.	Continue to review.
Portfolio Aggregate of other Variances	3.081	3.032	(0.049)	(0.042)	Continued commitment challenge across the portfolio.	Continue to monitor committed expenditure and reduce/remove where possible.
Total Planning & Environment	5.420	5.531	0.111	0.122		

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 9 (£m)	Cause of Major Variance	Action Required
Education & Youth						
Primary & Early Years Education	0.868	0.853	(0.015)	(0.005)	Minor Variances.	Continue to review.
Secondary, 14-19 & Continuing Education	1.117	1.117	0.000	0.007	Minor Variances.	Continue to review.
Inclusion Services	7.464	7.595	0.131	0.109	Out of County placements are an area of risk to the authority due to the volatile nature of the service and the potential for high cost placements and unpredictability of demand.	Continue to review.
Access (School Planning & Provision)	0.508	0.472	(0.036)	(0.024)	Minor Variances - includes savings reported for Insurance claims.	Continue to review.
21st Century Schools	0.196	0.196	0.000	0.000	No Variance.	Continue to review.
Youth Services	1.436	1.433	(0.003)	(0.002)	Minor Variances.	Continue to review.
Commissioning & Performance	0.346	0.310	(0.036)	(0.039)	Vacancy savings following a Senior Management Restructure with Education and Youth Portfolio.	Continue to review.
School Management & Information Team	0.192	0.153	(0.039)	(0.047)	Vacancy savings following a Senior Management Restructure with Education and Youth Portfolio.	Continue to review.
Total Education & Youth	12.127	12.129	0.002	(0.001)		
Schools						
Primary & Early Years Education	44.599	44.599	0.000	0.000	No Variance.	Continue to review.
Secondary, 14-19 & Continuing Education	35.744	35.744	0.000	0.000	No Variance.	Continue to review.
Inclusion Services	3.930	3.930	0.000	0.000	No Variance.	Continue to review.
Total Schools	84.273	84.273	0.000	0.000		

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 9 (£m)	Cause of Major Variance	Action Required
People & Resources						
HR&OD	2.243	2.224	(0.019)	(0.015)	A 2015/16 budget efficiency of £0.105m is being reported as not achievable. In addition to this there is an overspend on the Disclosure & Disbarring Service of £0.011m and Software of £0.030m. These overspends are being offset by workforce underspends of (£0.154m). There are minor variances of (£0.011m).	The efficiencies are expected to be achieved in full next year. Workforce underspends are in-year only.
Corporate Finance	2.366	2.281	(0.085)	(0.099)	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 (£0.134m). There are minor variances of £0.011m.	The efficiencies are expected to be achieved in full next year. Workforce underspends are in-year only.
Total People & Resources	4.609	4.505	(0.104)	(0.114)		
Governance						
Legal Services	0.610	0.641	0.031	0.018	Minor Variances.	Overspend is not expected to be recurrent.
Democratic Services	1.911	1.995	0.084	0.098	The overspend is due to a delay in achieving an efficiency of £0.110m which was agreed within the 2014/15 budget. An underspend of (£0.026m) is due to minor variances.	The efficiency is expected to be achieved in full next year.
Internal Audit	0.416	0.411	(0.005)	(0.003)	Minor Variances.	Underspend is not expected to be recurrent.
Procurement	0.138	0.266	0.128	0.012	This overspend is due to the non-achievement of an efficiency of £0.116m within 2015/16 and also minor variances of £0.012m.	Overspend is not expected to be recurrent.
Business Support	0.740	0.703	(0.037)	(0.037)	Minor Variances.	Underspend is not expected to be recurrent.
Records Management	0.174	0.188	0.014	0.017	Minor Variances.	Overspend is not expected to be recurrent.
ICT	4.726	4.754	0.028	0.028	Minor Variances.	Overspend is not expected to be recurrent.
Total Governance	8.715	8.958	0.243	0.133		

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 9 (£m)	Cause of Major Variance	Action Required
Organisational Change						
Public Libraries & Arts, Culture & Events	1.764	1.752	(0.012)	(0.015)	Minor Variances.	Continue to review.
Museums Service	0.064	0.066	0.002	0.002	Minor Variances.	Continue to review.
County Archives	0.260	0.259	(0.001)	(0.001)	Minor Variances.	Continue to review.
Leisure Services	3.970	3.985	0.015	0.016	£0.070m Deeside Ice rink income pressure offset by premises & supplies cost savings of (£0.055m).	Continue to review.
Community Assets	0.018	0.018	0.000	0.000	No Variance.	Continue to review.
Valuation & Estates	(0.813)	(0.814)	(0.001)	(0.144)	Workforce efficiencies of (£0.135m) achieved following staff releases within this Service area. This is offset by a shortfall in rent income from the Gaz du France site £0.143m, this shortfall was previously going to be met through reserves. Other minor variances of (£0.009m).	Continue to review.
Property Design & Consultancy	2.629	2.314	(0.315)	(0.278)	An additional (£0.200m) in Design & Maintenance fees over the budgeted income target have been identified. Projected costs of (£0.078m) relating to the demolition of Connaught Quay office has been met through alternative funding. (£0.025m) underspend on Statutory Monitoring. Other minor variances of (£0.012m).	Request to carry forward some of the underspend into 16/17.
Engineering Services	0.000	0.000	0.000	0.000	No Variance.	Continue to review.
Facilities Services	1.654	1.525	(0.129)	(0.099)	(£0.099m) additional income anticipated over and above income target from increased uptake in school meals. (£0.011m) salary savings from the Team Leader post that is currently vacant. (£0.019m) additional income anticipated due to new cleaning contracts awarded.	Continue to review.
Total Organisational Change	9.546	9.105	(0.441)	(0.519)		

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 9 (£m)	Cause of Major Variance	Action Required
Chief Executives						
Chief Executives	3.087	2.909	(0.178)	(0.174)	The underspend is due to workforce savings of (£0.108m) and also a reduction in Core Funding Agreements of (£0.028m). There is an underspend of (£0.042m) relating to the budget required for performance related increments.	The employee savings of (£0.108m) are expected to be in-year only.
Total Chief Executives	3.087	2.909	(0.178)	(0.174)		

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 9 (£m)	Cause of Major Variance	Action Required
Central & Corporate Finance	23.337	22.333	(1.004)	(1.136)	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. However, there is no need to borrow this financial year, as capital expenditure is later than planned, resulting in short term savings from interest costs built into the budget.	Review of CLIA will identify overall position for possible mitigation.
Central & Corporate Finance					Balance of unused Non Standard Inflation from previous year (£0.240m) and current year (£0.125m). Pension Actuarial Review (£0.912m) due to lower than anticipated costs of additional contributions. Projected under-recovery of contribution to pension fund £0.178m. Coroners projected 2015/16 overspend of £0.031m. Estimated Workforce Efficiency of £0.300m considered unachievable in year. One off identified efficiencies (£0.300m) in relation to the Independent Living Fund (ILF). Higher than projected income as a result of Rent Review for Unilever (£0.189m). External Audit Fees are anticipated to be lower than budget (£0.088m) this is under review with Wales Audit Office. Received no charge on three quarters of the year in relation to corporate Bank Charges (£0.030m). Matrix rebates - lower income received due to less agency staff £0.030m. One off / time limited, Unbudgeted costs of £0.356m in relation to former Euticals Ltd - Sandycroft site. Minor Variances of (£0.015m).	Review as part of Medium Term Finance Strategy, Corporate Financing Options. Consider realignment options. Keep under review. Continue to review. Currently looking at other options. Continue to review. Continue to review. Keep under review.
Total Central & Corporate Finance	23.337	22.333	(1.004)	(1.136)		
TOTAL	251.457	250.347	(1.110)	(1.242)		

2015/16 Efficiencies Month 9 - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over Achievement
	2015/16 £(m)	2015/16 £(m)	2015/16 £(m)
People & Resources			
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)
Governance			
Procurement Supplier Charging	0.116	0.000	(0.116)
	0.116	0.000	(0.116)
Central and Corporate Finance			
Workforce efficiency proposal	0.300	0.000	(0.300)
Central Loans and Investment Review	1.830	1.230	(0.600)
Total Central & Corporate Finance	2.130	1.230	(0.900)
Social Services			
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
Develop a 'progression' model for Supported Living	0.250	0.145	(0.105)
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	0.065	(0.138)
Total Social Services	0.806	0.340	(0.466)
Community & Enterprise			
Close the personal answering service for main switchboard telephone calls	0.099	0.125	0.026
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	0.090	0.060
Telecare Charging	0.200	0.139	(0.061)
Stopping sending remittance advices to Landlords	0.054	0.013	(0.041)
In-house bailiff service	0.100	0.070	(0.030)
Removal of Post Office as payment option	0.028	0.017	(0.011)
Review Single Person Discount	0.150	0.270	0.120
Total Community & Enterprise	0.729	0.855	0.126
Streetscene & Transportation			
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 Sites	0.400	0.240	(0.160)
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	0.290	(0.110)
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	0.060	(0.090)
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	1.193	(0.513)
Planning & Environment			
Staffing & Management Restructure (incl. all vacancies)	0.295	0.207	(0.088)
Staffing & Collaboration	0.024	0.040	0.016
Animal & Pest Control	0.030	0.007	(0.023)
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)
Total Planning & Environment	0.594	0.359	(0.235)
		%	£
Total 2015/16 Budget Efficiencies		100	12.874
Total Projected 2015/16 Budget Efficiencies Underachieved		17	2.246
Total Projected 2015/16 Budget Efficiencies Achieved		83	10.628

APPENDIX 4

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
Less - Allocation from the Contingency Reserve for the costs of the speed limit review		(0.210)
Less - Allocation from the Contingency Reserve for the contribution to meet the estimated increase in levy required to meet past and future claim liabilities in relation to the former Municipal Mutual Insurance company		(0.800)
Less - Allocation from the Contingency Reserve to meet the resource requirements for specialist social work for child protection		(0.100)
Plus projected underspend as at Month 10		1.110
Total projected Contingency Reserve as at 31st March 2016		4.746

HRA Major Variance Report - Period 10

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Estate Management	1.634	1.569	(0.065)	(0.064)	Salary projections have contributed a (£0.054m) underspend. The remaining (£0.011m) relates to other minor efficiencies.	Keep under review.
Repairs & Maintenance	8.394	8.015	(0.379)	(0.207)	(£0.200m) of the projected underspend relates to stores materials. A (£0.029m) profit share relating to last year and careful monitoring has contributed to this underspend although this is a volatile area which could see spend increase in the remaining weeks. (£0.100m) relates to the anticipated underspend on sub contractors which is a result of using in-house trades. (£0.061m) relates to the in-year underspend on the cyclical painting contract. The remaining (£0.018m) relates to minor variances.	Keep under review.
Finance & Support	2.427	2.287	(0.140)	(0.122)	Removal of the projection for delivering the Handyman Service releases a (£0.038m) underspend. (£0.020m) of the projected underspend relates to consultancy and conferences. Redistribution of salaries across departments and services has realised a (£0.138m) underspend. Agile working equipment for HRA is projected to cost £0.050m. The remaining £0.006m relates to other minor costs.	Keep under review.
Landlord Services	0.882	1.072	0.190	0.192	Fund have received a charge in the amount of £0.051m which was an unexpected cost. Utility costs relating to the transferred community centres are set to overspend by £0.030m. Recharges of subcontractor works from R&M have increased to £0.109m due to a review of all subcontractor costs; this will be a recharge at yearend.	Keep under review.
HRA Subsidy	0.000	0.122	0.122	0.000	£0.122m relates to a post audit adjustment relating to Housing Subsidy.	Keep under review.
Other variances (aggregate)	(13.103)	(12.923)	0.180	0.119	£0.173m relates to an increase in our contribution to the capital budget to avoid borrowing unnecessarily. The remaining £0.007 relates to minor costs.	Keep under review.
Total :	0.234	0.142	(0.092)	(0.082)		

Carry Forward Requests 2015/16**COMMUNITY & ENTERPRISE****Regeneration**

An amount of £0.050m for investment costs relating to Town Centre projects which have been delayed. This is the match funding element of European Union funding.

£0.036m for North Wales Economic Ambition Board (EAB) activity which has been delayed due to resource availability.

An amount of £0.012m has been received from for private sponsorship which is to contribute to Flintshire Business Week (FBW) 2016.

GOVERNANCE**ICT**

Request to carry forward £0.042m for provision of Event and Log Management solutions. Implementation has been delayed due to the need to implement Microsoft management system software to maximise the functionality of the Event and Log Management solutions. This amount is currently held in the service balances reserves.

EDUCATION & YOUTH**21st Century Schools**

£0.080m for 21st Century Schools/School Modernisation which will be used to fund the condition surveys on all schools needed for Band B schemes moving forward.

STREETSCENE & TRANSPORTATION**Car Parks**

An amount of £0.054m for infrastructure costs at the County Hall car park and Flint Car Parks. Due to delays in the implementation of Flintshire's car parking strategy works have not been fully completed this year.

Transportation

£0.170m for JMP who have been engaged to undertake a fundamental review of the transport service provision to identify savings opportunities and efficiencies within the current operating arrangements. Transportation savings already made in 2015/16 allow for this carry forward request to be made, which relates to the JMP gain share payment for phase 2 of the implementation.

School Transport

£0.040m requested due to an early Easter this year which means the number of schools days will drop in 2015/16 but increase in 2016/17. The carry forward balance will be required to cover the cost of the additional days in the new financial year in addition to £0.090m already held for this purpose within service balances reserves.

Speed Limit Review

£0.030m for advertisement and infrastructure works. A delay in the completion of the speed limit review due to complex public objections impacting on project milestones. Five sites are committed to being completed at the start of the 2016/17 financial year.

PLANNING & ENVIRONMENT**Pollution Control**

£0.060m for investigatory works at former landfill sites that were intended to be completed by 31st March 2016. One of the sites has complex constraints and works cannot begin on site until the summer of 2016. The contract tenders have already been issued via a framework agreement in order for the contract to be let and works to begin within the revised timescale.

Directorate Support

£0.017m for laptops to facilitate the move to agile working and to support asset rationalisation. These will not be available until after the end of the financial year, however a commitment had been made to purchase these out of the 2015/16 financial year.

ORGANISATIONAL CHANGE**Property Design & Consultancy**

Request to roll forward £0.200m. This financial year Maintenance and Design have exceeded income expectation, however next year there will potentially be a shortfall as more feasibility works have been commissioned which are non-chargeable. The service is also being subject to a restructure resulting in a new method of fee charging.

SOCIAL SERVICES**Development & Resources**

£0.118m for project management staff to enable achievement of future business planning efficiencies. A one-off budget was allocated to Social Services as a business plan investment in 2015/16, however the project work has been delayed due to delays in the recruitment of staff.

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Organisational Change

- **Community Asset Transfer of Connah's Quay Swimming Pool, Connah's Quay**
The transfer of Connah's Quay Swimming Pool including the land shown on the plan, to Cambrian Aquatics
- **Community Asset Transfer of Argoed Community Centre Including Library**
The transfer of Argoed Community Centre and Library including the land shown on the plan, to Café Isa.
- **The Disposal of Land for Development of a use as a Medical Resource Centre**
The disposal of an area of the former Leas housing site in Flint Town Centre to Betsi Cadwaladr University Health Board (BCUHB) for the development of a Medical Resource Centre.
- **The Disposal of Land for Development of a use as an Extra Care Facility**
The disposal of an area of the former Leas housing site in Flint Town Centre to Pennaf Housing Group for the development of an Extra Care facility.

Streetscene and Transportation

- **Street Works Fees and Charges for 2016/17**
The fees and charges levied for various licences and applications issued within Street Works have been reviewed and the proposed charges for 2016/17 are set out in the table in the delegated powers form.

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
APRIL 2016 TO SEPTEMBER 2016**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
April					
Community and Enterprise Overview & Scrutiny Committee	13 April 2016	Community and Enterprise	New Homes To review the performance of New Homes	Operational	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	13 April 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		

Agenda Annex

Agenda Annex

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	13 April 2016	Community and Enterprise	<p>Communities First To update Members on areas applicable for Communities First funding, the most deprived areas of Flintshire and information on the Communities 4 Work Programme.</p>	Operational	Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	13 April 2016	Overview and Scrutiny	<p>Forward Work Programme (Community & Enterprise) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Community & Enterprise Overview & Scrutiny Committee.</p>	Operational	Cabinet Member for Housing
Environment Overview & Scrutiny Committee	13 April 2016	Planning and Environment	<p>Design of drainage for new development sites To receive a report outlining the process for new development sites including flood risk mitigation measures.</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Environment

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COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	13 April 2016	Streetscene and Transportation	<p>Update on progress made to introduce an Integrated Transport Unit</p> <p>To provide Scrutiny with details of the outcome of the diagnostic work carried out to identify savings within the Integrated Transport Unit</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Environment Overview & Scrutiny Committee	13 April 2016	Streetscene and Transportation	<p>Regional Rail issues</p> <p>To provide the committee with an update on regional rail issues</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Environment Overview & Scrutiny Committee	13 April 2016	Overview and Scrutiny	<p>Forward Work Programme</p> <p>To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.</p>		
Corporate Resources Overview & Scrutiny Committee	14 April 2016	Overview and Scrutiny	<p>Emergency Planning Update</p> <p>The Committee to receive an update from Emergency Planning</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)
Corporate Resources Overview & Scrutiny Committee	14 April 2016	Finance	<p>Revenue Budget Monitoring 2015/16 (Month 10) To provide 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 10 and projected forward to year-end based on the most up to date information available.</p>		
Corporate Resources Overview & Scrutiny Committee	14 April 2016	Overview and Scrutiny	<p>Presentation by Regional Director of BT To receive a presentation from Miss Alwen Williams, Regional Director of BT</p>	Operational	Cabinet Member for Corporate Management
Corporate Resources Overview & Scrutiny Committee	14 April 2016	Overview and Scrutiny	<p>Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources 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)
Cabinet	19 April 2016	Chief Executive's	<p>The Improvement Plan 2016-17 To review and agree the draft Improvement Plan prior to contributions for the final version in June from Overview and Scrutiny Committees.</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	19 April 2016	Chief Executive's	<p>Medium Term Financial Strategy and the 2017/18 Council Fund Budget To provide the outline strategy for Business Plans and Corporate Financing as part of the revision of the Medium Term Financial Strategy (MTFS) and 2017/18 Council Fund Budget</p>	Strategic	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19 April 2016	Chief Executive's	<p>Independent Commission on Local Government Finance To the Independent Commission through debate and Support the Welsh Local Government Association in advocating that the new Welsh Government adopt the recommendations as a priority post-election.</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	19 April 2016	Streetscene and Transportation	<p>Review of Waste Collection and Household Recycling Centre Policy To seek Cabinet approval to progress the revised Waste Collection and Household Waste Recycling Centre Policy</p>	Strategic	Cabinet Member for Waste Strategy, Public Protection and Leisure
Cabinet	19 April 2016	Education and Youth	<p>School Modernisation - School Standards and Reorganisation Act 2013 - Ysgol Maes Edwin Determination of statutory proposal on school organisational change: Ysgol Maes Edwin</p>	Strategic	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19 April 2016	Education and Youth	School Modernisation - School Standards and Reorganisation Act 2013 - Ysgol Llanfynydd Determination of statutory proposal on school organisational change: Ysgol Llanfynydd	Strategic	Cabinet Member for Education
Cabinet	19 April 2016	Finance	Revenue Budget Monitoring 2015/16 (Month 10) To provide 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 10 and projected forward to year-end based on the most up to date information available	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	22 April 2016	Social Services	The future of Residential Care, Specialist Nursing and Domiciliary Care in Flintshire To consider the issues facing the Council with regard to Residential Care, Specialist Nursing and Domiciliary Care	Strategic	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee 1899 2622	22 April 2016	Social Services	Residential Care Review To receive a report on the outcome of the Residential Care Review	Strategic	
Social & Health Care Overview & Scrutiny Committee	22 April 2016	Overview and Scrutiny	2015/16 Q3 Improvement Plan Monitoring (Social & Health Care) To enable Members to fulfil their scrutiny role in relation to performance monitoring.		
Social & Health Care Overview & Scrutiny Committee	22 April 2016	Overview and Scrutiny	Forward Work Programme (Social & Health Care) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Social & Health Care Overview & Scrutiny Committee.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Organisational Change Overview & Scrutiny Committee	26 April 2016	Organisational Change	<p>Welsh Government – developing a national approach to Alternative delivery Models</p> <p>To provide the committee with current information and to enable them to discuss the issues.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Page 263 Organisational Change Overview & Scrutiny Committee	26 April 2016	Organisational Change	<p>Welsh Government Library Standards</p> <p>To provide the committee with current information and to enable them to discuss the issues.</p>	Operational	Cabinet Member for Education
Organisational Change Overview & Scrutiny Committee	26 April 2016	Organisational Change	<p>Theatr Clwyd – Progress Report</p> <p>To provide the committee with current information and to enable them to discuss the issues.</p>	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Organisational Change Overview & Scrutiny Committee	26 April 2016	Chief Executive's	The Improvement Plan 2016/17 (Organisational Change) To enable consideration of the areas of the draft Improvement Plan 2016/17 relevant to the Organisational Change Overview & Scrutiny Committee	Strategic	Leader of the Council and Cabinet Member for Finance
Organisational Change Overview & Scrutiny Committee	26 April 2016	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee.		
Education and Youth Overview & Scrutiny Committee	28 April 2016	Chief Executive's	The Improvement Plan 2016/17 To enable consideration of areas of the draft Improvement Plan 2016/17 relevant to the Education & Youth Overview & Scrutiny Committee	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)
Education and Youth Overview & Scrutiny Committee	28 April 2016	Education and Youth	<p>Post 16 Education Centre (presentation) To receive a presentation from Mr. Alex Thomas, Headteacher of the Post 16 Education Centre on courses available at the Centre</p>	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	28 April 2016	Education and Youth	<p>Learner Outcomes To provide Members with a summary of learner outcomes across primary and secondary schools</p>	Operational	
Education and Youth Overview & Scrutiny Committee	28 April 2016	Education and Youth	<p>Regional School Effectiveness and Improvement Service (GwE) To receive an update on progress with the development of the regional school effectiveness and improvement service, to include a presentation from the Chief Officer of GwE.</p>	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)
Education and Youth Overview & Scrutiny Committee	28 April 2016	Education and Youth	<p>Recommendations from the School Transport Task & Finish Group</p> <p>To enable the Committee to consider the recommendations of the School Transport Task & Finish Group and make recommendations to Cabinet in relation to proposed changes to the Integrated Transport Policy</p>	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	28 April 2016	Overview and Scrutiny	<p>2015/16 Q3 Improvement Plan Monitoring (Education & Youth)</p> <p>To enable Members to fulfil their scrutiny role in relation to performance monitoring.</p>		
Education and Youth Overview & Scrutiny Committee	28 April 2016	Overview and Scrutiny	<p>Forward Work Programme (Education & Youth)</p> <p>To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee.</p>		
May					

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 May 2016	Chief Executive's	<p>The Improvement Plan 2016/17 (Community & Enterprise) To enable consideration of areas of the draft Improvement Plan 2016/17 relevant to the Community & Enterprise Overview & Scrutiny Committee</p>	Strategic	Cabinet Member for Housing
Page 267 Community and Enterprise Overview Scrutiny Committee	9 May 2016	Community and Enterprise	<p>Strategic Housing and Regeneration Project (SHARP) To seek Members support on the first phase Housing schemes, tenure and mix size and funding arrangements</p>	Strategic	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	9 May 2016	Community and Enterprise	<p>The Welsh Housing Quality Standard (WHQS) - Verification in achieving and maintaining the Standard : next Steps Development of a Strategy and approach to verifying achievement of the Welsh Housing Quality Standards.</p>	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)
Community and Enterprise Overview & Scrutiny Committee	9 May 2016	Finance	Review of Fair Debt Policy To review the impact of the Fair Debt Policy previously approved by Cabinet.	Operational	Cabinet Member for Corporate Management
Community and Enterprise Overview & Scrutiny Committee	9 May 2016	Community and Enterprise	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee.		
Flintshire County Council	10 May 2016	Governance	Schedule of Member Remuneration The purpose of this report is to approve the Council's Schedule of Member Remuneration for the Council year 2016/17.		
Corporate Resources Overview & Scrutiny Committee	12 May 2016	Chief Executive's	The Improvement Plan 2016/17 (Corporate Resources) To enable the Committee to consider the draft Improvement Plan 2016/17	Strategic	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	12 May 2016	Chief Executive's	Flintshire Community Endowment Fund To note the annual report on the fund and be assured of progress.	Operational	Cabinet Member for Corporate Management
Corporate Resources Overview & Scrutiny Committee	12 May 2016	Chief Executive's	Welsh Language Standards Advise members of the proposed new Welsh Language Standards for Flintshire and seek endorsement of the Council's approach.		Cabinet Member for Corporate Management
Corporate Resources Overview & Scrutiny Committee	12 May 2016	Chief Executive's	Medium Term Financial Strategy To receive a verbal update on the progress of the Medium Term Financial Strategy for 2015-2018.		Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	12 May 2016	Finance	<p>Revenue Budget Monitoring 2015/16 (Month 11) To provide 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 11 and projected forward to year-end based on the most up to date information available.</p>		
Corporate Resources Overview & Scrutiny Committee	12 May 2016	Overview and Scrutiny	<p>Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources 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)
Cabinet	17 May 2016	Community and Enterprise	<p>The Welsh Housing Quality Standard (WHQS) - Verification in achieving and maintaining the standard : next steps</p> <p>Development of a Strategy and approach to verifying achievement of the Welsh Housing Quality Standards.</p>	Strategic	Cabinet Member for Housing
Cabinet	17 May 2016	Organisational Change	<p>Alternative Delivery Models - Leisure and Libraries</p> <p>To reconsider the Leisure and Libraries Business Plan following further work on employee involvement and consultation and the levels of confidence amongst the workforce</p>	Strategic	Cllr Chris Bithell, Cllr Kevin Jones, Cllr Aaron Shotton

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Cabinet	17 May 2016	Finance	<p>Revenue Budget Monitoring 2015/16 (Month 11) To provide 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 11 and projected forward to year-end based on the most up to date information available.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	17 May 2016	Community and Enterprise	<p>Business Rates - Write Off above £25,000 Approve the write off of a single business rate debt above £25,000</p>	Operational	Cabinet Member for Corporate Management
Environment Overview & Scrutiny Committee	18 May 2016	Chief Executive's	<p>The Improvement Plan 2016/17 (Environment) To enable consideration of areas of the draft Improvement Plan 2016/17 relevant to the Environment Overview & Scrutiny Committee</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Environment, Cabinet Member for Waste Strategy, Public Protection and Leisure

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	18 May 2016	Streetscene and Transportation	Update on North Wales Waste Project To receive a progress update every 6 months	Strategic	Leader of the Council and Cabinet Member for Finance
Environment Overview & Scrutiny Committee	18 May 2016	Streetscene and Transportation	Review of Waste Collection Policy To advise Scrutiny of the revised Waste Collection and Household Waste Recycling Centre Policy	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure
Environment Overview & Scrutiny Committee	18 May 2016	Planning and Environment	Rogue Traders App To inform members of the rogue traders app available to members of the public in Flintshire	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure
Environment Overview & Scrutiny Committee	18 May 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)
Social & Health Care Overview & Scrutiny Committee	19 May 2016	Chief Executive's	The Improvement Plan 2016/17 (Social & Health Care) To enable consideration of the areas of the draft Improvement Plan 2016/17 relevant to the Social & Health Care Overview & Scrutiny Committee	Strategic	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	19 May 2016	Social Services	Comments, Compliments and Complaints To receive a report on the compliments, representations and complaints received by Social Services for the year April 2015 – March	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	19 May 2016	Social Services	Annual Council Reporting Framework To consider the draft report	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	19 May 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)
June					
Community and Enterprise Overview & Scrutiny Committee	8 June 2016	Community and Enterprise	Purchase of Ex Council Stock To consider proposals and criteria for the repurchase of ex council properties	Strategic	Cabinet Member for Housing
Community and Enterprise Overview Scrutiny Committee	8 June 2016	Overview and Scrutiny	2015/16 Year End Reporting and Data Submission, Improvement Plan Monitoring & Chief Officer Performance Reports (Community & Enterprise) To enable Members to fulfil their scrutiny role in relation to performance monitoring.		
Community and Enterprise Overview & Scrutiny Committee	8 June 2016	Community and Enterprise	Welfare Reform – Including Universal Credit To update Members on the impact and risks of Welfare Reform and the cost to the Council.	Operational	Cabinet Member for Housing

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Community and Enterprise Overview & Scrutiny Committee	8 June 2016	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee.		
Education and Youth Overview & Scrutiny Committee Page 276	9 June 2016	Overview and Scrutiny	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee.	Operational	
Education and Youth Overview & Scrutiny Committee	9 June 2016	Education and Youth	2015/16 Year End Reporting and Data Submission, Improvement Plan Monitoring & Chief Officer Performance Reports (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)
Social & Health Care Overview & Scrutiny Committee	9 June 2016	Overview and Scrutiny	Betsi Cadwaladr University Health Board and Welsh Ambulance Service.(Presentation) For the Committee to receive a presentation from Betsi Cadwaladr University Health Board and Welsh Ambulance Service		Cabinet Member for Social Services
Education and Youth Overview & Scrutiny Committee Page 277	9 June 2016	Education and Youth	Skills Shortage To enable the Committee to review what measures schools have in place to reduce the skills shortage	Operational	Cabinet Member for Education
Organisational Change Overview & Scrutiny Committee	13 June 2016	Overview and Scrutiny	2015/16 Year End Reporting and Data Submission, Improvement Plan Monitoring & Chief Officer Performance Reports (Organisational Change) 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)
Organisational Change Overview & Scrutiny Committee	13 June 2016	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee.		
Environment Overview & Scrutiny Committee 1599 278	15 June 2016	Overview and Scrutiny	2015/16 Year End Reporting and Data Submission, Improvement Plan Monitoring & Chief Officer Performance Reports (Environment) To enable Members to fulfil their scrutiny role in relation to performance monitoring.		
Environment Overview & Scrutiny Committee	15 June 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	16 June 2016	Finance	<p>Revenue Budget Monitoring 2015/16 (Month 12) 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 (insert month no.) and projected forward to year-end based on the most up to date information available</p>		
Corporate Resources Overview & Scrutiny Committee	16 June 2016	Overview and Scrutiny	<p>2015/16 Year End Reporting and Data Submission, Improvement Plan Monitoring & Chief Officer Performance Reports (Corporate Resources) 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)
Corporate Resources Overview & Scrutiny Committee	16 June 2016	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		
Cabinet	21 June 2016	Chief Executive's	Year End Improvement Plan Monitoring Report To receive the 2015/16 Year End Improvement Plan monitoring reports for the period 1 April 2014 to 31 March 2016.		Cabinet Member for Corporate Management
Cabinet	21 June 2016	Finance	Revenue Budget Monitoring 2015/16 (Month 12) To provide 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 12 and projected forward to year-end based on the most up to date information available	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	21 June 2016	Planning and Environment	Food Service Plan for Flintshire County Council 2016-17 To seek member approval for the Food Service Plan 2016-17.	Operational	Cllr Kevin Jones
Cabinet	21 June 2016	Community and Enterprise	Purchase of Ex Council Stock To consider proposals and criteria for the repurchase of ex council property.	Strategic	Cabinet Member for Housing
Cabinet	21 June 2016	Planning and Environment	Public Rights of Way Priorities To endorse a hierarchical approach to: processing definitive map modification and public path orders; public rights of way maintenance; and responding to complaints	Operational	
Cabinet	21 June 2016	Planning and Environment	Public Rights of Way Maintenance Standards To endorse the approach to the maintenance of Flintshire's public footpaths and public bridleways	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	23 June 2016	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.		
Social & Health Care Overview & Scrutiny Committee Page 282	23 June 2016	Overview and Scrutiny	2015/16 Year End Reporting and Data Submission, Improvement Plan Monitoring & Chief Officer Performance Reports (Social & Health Care) To enable Members to fulfil their scrutiny role in relation to performance monitoring.		
July					
Education and Youth Overview & Scrutiny Committee	7 July 2016	Overview and Scrutiny	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth 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	11 July 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 283	13 July 2016	Community and Enterprise	Strategic Housing and Regeneration Project (SHARP) To review progress on the Strategic Housing and Regeneration Project (SHARP)	Strategic	Cabinet Member for Housing
Audit Committee	13 July 2016	Governance	CONSULTANCY FOLLOW UP To inform members of the results of the audit into the new system for managing the use of consultants.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	13 July 2016	Governance	INTERNAL AUDIT ANNUAL REPORT To inform members of the outcome of all audit work carried out during 2015/16 and to give the annual Internal Audit opinion on the standard of internal control, risk management and governance within the Council.		
Audit Committee	13 July 2016	Governance	Internal Audit Progress Report		
Audit Committee	13 July 2016	Governance	Action Tracking		
Audit Committee	13 July 2016	Governance	Forward Work Programme		
Community and Enterprise Overview & Scrutiny Committee	13 July 2016	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise 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 July 2016	Finance	REVENUE BUDGET MONITORING 2015/16 (OUTTURN) To provide Members with the latest revenue budget monitoring information for 2014/15 for the Council Fund and Housing Revenue Account based on actual income and expenditure (subject to Audit)		
Corporate Resources Overview & Scrutiny Committee	14 July 2016	Chief Executive's	LSB and Strategic Partnerships Performance – End of Year Report To provide a summary of performance for 2015/16 and an overview of priorities for the Public Service Board.	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	14 July 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)
Cabinet	19 July 2016	Finance	Capital Programme 2015/16 (Outturn) To provide Members with the outturn capital programme information for 2015/16.		
Cabinet	19 July 2016	Finance	Revenue Budget Monitoring 2015/16 (Outturn) To provide Members with the latest revenue budget monitoring information for 2014/15 for the Council Fund and Housing Revenue Account based on actual income and expenditure (subject to Audit)	Operational	Leader of the Council and Cabinet Member for Finance
Environment Overview & Scrutiny Committee	19 July 2016	Planning and Environment	Renewable Energy To receive a report outlining the developments to include the responses received following consultation.	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Environment Overview & Scrutiny Committee	19 July 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)
Social & Health Care Overview & Scrutiny Committee	21 July 2016	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.		
August					
September					

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