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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

8 March 2017

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 14th March, 2017 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 7 - 26)

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

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 COUNCIL'S WELL-BEING OBJECTIVES (Pages 27 - 34)

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

Purpose: To endorse the Council's first set of Well-being Objectives.

5 CUSTOMER SERVICES STRATEGY (Pages 35 - 50)

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

Purpose: To provide an update on progress with the three main workstreams; Digital, Telephone contact and face to face services.

6 SOCIAL SERVICES ANNUAL REPORT (Pages 51 - 104)

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

Purpose: To consider the Social Services Annual Report which evaluates our performance.

7 STRATEGIC HOUSING AND REGENERATION PROGRAMME - BATCH 3 PROPOSED SCHEMES (Pages 105 - 126)

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

Purpose: To seek approval for the next round of schemes.

8 COMMUTED SUMS AND SHARED EQUITY REDEMPTION PAYMENT POLICY (Pages 127 - 134)

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

Purpose: To seek approval for the use of commuted sums for the delivery of new affordable housing in Flintshire.

OPERATIONAL REPORTS

9 REVENUE BUDGET MONITORING 2016/17 (MONTH 10) (Pages 135 - 170)

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

Purpose: This regular monthly report provides the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account.

10 **QUARTER 3 IMPROVEMENT PLAN 2016/17 MONITORING REPORT**
(Pages 171 - 264)

Report of Chief Executive - Cabinet Member for Corporate Management

Purpose: To provide an overview of progress on the Improvement Plan for Quarter 3.

11 **PRIVATE SECTOR STOCK CONDITION SURVEY 2016** (Pages 265 - 284)

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

Purpose: To update members on the findings from the 2017 private sector stock condition survey.

12 **AN OUTLINE PLAN FOR PLAY AREA AND ALL WEATHER PITCH CAPITAL EXPENDITURE** (Pages 285 - 288)

Report of Chief Officer (Organisational Change) - Cabinet Member for Waste Strategy, Public Protection and Leisure, Leader of the Council and Cabinet Member for Finance

Purpose: To agree the outline plan for Capital Expenditure.

13 **LANDFILL MANAGEMENT AND GAS ENGINE MAINTENANCE CONTRACT** (Pages 289 - 300)

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

Purpose: To seek approval for the Commissioning Form for Landfill Maintenance and Gas Engine Management as required by the Contractual Procedure Rules.

14 **SCHOOL ADMISSION ARRANGEMENTS 2018** (Pages 301 - 314)

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

Purpose: To provide details on the annual approval of Admission Arrangements.

15 **REPORT BACK FROM THE CALL IN OF DECISION NO. 3358 - DEESIDE PLAN** (Pages 315 - 318)

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

Purpose: To report back from the Call In

16 **EXERCISE OF DELEGATED POWERS** (Pages 319 - 320)

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

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

The following item is considered to be exempt by virtue of Paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

It is not good employment practice or in the public interest for matters the subject of consultation with employees effected and other unions to be discussed in public at this stage of the process.

17 **COMMUNITIES FIRST** (Pages 337 - 344)

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

Purpose: To set out the implications of the phasing out of the Communities First programme in Flintshire and the main priorities for the programme in its final year of operation.

The following item is considered to be exempt by virtue of Paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

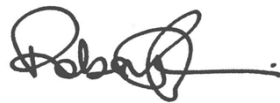
It is not good employment practice or in the public interest for matters the subject of consultation with employees effected and other unions to be discussed in public at this stage of the process.

18 **ALTERNATIVE DELIVERY MODEL SOCIAL CARE LEARNING
DISABILITY DAY CARE AND WORK OPPORTUNITY SERVICES** (Pages
345 - 386)

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

Purpose: To consider whether to award a contract to the preferred
provider for the Learning Disability Day and Work Services.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Robert Robins', with a horizontal line extending to the right.

Robert Robins
Democratic Services Manager

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CABINET
14th FEBRUARY 2017

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 14th February 2017.

PRESENT: Councillor Aaron Shotton (Chair)

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

IN ATTENDANCE:

Chief Executive, Chief Officer (Community and Enterprise), Chief Officer (Governance), Chief Officers (Organisational Change), Chief Officer (Social Services), Chief Officer (Streetscene and Transportation), Corporate Finance Manager and Enterprise and Regeneration Manager.

Paul Goodlad from the Wales Audit Office (WAO) was in attendance for agenda item number 8.

OTHER MEMBERS IN ATTENDANCE:

Councillors: Dave Mackie and Mike Peers.

133. DECLARATIONS OF INTEREST

Councillor Attridge declared a personal interest in agenda item number 6 – Housing Revenue Account Revenue Budget 2017/18 and Capital Programme 2017/18.

Councillor Bithell declared a personal and prejudicial interest in agenda item number 20 – Supporting People Local Commissioning Plan.

URGENT ITEM

Councillor Shotton explained that an urgent item – Review of the Council's Household Recycling Centre Provision, would be considered following agenda item number 25. He explained that the report was confidential as it was commercially sensitive.

134. MINUTES

The minutes of the meetings held on 17th January 2017 had been circulated with the agenda.

RESOLVED:

That the minutes be approved as a correct record.

135. COUNCIL FUND REVENUE BUDGET 2017/18

The Chief Executive introduced the Council Fund Revenue Budget 2017/18 report.

He provided background details to Stages One and Two which had been approved by County Council following consideration at Corporate Resources Overview and Scrutiny Committee meetings, to which all Members had been invited, and Cabinet meetings.

The options to balance the budget had been considered at Corporate Resources Overview and Scrutiny Committee on 20th January with the remaining budget gap being confirmed as £1.997m. The Committee had recommended that the proposed level of school investment be maintained in the final budget proposals.

Following a long campaign for an increased investment in Social Care, Welsh Government (WG) had confirmed that the charging cap limit for domiciliary care would be raised from £60 per week to £70 per week from 1st April 2017. For Flintshire that would generate an additional income of £0.238m in 2017/18. Also, an additional specific grant of £10m was also announced to support the rising costs of domiciliary care across Wales as part of the Final Local Government Settlement. Flintshire expected to receive around £0.430m of that grant. It had been confirmed that from 2018/19 the funding would be transferred into the Settlement. That reduced the budget gap to £1.329m.

The North Wales Fire and Rescue Authority had set an increase of 4% in its levy which, when taking into account regional population changes, Flintshire's annual increase would be 4.52%. That resulted in a cost pressure of £0.317m for which there was no provision in the current budget estimate. This increased the budget gap to £1.646m.

The Corporate Finance Manager explained that assuming that the current level of school investment was maintained then the closure of the budget gap came down to striking a balance between the level of Council Tax to be set and drawing upon reserves and balances. It was important to note that funding derived from Council Tax was recurrent funding which would assist budget setting in future years.

Councillor Shotton commented on the positive way in which the budget process had been undertaken with it being reported to Corporate Resources Overview and Scrutiny Committee meetings at each stage. He proposed that the Council Tax did not rise beyond 3% and that reserves and balances be used to close the remaining gap which was supported.

Councillor Attridge thanked officers and Cabinet Members for the work that had been undertaken on the budget process. He reiterated previous comments that the Authority had not taken decisions to close things such as care homes and leisure centres but instead had looked at alternative methods of delivery for some services which in turn had seen them protected.

RESOLVED:

- (a) That stage one and stage two of the budget proposals for 2017/18 be re-affirmed;
- (b) That a method of closing the remaining budget gap be recommended to Council as “maintain the planned Council Tax rise at 3% as per the Medium Term Financial Strategy with the remaining gap at the figure as reported to be met wholly by reserves and balances; and
- (c) That the formal advice of the Section 151 Officer and Chief Executive, in making the above recommendation, be received and considered.

136. COUNCIL FUND CAPITAL PROGRAMME 2017/18 – 2019/20

The Chief Officer (Organisational Change) introduced the Council Fund Capital Programme 2017/18 – 2019/20 report.

The report had been considered at Corporate Resources Overview and Scrutiny Committee where it was supported and comments from that meeting were included in the report. On the Flintshire Bridge, Councillor Kevin Jones said that Welsh Government (WG) had been lobbied for some time to trunk the road which would see responsibility for maintaining the Bridge move from the Authority.

Details of the proposed investment schemes were outlined and Councillors Christine Jones and Bithell particularly welcomed the school and social care schemes.

RESOLVED:

- (a) That the allocations and schemes in Table 2 of the report for Statutory / Regulatory and Retained Assets sections of the Council Fund Capital Programme 2017/18 – 2019/20 be approved and recommended to Council;
- (b) That the schemes included in Table 3 for the Investment section of the Council Fund Capital Programme 2017/18 - 2019/20 be approved and recommended to Council;
- (c) That it be noted that the shortfall in funding of schemes in 2018/19 and 2019/20 at this point in the approval process is flexible. Options including a combination of future capital receipts, alternative grants, prudential borrowing or phasing schemes over several years will be considered during 2017/18, and included in future capital programme reports; and
- (d) That the development of a longer term Capital Strategy and Asset Management Plan be noted.

137. HOUSING REVENUE ACCOUNT REVENUE BUDGET 2017/18 AND CAPITAL PROGRAMME 2017/18

Councillor Brown introduced the Draft Housing Revenue Account (HRA) Budget 2017/18 & Capital Programme 2017/18 report.

The strategic context for the HRA budget setting included the following:

- The need to ensure the treasury management strategy continued to meet the Council's new and ongoing borrowing requirements;
- Delivery of a prudent plan for income maximisation;
- Setting a balanced budget with 3% surplus revenue over expenditure;
- Continued drive to ensure all service costs were efficient and that value for money could be achieved;
- Maximisation of revenue efficiencies to minimise the borrowing required to meet WHQS by 2020; and
- Delivery of new build Council housing.

RESOLVED:

- (a) That the HRA budget for 2017/18 as set out in the Business Plan be approved and recommended to County Council;
- (b) That a rent increase of 2.5% (plus up to or minus £2) as set out in the Business Plan with target rents applied for new tenancies be approved;
- (c) That a garage rent increase of £1 per week and a garage plot rent increase of £0.20 per week be approved and recommended to County Council; and
- (d) That the proposed HRA Capital Programme for 2017/18 be approved.

138. TREASURY MANAGEMENT STRATEGY 2017/18 AND MID-YEAR REPORT 2016/17

The Corporate Finance Manager introduced the Treasury Management Strategy 2017/18 and Mid-Year Report 2016/17 report.

The report had been presented to Audit Committee on 25th January where it was recommended to Cabinet and County Council for approval.

RESOLVED:

That the Draft Treasury Management Strategy 2017/18 and the Draft Treasury Management Mid-Year Report 2016/17 be approved and recommended to County Council.

139. WALES AUDIT OFFICE REPORT ON FINANCIAL RESILIENCE: SAVINGS PLANNING

Councillor Shotton welcomed Mr Paul Goodland from Wales Audit Office (WAO) to the meeting and invited him to present the WAO report.

Mr Goodlad explained that WAO had recently produced a report for Flintshire “Financial Resilience: Savings Planning”. He said he had pleasure in delivering such an overwhelmingly positive report to which the conclusion was “The Council’s financial planning framework was sound and it continued to strengthen its financial planning to better support future financial resilience”. One proposal for improvement was identified which was “to strengthen financial planning arrangements by ensuring that all savings proposals were sufficiently developed before the start of the financial year in which they were to be implemented”.

He commented on the success of the Authority in maintaining the levels of efficiencies identified at the start of the year.

The Chief Executive thanked Mr Goodlad and said this was a positive and helpful report. The proposal for improvement was recognised and he commented on the successful planning process for the current annual budget which built on past learning.

Following comments at Overview and Scrutiny Committees, the Authority had been successful in timelier reporting of the budget by presenting it in three stages. On efficiencies, he explained that the Council’s aim in future years was likely to be 95%. He commented that not all local authorities reported with as much transparency as Flintshire where up to date budget information was reported each month. Mr Goodlad confirmed that many other local authorities that did not follow a similar process could adopt a similar good practice model.

Councillor Shotton thanked Mr Goodlad for his attendance and welcomed the positive report from WAO.

RESOLVED:

That the findings of the Wales Audit Office report on the Council’s arrangements for financial savings planning which support the financial resilience of the Council be received and endorsed.

140. GROWTH VISION AND STRATEGY FOR THE ECONOMY OF NORTH WALES

Councillor Butler introduced the Growth Vision and Strategy for the Economy of North Wales report.

North Wales had been invited to develop the strategy into a ‘Growth Bid’ for national investment. The regional work was running in parallel to the development and agreement of growth bids in selected regions of England and in South Wales.

Work was ongoing to prioritise the content of the strategy for inclusion in a formal bid and the six Councils had reached an outline agreement on a governance model for the regional economic strategy. The preferred regional governance model of a statutory Joint Committee was set out in the report.

The Chief Executive explained that similar reports were being submitted to Cabinet meetings at the other five local authorities. He added that technical legal work was underway in preparation for the scheme to progress following the Annual Meetings.

It was agreed that a discussion could take place at County Council on 1st March when the item on 'Regional Working and the White Paper - Reforming Local Government: Resilient and Renewed' was considered.

RESOLVED:

- (a) That the preferred regional governance model of a statutory Joint Committee for further development be endorsed; and
- (b) That the newly elected Council be invited to enter into a statutory Joint Committee model with the five partner Councils, within the first three months of the new Council term, once a detailed constitution and inter-authority agreement was available.

141. DEESIDE PLAN

Councillor Butler introduced the Deeside Plan report which set out a vision for economic growth for the next 30 years. It identified the high level programmes of work needed to fulfil the aspirations for Deeside as a key element in regional economic growth and to ensure the maximum benefit to local people.

The Enterprise and Regeneration Manager explained that the plan had been developed to set out how the ambitions for economic growth for Deeside could be achieved, maximising the value of growth for local people and for the wider region whilst also protecting and improving quality of life. The purpose of the Plan was to:

- Create an ambitious high-level vision for economic growth in Deeside over the next 30 years;
- Set the principles for identifying future sites for development after Northern Gateway and Warren Hall, recognising the long timescales needed to do so;
- Ensure that transport infrastructure, economic development and land use planning were considered in parallel;
- Align future regional and local strategies and programmes;
- Build understanding of the needs of the area among decision-makers and businesses to encourage support; and
- Provide a tool for the Deeside Partnership, the Council and others to monitor progress.

Transport was highlighted as a particular priority in the Plan due to current challenges and its potential to constrain future growth. The priorities were:

- Maximise the value of regional transport infrastructure investments including the proposed Welsh Government improvements to the strategic road network around Deeside;
- Ensure that transport infrastructure improvements were planned alongside future development opportunities recognising that both processes could take several decades to come to fruition; and
- Support the shift from private car use to more sustainable forms of transport and grow the active travel infrastructure.

Councillor Shotton welcomed the report which would provide benefits and opportunities to the area and across the region. He explained that a 12 week consultation process was due to commence on 13th March on the A494/A55 improvement.

The Chief Executive added that information was due to be received from WG on the North Wales Metro Vision and connectivity.

RESOLVED

- (a) That the Deeside Plan be approved;
- (b) That the transport proposals for Deeside be approved; and
- (c) That the Council respond to the forthcoming Welsh Government A494/A55 improvement consultation making a strong case for improvements that resolve congestion and facilitate the delivery of the Deeside Plan.

142. CORPORATE SAFEGUARDING POLICY

Councillor Mullin introduced the Corporate Safeguarding Policy report which set out the work being undertaken to ensure that the Council fulfilled its safeguarding responsibilities.

The Chief Executive explained that the Wales Audit Office (WAO) had published a report in July 2015 'Review of Corporate Safeguarding Arrangements in Welsh Council's'. They reported that corporate safeguarding responsibilities with local authorities across Wales were not always well understood and identified that corporate safeguarding responsibilities needed to be fully integrated with the work of other services.

Safeguarding was a wider concept than the protection of children and adults and dealt with the promotion of:

- Physical, emotional and mental health;
- Protection from harm and neglect;
- Education, training and leisure; and
- Contribution to society.

Safeguarding was a shared responsibility. Whilst Social Services was the lead service within the Council, everyone, whatever their role, had a responsibility to safeguard the well-being of children, young people and adults. Safeguarding had always been strong in Flintshire and an Annual Report would be submitted to Cabinet and would draw attention to the Council's performance in complying with Corporate Policy and Guidelines.

Councillor Christine Jones welcomed the report and commented on the amount of work that had been undertaken to date to strengthen safeguarding arrangements.

RESOLVED:

- (a) That Cabinet be assured that work was being undertaken to improve corporate arrangements for safeguarding children and adults;
- (b) That the draft Corporate Safeguarding Policy be approved for wider consultation; and
- (c) That Cabinet receive annual reports on work carried out to improve corporate safeguarding arrangements and the effectiveness of relevant policies.

143. WELSH LANGUAGE STANDARDS

Councillor Mullin introduced the Welsh Language Standards report which provided details of the outcome of negotiating a new set of Welsh Language Standards for the Council with the Welsh Language Commissioner (WLC).

The Chief Executive explained that the majority of the Standards were consistent with the commitments set out in the Council's Welsh Language Scheme and did not pose any significant problems for services. Some of the Standards had been more challenging and he explained that constructive discussions had been held with the WLC which had resulted in amendments, exemptions and deferred implementation dates to the Standards that were considered problematic, as set out in the report.

Councillors Bithell and Mullin commented on the success of improving Welsh language in Flintshire schools.

RESOLVED:

- (a) That the successful outcome for Flintshire County Council on negotiated Standards within the final Compliance Notice be noted and endorsed;
- (b) That the Welsh Language Standards be fully supported; and
- (c) That a further report on the Welsh Language Promotion Strategy, which is a requirement of the Standards and will raise the profile and strengthen the Welsh language in Flintshire be invited.

144. DIGITAL STRATEGY

Councillor Mullin introduced the Digital Strategy report which replaced the Council's existing IT strategy.

The Chief Officer (Governance) explained that it was a different approach to the existing strategy as it sought to encompass all of the Council's strategic aspirations for the IT service, the Council and the whole of the county. It included strategic objectives relating to issues such as economic development and community development alongside objectives on IT service delivery.

An all Member workshop on the strategy was held on 16th December 2016 and it was also considered at Corporate Resources Overview and Scrutiny Committee on 12th January 2017. Both broadly supported the approach proposed within the strategy and gave helpful feedback on the critical factors needed to ensure a successful implementation.

An annual action plan would feed into the corporate resources strategy in order to build a clear strategic picture of demand versus capacity. That in turn could then be debated at Programme Boards within the Council and appropriate resources allocations made at that time.

RESOLVED:

That the proposed digital strategy be adopted.

145. TRADE UNION (WALES) BILL

Councillor Shotton introduced the Trade Union (Wales) Bill report which invited a response to the consultation.

The Chief Executive explained that the purpose of the Bill was to dis-apply certain of the provisions of the Trade Union Act 2016, which was passed by the UK Government, in Wales. The Equalities, Local Government and Communities Committee of the National Assembly for Wales was scrutinising the Bill and had invited responses to its call for evidence.

The deadline for responses was the end of the week. However, given the recent Notice of Motion to County Council on the Bill he suggested that Cabinet provide an initial response with a full response then being given following the meeting of County Council on 1st March where it could be debated in full. This was supported. He also suggested that a joint response could be provided from the Council and Trade Union which was also supported.

RESOLVED:

That Cabinet make an initial response to the consultation with a full response being provided after County Council on 1st March 2017.

146. CAPITAL PROGRAMME 2016/17 (MONTH 9)

The Corporate Finance Manager introduced the Capital Programme Monitoring 2016/17 (Month 9) report which summarised changes made to the Capital Programme since Month 6, along with expenditure to date and projected outturn.

The Capital Programme had increased by £0.573m in the period due to:

- Introduction of additional Welsh Government grant funding for Private Sector Renewal (£0.175m)
- Vibrant & Viable Places (VVP) additional grant funding from Welsh Government (£0.100m)
- Introduction of Section 106 Funding Play Area Equipment (£0.120m)
- Other Aggregate Increases (£0.178m)

Actual expenditure to Month 9 was £43.277m with a projected outturn of £60.224m which was an underspend of £0.896m. Resources available for funding future capital expenditure was c£3.873m, all of which had been allocated to fund capital schemes in 2017/18 onwards as part of setting next year's capital programme.

During the quarter additional Early Identified Rollover (EIR) of £1.063m had been identified which reflected reviewed spending plans across all programme areas; those committed amounts had been identified as now required to meet the cost of programme works and/or retention payments in 2017/18.

The report had been discussed at Corporate Resources Overview and Scrutiny Committee the previous week with no issues being identified.

RESOLVED:

- (a) That the overall reported be approved; and
- (b) That the rollover adjustments be approved.

147. REVENUE BUDGET MONITORING 2016/17 (MONTH 9)

The Corporate Finance Manager introduced the Revenue Budget Monitoring 2016/17 (Month 9) report which provided the latest revenue budget monitoring position for the Council Fund and Housing Revenue Account based on actual income and expenditure. The report projected how the budget would stand at the close of the financial year if all things remained equal.

The projected year end position, without any further action to reduce cost pressures or to identify new efficiencies was:

Council Fund

- The net in year position comprised of an operating deficit of £0.799m; a decrease in the deficit of £1.011m from the position reported last month which was due to a number of factors, the most significant being the cost recovery of joint funded care packages within Social Services;

- The overall projected in-year position included £2.886m due to the change in accounting policy for Minimum Revenue Provision (MRP) as agreed by County Council. This had the effect of eliminating the operating deficit and net spend was projected to be £2.087m lower; and
- Projected contingency reserve balance of £5.279m.

Housing Revenue Account

- Net in year expenditure forecast to be £0.037m higher than budget; and
- Projected closing balance as at 31st March 2017 of £1.061m.

The report covered significant budget movements; programme of efficiencies; inflation; reserves and balances; and an overview of the Housing Revenue Account. A permanent budget realignment within the Social Services portfolio was recommended for implementation ahead of completion of the Month 10 budget monitoring report.

The Chief Executive explained that the report had been considered at Corporate Resources Overview and Scrutiny Committee the previous week where a discussion had taken place on retrospective MRP.

RESOLVED:

- (a) That the overall report and the projected Council Fund contingency sum as at 31st March 2017 be noted, and the work on actions and options for mitigating action be supported;
- (b) That the projected final level of balances on the Housing Revenue Account be noted; and
- (c) That a budget virement within Social Services be approved.

148. PRUDENTIAL INDICATORS 2017/18 TO 2019/20

The Corporate Finance Manager introduced the Prudential Indicators 2017/18 to 2019/20 report which provided details on the following:

- Prudential Indicators for Capital Expenditure;
- Prudential Indicators for Affordability;
- Prudential Indicators for Prudence; and
- Prudential Indicators for External Debt and Treasury Management.

RESOLVED:

That the following be approved and recommended to County Council on 14th February 2017:

- The Prudential Indicators for 2017/18-2019/20; and
- Delegated authority for the Corporate Finance Manager to effect movements between the separately agreed limits within the authorised limit for external debt and the operational boundary for external debt.

149. MINIMUM REVENUE PROVISION – 2017/18 POLICY

The Corporate Finance Manager introduced the Minimum Revenue Provision (MRP) – 2017/18 Policy report.

As part of the budget strategy for 2017/18 officers critically reviewed the Council's 2016/17 MRP Policy and recommended that changes were made to parts of the policy. Detailed reports were considered at Cabinet, Corporate Resources Overview and Scrutiny Committee and County Council. Changes to the 2016/17 and the 2017/18 Policy were approved at County Council in December.

The report restated the revised 2017/18 policy as part of the suite of 2017/18 budget setting reports being considered by Cabinet and County Council.

RESOLVED:

- (a) That the following be approved and recommended to County Council for Council Fund (CF) outstanding debt that:-
- Option 3 (Asset Life Method) be used for the calculation of the MRP in financial year 2017/18 for the balance of outstanding capital expenditure funded from supported borrowing fixed as at 31st March 2016. The calculation would be the 'straight line' method over 50 years;
 - Option 3 (Asset Life Method) be used for the calculation of the MRP in 2017/18 for all capital expenditure funded from supported borrowing from 1st April 2016 onwards. The calculation would be the 'straight line' or 'annuity' (where appropriate) method over an appropriate number of years, dependent on the period of time that the capital expenditure was likely to generate benefits; and
 - Option 3 (Asset Life Method) be used for the calculation of the MRP in 2017/18 for all capital expenditure funded from unsupported (prudential) borrowing or credit arrangements.
- (b) That the following be approved and recommended to County Council for Housing Revenue Account (HRA) outstanding debt:-
- Option 2 (Capital Financing Requirement Method) be used for the calculation of the HRA's MRP in 2017/18 for all capital expenditure funded by debt.
- (c) That the following be approved and recommended to County Council that MRP on loans from the Council to NEW Homes to build affordable homes through the Strategic Housing and Regeneration Programme (SHARP) (which qualified as capital expenditure in accounting terms) be as follows:-
- No MRP be made during the construction period (of short duration) as the asset has not been brought into use and no benefit was being derived from its use; and

- Once the assets were brought into use, capital repayments would be made by NEW Homes. The Council's MRP would be equal to the repayments made by NEW Homes. The repayments made by NEW Homes would be classed, in accounting terms, as capital receipts, which could only be used to fund capital expenditure or repay debt which was a form of MRP. The capital repayment / capital receipt would be set aside to repay debt, and was the Council's MRP policy for repaying the loan.

150. SELF EVALUATION OF EDUCATION SERVICES

Councillor Bithell presented the Self-Evaluation of Education Services report which was an annual assessment against the framework for Local Authority education services established by Estyn.

The prime purpose of self-evaluation was to lead to service improvements, including outcomes achieved by learners. The process of self-evaluation was continuous and an embedded part of Local Authority work with the emphasis always being on evaluation of the impact of each aspect of provision on the standards and wellbeing of learners.

The report outlined the perceived strengths along with key issues and challenges and had been constructed with input from Local Authority officers, GwE partners and school representatives. Full details were contained in the appendix to the report.

Councillor Shotton welcomed the report and commented on the commitment of the cabinet to the protection of education in Flintshire. He also welcomed the data on the percentage of learners leaving school without a qualification and the number of young people not in education, employment or training (NEET) which at 1.3% in 2015 the proportion of Year 11 NEETS was lowest in Wales and lowest ever Flintshire figure for the second consecutive year.

RESOLVED:

That the evidence in relation to the latest draft self-evaluation be received.

151. SUPPORTING LOCAL PEOPLE COMMISSIONING PLAN

Councillor Brown presented the Supporting Local People Commissioning Plan report which presented the spend plan for 2017/18. It aligned with the priorities laid out within the Supporting People local Commissioning Plan 2016/18.

The Chief Officer (Community and Enterprise) commented on the importance of the services and was pleased to explain that Welsh Government (WG) recognised the value of continuing to fund low level preventative support services which helped to reduce pressures on more expensive specialist health, care and homeless services and the protection of the grant for 2017/18 was welcomed.

Details of the spend proposals for 2017/18 were outlined, in particular the continuation of funding of the Male Refuge in Flintshire, which evidence had demonstrated was a much needed service for North Wales, and the continuation to fund the homeless prevention posts.

RESOLVED:

That the Supporting People Programme Grant Spend Plan for 2017/18 be approved.

152. NEW CHILD CARE OFFER

Councillor Christine Jones introduced the New Child Care Offer report which provided details of Flintshire's successful bid to become an early adopter of a pilot free child care scheme.

By the end of 2021 the Offer would provide working parents with 30 hours of government-funded childcare and early education for 3 and 4 year olds for 48 weeks of the year. That included 10 weeks within the school holiday period with the aim of supporting families with quality flexible and affordable childcare.

Councillor Bithell welcomed the pilot of the scheme which would support economic regeneration and reduce pressures on family income and help parents to participate in work reducing a family's risk of poverty.

The Chief Officer (Social Services) explained that the scheme would provide the opportunity to 441 children in Year 1 (September 2017 – September 2018) which built on an initial cohort of 75 to 100. The criteria of eligibility was outlined in the appendix to the report.

Councillor Shotton commented that the scheme was significant for working parents and for those wanting to return to work and explained that the initial implementation would take place in Buckley.

RESOLVED:

That Flintshire, as an early implementer of the offer, maximising the opportunity of a grant worth £1.552 million, supporting the full roll out of the scheme across Flintshire, benefitting up to 441 three to four year olds and their families, be endorsed.

153. DOG DNA SCHEME AND THE INTRODUCTION OF DOG CONTROL PUBLIC SPACES PROTECTION ORDERS

Councillor Attridge introduced the Dog DNA Scheme and the Introduction of Dog Control Public Spaces Protection Orders report which recommended replacing the current Dog Control Order with a new Public Spaces Protection Order (PSPO) which would cover all open space in the County.

The existing Dog Control Order only required owners to remove their dog's faeces from public areas however creating a PSPO provided an opportunity for additional enforcement activity against other designated offences, such as the

complete exclusion of dogs or a requirement to keep dogs on a lead on certain classifications of open space, such as children's play areas, marked sports pitches or other formal recreation areas.

A number of activities were considered at an all Member Workshop and at Environment Overview and Scrutiny Committee which would promote responsible dog ownership and help reduce the level of dog waste which currently blighted the open space and amenity land in the County. A recommendation was made to Cabinet that the activities detailed in Appendix 2 to the report should be adopted, where it was practical to do so.

On dog DNA, a Task and Finish Group had been established to investigate the potential of a dog DNA scheme and the findings were presented to the Environment Overview and Scrutiny Committee. Both the Working Group and the Committee concluded that whilst there were merits in the proposals, further development work was required before the initiative could be adopted and that the pilot should not be taken forward at this point.

The Chief Officer (Streetscene and Transportation) explained that the new PSPO permitted the Council to undertake enforcement activities on land not owned by the Council and therefore each Town and Community Council would be asked if they wished the Council to undertake those duties on land within their ownership, as part of the consultation process.

In response to a question from Councillor Bithell on dogs being kept on a lead at all times, Councillor Attridge explained that it was considered at the Workshop but was not recommended as responsible dog owners would be penalised because of the minority. It was about zero tolerance and implementation of the PSPO by Enforcement Officers.

RESOLVED:

- (a) That the work carried out by the Dog DNA Task & Finish Group be noted and appreciated but a pilot scheme is not approved at this point;
- (b) That the implementation of a Dog Control Public Space Protection Order, containing the controls specified in Appendix 1, be approved, subject to a local consultation process; and
- (c) That the introduction of the additional measures detailed in Appendix 2, to further reduce the instances of dog fouling in the County, be approved.

154. REVIEW OF THE COUNCIL'S HOUSEHOLD RECYCLING CENTRE PROVISION

Councillor Kevin Jones introduced the Review of the Council's Household Recycling Centre (HRC) Provision report which provided an outcome of the HRC review on the progress made to deliver the final elements of the more localised HRC solution which had been previously endorsed by Cabinet. It included details of the proposed new HRC site located at Rockcliffe in the north of the County.

Following the Welsh Government (WG) report, Cabinet approved proposals to improve the current HRC facilities in Buckley and Mold within the footprint of the existing sites and along the lines to the existing facility in Sandycroft. Construction was underway and was expected to be completed by the end of March 2017.

The Chief Officer (Streetscene and Transportation) explained that an extensive search had been undertaken to identify a potential site in Rockcliffe to replace the Flint and Connah's Quay facilities. The proposed site was directly between the two existing facilities and discussions were ongoing on a potential lease. Details of the lease were contained within agenda item number 25 which was a Part 2 report in order to maintain commercial confidentiality.

Councillor Kevin Jones was pleased to report that WG had listened to the lobbying case for a capital bid for funding for the required works with the majority of the funding being approved.

Councillor Attridge thanked Councillor Kevin Jones and the Chief Officer (Streetscene and Transportation) for the work undertaken on the HRC review, in particular the success of obtaining the majority of the funding for the works.

RESOLVED:

That the plans to develop a new HRC site in Rockcliffe to replace the existing facilities in Flint and Connah's Quay be approved.

155. EXERCISE OF DELEGATED POWERS

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

Revenues

- **Business Rates Write Offs**

Financial Procedure Rules (section 9.6 – Income and Expenditure) stipulated that any individual debt between the values of £5,000 and £25,000 should be reported to the Chief Finance Officer (Corporate Finance Manager / Section 151 Officer) for consideration to write off, in conjunction with the Cabinet Member for Finance. The schedules, which were summarised by the category of write off involved 2 Business Rates accounts where the overall debt for each company was greater than £5,000.

- **Council Tax Write Offs**

Financial Procedure Rules (section 9.6 – Income and Expenditure) stipulated that any individual debt between the values of £5,000 and £25,000 should be reported to the Chief Finance Officer (Corporate Finance Manager / Section 151 Officer) for consideration to write off, in conjunction with the Cabinet Member for Finance. The delegated powers form detailed 1 council tax account where the overall debt was greater than £5,000.

RESOLVED:

That the actions taken under delegated powers be noted.

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

RESOLVED:

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

156. ACQUISITION OF A LEASE FOR LAND FOR THE PROPOSED USE AS A HOUSEHOLD RECYCLING CENTRE (HRC)

The Chief Officer (Organisational Change) introduced the Acquisition of a Lease for Land for the Proposed use as a Household Recycling Centre (HRC) report.

The report provided details on the negotiations underway for the acquisition of the land to facilitate construction of the HRC site.

RESOLVED:

That subject to Contract, Cabinet approval and planning permission being granted, for a 25 year Lease of the above land to enable the construction of a Household Recycling Centre (HRC) at the location illustrated on the plan.

157. REVIEW OF THE COUNCIL'S HOUSEHOLD RECYCLING CENTRE PROVISION (URGENT ITEM)

Councillor Kevin Jones introduced the urgent report on the Review of the Council's Household Recycling Centre (HRC) provision which provided additional information on the procurement arrangements for the construction of the new HRC facility in Rockcliffe.

The report proposed that the Council enter into competitive dialogue with the successful contractor engaged following a previous tender exercise for the Buckley and Mold facilities for the construction of the final facility in Rockcliffe.

RESOLVED:

- (a) That the proposal to enter into dialogue with the contractor currently engaged to undertake the reconstruction works at the HRC sites in Buckley and Mold be approved, and to agree comparative rates for the construction works at the Rockcliffe site; and
- (b) That the Commissioning Form for the contract works be approved.

158. DISPOSAL OF THE FORMER EUTICALS CHEMICAL PROCESSING FACILITY AT SANDYCROFT

The Chief Officer (Organisational Change) introduced the Disposal of the Former Euticals Chemical Processing Facility at Sandycroft report which sought disposal of the site and liabilities.

RESOLVED:

That the disposal of the site to Qualitech Environmental Services Limited at nominal consideration be supported.

158. LEISURE, LIBRARIES AND HERITAGE ALTERNATIVE DELIVERY MODEL – STAFFING STRUCTURE PROPOSALS

Councillor Kevin Jones introduced the Leisure, Libraries and Heritage Alternative Delivery Model – Staffing Structure Proposals report which focused on implementation of the Leisure and Libraries restructure at tiers 3 and 4 within the new company in order to provide an optimum, efficient, and fit for purpose structure in readiness for the proposed transfer in July 2017.

RESOLVED:

- (a) That the Design Principles for the restructure be agreed;
- (b) That the tier 3 and 4 management structure for Leisure and Libraries detailed in the report, subject to minor changes that may need to be made following the grading of the posts, to ensure the structure remains within the agreed budget, be agreed; and
- (c) That the recruitment to the management tiers commence during February and March 2017.

159. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

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

(The meeting commenced at 9.30am and ended at 12.07 p.m.)

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Chair



CABINET

Date of Meeting	Tuesday 14 March 2017
Report Subject	Well-being Objectives
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Well-being of Future Generations (Wales) Act 2015 requires named statutory bodies to set and publish Well-being Objectives.

The Act requires that public bodies make sure that when making decisions they take into account the impact they could have on current and future generations.

The Council is setting its Well-being Objectives as part of forward improvement planning.

RECOMMENDATIONS

1	To approve the draft set of Well-being Objectives.
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REPORT DETAILS

1.00	EXPLAINING THE WELL-BEING OBJECTIVES
1.01	Well-being objectives of public bodies are to be set and published within one year after the Well-being of Future Generations (Wales) Act began in April 2016. They are to be reviewed on an annual basis.
1.02	The Well-being objectives should support both the seven national well-being goals (see Appendix 1) and the priorities and ambitions of the Council. The Improvement planning process is how the Council will implement its objectives and manage its success in making an impact.
1.03	The draft set of well-being objectives are set out in Appendix 2. They align well with the priorities of the Improvement Plan and future strategic objectives.
1.04	This draft set of well-being objectives are being considered by the Corporate Resources Overview and Scrutiny Committee. Feedback will be provided for Cabinet.

2.00	RESOURCE IMPLICATIONS
2.01	None specifically.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation with Chief Officers and portfolio management teams has taken place.

4.00	RISK MANAGEMENT
4.01	The objectives will be risk assessed and monitored as part of our performance management arrangements.

5.00	APPENDICES
5.01	Appendix 1 – National Well-being Goals Appendix 2 – Draft set of Well-being Objectives

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Well-being of Future Generations (Wales) Act 2016 – summary Well-being of Future Generations (Wales) Act - Summary</p> <p>Contact Officer: Karen Armstrong, Corporate Business and Communications Executive Officer Telephone: 01352 702740 E-mail: karen.armstrong@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Well-being of Future Generations (Wales) Act 2015: the Act aims to improve the social, economic, environmental and cultural well-being of Wales. This short animation explains the intended impacts of the Act.</p>

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Appendix 1: National Well-being Goals

1. The seven well-being goals provide a shared vision for the public bodies listed in the Act to work towards. The Act makes it clear the listed public bodies must work to achieve all of the goals, not just one or two.

Well-Being Goal	Description of the Goal
A prosperous Wales	An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
A resilient Wales	A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
A healthier Wales	A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
A more equal Wales	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
A Wales of cohesive communities	Attractive, viable, safe and well-connected communities.
A Wales of vibrant culture and thriving Welsh language	A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
A globally responsible Wales	A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

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Wellbeing Objectives 2017

The Council together with its partners will support the health and well-being of both the current and future generations through the following strategic objectives.

AMBITIOUS COUNCIL

- Sustaining economic growth through local and regional business development, employment and skills strategies.
- Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites.
- Creating a supply of diverse and quality training and employment opportunities.

ACHIEVING COUNCIL

- Providing high quality, accessible, responsive and cost effective public services.
- Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families
- Continuing to be a high performing and innovative public sector organisation with social values.

CONNECTED COUNCIL

- Committing to resilient service models to sustain local public services.
- Supporting local communities to be resilient and self-supporting.
- Widening digital access to public services.

GREEN COUNCIL

- Reducing energy consumption and using and developing alternative/renewable energy production.
- Enhancing the natural environment and promoting access to open and green space.
- Maximising the recovery and recycling of household and business waste.

LEARNING COUNCIL

- Supporting children and younger people to achieve their potential.

- Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement.
- Providing high quality learning opportunities, and learning environments and for learners of all ages.

CARING COUNCIL

- Ensuring a supply of affordable and quality housing of all tenures.
- Making early interventions to support healthy and independent living.
- Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support.
- Protecting people from poverty by maximising their income and maximising their employability.
- Giving equal opportunity to all to fulfill their lives.
- Protecting people from the risk of any form of abuse.



CABINET

Date of Meeting	Tuesday, 14 March 2017
Report Subject	Customer Services Strategy
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Chief Officer (Community & Enterprise)
Type of Report	Strategic

EXECUTIVE SUMMARY

The proposed Customer Service Strategy (attached at appendix 1) is a replacement for the Customer Service Strategy 2010-13. This strategy proposes a strategic approach to transforming our customer interactions by delivering council services in the most modern and efficient way and embracing the potential of a digital shift.

The strategy is structured around the following three workstreams:

1. Face to face
2. Telephone
3. Digital

Each workstream lists high level outcomes to be achieved by the end of the strategy that will be supported by an annual action plan giving more details and precise timescales.

The strategy is closely aligned with the Digital Strategy and shares a Digital Customer workstream.

RECOMMENDATIONS

1	Cabinet adopts the Customer Service Strategy.
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REPORT DETAILS

1.00	EXPLAINING THE CUSTOMER SERVICE STRATEGY
1.01	<p>The purpose of the Customer Service Strategy is to set out a framework for how the Council will deliver modern and efficient face to face, telephone and digital services, with a commitment to providing excellent services to customers and value for money to the taxpayer.</p> <p>The Council's future service delivery must be focused on simplifying the way customers access services, understanding their journey with the council, giving customers control over the services they use, listening to and responding to feedback. Services which can be delivered digitally will be developed, allowing expensive resources to be focused on those services which cannot be delivered digitally to support the most vulnerable customers.</p>
1.02	<p>The proposed Customer Service Strategy complements the Customer Service Policy which describes what customers can expect when they contact the Council face to face, over the telephone or digitally. The implementation of this strategy will involve ongoing review of the customer service policy and changes will be made based on the needs of customers.</p> <p>The strategy is divided into the three workstreams which reflect the main customer access channels.</p>
1.03	<p>Face to face</p> <p>Face to face services will be in the main delivered through the five Flintshire Connects Centres in town centres across the county. There are a range of services available through the Connects Centres including Housing Solutions Triage, Blue Badge applications and benefit enquiries.</p> <p>The strategy recognises that face to face services are the most expensive customer channel. However, it is an important channel for a number of services where new or unexpected circumstances are presented, where human judgement is required and for our most vulnerable customers. The strategy aims to build on the successful development through Connects of services resolved at first point of contact and therefore removing duplication, multiple handling and further avoidable contact.</p> <p>A key outcome for the strategy is that face to face services are available across the county and delivered by highly skilled and knowledgeable staff to support the most vulnerable customers.</p>
1.04	<p>Telephone Contact</p> <p>The Council receives approximately 2.7 million calls per annum. There is the opportunity across the Council to develop contact centre working where calls are handled by dedicated and knowledgeable staff who can provide advice across a range of services and free up specialist officer time to focus on core business or priority cases.</p> <p>This approach enables the council to maximise efficient use of staff resources and manage peak customer demand effectively. The strategy</p>

	will aim to resolve customer enquiries effectively at first point of contact and reduce call numbers by making services available on line.
1.05	<p>Digital</p> <p>Evidence from other Councils shows that embracing digital services can save the Council money, improve accessibility of services for the majority of residents and free up resource to support the most vulnerable customers. Even where certain tasks are not able to be delivered digitally (e.g. pest control or bulky waste collections) in many cases it will still be possible to improve the service for customers through options for online booking, payments or the provision of enhanced levels of information.</p> <p>A large proportion of households are using technology and expect to be able to access services on line at a time and location that suits them. By enabling customers to carry out high volume, simple transactions on line, the council can free up staff resources to deal with cases more appropriately and sensitively managed face to face.</p> <p>A key outcome for the strategy is that customers are confident and able to access Council services at a time and location convenient to them and that services that can be offered digitally are available, user friendly and build confidence in digital as a customer channel.</p>

2.00	RESOURCE IMPLICATIONS
2.01	The digital workstream of this strategy will require capital investment to further develop suitable digital solutions and a 5 year cost estimate has been submitted as part of the capital programme. The cost/benefit of each change will be assessed prior to commencement and the decision whether or not to proceed taken based on available resource and priorities at the time.
2.02	Realising the ambition of the strategy will require some service transformation. It is expected that some level of project management or support will be required to facilitate any large scale change.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>The proposed strategy has been prepared jointly by Customer Services with involvement from officers across all portfolios.</p> <p>The strategy was presented to Corporate Resources Overview and Scrutiny Committee on 9th March and comments reported to Cabinet.</p>

4.00	RISK MANAGEMENT
4.01	Implementing the strategy should help to increase the accessibility of services and to reduce inequality.
4.02	The strategy itself will be subjected to an Equality Impact Assessment.

	Changes to services (especially within the digital work stream) will need to be assessed for equalities and impact on future generations as part of the scoping exercise.
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5.00	APPENDICES
5.01	Appendix One – Customer Services Strategy

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Katie Clubb, Customer Support Manager Telephone: 01352 703518 E-mail: katie.clubb@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Contact Centre –a team of employees using specialist telephony software that enables the Council to effectively manage call volumes and call waiting times to ensure resources are managed according to service demand. Flintshire Connects – five town centre offices across Flintshire which provide a face to face service for customers to access more than 30 Council services

Customer Service Strategy

Putting the customer at the heart of everything we do



2017 - 2022

Foreword

by Councillor Billy Mullin:

Cabinet member for corporate resources

I am very pleased to be able to bring you Flintshire County Council's Customer Service Strategy 2017-2022 which sets out how we are going to deliver and improve our services for customers across the county over the next five years.

The delivery of excellent customer services, tailored to the needs of Flintshire residents is of the utmost importance to the Council. The implementation of Contact Centre working to improve telephone call handling, the opening of Flintshire Connects Centres to provide access to services in town centres are just a couple of examples that show this Council's continued commitment to the development and improvement of customer service. However, more needs to be done. As technology develops and more homes benefit from broadband, the expectation of customers about when/how services are available will change. The demand to be available online and accessible 24/7 will increase as people choose to move away from more traditional contact channels.

This important strategy outlines the Council's plans for customer service and how this will be developed to ensure services are delivered in a fair, considerate and caring way that will ultimately make our customers feel respected and valued. I look forward to seeing this strategy being implemented over the next five years and the positive results this will have for all Flintshire residents.



Cabinet member for
corporate resources

Introduction

The public sector is striving to deliver excellent customer service at a time of significant change in the way services are delivered as a consequence of unprecedented financial challenges. Flintshire County Council is not unique and is committed to delivering modern and efficient services in the face of these challenges.



The purpose of the Customer Service Strategy is to set out a framework about how the Council will deliver modern and efficient **face to face**, **telephone** and **digital services**, with a commitment to providing excellent services to customers and value for money to the taxpayer.

The strategy explains how the Council will transform access to Council services and it outlines its ambition to embrace the opportunities that technologies offer. This means providing customers with access to digital services wherever possible to ensure that they can take advantage of all the benefits technology may offer them.

Future service delivery will be focused on simplifying the way customers access services, understanding customer journeys, giving the customer control over the services they use, listening to and responding to feedback. The Council will utilise digital channels as a way of delivering services in the most efficient way. Customers who are able to self-service through an online account will be able to do so, building on key principles within the Digital Flintshire Strategy to empower customers to access the services and information they need online.

Customers should have the best possible experience when they access Council services and in providing alternative customer access channels that meet both the demands and efficiencies required of the Council, there is no compromise in the Council's commitment to understanding customers and their needs.

This Strategy is supported by the Digital Flintshire Strategy which is fundamental in transforming customer access channels.

Customer Service: The Vision

The Customer Service Strategy sets out how the Council will embrace opportunities to review, assess and implement changes to the way customers can contact Flintshire County Council. The Council will deliver modern and efficient services enabling customers to access services flexibly through digital channels, freeing up resource to support the most vulnerable customers.

The Council want to improve and simplify access to services, providing customer focused services that meet customer expectations. The Council recognise that “one size fits all” is not an appropriate response to the public service offer in Flintshire. The vision in providing access to services is that regardless of the channel, services will be:

- Easily accessible
- Simple to use
- Streamlined
- Convenient
- Cost effective
- Reliable

Customers can access Council services in many ways, sometimes resulting in confusion and a poor customer experience. The Council will simplify the number of ways a customer can contact services, taking advantage of the rapid developments in technology wherever possible to provide digital access channels, ensuring the customer receives the right service first time.

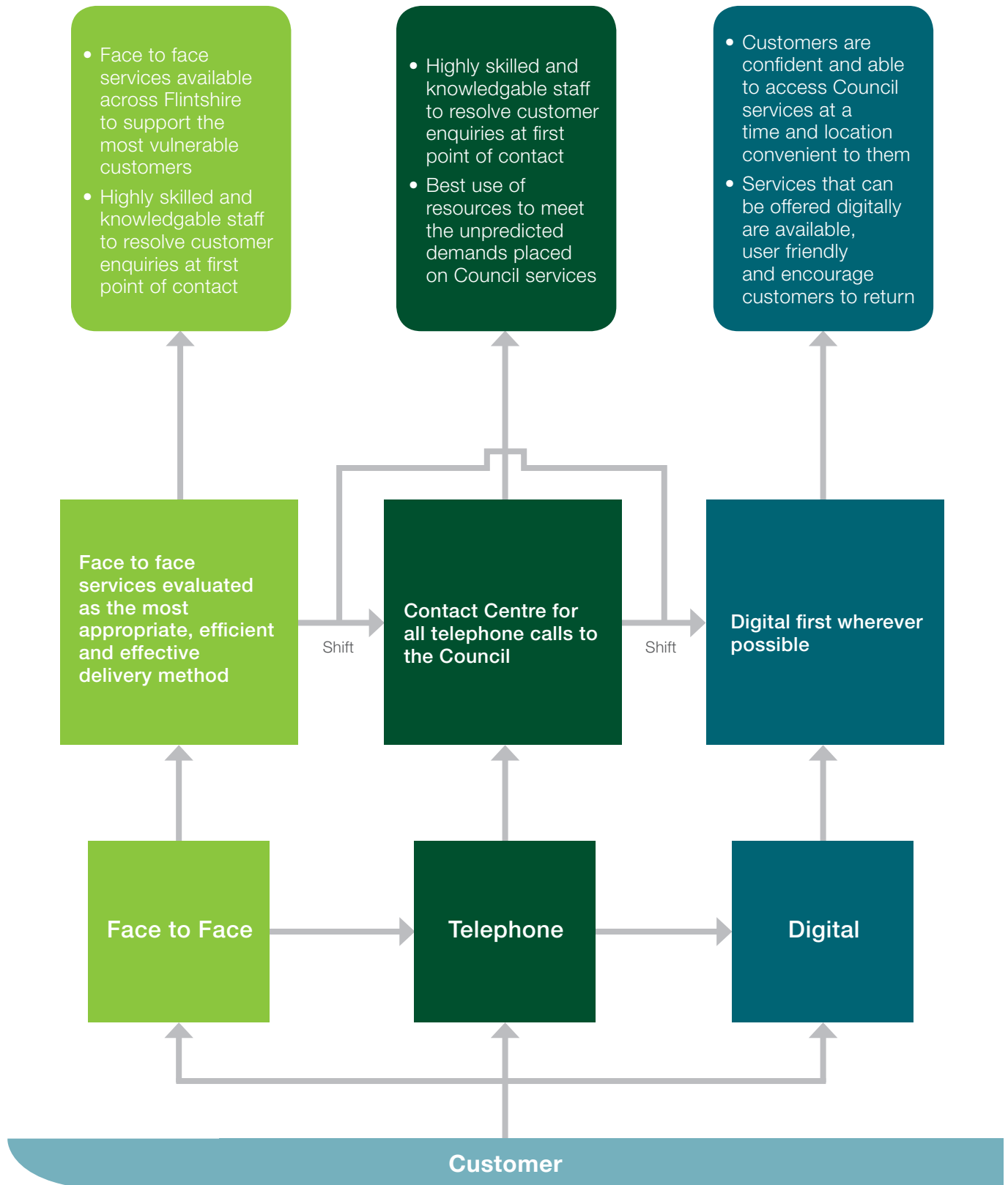
In asking those customers who are able to self-service through an online account to do so, the Council will work with local training providers, partners and the third sector to help those customers who are less confident in accessing digital services, or do not have access to technology. Services which can be delivered digitally will be, allowing expensive resources to be focused on the most vulnerable customers or for services where face to face delivery is the only realistic option.

Through all of the different access channels, the service a customer receives will be consistent regardless of whether this is through online self-service, telephone or face-to-face.



How the Vision will be achieved?

The customer experience when contacting Flintshire County Council will be a positive one and key to this is the review of three customer access workstreams which the Council will focus on to ensure we deliver our vision.



Delivering the Vision

Workstream 1 - Face to Face

“Supporting our most vulnerable customers to access services”

Our commitment is:

- To understand and respect the needs of vulnerable customers
- To deliver services in full where they cannot be delivered digitally or by telephone
- To provide excellent face-to-face services in town centre locations
- To support and assist customers to access digital services
- To measure the performance of staff against customer service standards



Key actions:

No.	Action
1	Review customer facing services to identify those services which cannot be delivered digitally or by telephone, and provide accessible services in town centre locations.
2	Where face to face contact is required strive to deliver these services in full at first point of contact removing duplication, multiple handling and further avoidable contact.
3	Provide modern technology in Flintshire Connects Centres and Libraries for those customers digitally excluded to embrace digital technology e.g. self-service computers and touch screen pods
4	Signposting customers to the most efficient method of contacting the Council in the future to save them time and money e.g. the Council's website.
5	Advice and support to customers to ensure they have the confidence to use digital technology as a way of contacting the Council and other private sector organisations thus realising the benefits of the digital age.
6	Review the necessity of “home visits” and the option to provide face to face conferring as an alternate channel for ease and convenience to both the Council and the customer.
7	Provide appropriate technology for staff that must complete home visits to allow them to complete their work in modern and efficient ways.
8	The Council will maintain its customer service standards as outlined in the Customer Service Policy: <ul style="list-style-type: none"> - We will greet customers within 5 minutes of their arrival at a council building / event; - We welcome customers to speak in English or Welsh and where there is no Welsh speaker available we will make alternative arrangements. - We will offer an appointment where this may be more appropriate, responsive or efficient; - We will make arrangements for customers who have specific requirements e.g. interpretation service, British Sign Language.

Outcome:

- Face to face services available across Flintshire to support the most vulnerable customers.
- Highly skilled and knowledgeable staff to resolve customer enquiries at first point of contact.

Workstream 2-Telephone

“A single contact for customers to access services”

Our commitment is:

- To develop the Council's experience to date to maximise the efficient use of staff resources
- To manage peak customer demand effectively
- To provide a joined-up approach to service delivery through single call resolution
- To promote services e.g. providing customers with information for self-service or automated processes
- To explore partnerships with other public sector Contact Centres

Actions to support delivery:

No.	Action
1	Develop Contact Centre working to maximise the amount of enquiries that are resolved at first point of contact for those people who cannot self-serve. This will relieve the pressure on services and create efficiency and capacity.
2	Develop Contact Centre operations to maximise the efficient use of staff resources and manage peak customer demand effectively.
3	Explore partnerships with other public sector Contact Centres. This could provide efficiency in staffing levels and could provide joined up working across the public sector.
4	Telephone customers will be advised about alternative methods of contacting the Council which could save them time and money.
5	Provide a bilingual service when customers choose to contact the Council by telephone.
6	Reduction in multiple handling of calls leading to single call resolution i.e. a customer can deal with one call agent to resolve multiple service enquiries.
7	The Council will maintain its customer service standards as outlined in the Customer Service Policy: <ul style="list-style-type: none"> - We will answer telephone calls within 30 seconds; - We will deal with telephone calls in English or Welsh. Where there is no Welsh speaker available appropriate arrangements will be put in place to enable customers to deal with the Council in the Welsh language; - We will offer access to an alternative system (e.g. language translation services) if customers have additional requirements.

Outcome:

- Highly skilled and knowledgeable staff to resolve customer enquiries at first point of contact.
- Best use of resources to meet the unpredicted demands placed on Council services.



Workstream 3-Digital

“Empowering customers to access the services and information they need online”

Our commitment is:

- To continue to move transactional services to more effective digital channels by maximising self service
- To provide services and information online to customers in a user-friendly way
- To ensure customers have the digital skills to access services and information online
- To delivering accessible, inclusive services, supporting customers to adopt digital services
- To provide choice of contact method whilst balancing efficiency with service quality
- To ensure that customer needs and service efficiency are at the core of solutions development and implementation
- To deliver secure digital solutions so that customers trust the Council to protect their information

Actions to support delivery:

No.	Action
1	Continued development of the Customer Relationship Management database to enable single view of the customer.
2	Development of customer self-service facilities on the Council's website.
3	Effective signposting to information and online resources on the Council's website.
4	Working with services across the Council to ensure a “Digital First” approach.
5	Continue to move transactional services to more effective and efficient digital channels by maximising self-service.
6	Working with local training providers, partners and the third sector to identify and deliver effective customer training to ensure take up of digital services and support digital inclusion.
7	Identify further opportunities for use of social media to support service delivery.
8	The Council will maintain its customer service standards as outlined in the Customer Service Policy: <ul style="list-style-type: none"> - We will acknowledge correspondence (e.g. e-mails, website enquiries and Tweets) within 24 hours (Monday – Friday); - We will respond to digital correspondence as quickly as possible; - We will guarantee a response within 10 working days; - We will respond in the language and format of the original communication.

Outcome:

- Customers are confident and able to access Council services at a time and location convenient to them.
- Services that can be offered digitally are available, user friendly and encourage customers to return.

Guiding Principles

- The way information and services are made available will allow customers to always be in control through their channel of choice.
- Customer feedback will be used to help the Council know what customers think it is doing well, identify customers who are not happy with services to stop recurring problems and help to increase overall customer satisfaction.
- Customers will find it easy to give feedback on services and the Council will listen to what customers say to make improvements.
- By developing digital services the Council will seek to provide a single customer account where everything for a customer is available and recorded in one place. Customers will be able to see every contact they have had with the Council and how services have responded, they will also be able to see services that may be of interest to them and request new services.
- The Council will maximise customer's ability to pay for services electronically.
- The introduction of email sign-ups will allow customers to decide when and on what subjects they would like to receive information from the Council. The customer will be in control of their choices and services will then send out to them information or advice that relate to these. This means the Council can be proactive in responding to the subjects customers are interested in ensuring they get timely and relevant information for them.
- As the Council change the way services are delivered, it will ask customers to test them and customer feedback will help to make improvements so that services are modern and efficient.

How will we deliver the strategy?

Governance Arrangements

The delivery of the strategy is the collective responsibility of the Council from Elected Members and the Chief Officer Team.

Customer Support Services is responsible for reviewing the three workstreams within the strategy and this work will be overseen by the Customer Service Strategy Review Group. The Group will report to the Customer Service Programme Board who will oversee and ensure the effective delivery of the Customer Service Strategy. The benefit of this approach is that the Board provides the mechanism to resolve any resource, capacity and prioritisation issues which could occur across the range of priorities and actions to be delivered.

- The Customer Service Strategy will be included in the Improvement Plan for the Council and the Board will report on progress through the appropriate channels.
- Business Cases for resources to deliver actions which support the delivery of the strategy will be considered by the Board.

Outcome

The Council will know it has been successful in placing the customer at the heart of our Customer Service Strategy when the customer:

- Finds it easy to access services and information
- Gets the service they need first time
- Is offered complementary services without having to work it out for themselves
- Can access services and view their contact history in one place at a time that suits them
- Is satisfied or very satisfied with the service/information they receive

Conclusion

Delivering the vision in this strategy will transform the way customers access Council services, they will have choice, control and access to services through different channels including a simple and easy to use website.

Customers will receive regular updates on services which interest them with information pointing to where they can see more. Council services will be working closely with IT to increase access and support to services and will have partnerships in place to help customers access services digitally. Success is excellent customer service and services which are fit for purpose and able to evolve as customers' needs change.

How success will be measured:

1. A reduction in the volume of face to face contact at public receptions and Flintshire Connects Centres for services where alternative access is deemed appropriate.
2. A reduction in the number of customers being assisted to access services online.
3. A reduction in telephone contact across the Council.
4. An increase in website usage.
5. The extension of online live chat to support customers as they access services online.
6. Offering single customer accounts online to promote digital take-up.
7. Maximising opportunities for customers to pay for Council services electronically.
8. Implementation of email sign-ups to reduce avoidable contact and place the customer in control of their choices.
9. An increase in customer satisfaction when contacting the Council for information or advice.

The Council's Customer Service Policy is attached in Appendix 1; this policy outlines the Council's commitment to the customer and level of service they can expect to receive. The Policy will be continually reviewed in line with the implementation of the Customer Service Strategy.

digitalflintshire@flintshire.gov.uk

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CABINET

Date of Meeting	Tuesday 14 th March 2017
Report Subject	Social Services Annual Report
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Strategic

EXECUTIVE SUMMARY

As part of our statutory requirements the Chief Officer Social Services has produced the Social Services Annual Report looking at the performance of the local authority's delivery of its social care functions and improvement priorities. This report has adopted the new reporting template as defined by the Welsh Government which aligns our improvement priorities against our National Outcomes Framework. It is requested that Cabinet considers whether the report is an accurate reflection of social care in Flintshire.

RECOMMENDATIONS

1	Cabinet is asked to endorse whether the report, which provides an accurate and clear account of social care in Flintshire.
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REPORT DETAILS

1.00	EXPLAINING THE SOCIAL SERVICES ANNUAL REPORT
1.01	The statutory Director of Social Services is required to produce an annual report summarising their view of the local authority's social care functions and priorities for improvement as legislated in the Social Services and Wellbeing (Wales) Act 2014 and the Regulations and Inspections Act (Wales) 2015.
1.02	The purpose of the Social Services Annual Report is to set out the improvement journey and evaluate Social Services' performance in providing services to people that promote their wellbeing and support them to achieve their personal outcomes.
1.03	<p>This year the Social Services Annual Report format has changed as instructed by the Welsh Government, replacing the Annual Reporting Council Framework. The new format is more closely aligned to the National Outcomes Framework which will demonstrate our performance in meeting the wellbeing outcomes of people in Flintshire. All improvement priorities set will now sit under one of the six National Quality Standards (NQS) and everyone's personal wellbeing outcomes will relate to one of these, they are:</p> <p>NQS 1 - Working with people to define & co-produce personal well-being outcomes that people wish to achieve</p> <p>NQS 2 - Working with people and partners to protect and promote people's physical and mental health and emotional well-being</p> <p>NQS 3 - Taking steps to protect and safeguard people from abuse, neglect or harm</p> <p>NQS 4 - Encouraging and supporting people to learn, develop and participate in society</p> <p>NQS 5 - Supporting people to safely develop and maintain healthy domestic, family and personal relationships</p> <p>NQS 6 - Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs</p>
1.04	The Social Services Annual Report for 2016/2017 is attached as Appendix 1. The report is intended to provide the public, the regulator and wider stakeholders with an honest picture of services in Flintshire and to demonstrate a clear understanding of the strengths and challenges faced.
1.05	The report will form an integral part of the Care and Social Services Inspectorate Wales (CSSIW) performance evaluation of Flintshire Social Services. The evaluation also informs the Wales Audit Office's assessment of Flintshire County Council as part of the annual improvement report.

1.06	The Social Services Annual Report has been prepared following an in-depth review of current performance by the Social Services Senior Management Team, Service Managers and Performance Officers. The improvement priorities contained within the report are aligned to the priorities contained within our Portfolio Business Plan, the Council's Improvement Plan and associated efficiency plans.
1.07	Members of the Social & Health Care Overview and Scrutiny Committee were given a prior opportunity to provide comments and feedback on the draft report which has shaped the key messages and priorities contained within the final report.
1.08	Following workshops with Members of the Social & Health Care Overview and Scrutiny Committee over the last two years, they have given a clear steer on the style of the document, which will be adopted again this year, and the report will be produced in a user/ IPad friendly style by Double Click.
1.09	Our overall assessment is that Social Services in Flintshire continues to drive forward service improvement, ensuring we have an effective range of good quality services that support and protect vulnerable people. Through our self-evaluation we can show that:
1.10	<p>We have much to celebrate from the work we are doing to promote and improve the wellbeing of those we help, such as:</p> <ol style="list-style-type: none"> 1. Developing and piloting models of cooperation within our service development and commissioning processes 2. Embedding the progression model within Learning Disabilities 3. Continuing to achieve the personal outcomes of the people that we support by finding out what really matters to them 4. Continuing to work with health and independent providers to prevent unnecessary hospital admissions and return individuals home as soon as possible 5. Undertaking innovative work in partnership with our residential care providers and Helen Sanderson Associates in delivering our "A Place Called Home, Delivering What Matters" programme 6. Working with partners in developing an early intervention hub in Children's Services 7. Children's Services continues to performance well despite significant increases in service demand 8. Working closely with individuals using services, their families and staff to consider alternative delivery models
1.11	<p>Our Workforce and how we support their professional roles remains a priority, we have:</p> <ol style="list-style-type: none"> 1. Supported and developed our staff to ensure they are competent and knowledgeable in delivering the practice required by the Act 2. Developed a robust focus on quality and practice 3. Introduced a new management structure in Children's Services 4. Supported independent providers in terms of recruitment and business sustainability, of which we will continue to do so moving forward.

1.12	The Annual Report reflects that Flintshire has adapted, modernised and changed to cope with the successive years of major budget reductions and despite these challenges of having to do more with less the Council and its partners retain their ambitions for a forward thinking and prosperous county.
1.13	<p>The Annual Report also outlines the improvement priorities identified for 2017/2018 which includes:</p> <ol style="list-style-type: none"> 1. Continuing to ensure compliance with the Social Services & Wellbeing Act through our policies, procedures, practice and by developing our approach to co-production in strengthening community capacity 2. Planning for and embedding the new requirements under the Registration and Inspection Act 3. Fostering positive and effective transitions and interface between teams 4. Implementing the Community Resource Team, integrated with SPoA 5. Working with carers to help us link outcomes to developing practice 6. Piloting the free childcare of 30 hours 7. Strengthening the Corporate ownership of the safeguarding agenda through good levels of learning re safeguarding, effective Corporate Parenting and a joined up approach to well-being. 8. Ensuring processes for high cost placements are well managed and adhered to 9. Progression model continues to be embedded 10. Transformation of day services and work opportunities to be continued 11. Implementing the Early Help Hub for children and families 12. Developing our building assets, using capital investment, to ensure that people have good places to socialise in and live 13. Building a strong care sector, by developing our in-house provision, supporting the independent sector and work with health to ensure seamless and well-coordinated care 14. Succession planning and the development of effective strategies for workforce shortages, provider services, children's services and commissioning. 15. Revenue budgets are aligned and balanced, our income is maximised and pooled budgets are considered.

2.00	RESOURCE IMPLICATIONS
2.01	The priorities identified within the report are aimed at delivering service improvements, improving outcomes and meeting local needs within the context of achieving challenging financial efficiencies and value for money. The improvement priorities contained within the report have been identified for delivery within existing resources.
2.02	Improvement priorities may have associated personnel implications which

	will be separately detailed as part of our efficiency programme.
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The draft report has been considered by Informal Cabinet on the 28 th February 2017, with a supportive outcome.
3.02	In light of the elections this year and timetabling appropriate opportunities for consultation, consultation with Members of the Social & Health Care Overview and Scrutiny Committee has been undertaken remotely whereby Members were given the opportunity to comment on the draft report prior to the report being presented formally for discussion at the Social & Health Care Overview and Scrutiny Committee meeting on the 2 nd March 2017. All feedback received from members has been incorporated into the final draft of the report.
3.03	In the future we will continue to involve Members in the development of the Annual Report as well as engaging more widely with individuals who use our services to ensure the report is a fair, accurate and honest account of our performance.

4.00	RISK MANAGEMENT
4.01	The submission and publication of the Social Services Annual Report deadline is by the end of July 2017; we have developed a project plan for compiling and developing the report which mitigates the risk of not meeting our deadline for submission.
4.02	Each quarter we hold two Performance and Quality Forums, one for Adult Services and one for Children's Services, which are attended by the Chief Officer, Senior Managers, Service Managers, Team Managers and representatives from the performance team. The Performance and Quality Forums monitor the performance of our improvement priorities and actions are set by the Forum to ensure we achieve the milestones and priorities we have set.

5.00	APPENDICES
5.01	Appendix 1 – Draft Social Services Annual Report
5.02	Appendix 2 – Sample Design for Social Services Annual Report

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Included within the Social Services Annual Report.
6.02	Contact Officer: Carol Dove, Planning and Development Officer

Telephone: 01352 704211
E-mail: carol.a.dove@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Care and Social Services Inspectorate Wales (CSSIW) - The inspectorate that has the powers to review Local Authority social services at a local and national level, to inform the public whether services are up to standard, to promote improvement of services and to help safeguard the interests of vulnerable people who use services and their carers. They also provide professional advice to Welsh Ministers and policy makers.</p> <p>National Outcomes Framework - This Framework gives local authorities national direction for services that promote the well-being of people in Wales who need care and support, and carers who need support as well as providing greater transparency on whether care and support services are improving well-being outcomes for people using consistent and comparable National Outcome Standards and Performance Indicators.</p> <p>Outcomes - The benefits, changes or other effects that result in an improvement in quality of life for a person from services provided. E.g. an improvement in physical functioning or maintaining a life skill leading to continued independence.</p> <p>Regulations and Inspections (Wales) Act 2015 - The Act builds on the success of regulation in Wales and reflects the changing world of social care. It places service quality and improvement at the heart of the regulatory regime and strengthens protection for those who need it. Regulation will move beyond compliance with minimum standards, and focus more on the quality of services and the impact which they have on people receiving them.</p> <p>Social Services and Well Being (Wales) Act - The Act will set out the core legal framework for social services and social care, reinforcing people's rights to information and services and supporting the delivery of our services in an integrated way to ensure that social services and social care are sustainable.</p> <p>Well-Being - Reference to well-being in the Act means the well-being of an individual who needs care and support or carer who needs support. Well-being relates to the physical, intellectual, emotional, social and behavioural development of a child. It also relates to the control over day to day life and participation in work in adults.</p> <p>The Social Services Annual Report also contains a glossary of terms.</p>

Flintshire County Council

**Social Services Annual Report
2016-17**

DRAFT

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Section 6 Accessing Further Information and Key Documents

This document provides a summary of our annual self-evaluation of our improvement journey. If you receive a service from us please let us know if you think this report is a fair reflection of your experiences over the past 12 months. We welcome any comments you may have, your views matter to us and are crucial if we are to continue to improve services to meet your outcomes. You can write or email to me as follows:

Neil Ayling - Chief Officer,
Social Services, 1st Floor, Phase 1, County Hall, MOLD
Flintshire CH7 6NN
Email: neil.j.ayling@flintshire.gov.uk

If you are reading this online then there are links in the last section of the report if you want to read more about any of the services, initiatives or key documentation. For words underlined there is a glossary linked to this document that may help explain unfamiliar words and terms.

Section 1 Introduction

This is our first Social Services Annual Report prepared under the new requirements of both the Social Services and Wellbeing (Wales) Act 2014 and the Regulations and Inspections Act (Wales) 2015 which legislates our statutory requirement to produce an annual report on our social services functions.

The purpose of the Social Services Annual Report is to set out our improvement journey in providing services to people that promote their wellbeing and support them to achieve their personal outcomes; it's an opportunity for us to annually evaluate our performance against our improvement priorities. You will notice the new Annual Report format has changed this year, it is now more closely aligned to the National Outcomes Framework which will help us to demonstrate our performance in meeting the wellbeing outcomes of people in Flintshire. You will see that our priorities for 2016/17 now sit under one of the six National Quality Standards (NQS) and everyone's personal wellbeing outcomes will relate to one of these, they are:

- NQS 1 Working with people to define & co-produce personal well-being outcomes that people wish to achieve
- NQS 2 Working with people and partners to protect and promote people's physical and mental health and emotional well-being
- NQS 3 Taking steps to protect and safeguard people from abuse, neglect or harm
- NQS 4 Encouraging and supporting people to learn, develop and participate in society
- NQS 5 Supporting people to safely develop and maintain healthy domestic, family and personal relationships
- NQS 6 Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs

This report is designed to offer a broad range of stakeholders, including individuals using our services, families, Councillors, the general public, our partners, our regulator and the Welsh Government, an insight into our improvement journey and how together we are shaping our services to meet the wellbeing outcomes of people living in Flintshire. We engage with our stakeholders on the development of services and the setting of our improvement priorities, which we highlight throughout this report.

Section 2 Director's Summary of Performance

This is our sixth annual report and the first in a new format which has been prescribed by Welsh Government as a new way of reporting. As in previous years I have welcomed this opportunity to reflect on the hard work and achievements of the staff working with partners in supporting adults, children, families and carers in Flintshire.

There has never been a time when social care issues and pressures have been as high profile as they are currently. Every day there are reports in the media concerning shortages in adult social care across the UK. In Flintshire we have made successful joint working with care sector providers a real priority and will continue to do all we can in the year ahead to respond to their pressures in terms of recruitment and sustainability of their businesses.

One of the exciting developments this year has been the pilot to develop an Early Help Hub in children's services which is a partnership project involving education, health, police, social services and the third sector to provide the most effective front door offering assistance and access to specialist frontline support. This will further develop our children's services, building on the effective restructuring of services which is now fully embedded.

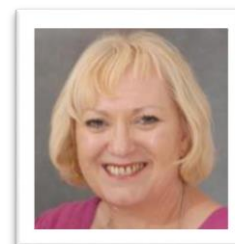
During this last year corporate senior colleagues in Flintshire and senior politicians have worked together like never before to respond to some of the service and resource challenges in social services. Some of the adult social care pressures I have already mentioned but we have also had considerable increases in demand for children's services which we are needing to respond to. These are challenges that we are succeeding in addressing through effective partnerships with other agencies, appropriate levels of resourcing and best practice in service response.

I would like to thank all the individuals that have allowed us to share their stories and as I am sure you will agree that these stories are much better at bringing to life the difference that all our hard work is making to people's lives and wellbeing.

On behalf of our Cabinet Member for Social Services, Councillor Christine Jones and I, we would like to thank all our staff for their efforts in supporting vulnerable people in Flintshire this last year, and of course we have clear plans to take forward further service improvements in the year ahead.



[Neil Ayling](#)
Chief Officer
Social Services



[Councillor Christine Jones](#)
Cabinet Member for
Social Services

Section 3 How Are People Shaping Our Services?

Following the passing of Social Services and Wellbeing (Wales) Act 2014 Flintshire County Council has embarked on a number of change initiatives to further embed models of co-production into service development and commissioning initiatives. We have begun to review current practice and to implement changes which will ensure that we work with people in partnership and foster reciprocal relationships to work together on developing social services in the future.

Since 2014 we have coordinated two schemes, which aim to utilise a model of co-production within our commissioning processes. We began our initial pilot in Disability Services, this is now nearing completion and has enabled us to capture a wealth of data and learning, which in turn has allowed us to establish a draft commissioning model which outlines a process of co-production. This draft model is now steering our second pilot in Carers Services which we anticipate will be completed in April 2018. On the completion of our second pilot we will have a clear model of co-production in commissioning in Flintshire and will embed this as part of our working practice.

In 2016 Flintshire has been involved in a series of activities which will actively inform the development of services. Flintshire has supported the development of the regional Population Needs Assessment; as part of this process we have obtained feedback from 133 organisations, completed staff engagement sessions with 90 staff, consulted with mental health teams, housing support teams and with people who use services via Double Click and Growing Places, we engaged with our Disability Citizens Panel, Looked After Children Group and Equality Impact Assessment Group as well as reviewing 23 consultation documents to support our research. This work will provide an evidence base which can identify some of the key care and support needs of people in Flintshire and across North Wales, which will provide a valuable source of information and enable us to inform future partnership arrangements, commissioning strategies and develop services in 2017/18.

In other areas of service Flintshire has developed a series of co-productive and person centred initiatives, which will in the future inform how services are shaped and developed. For example in 2015-16 we introduced 'What Matters Assessments' and 'Outcome Focused' Training into Adult Services. In 2016 we began our 'Progress for Providers' initiative and this year we are introducing a 'What Matters' approach into Children Services. In late 2016 work began to develop a Children's Services Participation Strategy which is being co-produced with the Participation Group and the Children's Services Forum. All these initiatives encourage and support more meaningful conversations between staff who provide health and social care and the people, families and carers who receive health and social care. From the recording of these conversations it will be possible in the future to utilise what people are telling us to influence service development strategies.

We have introduced a new approach with one of our care home providers called 'Working Together for Change' to use the qualitative voice of the people who are living in care homes to inform strategic commissioning. A 'Working Together for Change' event was held at Llys Gwenffrwd residential home in 2016. The process of engagement used the raw data gathered from person-centred reviews at the home to determine what is working for the older people living there, what is not working so well and what might need to change for the future. Our plan is to roll out this approach with all our care homes in the coming year.

We believe that finding out what matters most to people is a key part of developing quality services, and every year we invite feedback from people we are involved with, using the information we receive to make improvements to the services we deliver. This year we responded to the request from Welsh Government to collect national data about the wellbeing of people who use our services. We sent out 1,442 questionnaires to a sample of adults, children, families and carers and we are starting to analyse the results and here is a flavour of some of the feedback we have received:

This is what adults told us about their care:

😊 What we do well...

96% of people reported that they are happy or sometimes happy with the care and support they receive

96% of adults felt that they are treated with dignity and respect, and are involved in the decisions made about their care

98% of adults felt that they had been given the right information and advice, and 95% felt that they knew who to contact when they needed to

⊗ **What we could do better...** (some examples of what people said)

Reduce the waiting times for complex services to be put in place

Identify more activities for isolated people in rural areas

This is what young people and parents told us about their care:

😊 **What we do well...**

"You are available for advice when needed"

"Contact with our Social Worker is good; we are always kept up to date"

"Got a great Social Worker"

"Assistance with the food bags from the food bank" (parent)

"Our social worker is always available for support"(parent)

"Good communication, helpful staff" (parent)

⊗ **What we could do better...**

"Training on the internet is not great" (parent)

"We are not always given notice of reviews" (parent)

"When carers are in crisis or getting there, the managers sometimes do not recognise this. Some are given more support/respite than others." (parent)

Section 4 Promoting and Improving the Well-being of Those We Help

Since the Social Services and Wellbeing (Wales) Act came in on the 6th April 2016 we have been working hard to embed the new approach in promoting people's well-being by asking "what matters" to them. This is about giving everyone, adults and children, a voice, an opportunity and a right to be heard as an individual to shape the decisions that affect them and to have control over their day to day lives. We want people to be empowered to achieve their wellbeing outcomes and our role is to support people and co-produce solutions.

Below is a summary of our performance in promoting and improving the wellbeing of those we help; we have aligned our social services activities and priorities to one of the six National Quality Standards as follows:

(a) Working with people to define and co-produce personal well-being outcomes that people wish to achieve

We know that people are best placed to determine the personal outcomes that they wish to achieve based on their own values and what matters to them. So we are empowering people to have a greater voice and more control over the care and support that they receive by actively involving individuals in making decisions about their lives. This approach will not only drive co-produced wellbeing outcomes, personal solutions but person centred services.

Be the best at finding out what really matters to people through personal outcomes

We have continued to achieve the personal outcomes of the people that we support through the delivery of our Reablement Team. Our approach is successful because it empowers the individual to establish their own outcomes and we work alongside them to support them to achieve those outcomes; and naturally personal outcomes are revised as and where appropriate to reflect the changing abilities of an individual. We have supported many people to achieve outcomes such as regaining independence with daily living, returning to social groups and re-establishing work activities; the story of Mrs A is a typical example of the life changing work the reablement team delivers. 69% of individuals leave the service having achieved their personal outcomes and requiring no ongoing social services support. A further 14% complete a period of reablement with a maintained or reduced support package.

We will continue to do the best we can at finding out what really matters to people and support them to achieve their personal outcomes. This successful approach illustrated in Reablement is also being embedded across the wider Social Services portfolio, including Mental Health, Disability Services and Children's Services.

“I got my life back...”

Mrs. A was a 72 year old lady who had Cerebral Vascular Accident (CVA) resulting in a right side paralysis. Prior to her CVA, Mrs. A was a very active, independent lady who enjoyed meeting friends, playing bowls and going out with her family who live locally. Mrs. A lived alone in her own home. Following the CVA, she spent 5 months in hospital and was discharged home with a full care package, with 2 support workers calling 4 times a day. Mrs. A was unable to stand and walk or complete many daily tasks.

Mrs. A was referred to Reablement to assess whether it was possible for her to regain as much independence back as possible and reduce her need for care; Mrs. A was just “desperate to walk again”. When we first met Mrs. A she was extremely low in mood and very tearful. Her days were spent sitting in a chair, unable to move, often wet as her catheter would leak frequently.

So, we initially worked with Mrs. A to promote a better standing position, tolerance and encouraging her to put weight through her right leg. She soon progressed and her care calls during the day were reduced. However, Mrs. A was still dealing with a leaking catheter which was understandably distressing for her. What mattered to Mrs. A was for this issue to be resolved. We continued to work with Mrs A daily on her standing and sitting and also showed her how to empty her own catheter into a plastic jug, Mrs. A mastered this within a week. This seemingly small task, which she was now able to complete independently gave her a sense of achievement, control and dignity.

We then began to practice getting in and out of bed with Mrs. A using a transfer board, again she soon got the hang of this. As rehabilitation progressed, along with the support of her two daughters who visited regularly, Mrs A reduced her care calls even further.

However, Mrs. A was very determined she wanted to walk again independently. Her personal outcomes were to be able to walk into Airbus Café to meet her friends for lunch and to be able to attend afternoon tea for her daughter’s birthday. So we involved the Physio and a plan was put in place to work on Mrs. A’s hip and knee control. As Mrs. A progressed, we then assessed her to see if she would be able to use a walking stick. We also practiced car transfers, to enabled Mrs. A to go out more easily with her daughters.

By the end of the Reablement support, provided by a multi-disciplinary team of professionals, Mrs. A was able to walk independently using a stick for support both indoors and a limited distance outdoors. She was able to meet her friends for lunch which was so important to her. Eventually, Mrs A was able to do more tasks for herself and described the support she had received from the team as having “given me my life back”.

In order for people to determine the outcomes they wish to achieve and make informed decisions about how best to manage their well-being, information and advice relating to wellbeing services and support needs to be made available at the right time in the right place. As a result, we have developed Information Advice and Assistance (IAA) services within both Adults, our Single Point of Access, and within Children’s, our Family Information Service and Team Around the Family; these services target IAA with the aim of prevention and early intervention. Here is a snapshot of the performance and difference that our IAA services are making in supporting people to define and achieve their wellbeing outcomes:

Family Information Service

- ✓ received a total of 17,684 IAA enquires between April and September 2016
- ✓ 100% of services users (30 respondents) said that the advice and assistance enabled them to make an informed decision about childcare and family support
- ✓ 100% were satisfied with the service they received

- ✓ 75% opted to access suitable childcare after accessing the service

Urgent Referral for IAA

An urgent request for referral information for a range of services was received from an organisation in West Yorkshire, as a family from West Yorkshire were moving at very short notice (a matter of just a couple of days) to Flintshire and required a comprehensive support package to be in place. The family have had 2 referrals made to Social Services in the past 12 months and both mother and teenager have expressed thoughts of suicide in the last month. The package of information was prepared, categorised into quick reference sections and additional support possibilities were suggested. Shortly afterwards, the referrer wrote to us expressing their thanks and to say:

'...the support services and referral forms were categorised and made it easy for us to determine which services would be beneficial to the family. Our request for information was answered on the day it was received and as a result 5 referrals to services in Flintshire were made promptly that will enable the family to receive the same level of support that they were receiving in West Yorkshire'

Team around the Family (TAF)

- ✓ received a total of 111 referrals over the last year
- ✓ 89 families were supported to define and develop their 'TAF' Action Plan
- ✓ 65% of these Action Plans were closed with a successful outcome

Single Point of Access (SPoA) - 3rd Sector Coordinator

- ✓ received a total of 171 IAA enquiries between April and December 2016
- ✓ 88% of these IAA enquiries were closed with a successful outcome
- ✓ 133 enquiries received a response within the target of 1 week, 79 received a response on the same day

To continue to work with all our partners to prevent unnecessary hospital admissions and return individuals home as speedily as possible

Social Services was committed last year to promoting and securing sufficient 'step up step down beds' in the community which are funded via the Intermediate Care Fund. Across our in-house residential care homes and the independent sector we have secured on average 12 'step up step down beds' which have been used as part of our discharge to assess process and 153 individuals have accessed these beds during the past year which has enabled us to prevent a hospital admission and/or to keep people as close to home and their family as possible. Individuals who use these 'step up step down beds' are cared for by community health and social care teams, including their GP, District Nurses, Community Therapists and Reablement as required, which supports a speedy recovery home or into a longer term placement of their choice. Of the 153 individuals that have been supported in a 'step up step down bed' this year, here is a summary of the outcomes:

75	returned home or went to live with a relative
7	discharged for further assessment
24	moved into long term care
10	passed away
4	admitted to hospital
33	remained in the 'step up step down bed' at the point of reporting

We are pleased to report that Flintshire has continued to work well with our health colleagues and independent providers to ensure that individuals are discharged from hospital as soon as they are medically fit so resulting in a low rate of delayed transfer of care from hospital; for the first nine months of the year there were 17 delays for social care reasons for adults over the age of 75, giving us a rate of 1.3 per 1,000 population for delayed transfers of care. Despite this being a well-publicised challenge the average number of delayed discharges from hospital continues to remain low which is showing clear signs of the positive work that is taking place in Flintshire to prevent hospital admissions and support early discharge.

Furthermore, Social Services and its partners have made money available from the Intermediate Care Fund to provide all Flintshire care homes with a maximum of £2,000 towards the purchasing of equipment, such as hoists, beds, mattresses and elks, to speed up discharges from hospital or to avoid admissions into hospital for Older People.

To become a strong and effective corporate parent

A Corporate Parenting Strategy is being developed in Flintshire, which is in parallel to the Participation Strategy. This Corporate Parenting Strategy will set a vision and commitment for Flintshire County Council and give clarity on how we, as the Council, will be an effective and trustworthy corporate parent for any child or young person who is in our care irrespective of their age, gender, sexuality, ethnicity, faith or disability. Our work will begin to unpick Flintshire's current Corporate Parenting Pledge alongside young people and Elected Members to draw out priority workstreams. Additional learning will be taken from a National Corporate Parenting event taking place in March 2017 which will report back from regional events and showcase best practice from across public services. Our final Strategy will be published in 2017/18 and will be accompanied by an action plan which we will take forward in collaboration with our partners.

We have 220 looked after children, which remains lower than the average in Wales. Our intention is to respond to the national agenda by reducing the number of children who are looked after and providing timely permanence planning for those children who are the subject of voluntary accommodation. Children who are looked after are represented on the Children's Forum and their collective voice helps to shape priority services highlighted in our Council Improvement Plan, such as improving access to Child and Adolescent Mental Health Services (CAMHS) and improving outcomes for looked after children.

- ✓ 94% of looked after children and 84% of children in need of care and support have had their care plans reviewed within timescales
- ✓ 85% of visits to looked after children were provided within timescales

Moving forward, our priorities for 2017/18 are:

- Ensure we are compliant with the Social Services & Wellbeing Act through our policies, procedures, practice and by developing our approach to co-production in strengthening community capacity.
- Plan for and embed the new requirements under the Registration and Inspection Act

(b) Working with people and partners to protect and promote people's physical and mental health and emotional well-being

To successfully protect and promote people's wellbeing we need to work together. We need to jointly take responsibility for encouraging and empowering people to take a lead in their own lives and manage their own health and wellbeing. We in Social Services and our partners needs to develop the right means for supporting people to access services which enable them to maintain a good level of physical, mental and emotional wellbeing. This also links to the Well-being of Future Generations (Wales) Act 2015 which focuses on our future generations' Well-being in a wider context.

To develop key strategic partnerships with specialist providers, for example Action for Children to strengthen our preventative services

We have been strengthening our strategic partnership with Action for Children during the last several months. In November 2016, we hosted a Development Morning with all stakeholders to look at what our strategic partnership should look like in the future, what our priorities are for the children, young people and the families we work with and how to maximise the service areas that fall under the partnership.

Our partnership will include the introduction of the new Repatriation and Prevention (RAP) project with Action for Children, which is in its infancy. The RAP project works on two levels; the service provides a wrap-around intensive service to young people, and their carers, who are in out of county care placements, or who are at significant risk of being placed in an out of county care placement. The service aims to support the young person to a point where they can be successfully supported in a local fostering setting. We will be investing in our Fostering service in 2017 to support this development. The second element of the service will provide an early intervention and preventative therapy service to reduce the risk of family or placement breakdown. Over time the RAP service will play a key role in supporting more young people to live locally, whilst at the same time reducing the significant cost of residential care which averages £3500 a week per child.

We are looking forward to developing this partnership and strengthening our preventative services with Action for Children during 2017/18 and in the years to follow.

Our Flying Start (FS) programme received feedback from 7 mothers who had completed a package of targeted support with the FS midwife. They all said that they had gained more knowledge and felt more confident to care for their baby. They all felt more informed about the importance of breastfeeding and having a warm and close loving relationship with their baby.

3 families provided feedback of their experiences of FS childcare settings; they all felt supported with their child settling into childcare, and reported improvements in the children's talking, listening and sharing. 73 parents completed a parenting course and 96% recorded that they were satisfied or very satisfied with how they were treated on the course; we are working on a measure for the difference that this has made.

To embed person centred practice in care homes across Flintshire and roll out a similar programme with domiciliary care providers

The Contract Monitoring Team have been undertaking innovative work in partnership with our residential care providers and Helen Sanderson Associates by embarking on a programme of change called "Creating a Place Called Home, Delivering What Matters" which is striving to improve the day to day lives of individuals living in residential care homes by embedding person centred practices and delivering what matters to people.

As a way of recognising the good work and progress that care homes are making on this journey we have introduced 'Progress for Providers' which contains three levels of accreditation, Bronze, Silver and Gold. This will help our care homes to demonstrate publically that they are making good progress in delivering truly person-centred care.

Over the last couple of months the Team has been busy supporting our care homes in working towards the bronze accreditation; to be bronze, everyone in the care home (including all staff) needs to have an up to date one-page profile that is being used and, more importantly, is making a difference to the lives of the individuals and staff in the care home. We have received some fantastic stories of how the one pages profiles are improving the quality of life for people, for example one gentlemen is now going fishing with a staff member's relative as a result of the one page profile and another gentleman is able to do what he enjoys again and that's putting a little bet on the horse racing. We have noticed it's the small things that make the biggest difference; please take a read of Mair story:

"I want to help and be more involved"

Mair has been a resident in Llys Gwenffrwd since September 2015, she came to us following a stay at the community hospital. Mair was reluctant to engage in any interaction within the home and was continually worried and anxious regarding her finances and her situation.

The staff in the home wanted to support Mair to regain a purpose in her life and give her some responsibility back and a sense of purpose, so her one page profile was developed.

Since moving into the home Mair has had regular check-ups and meetings with health professionals to monitor her mental and physical health. Mair began to gain confidence with the staff and through many conversations with her and a greater understanding into her background we began to gain a better picture of who Mair is. We focussed on the positive aspects of her life , her caring nature and the need to help and support people around her and so we started to introduce tasks for Mair to complete each day, such as laying the dining tables, gardening and printing lunch menus, which she really enjoyed doing and gradually we increased these tasks. Mair now feels a valuable part of the home and achieves many important and essential roles each day; because of her involvement with the staff and residents Mair's confidence has grown and although she can be low in mood she now has a greater awareness of this and will come and chat with the manager and staff when she feels down.

We are in the early stages of this exciting journey but as you can see the person centred practices and delivering on what matters is really making a difference to the lives and wellbeing of our residents; and following this success, we are now looking to roll out a similar programme with our domiciliary care providers and for people receiving care and support in their own home.

To continue developing integrated health and social care teams

Social services and Betsi Cadwalader University Health Board are currently working in partnership to develop a Community Resource Team. The purpose of this team is to react quickly to an individual's deteriorating health and wellbeing needs, providing support in the person's own home, to prevent the need for a hospital admission. The team will provide short term care for an initial assessment period of two weeks. This team will support the prevention of a hospital admission, which is high priority for the Health Board, and will enable people to stay at home and be supported by a multidisciplinary team of health and social care professionals.

The work of the Single Point of Access (SPoA) in Flintshire will be central to coordinating community health, social care and 3rd sector partners, deploying appropriate resources and is able to offer real alternatives to statutory and acute care; and this year we have seen the introduction of a dedicated 3rd

Sector Coordinator role funded through the ICF to meet the holistic needs of people in contact with the SPoA.

Moving forward, our priorities for 2017/18 are:

- Implement the Community Resource Team, integrated with SPoA
- Work with carers to help us link outcomes to developing practice

(c) Taking steps to protect and safeguard people from abuse, neglect or harm

It is our duty to protect adults and children as defined in the Social Services and Wellbeing Act. In order to do this we work with key partner agencies, such as Police, Health, Advocacy, Women's Aid, to ensure that the right care and support is arranged for people subject to and at risk of abuse and neglect to enable them to achieve their personal wellbeing outcomes. We are pleased to share our progress this last year...

- ✓ 81% of initial Child Protection Conferences were carried out within timescales
- ✓ 98% of Child Protection Reviews were carried out within timescales
- ✓ 4% of children on the Child Protection Register were re-registrations
- ✓ The average length of time on the register was 217 days
- ✓ There were 134 children on the Child Protection Register at 31st December 2016

The new and additional safeguarding requirements of the Social Services and Well-being (Wales) Act have been most greatly felt in Adult Safeguarding, following the change of definition of an 'Adult at Risk'. The Welsh Government is working to produce the Regulations and Codes of Practice to support the new legislation but many of the principals are now embedded into practice in Flintshire including the establishment of Regional Safeguarding Boards, a National Independent Safeguarding Board and sub-regional Safeguarding Delivery Group which disseminate the work of the regional boards to operational services.

The Flintshire Corporate Safeguarding Panel established in December 2015 is building momentum with the creation of a Corporate Safeguarding Policy, a clear Communication Plan and the establishment of a Basic Awareness training programme for all local authority employees.

Managing the risks identified through adult protection referrals including management of allegations against professionals

To date the Adult Safeguarding Team has received 347 adult protection referrals, to the 30th January 2017, we estimate this to be in the region of 400 referrals by the end of March 2017. The highest percentage of these referrals have been reported by Independent sector agencies, followed by health/hospital colleagues. Over 50% of referrals progressed to strategy discussions, whereby immediate safeguards were put in place to protect the adult at risk and investigations were undertaken by the most relevant agency in relation to the referral.

There have been 4 referrals relating to professionals to date which have been managed in accordance with the Adult Safeguarding Board's Professional Concerns Policy. Whilst the number of referrals appears low, most referrals concerning professionals are managed within the adult safeguarding process.

We have worked with neighbouring authorities to draft a revised Adult Safeguarding Concerns referral form in line with the Social Services and Wellbeing Act and we have worked with internal performance teams to update client information to ensure our work is outcome focussed and Act compliant.

By managing risks identified through the adult protection referrals we are able to better support people to live in safety, in line with Article 8 Human Rights Act, and with the right to a family life. The Safeguarding Unit provides information, advice, guidance and support to members of the public, independent agencies, public sector and FCC provider services to prevent and manage risks. We also work with providers (employers) in ensuring appropriate human resource actions and reporting actions are completed, for example, referrals to vetting and barring (DBS) and the nursing and midwifery council (NMC).

We share positive and negative feedback with the Contracts Monitoring Team in order for them to take appropriate action with providers. This information feeds into the monitoring process, and where necessary, action plans are implemented for the commissioner to monitor and ensure there is a high standard of care being delivered to citizens.

Please see below one example of our success in supporting individuals through the Adult Safeguarding process and how we listened to what matters to them and supported them to achieve their personal outcomes:

“I want to return home...”

Ms B had disclosed to visiting professionals that she had been physically assaulted by her son on a number of occasions. Following the referral being received, a welfare check was immediately undertaken by the safeguarding social worker, who found the person on the floor, having fallen, awaiting for paramedics. The social worker was able to raise concerns with paramedics, who in turn agreed to take the person to hospital, giving time for an assessment to be completed. Assessments were undertaken in hospital whilst Ms B was recovering from an infection and arrangements were made for her to move into a residential setting on a short term basis whilst the next steps were agreed with relevant agencies. Police, residential home, domestic violence agency, social worker, district nurse and an independent advocate all worked together to respect Ms B's desire to return home to her son, despite the background to the referral. Arrangements were made between agencies to monitor the situation and support the decision. For example a Domestic Violence leaflet drop was undertaken by police in the local area to seek community support, a care package and call link pendant were commissioned by Social Services, the advocate offered emotional support and the district nurse continued to do ad hoc visits relating to health issues.

Continue to evolve the multi-agency Child Sexual Exploitation (CSE) Panel to meet service demand and requirements and establish regional links

The Flintshire Child Sexual Exploitation (CSE) Panel has been operational for 14 months now and continues to evolve as a model. The remit of the panel has expanded over the past year and is recognised as a good practice model which is being replicated across the region. The panel has regular attendance from a number of partner agencies including Police (Onyx team), Education, CAMHS, Barnardos, NSPCC, Social Services and the Health Board. An evaluation of the panel is currently being undertaken at Panel level and also within Children's Services in terms of response to CSE and case management using the SERAF tool. CSE awareness raising sessions have been held at a Heads Teachers Federation Meeting and a pilot training session was held with a large group of teachers within Flintshire.

Flintshire CSE Panel discusses individual high risk cases as well as identifying cross county links and also regional links to cases. The Panel also identifies cases involving Looked after Children to ensure plans are monitored and children are safeguarded.

Working with Children's Fieldwork services to link the proposed single assessment into the Child Protection framework

This work has continued throughout the year. It has been agreed by North Wales Heads of Social Services that a Regional Single Assessment will now be developed. A working group within Flintshire had already commenced this piece of work in conjunction with a representative from the Safeguarding Unit. The cross county working group has now developed a proforma for regional consideration. Flintshire are reviewing this documentation in line with internal processes. A pilot is currently underway within Flintshire and an internal working group are assessing how this can be utilised throughout the social work process, from early intervention right through to child protection and court if necessary. The working group hope to be in a position to launch the single assessment by April 2017.

Regional workshops are soon to commence looking at a cross county care and support plan linked to the assessment. Flintshire will ensure that once developed this will fit into our own working practices locally as well as being act compliant.

Working with Adult and Children's Services to bring safeguarding practice in line with the Social Services and Well-Being (Wales) Act 2014

The Welsh Government held several workshops on all aspects of the Social Services over the course of the past year which were attended by the majority of staff across both Adult's and Children's services; with workshops also held for managers on organisational change and performance. Internal sessions have been convened to map processes within Children's Services to ensure that we are compliant with the Act and to identify any gaps. Workstreams which have been progressed include: work with our PARIS client information system to ensure forms are Act compliant and data being collected meets the requirements of the National Outcomes framework and new datasets; work with specific social services teams focussing on assessment and outcome focussed plans; redrafting Looked After Children documentation to ensure voice of the child is at the centre of our work as well as continuing to work with the Conference Buddy Scheme in the child protection arena. Looked After Children social workers and Independent Reviewing officers are currently supporting a 6 month 'active offer of advocacy' pilot with Tros Gynnal Plant/North Wales Advocacy Service which aims to offer an advocate to all newly accommodated children or those that experience a placement move.

Establishing agreed priorities for action in relation to Mental Capacity Act/Deprivation of Liberty Safeguarding (DoLS) issues, both in care homes under the DoLS framework and in community settings

The Mental Capacity Act Deprivation of Liberty Safeguards (DoLS) were implemented on 1 April, 2009. In 2014 a court ruling, known as 'Cheshire West', led to a huge increase in referrals across England and Wales, and at present there are 261 cases waiting to be allocated for a Deprivation of Liberty Safeguards assessment in Flintshire. To demonstrate our commitment to manage this increased demand we have appointed full time social workers to undertake Best Interest Assessments and over the past year the DoLS Team has continued to work to the priorities recommended by Welsh Government to assess which cases are to be progressed, their guidance sets out three categories (red, amber and green) to help prioritise the allocation of cases.

The DoLS team is working closely with care homes so that the homes know to notify the team if there are any significant issues or changes in an individual's circumstances which might result in a particular application being prioritised.

Moving forward, our priorities for 2017/18 are:

- Strong Corporate ownership of the safeguarding agenda through good levels of learning re safeguarding, effective Corporate Parenting and a joined up approach to well-being.

(d) Encouraging and supporting people to learn, develop and participate in society

It is important that we promote and support people to do the things that matters to them to achieve their personal wellbeing outcomes, whether that be to learn new skills, study for a qualification, develop new interests or join a new social activity. We encourage people to be active members of society, in the way that they choose, which reduces social isolation and promotes independence. We have some excellent examples of how our young people and individuals with a disability are taking advantage of opportunities to learn and develop:

- ✓ At this year's Annual Pride of Flintshire Ceremony, where awards are given for citizenship and helping others, there were hundreds of nominations from foster carers, social workers and teachers to celebrate the achievements of young people. One young man of primary school age received an award for seeking help for a couple who got into difficulties whilst on holiday. A young woman who had experienced difficulties with social interaction received an award for becoming Chair of the School Council and dedicating time to helping other young people to engage.
- ✓ The Permanency Team have fostered close links with schools to ensure that young people are engaged and appropriately challenged. Care leavers are encouraged to link in to activities in the community, such as gaining work experience in residential care homes; this has resulted in a number of young people considering a career in the care sector.
- ✓ Educational attainment of looked after children is monitored through the Children's Forum and also through Scrutiny meetings. Following concern regarding the low outcomes across the Council, a task and finish group was established to review this and identify actions to support improvement. An operational Looked After Children steering Group was established and Looked After Children outcomes became a focus for Challenge Advisers working across Flintshire schools. The Steering Group has since expanded to include a wider range of professionals who ensure that a holistic approach is maintained.
- ✓ In the first half of this year we identified 36 young carers and referred them to Barnardos for assessment. 23 had a carer's assessment. Outcomes for these young people will be reported at the end of this year. However, some of last year's outcomes included:
 - 76% of children and young people reported that Flintshire Young Carers had helped to reduce the impact of their caring role
 - 80% of young people reported that support from Flintshire Young Carers had meant that they were more able to cope with their caring role
 - 81% of young people reported that being involved with Flintshire Young Carers had increased their self-confidence
 - 14 out of 15 young carers had used the A2A card and found it useful.
 - "It was a lot easier than having to explain that I'm a young carer and why I sometimes need extra time for homework etc"*
 - "It allowed me to relieve pressure and stress of exams as well as school work"*

*“The teacher knew I’m a young carer and understood my situation”
“It helps you explain what you are without explaining – just through the card”*

Embed the Progression Model across all service areas

The Progression Model has been a priority in Disability Services. We want to reshape the way support and accommodation is provided in Flintshire which focuses more on enablement to promote independence and community inclusion; we call this the progression model and it enables individuals to have more opportunities, more choice and control and independence.

Disability Services has seen short term Intermediate Care Fund investment to progress this priority further. Using this funding, Flintshire has established a Stakeholder Team to lead this work and embed the model across the service, with our starting focus being individuals in supported living. Since the commencement of the Stakeholder Team in November 2016, we have:

- ✓ Embedded the model in Orchard Way, see case study below
- ✓ Invited the Support Providers of the houses using the progression model to join our Stakeholder Team
- ✓ Planned training for support workers on the new progression model
- ✓ Agreed a Positive Risk Taking Strategy
- ✓ Installed Assistive Technology to support the model and greater independence of individuals
- ✓ Identified further supported living properties that we will roll out the model

Here is a case study of the progression model being used in Orchard Way:

Orchard Way is a supported living property and was a pilot of the progression model, which supported 3 men to achieve their potential through intense positive support and a positive risk taking approach was adopted in a 3 way partnership between the men and their families, the support provider and Social Services.

As the young men learned new skills and became more independent, they required less support. At the start of the pilot they required 81 shared hours a week and 7 sleep ins of support. They now only need 18 shared hours with no sleep ins; this is excellent progress demonstrating greater independence. The contributing success factors for this pilot included the men supporting each other, the introduction of assistive technology, clarity from the onset and commitment from all - to the approach and Partnership.

These men are now progressing to a long term tenancy and Orchard Way will be used in the same way again for future individuals.

The progression model will gradually be rolled out across all supported living properties; this model will become the new way of working which is supported by staff and families.

To transform Learning Disabilities and Day services

Social Services has continued to deliver quality day services and work opportunities for more than 150 adults with learning disabilities. These services provide respite care and support, with meaningful activities that improve skills and increase independence. The Social Services team have worked closely with service users, families and staff to consider alternative delivery models that will help to protect and modernise these services to meet the present and future needs of the community. This is a challenging goal, as the Council seeks to deliver financial efficiencies across all services.

During 2015-16 a series of consultation events were held with service users, their families and Flintshire Social Services staff. These events helped the Council to understand what matters most to the people that use these services. This information is being used to help shape how services will be provided in the future.

Following a detailed feasibility study where the council considered a number of options including a social enterprise option, a formal procurement process has been undertaken to assess and select a trusted and experienced external provider, with social aims, to deliver these services in partnership with the Council under a commissioned contract. This procurement process is nearing completion and has benefitted from close collaboration with all stakeholders including individuals and their families, staff and trade unions, Council Members, and independent service advocates. It is anticipated that a recommendation to appoint a partner service provider, or to continue to transform as a Council-run service, will be presented to Council Cabinet in spring 2017.

As part of its commitment to delivering good quality support to people with disabilities, the Council has approved a £4 million capital funding project to build the new day service centre that will be modern and fit for purpose, in the Deeside area, during the next two years. Individuals and families will be involved in the design process of the new building.

Moving forward, our priorities for 2017/18 are:

- Process for high cost placements are well managed and adhered to
- Pilot the free childcare of 30 hours
- Progression model continues to be embedded
- Transformation of day services and work opportunities to be continued

(e) Supporting people to safely develop and maintain healthy domestic, family and personal relationships

It is important that we support people to develop and maintain the relationships that matter to them, whilst also helping people to recognise unsafe relationships and help them to protect them from abuse and neglect. By listening to the views of everyone involved and targeting early intervention and support we believe that we can better support families and children to maintain healthy relationships.

To continue to develop our ways of targeting early intervention and support for Children, Parents and Families

The Social Services and Wellbeing Act aims to rebalance the focus of care and support to prevention and earlier intervention – increasing preventative services within the community to minimise the escalation of needs to a critical level. During this year, partner agencies working in children’s and adult’s services, youth and education, housing, policing and health have come together to begin working on the introduction of an Early Help Hub. The aim is to share information about families with more complex needs so that more appropriate information, advice and assistance can be made available for those families. The information, advice and assistance will be available much sooner than would otherwise be and is better coordinated so that real problem solving can happen with families. Not only will this

support closer partnership working, improve our ability to identify and target preventative measures for vulnerable families but the wellbeing outcomes for the child and family are improved by supporting them earlier in their journey.

This year has also seen a focus on intelligence gathering about families using services across the 'spectrum of need', from universal to statutory which will enable us to develop services that prevent rather than react. For example, we know that parents with mental health problems are a strong feature of cases where children have been seriously harmed, even with conditions such as depression inhibiting a parent's ability to respond to their child's emotional cues and being able to offer consistent care. Research has only just begun to consider the effects on parenting of the more serious mental health conditions. The aim towards further early intervention and prevention is to understand the impact and to do something earlier, where we can, through the best use of pooling resources, intelligence and work streaming.

In Flintshire we have an extensive existing network of effective, and respected, universal and targeted early intervention services that support families to keep safe, secure, in good health and to enjoy economic and social wellbeing. The Early Help Hub will work with these services as part of an approach that goes further to support specific families with complex needs. The aim is to enable these families to build their own wellbeing and resilience so they are better placed to prevent their problems from escalating.

Moving forward, our priorities for 2017/18 are:

- Implement an early help hub for children and families

(f) Working with and supporting people to achieve greater economic wellbeing, have a social life and live in suitable accommodation that meets their needs

As individuals our wellbeing is enhanced by social interactions and a sense of contribution to society and to live in accommodation that supports our independence and personal outcomes. It is also about promoting and strengthening our Welsh Language services and to show our commitment we have established an Equality and Welsh Language Network promote the Welsh language Standards and to embed the Mwy Na Geiriau / More than Just Words legal framework. We are actively supporting and encouraging people to achieve greater social and economic wellbeing whilst also ensuring that there is sufficient and suitable accommodation available that meets people's needs.

Improving the quality of life through the promotion of independent living

What better way to demonstrate how we are improving the quality of life for people through the promotion of independent living than to tell you about Ms C and how we supported her to become more independent again:

Ms C was diagnosed with Recurrent Depressive Disorder and Chronic Fatigue Syndrome. Ms C had brain surgery over a year ago to remove a tumour which has caused her lots of memory problems. Ms C was living with her parents, this was for extra support after coming out of hospital. As a result Ms C lost confidence and didn't feel she could live alone anymore.

Our support with Mrs C was aimed at spending time in her own house and getting her used to her home environment again after nearly a year of being with her family. We started off spending a couple of hours supporting her to attend to household chores as well as a coffee and a chat. Ms C's confidence grew each week and she began to spend more time in her home independently. Her mood noticeably improved and she was more hopeful about the future.

Ms C identified she would like support to access her local community and gain confidence in going out independently again. We referred her to our Recovery and Wellbeing Programme to see if she was interested in any activities and/or courses that are available; and Ms C decided that she wanted to focus on a healthier lifestyle, she felt the walking group would be ideal. She joined the Monday afternoon health walk in Mold, Ms C thoroughly enjoyed the walks and also reacquainted herself with several friends she had lost touch with. This all contributed to an improvement in her overall mental wellbeing.

Ms C then started to stay at home a few nights a week which then gradually increased to full independent living. We continue to support Mrs C to build her confidence in the wider community, we have started using public transport as Ms C lost her driving license as a result of her brain injury.

Ms C has achieved a lot in the short space of time that we have been supporting her, she continues to set personal outcomes and feels that with the support of our team she can accomplish and succeed them.

To select supported living providers in collaboration with stakeholders

Social Services has re-commissioned 4 of our supported living houses this last year; these properties no longer use our in-house support team. A procurement process was undertaken to commission a new independent sector provider. The tendering process was in collaboration with individuals using the service, the families and friends along with the support of the North Wales Advice and Advocacy Service. For the first time in Flintshire families were able to have equal weight in the selection of a new provider. The involvement of stakeholders has been fundamental to the evaluation and selection of a provider, giving us all confidence that the new provider will support the individuals to achieve their wellbeing outcomes.

Through the promotion of Direct Payments, we have also supported individuals and their families to select their own support provider in 3 other supported living houses, demonstrating a truly co-production approach. Social Services supported the process but the individuals and their families took control of selecting providers, conducting interviews and ultimately the selection of the chosen provider. Feedback has been extremely positive with people telling us how good it was to have this role and influence over choosing a provider that best meets their personal outcomes. One provider was not selected as they couldn't commit to achieving the outcomes one lady identified. This shows their commitment and passion for being involved and actually taking the lead on the decisions that matter to them. Please see take a look at the photos from the interview process.

Moving forward, our priorities for 2017/18 are:

- Develop our building assets, using capital investment, to ensure that people have good places to socialise in and live, for example our Flint Extra Care, the Arosfa capital works and the new day services centre in Deeside.
- Build a strong care sector, by developing our in-house provision, supporting the independent sector and work with health to ensure seamless and well-coordinated care.

Section 5 How We Do What We Do

Flintshire County Council is a well-run and high performing Council. Our consistently good performance has been recognised locally and nationally. We have a strong Corporate Identity with a Chief Operating Team providing cohesive and professional leadership. We have a robust governance framework which includes a clear set of organisational priorities, a coherent approach to financial planning/management and an effective operating model for risk management.

The following section explains how we operate, work with our partners, invest in our workforce and how we plan for the future:

(a) Our Workforce and How We Support their Professional Roles

Social Services continues to focus on how we plan to develop and support our workforce during this time of change and ensuring that we meet the requirements of the Social Services & Wellbeing (Wales) Act. We will only achieve our ambitions and be successful in meeting people's wellbeing outcomes through our workforce by developing the right skills, attitudes and behaviours. This has been a priority for the Council and has seen the introduction of our People Strategy 2016-19, which will play an important part in the achievement of the Council's aspirations and ambitions. Over the past year Social Services has been working towards ensuring all staff are committed, competent and knowledgeable in delivering quality practice as defined under the Act.

To ensure all our staff are competent and knowledgeable in delivering practice required by the Social Services and Well-being (Wales) Act 2014

The Social Services and Well-being (Wales) Act 2014 introduced reforms with major implications for the learning and development needs of the whole social care sector workforce. Following the launch of the Act, a series of one day courses were developed by the Institute of Public Care at Oxford Brookes University following a training programme commissioned by the Care Council for Wales, and delivered across Wales. Check out Flintshire's staff attendance on these courses, [here](#).

In order to ensure all our staff are competent and knowledgeable in delivering practice required by the Social Services and Wellbeing Act, the 6 North Wales Social Services jointly commissioned Rhoda Emlyn-Jones to deliver a series of Outcome Focussed Training courses for Adult Social Services. In Flintshire, this comprised a 1-day course for Adult Services managers and 2-day course for staff; followed by training of a small group of managers to facilitate a Reflective Practice Group for staff. This has developed into ongoing management training and staff focus groups for various teams.

Children's Services has held 2 all-staff service events focussed on the Act. Children in Wales has been commissioned initially to deliver 2 days of training, on the "What Matters" conversation for children, on fundamental skills needed to engage and assess young people's needs under the Act, with a view to rolling out a programme of management and staff development similar to that taking place in Adult Services.

Within the Social Services training programme, all existing course materials have been updated in line with the Act and now reflect its ethos, principles and the new approach. Staff who were unable to attend specific training modules or who require specialist information are directed to the [Learning Hub](#) website set up by the Care Council for Wales. [QCF Assessors](#) are sign-posting learners to the Learning Hub and asking them to complete the e-learning module after completing their diploma induction workshop.

Finally, a series of workshops titled "Making the Most of the Third Sector" have encouraged managers and staff to engage with the third sector, independent providers and partner agencies under the Act.

The Workforce Development Team has hosted regional workshops in Greenfield on the Act for third and independent sector managers in order to foster partnership working.

Following several regional Organisation Development workshops attended by the majority of Flintshire senior managers in December 2016 and January 2017, a strategic programme is being developed to embed the principles of the Act into the structures and practices of the service.

We believe that we are making good progress in ensuring that all our staff are competent and knowledgeable in delivering practice required by the Act; the focus moving forward will now be on peer support, sharing good practice, supervision and appraisals to ensure quality practice is truly embedded.

Embed our new management structure in Children's Services

The volume, and complexity of work, has and continues to be a challenge for Children's Services and we are working hard to maintain our delivery whilst developing new approaches to ensure that we can sustain the provision of high quality and effective support for children and families. The continued commitment, passion and dedication of staff to provide a child centred, family focussed, professional service remains at the core of our success.

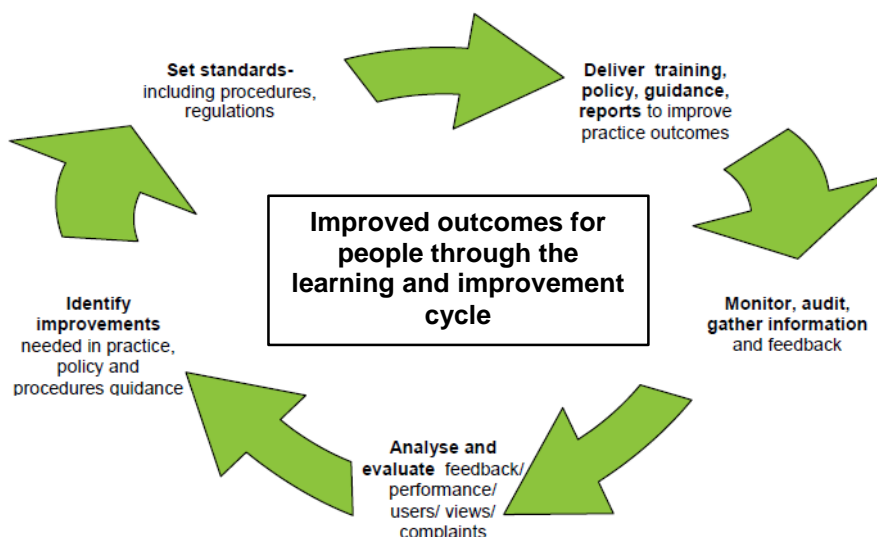
In 2016 we implemented a new structure for the children's operational teams based at Flint Council offices. A gradual approach was taken as opposed to a 'big bang' implementation to ensure minimum disruption. The new team structure is now fully operational.

In line with the ethos of the Act we will continue to develop our approach to ensure effective and timely information, advice, and assistance. The co-location of the Family Information Service at Flint, and the integration of Team Around the Family within Children's Services, have both played a significant role in enhancing our services and the support we offer. In 2017 there will be further work to strengthen our approach to targeting early intervention for families who have complex needs through our Early Help Hub.

Develop a robust focus on quality and practice

Measuring the impact of service delivery is crucial to achieving improved outcomes for people who use Social Services. In order to do this, we have implemented a Quality Assurance Framework to monitor and evaluate the effective delivery of services against the standards that enable children's, young people's, adults' and carers' welfare to be safeguarded and promoted, and their needs met. The framework helps us to make a judgement about the quality of our services, based on whether we are working effectively with service users to achieve the outcomes that they want, and whether Social Services is meeting the standards identified in the Social Services and Wellbeing (Wales) Act 2014. The judgement is derived from a variety of sources, including the experiences and perceived progress of citizens who use services.

The improvement cycle:



Regular auditing of files provides checks and assurances that practice and performance meets agreed standards, that all paperwork required by regulation and legislation is completed within specified timescales and that there is compliance with procedures. In Adult Services, we have implemented a positive risk taking approach and a quality panel to confirm that the individual's right to have conversations about their wellbeing, and to exercise a strong voice and control over their decisions has been respected; that we are taking a "rights based" approach and that the individual has been provided with information, advice and, if necessary, assistance to support them to identify the outcomes they wish to achieve to maximise their independence and wellbeing. We plan to roll out the quality panel approach to other services areas including Disability and Children's Services.

Our programme of file audits in Children's Services is overseen by a panel of practice managers and based on three quality questions: the involvement of the child in the assessment, planning and review process, the identification and achievement of outcomes for the child and family, and the quality of managerial decision making. Improvement themes are identified in each audit round and taken forward by the manager's panel as future learning, or as the subject of further in depth file audits.

Lessons learned from compliments and complaints received through the Social Services Complaints process are analysed on a quarterly basis by the Complaints Officer and reported in detail to Social Services Management Team. The findings are scrutinised with a view to identifying trends and areas for service improvement, and possible themes for future workforce development activity or quality file audits. Please take a look at some examples of where we have listened to your feedback and made appropriate service improvements as a result – ['you said, we did'](#).

Provide Traineeships for Social Worker and Occupational Therapists within Adults and Children's Services

At present we have a number of Social Service's staff undertaking the Open University degree in Social work under the traineeship scheme. 3 Trainees completed their training and have joined our social work teams, one in children's services and two in adults. 3 are in their 3rd and final year, and 2 in their 2nd year. We are inviting applications for this years sponsored traineeships for both the Social Worker and Occupational Therapists within Adults and Children's Services.

These traineeships will continue to provide opportunities for staff to develop in their chosen profession whilst continuing to work for Flintshire and we are proud to be able to develop existing staff to reach their full potential.

Work towards ensuring all staff who undertake assessments are suitably qualified, as laid out in the Social Services and Well-being (Wales) Act 2014

Guidance within the Social Services and Wellbeing Act specifies the categories of staff, who should be suitably qualified, to undertake an assessment of an individual's wellbeing care and support needs. In order to support clarity in terms of what 'suitably qualified' means the Care Council for Wales has approved a qualification which has been developed by the Open University, and which is currently being piloted across North Wales. The new qualification is the *Certificate of Higher Education (Wales)*, which can be taken as a generic introductory level to the *BA (Hons) Social Work Degree (Wales)* or as a stand-alone certificate, or a precursor to several other higher qualifications.

The new certificate comprises 2 existing courses, and any staff who have already completed them within the last 5 years can be certified. We are currently undertaking an audit to identify staff who carry out assessments within the scope of the Act; those who obtained the two certificates within the last 5 years; and those who need to take one or more of the component courses. As staff are identified, they are being prioritised for enrolment with the Open University. Sadly, the incurred costs of complying with this requirement of the Act will have a significant impact on the Social Services training budget.

Support the retention of care sector workers and work proactively to recruit new care workers

We are currently identifying the key factors that are influencing the fragility of the care sector in Flintshire (both in residential care and domiciliary care) and exploring them in more depth. We are exploring innovative ways to increase interest in the care sector as an employer of choice. A programme plan will be drawn up in line with priority areas and workstreams will be developed to address these factors. The key challenge for all involved in this sector is to develop new strategies for supporting providers in stabilising the workforce. We are also connected with the regional leads who are working in collaboration with providers, partner agencies and with a local authority Economic Development Team to develop a North Wales Regional Workforce Strategy to address this and other workforce issues across the region.

In addition, this year has been the first year that Social Services has recruited an apprentice direct care worker for our Marleyfield House Residential Care Home. This is proving very successful with the apprentice working hard to meet the demands of the job and training; they will undertake a QCF Level 3 in Health and Social Care during their time with us and we are hopeful that there will be an opportunity to join our team permanently once the apprenticeship is completed.

Support a Leadership and Management programme for managers within the independent sector

In early 2017, we will offer all providers in Flintshire a one to one business review or 'health check' with a Business Advisor. This process will develop a clear understanding of business operational issues affecting each provider locally. This information will help us identify training and resources that may be available via our partners or privately to meet the individual provider's needs.

We are also working with partners to explore opportunities available for collaboration and forming partnerships within the care sector.

Moving forward, our priorities for 2017/18 are:

- Succession planning and the development of effective strategies for workforce shortages, provider services, children's services and commissioning.

(b) Our Financial Resources and How We Plan For the Future

Flintshire has adapted, modernised and changed to cope with successive years of major reductions in its budgets. Despite the challenges of having to do more with less the Council and its partners retain their ambitions for a forward thinking and prosperous county and region supported by high quality public services.

- ✓ The National Public Survey shows that the Council is ranked 2nd in Wales for providing good quality services according to the views of residents

The Council has made significant progress in a number of difficult areas during the last year, including: setting balanced budgets whilst investing in key priorities, meeting growth in service demands and absorbing the cost impacts of inflation. The Council has achieved this through developing internal programmes of change and reform to make efficiencies, whilst acknowledging it still needs to strengthen aspects of its operations.

The scale and pace of efficiencies over the last few years has been unprecedented; and 2016/17 has been no different. In 2016 we shared our Council funding strategy, the Medium Term Financial Strategy 2016 - 2019 (MTFS), which set out our plan for meeting the predicted budget gap for 2016/17 comprised of three parts:

Part 1 Service reform and modernisation

- With the exception of Education and Social Care, 30% cost reduction targets set for all services, including corporate services, on their three year business plans.

Part 2 Corporate financial stewardship

- Prudent use of corporate finances e.g. absorbing the costs of inflation, raising income and managing workforce costs.

Part 3 Working with Welsh Government

Setting out realistic expectations of Welsh Government as our principle funder.

- limiting the annual reduction in Revenue Support Grant to 2.5% for 2016/17 and 2017/18
- removing charging caps and granting the Council the freedom to recover the costs of some services
- investing 25% or more of the new NHS funding passported to Wales by the UK Government in social care

For 2017/2018 the Council is continuing to progress service reform but is not proposing to reduce service levels beyond the levels already outlined publicly. The Council wants to continue to ensure essential and valued services remain available. This means to balance the books in the future we need to place more emphasis on our corporate financial stewardship and work with Welsh Government to achieve a fairer funding settlement for Flintshire.

To help us strengthen our position at a national level in debates about changes to funding we need to have a clear vision for what we want 'Our Flintshire' to be like in the future. This joint view from individuals, communities and public bodies will show that we have a positive approach and know what

we want to achieve. This in itself will give people confidence to invest and be part of Flintshire’s journey; we have been inviting our citizens, and partners, to get involved in ‘This is your Moment’ – an opportunity for us to work together to tackle these challenges and tough decisions. We are already working with people to find local solutions to provide services - local communities have a big opportunity to play their part and take on local facilities and services the County Council may no longer be able to provide.

- ✓ Flintshire is being recognised nationally as a Council which is being innovative in finding new solutions that are both cost efficient, resilient and are sustainable for the future.

Within this context we were pleased to recently receive our best ever annual improvement report from the Wales Audit Office (WAO) which reflects our commitment to remain a high performing organisation which gives us good foundations to continue to deliver our priorities in the face of further financial challenges.

Moving forward, our priorities for 2017/18 are:

- Revenue budgets are aligned and balanced, our income is maximised and pooled budgets are considered.

(c) Our Partnership Working, Political and Corporate Leadership, Governance and Accountability

The Council’s priorities in the Improvement Plan for 2016/17 continue to be based around a refined super structure of eight priorities, within which the Social Services priorities are based within the priority of “Living Well”.

Priority	Sub Priority	Impact
Living Well	Independent Living	Enabling more people to live independently and well at home
	Integrated community, social and health services	
	Safeguarding	Ensuring adults, young people and children are safeguarded
Housing	Appropriate and affordable homes	Improving choice and quality of local housing
	Modern efficient and adapted homes	
Environment	Transport infrastructure and services	Safely accessing employment, local services and facilities
	Sustainable development and environmental management	Environmental development which maximises social and economic benefits
Poverty	Maximising income	Protecting people from poverty
	Fuel poverty	
Safe Communities	Community safety	Keeping people and communities safe
Skills and Learning	Apprenticeships and training	Improving learning provision and opportunities to achieve better learner outcomes
	Modernised and high performing education	

Economy and Enterprise	Business sector growth	Creating jobs and growing the local economy
	Town and rural regeneration	
Modern and Efficient Council	Developing communities	Supporting Communities to become more resilient
	Improving resource management	Frontline services are efficiently and effectively supported

The Modern and Efficient Council priority sets out how the Council works collectively to support the front line services to be as efficient and effective as possible.

All priorities are set following a review of last year's priorities and considers new, emerging issues to address, from either national, regional or local levels. The Council's Improvement Plan clearly sets out why the priorities were chosen and the Council's leadership and scrutiny arrangements help to consider and set the priorities at the beginning of each new council year.

These priorities are monitored and challenged quarterly by the Council's Cabinet and Overview and Scrutiny committees to ensure that the activities, milestones and measures continue to be delivered in such a way as to contribute towards the desired impact. Risks are also monitored and assurance given by the Council's Audit Committee.

The Social Services responsibility to manage safeguarding processes has been significantly broadened as a corporate priority this year; working with and across all portfolios to assess training needs of workforce groups who can play their greatest part in having awareness raised and knowing what to do and how to refer. Additionally, individual's well-being has been promoted across the Chief Officer Team with dementia-friendly training to raise awareness within other services.

Following the requirements of the Social Services and Wellbeing Act, North Wales local authorities, the Local Health Board along with representatives of providers and individuals using services established a Regional Partnership Board to strategically ensure services and resources are used in the most effective and efficient way to improve outcomes for people living in North Wales. The Regional Partnership Board will ensure that all the partners work effectively together, have a shared vision and strategic plans and promote integration and pooled budgets. As the Regional Partnership Board is in its infancy its work plan and priorities are being finalised and the statutory annual report for the Welsh Government will both be available by the end of March 2017.

At a County level, we continue with a longstanding track record of partnership working. The Public Services Board, established in April 2016 continues with the good base set by the former Local Service Board. Work continues to develop and be delivered under the Social Services and health priority of "People enjoy good health, wellbeing and independence".

In Social Services we continue to strength our strategic partnerships and close working relationship with key partner agencies. Over the last year this has seen us work together to reduce delayed transfers of care, improve multiagency and multidisciplinary working, and improve preventive services across all service areas, amongst a range of other developments. We are hoping that the following year will see us secure a health resource within our Single Point of Access, and continue this strong relationship.

Section 6 Accessing Further Information and Key Documents

Social Care Legislation & Information

[The Social Services and Well-being \(Wales\) Act 2014](#)

[What matters to you - matters to us](#)

[The Regulations and Inspections \(Wales\) Act 2015](#)

[DEWIS Cymru](#)

[Code of Practice](#) in relation to measuring social services performance

[Care Council for Wales – Learning Hub](#)

Flintshire County Council's - Key Strategic Documents:

[Improvement Plan](#)

[Annual Performance Report 2015/16](#)

[Medium Term Financial Plan](#)

Meeting the Financial Challenge in Flintshire – [This is our Moment](#)

Social Services - Key Documents:

A Framework for Delivering Integrated Health and Social Care for Older People with Complex Needs – [North Wales Statement of Intent](#)

**As the links do not work within the report yet, the documents are attached
as follow for information:**

Mair

My need to remain as independent and as happy as possible.

To have regular contact with my friends and continue to meet with them like I did when I lived in the community.

To be treated as an individual and to be treated with respect.

I also like to be busy as this gives me the feeling of self-worth and maintains my dignity along with helping me to continue with an active life, so when I do return to the community, I am able to continue with an active life.

To be given privacy when required, or when my visitors are present.

My Christian faith is very important and my friends help me to continue with this.



Know that at times I feel low and support me through this, by giving me time to talk and express how I am feeling

That I have a very caring nature and help me to keep my faith as a Christian, I am also very sensitive and do require staff and people around me to be jolly and jovial.

I enjoy craft work as well as art and painting, I do require staff to prompt me to get me started and then I'm away and get lost in time.

That I like to be involved and enjoy helping lay the tables in the dining room, along with other jobs such as folding table cloths, collecting the used pots and cutlery along with the staff as I feel I'm helping and I enjoy the interaction with staff.

This gives me a good feeling and also helps to pass the day

What people appreciate about me

Caring and kind
Generous
Helpful

Social Services and Well-being (Wales) Act 2014 – One Day Courses

Flintshire, April 2016-January 2017

Role	Awareness	Introduction and General Functions	Assessing and Meeting individual needs	Looked After and Accommodated children	Safeguarding	Management and Leadership	Expert Classes
Strategic managers		10	10	5	10	10	6
Operational Managers		20	20	5	30	20	12
Social Workers		70	70	40	65		3
Social care Workers		60	40	5	40		
Support/IAA		50	20	5	20		
Health		5	2	2	2		
Voluntary		4	1	1	1		
Independent		4	1	1	1		
other		8	6	4	6		5

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Children's Services and Workforce Management Structure

Team Overview

The following information provides a short overview of the operational children's Teams located with Children and Workforce structure. These Teams provide part of the overall range of services that support children and families across Social Services. This includes CIDS (Children's Integrated Disability Service), Family Information Service, the wider Early Years and Family Support service, and colleagues located within the Safeguarding Unit.

Children's First Contact

The Team manage referrals made to the service. They identify where targeted support may assist and where statutory services need to be involved. This includes working with the police to undertake child protection investigation needs.

Targeted Support

The Team is made up of a range of services that aim to provide support that builds the resilience of children and families. This includes support to families who have been on the child protection register, cases where there may be a level of domestic violence, mental health issues, substance misuse or where children are on the 'edge' of care. The Team can only work with families with their consent and co-operation.

Family Intervention Team (FIT)

The Team assess and support families with a child protection plan in line with the All Wales Child Protection Procedures. They also undertake additional assessments that are required in order to safeguard children and young people such as pre-birth risk assessments.

Permanence and Court Team (PACT)

The Permanence and Court Team support for children and young people who are looked after. They take forward legal proceedings through the court arena and support for children when they become 'looked after' and eventually leave care. Support for care leavers can be up to the age of 25.

Intensive Family Support Service (IFSS)

This is a sub-regional service with Wrexham which provides intensive support to families where there are mental health issues or substance misuse. The Team is made up a staff from Social Services and Health to provide a holistic package of support.

Fostering

This Team is a registered service provider with CSSIW. They recruit, train and support foster carers and undertake assessments for foster carers, including kinship care and Special Guardianship arrangements.

Business and Administration Support

The Team provide professional administration and business support to operational services. The Team provide back office functions and provide effective customer support dealing with phone enquiries from children, young people, families and other agencies.

EXAMPLES OF 'YOU SAID, WE DID'

Adult Social Services

You said...

We need a simple way of being able to contact different family members at different intervals if our loved ones are being supported by registered providers including being at work, home, away for the weekend or abroad on holiday.

We did...

We have started to introduce a new 'Family Contact Plan' with registered providers, which instructs staff which family member should be contacted on a particular day and time of day (including family holidays).

You said...

We need to be clear what to do if supporting an individual whilst out in the community and if an emergency situation arises and what we should do in terms of accompanying them into ambulances to hospital, whilst also ensuring those who need to know are quickly informed.

We did...

We reminded staff who either work alone or who work with others whilst supporting individuals of our expectations when an emergency arises, and when to use the Family Contact Plan.

You said...

We need a clear process for registered provider staff to follow if and when an individual they are supporting acts inappropriately towards them.

We did...

We will be introducing a clear protocol for registered providers to follow on behalf of their staff to ensure they are protected from such behaviour and that the necessary course of action is taken with such individuals.

You said...

Under the new Act, we need to be more consistent when reviewing applications from families to waive financial charges as part of financial hardship criteria.

We did...

We have introduced an additional layer of independent oversight at senior management level into our existing Waiver Panel process.

Children's Social Services

You said...

We need to make sure parents fully understand what happens next following a conference or other meeting in situations where they are distressed and may not be fully taking in what is happening.

We did...

We reminded the Chairs of such meetings to record the meeting's outcomes, ensure the record is shared with the parent(s) after the meeting, and to record on PARIS, our business system, that the outcomes were shared and fully understood.

You said...

We should consider holding separate meetings between parents in situations where one parent does not engage effectively and removes themselves from the situation if the other parent is present.

We did...

We advised staff to actively consider inviting non-engaging parents to a separate meeting for input into their children's case. If the parent chooses not to, a record will be added to PARIS as evidence confirming their decision.

You said...

We need to be mindful of and reduce the frustration some families may experience when making initial contact with us for advice or assistance.

We did...

The new Children's First Contact Team has visited and observed other good practices of customer care including the Adults First Contact Team at Preswylfa and the Early Intervention Hub in Manchester. Closer links have also been forged with the Family Information Services and the Family Intervention Team.

You said...

We need to ensure that where families do not meet the learning disability eligibility criteria, that instead we refer them for Children's Social Services for appropriate advice and support.

We did...

We have reminded staff of the importance of making timely referrals and made further reference in our training about timeliness around the new single assessment process.

Glossary

Advocacy Service - An advocacy service helps people, those who are most vulnerable in society, to access information and advice, be involved in decisions about their lives, explore choices and options, defend and promotion the individuals rights and speak out on their behalf. It is provided by an advocate who is independent of social services and the NHS, and who isn't part the individual's family or friends.

Assessment - A conversation about promoting independent living, or achieving a good level of development for a child, where personal outcomes, and the barriers to achieving outcomes are co-productively identified.

Alternative Delivery Models - New ways of working to provide services more efficiently which can be shared services, outsourcing, shared management arrangements, joint ventures and establishing social enterprises.

Best Interest Assessment – Is an assessment that will decide whether the deprivation of liberty is allowed to happen or not. The assessment considers whether the care proposed that restricts an individual's liberty is both appropriate and in their best interests.

Care and Social Services Inspectorate Wales (CSSIW) - The inspectorate that has the powers to review Local Authority social services at a local and national level, to inform the public whether services are up to standard, to promote improvement of services and to help safeguard the interests of vulnerable people who use services and their carers. They also provide professional advice to Welsh Ministers and policy makers.

Care Council for Wales - The social care workforce regulator in Wales responsible for promoting and securing high standards across the social services and social care workforce.

Care Sector – The care sector refers to the category of organisations that deliver health and social care services, such as domiciliary care, residential and nursing homes and supported living providers.

“Creating a Place Called Home – Delivering What Matters” – Is a programme of change that aims to deliver the very best experience we can imagine for an older person living in a care home in Flintshire. Using person-centred practices we want to better enable people to make choices and have more control over how they live their lives; and we believe that really knowing what matters to the person and what great support looks like is key in achieving quality of life.

‘Cheshire West’ - This was a landmark judgement following an appeal by Cheshire West and Chester Council against a man with cerebral palsy and Down's syndrome who lacked capacity to make decisions about care and residence and was deprived of his liberty – in the cases of *P v Cheshire West and Chester Council* and *P&Q v Surrey County Council* – the previous judgements that had defined deprivation of liberty more restrictively was thrown out. This means that many people are likely to have been deprived of their liberty unlawfully and without safeguards in settings including care homes and supported living placements. This has resulted in significant hike in DoLS case numbers regarding care home placements, and also applications to the Court of Protection to authorise deprivations of liberty in supported living.

Commissioning - involves making decisions about what services are required to respond to need. It involves making decisions about the capacity, location, cost and quality of services, together with who will deliver them.

Community Resource Team – A Community Resource Teams (CRTs) is a joint health and social care team providing short term intermediate and reablement care which delivers better integrated care to people closer to their homes and in the community.

Conference Buddy Scheme - This is a scheme whereby independent workers will meet with children and young people and help them to give their views at a Child Protection Case Conference; the independent workers will support the child or young person when attending the conference and will explain anything they are unsure about.

Collaboration - where agencies pool resources (time, expertise and money) to work together to deliver and develop services.

Coproduction - Citizens, carers and families working with decision makers and service providers to create a decision or service that works for all parties.

Corporate Parenting - The Council has a duty to act as a good parent to children and young people in its care and those young people in the process of leaving care. The Council wants these children to have the best possible outcomes. Clear strategic and political leadership is crucial in ensuring that Looked After Children and the Corporate Parenting agenda is given the appropriate profile and priority.

Delayed Transfer of Care (DToC) - For most people, NHS treatment in a hospital setting will be sufficient to make them better and they will return home. However, some people will need to be transferred to other forms of care in the community. So the effective discharges of patients to the community requires well joined-up working, otherwise there can be delays in the transfer of care which creates many problems such as, lack of bed occupancy and frustrations for the individual and family. Both the NHS and Social Services report on the delayed transfers of care to the Welsh Government to monitor and promote better partnership working.

Direct Payments - Cash payments given to people who are eligible as a means of controlling their own care, allowing more choice and flexibility. They are regular monthly payments from Social Services enabling people to purchase their own care, instead of receiving help arranged by social services.

Discharge to Assess – Is a term used that describes individuals that are medically fit that no longer need to be in an acute hospital for treatment are then transferred to the community to be assessed for short term rehabilitation/ reablement or an assessment for longer-term care and support.

Domiciliary Care - Also known as home care, is whereby supportive personal care is provided to individuals within their own home.

Elk - An elk is an emergency lifting device designed to lift individuals from the floor in a safe and dignified manner.

Enhanced Care - forms part of the spectrum of intermediate community based services, but specifically provides care at the 'far end' of this spectrum for people who have medical and/or nursing needs who, without enhanced care, would otherwise be admitted to a hospital bed or would remain in hospital for a longer period of time . (This includes people admitted to an acute hospital bed and those who are admitted / transferred to a community hospital bed).

Family Information Service - A confidential and impartial information, advice and guidance service for families with children and young people aged between 0 and 19 years of age. The FIS work with public, private and voluntary sector organisations to ensure our customers know where and how to access information and support.

Hoist - A hoist is a device used for lifting or lowering individuals in a safe and dignified manner.

Intermediate Care Fund - The aim of the 2016-17 intermediate care fund (ICF) is to drive and enable integrated working between social services, health and housing and the third and independent sectors. The focus of the intermediate care fund in 2014-15 and 2015-16 has been on integrated working to help avoid unnecessary hospital admissions, or inappropriate admission to residential care, as well as preventing delayed discharges from hospital.

Learning Hub - The Care Council for Wales and its partners has developed a national online 'one stop shop' learning resource to support the full implementation of the Social Services and Well-being (Wales) Act. The overall aim of this Welsh Government-funded initiative is to ensure the workforce is supported and informed to deliver social services in accordance with Welsh law, and its interface with other relevant statutes, and to practice in-line with the principles of the Act.

Locality - A locality is a defined geographical area and there are three in Flintshire - North East (Deeside), North West (Flint and Holywell) and South (Buckley, Mold etc). The overall aim is to enable multi-agency staff from the locality to work in partnership as an integrated team to plan, deliver and monitor the best possible locality services for residents.

Looked After Child (LAC) - Looked after children are children and young people who are in public care and looked after by the state. This includes those who are subject to a care order or temporarily classed as looked after on a planned basis for short breaks or respite care. The term is also used to describe 'accommodated' children and young people who are looked after on a voluntary basis at the request of, or by agreement with, their parents.

Mental Capacity Act Deprivation of Liberty Safeguards – This is the legal framework that protects people living in care homes and hospitals, and now in a supported living setting in the community following the Cheshire West case, who are vulnerable because of a mental disorder and problems with their mental capacity. Under the Safeguards, people can only be deprived of their liberty when there is no other way to safely care for them and an assessment has been made of their best interests.

National Outcomes Framework - This Framework gives local authorities national direction for services that promote the well-being of people in Wales who need care and support, and carers who need support as well as providing greater transparency on whether care and support services are improving well-being outcomes for people using consistent and comparable National Outcome Standards and Performance Indicators.

Neglect - Neglect means a failure to meet a person's basic physical, emotional, social or psychological needs, which is likely to result in an impairment of the person's well-being (for example, an impairment of the person's health).

One Page Profile – A One Page Profile captures the essence of who the person is, what makes life good and what great support looks like from their perspective, as well as what others appreciate about them. Using the information captured on a one-page profile can assist us in delivering the best possible support for the individual, exactly the way that they want it.

Outcomes - The benefits, changes or other effects that result in an improvement in quality of life for a person from services provided. E.g. an improvement in physical functioning or maintaining a life skill leading to continued independence.

PARIS – PARIS is the business system that Flintshire Social Services to record information.

Person-Centred - is it about treating the person with dignity and respect, and seeing the person as an individual. By working in this way, we can make sure that people are truly listened to and are kept at the heart of all decision-making; how a service is commissioned, provided and organised.

Personalisation – is about giving the person choice and control over their care and their own life. It goes further than being person-centre as we not only see the person as an individual but we keep checking whether we are delivering what's important to them and how they want to be supported, because that's truly puts the person in control of your own life.

Population Needs Assessment - In order to support future planning of services, local authorities and Health Boards have a statutory requirement to identify the current and future care and support needs of the people living in areas as well as what people feel would help them to prevent care and support needs developing. The Population Needs Assessment will be undertaken every 3 years and Areas Plans will be developed to inform strategic planning and commissioning of services.

Prevention - The prevention approach enhances the person's well-being by preventing or minimising major problems of living. Providing information for people to self-manage alongside early intervention before problems escalate, monitoring and proportionate risk assessment means that problems are reduced and the need for ongoing longer term support is minimised.

Progression – is about promoting and embedding the independence of individuals through strength based assessment, clear development plans, positive risk taking and outcome based reviews.

Progress for Providers - Progress for Providers in Care Homes sets out clearly and transparently our expectations about the delivery of individualised care for Residential Care Providers in Flintshire. It supports Registered Managers and leaders within Care Homes with a range of person centred tools they can use to help staff teams to change the way they support people and engage with families and relatives as part of that process.

QCF Assessors - Qualifications and Credit Framework (QCF) assessors support and assess people working towards vocational qualifications and help them to meet the right standards.

Reablement - A short term assessment and intervention service which is person centred and outcome focused, and aims to maximise independence, choice and quality of life. Most people who now wish to access Social Care Services undergo this period of assessment and support to enable them to live as independently as possible, minimising the requirement for ongoing support.

Regulations and Inspections (Wales) Act 2015 - The Act builds on the success of regulation in Wales and reflects the changing world of social care. It places service quality and improvement at the heart of the regulatory regime and strengthens protection for those who need it. Regulation will move beyond compliance with minimum standards, and focus more on the quality of services and the impact which they have on people receiving them.

SERAF Tool – Is the Sexual Exploitation Risk Assessment Framework that is a tool to consider the vulnerability factors and risk indicators for sexual exploitation. Since 2007 the SERAF Tool has become an integral part of Wales' safeguarding policies and procedures.

Single Assessment – The Welsh Government has set out its requirement for health and local authorities in Wales, working with their communities and third sector partners, to ensure that they have integrated well-being assessments, care and support planning and review arrangements which will support the wider agenda and be the catalyst to support the broader integration of care.

Single Point of Access (SPOA) - A new single point of contact for adults who wish to access advice, assessment and co-ordinated community health and social care services.

Social Services and Well Being (Wales) Act - The Act will set out the core legal framework for social services and social care, reinforcing people's rights to information and services and supporting the delivery of our services in an integrated way to ensure that social services and social care are sustainable.

Supported Living - Housing and support that is built around a person, allowing them to choose where they live, with whom and how they are supported.

Team Around the Family - Co-ordinates early support for families with multiple needs that are broader than one service can address. TAF seek to make best use of all local resources to ensure family and community strengths are harnessed and problems are prevented from escalating.

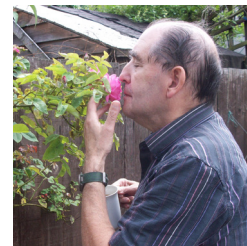
Well-Being - Reference to well-being in the Act means the well-being of an individual who needs care and support or carer who needs support. Well-being relates to the physical, intellectual, emotional, social and behavioural development of a child. It also relates to the control over day to day life and participation in work in adults.

‘What Matters’ Conversation - A conversation to establish ‘what matters’ to a person in terms of their well-being, what they wish to achieve and what strengths, capacity and capabilities they can draw on to enable them to overcome barriers. This conversation will be undertaken through the assessment process to identify personal outcomes.



Social Services Annual Report

2016/17



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This document provides a summary of our annual self-evaluation of our improvement journey. If you receive a service from us please let us know if you think this report is a fair reflection of your experiences over the past 12 months. We welcome any comments you may have, your views matter to us and are crucial if we are to continue to improve services to meet your outcomes. You can write or email to me as follows:

Neil Ayling (Chief Officer)
Social Services
1st Floor
Phase 1
County Hall
MOLD
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If you are reading this online then there are links in the last section of the report if you want to read more about any of the services, initiatives or key documentation. For words underlined there is a glossary linked to this document that may help explain unfamiliar words and terms.

Section 1: Introduction

This is our first Social Services Annual Report prepared under the new requirements of both the Social Services and Wellbeing (Wales) Act 2014 and the Regulations and Inspections Act (Wales) 2015 which legislates our statutory requirement to produce an annual report on our social services functions.

The purpose of the Social Services Annual Report is to set out our improvement journey in providing services to people that promote their wellbeing and support them to achieve their personal outcomes; it is an opportunity for us to annually evaluate our performance against our improvement priorities. You will notice the new Annual Report format has changed this year, it is now more closely aligned to the National Outcomes Framework which will help us to demonstrate our performance in meeting the wellbeing outcomes of people in Flintshire. You will see that our priorities for 2016/17 now sit under one of the six National Quality Standards (NQS) and everyone's personal wellbeing outcomes will relate to one of these, they are:

NQS 1: Working with people to define & co-produce personal well-being outcomes that people wish to achieve

NQS 2: Working with people and partners to protect and promote people's physical and mental health and emotional well-being

NQS 3: Taking steps to protect and safeguard people from abuse, neglect or harm

NQS 4: Encouraging and supporting people to learn, develop and participate in society

NQS 5: Supporting people to safely develop and maintain healthy domestic, family and personal relationships

NQS 6: Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs

This report is designed to offer a broad range of stakeholders, including individuals using our services, families, Councillors, the general public, our partners, our regulator and the Welsh Government, an insight into our improvement journey and how together we are shaping our services to meet the wellbeing outcomes of people living in Flintshire. We engage with our stakeholders on the development of services and the setting of our improvement priorities, which we highlight throughout this report.

Section 2: Director's Summary of Performance

This is our sixth annual report and the first in a new format which has been prescribed by Welsh Government as a new way of reporting. Like in previous years I have welcomed this opportunity to reflect on the hard work and achievements of the staff working with partners in supporting adults, children, families and carers in Flintshire.

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There has never been a time when social care issues and pressures have been as high profile as they are currently. Every night there are reports in the media concerning shortages in adult social care across the UK. In Flintshire we have made successful joint working with care sector providers a real priority and will continue to do all we can in the year ahead to respond to their pressures in terms of recruitment and sustainability of their businesses.

One of the exciting developments this year has been the pilot to develop an Early Help Hub in children's services which is a partnership project involving education, health, police, social services and the third sector to provide the most effective front door offering assistance and access to specialist frontline support. This will further develop our children's services, building on the effective restructuring of services which is now fully embedded.

During this last year corporate senior colleagues in Flintshire and senior politicians have worked together like never before to respond to some of the service and resource challenges in social services. Some of the adult social care pressures I have already mentioned but we have also had considerable increases in demand for children's services which we are needing to respond to. These are challenges that we are succeeding in addressing through effective partnerships with other agencies, appropriate levels of resourcing and best practice in service response.

I would like to thank all the individuals that have allowed us to share their stories and as I am sure you will agree that these stories are much better at bringing to life the difference that all our hard work is making to people's lives and wellbeing.

On behalf of our Cabinet Member for Social Services, Councillor Christine Jones and I, we would like to thank all our staff for their efforts in supporting vulnerable people in Flintshire this last year, and of course we have clear plans to take forward further service improvements in year ahead.



Neil Ayling
Chief Officer
Social Services



Councillor
Christine Jones
Cabinet Member
for Social Services

Section 4: Promoting and Improving the Well-being of those we help

Since the Social Services and Wellbeing (Wales) Act came in on the 6th April 2016 we have been working hard to embed the new approach in promoting people's well-being by asking "what matters" to them. This is about giving everyone, adults and children, a voice, an opportunity and a right to be heard as an individual to shape the decisions that affect them and to have control over their day to day lives. We want people to be empowered to achieve their wellbeing outcomes and our role is to support people and coproduce solutions.

Below is a summary of our performance in promoting and improving the wellbeing of those we help; we have aligned our social services activities and priorities to one of the six National Quality Standards as follows:

a. Working with people to define and co-produce personal well-being outcomes that people wish to achieve

We know that people are best placed to determine the personal outcomes that they wish to achieve based on their own values and what matters to them. So we are empowering people to have a greater voice and more control over the care and support that they receive by actively involving individuals in making decisions about their lives. This approach will not only drive co-produced wellbeing outcomes, personal solutions but person centred services.

What we planned to do:

Be the best at finding out what really matters to people that we support and supporting them to achieve their personal outcomes.

What we did and what difference did we make:

- ✓ Our Reablement Team has a successful approach at finding out what really matters to the people that we support because it empowers the individual to establish their own outcomes and we work alongside them to support them to achieve those outcomes;

Section 4 - Promoting and Improving the Well-being of those we help

- ✓ We have supported many people to achieve outcomes such as regaining independence with daily living, returning to social groups and re-establishing work activities;
- ✓ The case study of Mrs A (insert story) is a typical example of the life changing work the reablement team delivers.
- ✓ 69% of individuals leave the service having achieved their personal outcomes and requiring no ongoing social services support. A further 14% complete a period of reablement with a maintained or reduced support package.

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2

What we planned to do:

Develop Information Advice and Assistance (IAA) services within both Adults and Children's Services to help people to determine the outcomes they wish to achieve and make informed decisions about how best to manage their well-being.

www.Dewis.Cymru
Cael dewis a chymryd rheolaeth



www.Dewis.Wales
Have choice and take control

What we did and what difference did we make:

Here is a snapshot of the performance and difference that our IAA services are making in supporting people to define and achieve their wellbeing outcomes:

Family Information Service:

- Received a total of 17,684 IAA enquires between April and September 2016
- 100% of services users (30 respondents) said that the advice and assistance enabled them to make an informed decision about childcare and family support
- 100% were satisfied with the service they received
- 75% opted to access suitable childcare after accessing the service
- Please take a look at an urgent referral (insert story) that demonstrates our responsiveness and how accessing the right information at the right time can prevent escalation

Section 4 - Promoting and Improving the Well-being of those we help

Team around the Family (TAF):

- Received a total of 111 referrals over the last year
- 89 families were supported to define and develop their 'TAF' Action Plan
- 65% of these Action Plans were closed with a successful outcome

Single Point of Access (SPoA) - 3rd Sector Coordinator:

- Received a total of 171 IAA enquiries between April and December 2016
- 88% of these IAA enquiries were closed with a successful outcome
- 133 enquiries received a response within the target of 1 week,
- 79 received a response on the same day

What we planned to do:

To promote and secure sufficient 'step up step down beds' in the community which are funded via the Intermediate Care Fund.

What we did and what difference did we make:

- ✓ Across our in-house residential care homes and the independent sector we have secured on average 12 'step up step down beds' which have been used as part of our discharge to assess process and 153 of individuals have accessed these bed during the past year; these beds have enabled us to prevent a hospital admission and to keep people as close to home and their family as possible.

- ✓ Of the 153 individual that have been supported in a 'step up step down bed' this year, here is a summary of the outcomes:
 - 75 returned home or went to live with a relative
 - 7 discharged for further assessment
 - 24 moved into long term care
 - 10 passed away
 - 4 admitted to hospital
 - 33 remained in the 'step up' bed at the point of reporting
- ✓ Despite this highly publicised challenge Flintshire has continued to work well with our health colleagues and independent providers to ensure that individuals are discharged from hospital as soon as they are medically fit, resulting in a low rate of delayed transfer of care from hospital in Flintshire.
- ✓ For the first nine months of the year there were 17 delays for social care reasons for adults over the age of 75, giving us a rate of 1.3 per 1,000 population for delayed transfers of care (insert comparison data).
- ✓ Social Services and its partners have made money available from the Intermediate Care Fund to provide all Flintshire care homes with a maximum of £2,000 towards the purchasing of equipment, such as hoists, beds, mattresses and elks, to speed up discharges from hospital or to avoid admissions into hospital for Older People.

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CABINET

Date of Meeting	Tuesday 14 th March 2017
Report Subject	Strategic Housing and Regeneration Programme (SHARP) Batch 3 Proposed Schemes
Cabinet Member	Cabinet Member for Housing
Report Author	Chief Officer (Community and Enterprise)
Type of Report	Strategic

EXECUTIVE SUMMARY

This report seeks Cabinet approval to progress the next key stages of the Council's Strategic Housing And Regeneration Programme (SHARP) including detailed scheme viability works on a range of sites which could potentially deliver an additional 363 social rent, affordable rent and affordable purchase homes.

The sites to be included in the programme are at various stages of development. Some sites are in the council's ownership and some are the subject of commercial purchase negotiations.

Site feasibility works are required on some sites to progress them further. Those that are at the most advanced stages are described in the report with details of each site, and site plans included.

The report also provides an update on new Welsh Government Capital Funding availability which will help expand the SHARP.

RECOMMENDATIONS

1.	Cabinet agree in principle to the development of 363 new homes as part of the council's house building programme (SHARP). This will include 195 council properties, 95 properties for affordable rent and 73 properties for affordable purchase.
2.	Cabinet approves sites investigation costs of £421,616K, so that full scheme

	appraisals can be completed ahead of final approval. These will be apportioned as follows, 66% HRA cost (£278,266) and 44% Council fund cost (£143,350, met by NEW Homes should development proceed).
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REPORT DETAILS

1.00	BACKGROUND
1.01	At Cabinet in June 2015, approval was given to appoint Wates Living Space as the Council's development partner for five years with the aim of developing 500 homes, (200 social rented and 300 affordable), at a range of sites across the county, alongside commissioning a range of linked regeneration initiatives and community benefits.
1.02	Following Cabinet approval in January 2016, work on the first SHARP scheme to build 12 Council homes at Custom House School, Connah's Quay was completed in December 2016. Good progress is also being made on The Walks, Flint with the construction of 92 new homes. Thirty of these new homes will be managed by the Council through the Housing Revenue Account (HRA). The remaining 62 properties will be managed by NEW Homes. The first phase of new properties on the scheme are projected be handed over in July 2017.
1.03	<p>Following Cabinet approval in July 2017, work on the construction of 40 new Council homes on five sites at Mold, Leeswood and Connah's Quay has begun. These will be handed over to the Council later in 2017. This brings the total number of homes agreed to date to 144 (82 Council social rent, 62 affordable rent)</p> <p>With the addition of the 363 homes identified in this report, the total programme will comprise 507 homes; which includes 277 council properties, 157 affordable rent properties and 73 affordable purchase properties.</p> <p>The original target for council housing was to build 200 homes over 5 years. This report identifies that 277 can be built.</p>
1.04	Considerations
1.05	<p>Whilst good progress continues to be made with the SHARP, Flintshire's Local Housing Market Assessment (LHMA) has confirmed that housing need for social and affordable housing continues to outstrip supply and will do so for the foreseeable future. Specifically, it identifies:</p> <ul style="list-style-type: none"> • An annual shortfall of 246 affordable dwellings across Flintshire; • The suggested affordable housing tenure split for Flintshire identified by the assessment is for 56% social/affordable rent and 44% intermediate tenure; • A clear need for smaller two bedroom properties for under and over 65s; • Around one third of all households in Flintshire can only afford an intermediate affordable house priced at £100,000 or less (or the

	equivalent total housing costs).
1.06	In addition, Flintshire's SARTH (Single Access Route To Housing) and Affordable Housing Register currently show a combined total of 1,699 applicants waiting for a suitable and sustainable new home.
1.07	This report details the initial proposed property and tenure types for the most advanced schemes. It is proposed that the social rent properties will be managed by the Council's Housing Revenue Account (HRA), whilst the affordable rental properties will be managed by the Council's housing company, NEW Homes.
1.08	The property and tenure proposals have been based on housing need data collated by the Housing Programmes Team and includes detailed assessment and data taken from the Council's SARTH and Specialist Housing Register, along with the Flintshire Affordable Housing Register. Moving forward, the proposed tenure and property types will be reviewed in detail on a scheme-by-scheme basis to ensure these match the identified housing need in each community.
1.09	Melrose Centre, Shotton
1.10	Following its closure in 2015 the former Melrose Centre is now in poor condition and is subject to on-going incidents of anti-social behaviour. It is proposed to re-develop the site with a Council housing scheme consisting of 5x 2 bed houses and 4x 1 and 2 bed apartments (Appendix 1).
1.11	Ffordd Hiraethog Mostyn
1.12	Ffordd Hiraethog is a cleared former HRA garage area, (Appendix 2). As the site is located in the centre of the well-established Maes Pennant Council estate is it proposed to develop a mixed Council housing scheme consisting of 20x homes in total comprising, 1 and 2 bed apartments 2 and 3 bed houses.
1.13	Former Youth Centre, Gronant
1.14	This site is currently under the ownership of Flintshire County Council and has been declared surplus by the Education portfolio and has fallen into disrepair and appears to be subject to some antisocial behaviour. (Appendix 3). The site can be accessed from the main village road via a narrower side street. There is a sharp level difference at the rear of the site and the type of retaining structure would require further investigation and possibly additional ground engineering to facilitate development. Due to the topography future drainage is likely to need pumping back up to the main access road unless a suitable alternative can be identified. Although the site suffers from some topographical constraints, these should not be difficult to overcome. There are also demolition costs to consider as part of the redevelopment of the site. In general the site is fairly compact at just under 0.5 acres. It is proposed that the site could potentially accommodate 10 2 bed Council houses.
1.15	Raikes Lane Sychdyn

1.16	This Housing Revenue Account (HRA) site is located on the fringe of Sychdyn and is considered suitable for a single Council bungalow (Appendix 4). There are no demolition issues with this plot and it could potentially be developed in a short timeframe.
1.17	Llys Dewi, Penyffordd
1.18	The site extends to 1.1 acres and offers a logical extension of the existing village (Appendix 5). This will accommodate 25 new mixed tenure homes, (2 Council bungalows, 8 affordable rent, and 15 shared equity).
1.19	Queens Way Hope
1.20	This is a small HRA garage site located in the centre of Hope in a well-established Council development (Appendix 6). Subject to meeting Highways requirements, the site could potentially accommodate 5 2 and 3 bed Council houses.
1.21	Land near Penyffordd Church, Penyffordd
1.22	A further site has been identified near to Penyffordd Church, Hawarden Road which lies to the east of A550, south of its junction with the A55 (Appendix 7). The ward consists of the neighbouring villages of Penyffordd and Penymynydd, which are a ribbon development along the line of the former major road. The site is under Council ownership and has become over-grown leading to some anti-social behaviour, including fly tipping. This site could provide 5 2 bed Council houses.
1.23	Llys Alun, Rhydymwyn
1.24	This is the site of the former primary school in Rhydymwyn which was shut and demolished in 2012 and was subsequently declared surplus by the Council's Education portfolio (Appendix 8). The site is within the Rhydymwyn settlement boundary where the principle of housing is acceptable subject to satisfying the planning policy. This site could potentially provide 12 Council, 8 affordable rent, and 8 low cost home ownership properties.
1.25	Crib y Gwynt, Trelogan
1.26	The site is accessed through the established Crib y Gwynt estate and is located outside the Berthengam settlement boundary where planning policy allows for affordable housing schemes abutting settlement boundaries (Appendix 9). The site includes the former bowling green and could provide 14 Council and 6 affordable rent properties.
1.27	Borough Grove Flint
1.28	The Borough Grove Clinic is currently under the ownership of the Betsi Cadwallader Betsi University Health Board (BCUHB) but will be transferred to the Council's ownership following the completion of the new Medical Centre in Flint town Centre in Spring 2018. (Appendix 10). It is proposed that the site could accommodate 8 2 and 3 bed Council houses.

1.29	Maes Gwern, Mold
1.30	The proposed redevelopment of this formerly commercial site on the outskirts of Mold is currently under the ownership of Flintshire County Council and comprises 14.5 acres (Appendix 11). It is proposed that this will be a mix development site comprising of 160 new social, affordable rent, shared equity and open market sales. The design and layout of the scheme has been informed by the Design Commission for Wales and is now ready for formal planning submission subject to the forthcoming Public Consultation scheduled for w/c 13 th February 2017. Positive discussions have taken place with both local Elected Members on the potential to redevelop these schemes. A Community Consultation Event was held on the 14 th of November at the Daniel Owen Centre to enable the local community to have an opportunity to discuss the scheme prior to it going for planning approval in March 2017. This site could provide 160 homes in total of which there could be 4 council properties, 23 homes for affordable rent and 21 homes for shared equity.
1.31	A Local Lettings Policy will be developed for each of the proposed schemes to ensure the opportunities to house local people are maximized.
1.32	Funding - Council
1.33	<p>For public-finance routes, the Council's position is strong given the voluntary agreement for Housing Revenue Account (HRA) self-financing. This option continues to offer routes to long-term debt which remain the most cost effective and most stable funding product available to the Council. Alongside completion of the Welsh Housing Quality Standard (WHQS) for the existing stock, the Council has been successful in securing an additional allocation of borrowing headroom for a HRA new build programme and the HRA is likely to generate further revenue and borrowing headroom during the life of this programme.</p> <p>With this in mind, it is considered appropriate for prudential borrowing to be utilised by the Council (as the preferred option) for the provision of new Council Housing within the Programme. Whilst this approach will be reviewed on a site by site basis, this option is cost effective and considered appropriate for the schemes as the Council properties will remain in the ownership of the Council and the anticipated level of expenditure is sustainable within the context of HRA self-financing.</p>
1.34	Once the homes identified in this report have been developed the council will be close to its borrowing cap. Therefore, the Council is actively exploring opportunities with the Welsh Government (WG), to bid for a share of additional borrowing capacity (retained by WG following the introduction of self-financing).
1.40	Open Market Sales Sites (Maes Gwern, Mold)
1.41	In order to maximize the potential benefits of the SHARP, it has been recognised that the utilisation of some fully mixed tenure sites including market sales, could generate capital receipts and a profit share for the council, which could provide a return to invest in strategic objectives. There are 3 sites currently under consideration including Maes Gwern which is

	<p>the most developed scheme. Maes Gwern has the potential to generate a significant capital receipt for the Council from the sale of the land to Wates and can also provide 48 affordable homes, in accordance with Flintshire's affordable housing planning guidelines. The terms and conditions for the development of Maes Gwern are currently being finalised with the Council's Valuation and Estates, Planning and SHARP Delivery Teams. Any financial risks (including site assessment) on these sites will be funded by the developer.</p>
1.42	Funding – Affordable Rent
1.43	<p>The supply of finance ranges from traditional build-for-sale up-front development-finance to the levering in of Institutional and Pension Fund investment into longer term rented homes – in Wales badged under the generic term “<i>Innovative Finance</i>” covering the main Leasing Models.</p>
1.44	<p>Under leasing arrangements, the ownership of the properties passes to the funder on completion and the funder leases the properties back to the Council or NEW Homes (guaranteed by the Council). Title to the properties reverting to NEW Homes or the Council at the end of the term. Leasing finance costs are covered by rentals less the management fee plus allowances for voids and bad debts. On this basis, NEW Homes receives a management fee for the properties.</p>
1.45	<p>Leasing costs have been evaluated during the SHARP tender on the basis of standard development scheme assumptions about rental income and management and maintenance costs. These models illustrated that risks in meeting leasing finance costs are minimal. This should also be placed in the context of the predicted high market demand for the properties that will be delivered through the programme.</p>
1.46	<p>A further funding option which has been developed for The Walks, Flint scheme is for the Council to lend direct to NEW Homes to fund the scheme through the utilisation of the General Fund. This does present a real opportunity to deliver new mixed tenure homes outside the HRA, enabling the Council to make interventions in the market place to meet need and stimulate demand. This can be a cheaper and lower risk option which will earn the Council a return on its investment during the lifetime of the loan. The future availability of this borrowing option is subject to competing strategic priorities from other major Council capital projects and a pragmatic scheme-by-scheme approach will be adopted to identify the most suitable solutions to deliver affordable housing schemes.</p>
1.47	Welsh Government Funding
1.48	<p>Welsh Government has made Housing Finance Grant 2 (HFG2) available to stock retaining Local Authorities who are developing new homes. The HFG2 is a grant which supports capital financing costs and guidance on how the grant can be spent or what is eligible expenditure has not yet been agreed by Welsh Government, although WG have stated HFG2 for the LA Build schemes will have different parameters to the Housing Associations.</p> <p>Flintshire indicative allocation is:</p>

	<ul style="list-style-type: none"> • 2018/19 = £1.9m • 2019/20 = £1.2m <p>Flintshire’s proposed housing programme is well advanced compared to other areas in Wales and Welsh Government have indicated that if there is underspend in other areas, Flintshire will be able to apply for the additional funding. Whilst it is likely HFG II will not become available until 2018/19, WG has advised that it will be flexible in its funding approach to support the house building programme. In addition to HFG II, Flintshire will explore all potential grant funding schemes to supplement its programme.</p> <p>The Council is also exploring (with Welsh Government) the opportunities for NEW Homes to access this new grant funding stream.</p>
1.49	Welsh Government Housing Innovation Fund
1.50	At the recent WG “Housing Innovation” conference in Cardiff, it was announced that future funding of up to £20M over the next two years would be made available to develop 1,000 new “innovative” homes across Wales. Interestingly, and pending final confirmation from WG, in addition to the Council and local housing associations, it is likely that NEW Homes would be able to bid for this funding which could be potentially used towards developing some of the sites identified above.
1.51	The Council is currently establishing a Working Group to develop options for the development of innovative housing schemes as part of the Batch 3 SHARP schemes. The Council is also exploring the opportunity to deliver some innovative housing schemes outside of the SHARP using local contractors directly.
1.52	Flintshire House Standard
1.53	All of the new properties delivered through the SHARP will continue to be designed to the Council’s Flintshire House Standard to form a benchmark to ensure consistent, good quality of internal layout, and fixtures and fittings, high standards of energy efficiency and external appearance in keeping with local circumstance, low maintenance product specifications, adequate parking and a public realm designed to promote cohesive and inclusive communities.
1.54	<p>The availability of capital grant funding to support local authorities deliver new Council homes may be dependent on meeting the Welsh Government’s Design Quality Requirements (DQR). The Council is currently reviewing the Flintshire House Standard in anticipation of further guidance from Welsh Government on the criteria for accessing capital grant funding.</p> <p>The Cabinet has committed to a review of the standard to consider the desire to fit solar PV in all new properties to maximise energy efficiency and address fuel poverty. The first two schemes will also allow a review of the standard in practice both from a development and construction perspective and from customer feedback.</p>

1.55	Community Benefits
1.56	An integral element of the SHARP is to support the achievement of the strategic objectives of the Council's Regeneration Strategy: 'a competitive Flintshire; sustainable communities and the creation of employment and skills' (including working with disadvantaged and targeted groups and social businesses).

2.00	RESOURCE IMPLICATIONS																								
2.01	£15.5M borrowing approval is available for a council house building programme. Each scheme or batched schemes will require individual cabinet approval and each scheme or batched schemes will be assessed against the scheme development criteria which is regularly reviewed. The process for doing this will provide for total scheme costs plus financing costs and management costs to be offset against rental income over 50 years.																								
2.02	<p>The cost of undertaking site feasibility works for each of the proposed sites is £421,616.</p> <p>These are broken down for each site below:</p> <table border="1"> <thead> <tr> <th>Site</th> <th>Cost</th> </tr> </thead> <tbody> <tr> <td>• Melrose Centre, Shotton</td> <td>£29,040 (excluding VAT)</td> </tr> <tr> <td>• Ffordd Hiraethog, Mostyn;</td> <td>£20,961 (excluding VAT)</td> </tr> <tr> <td>• Ffordd Pandarus, Mostyn;</td> <td>£39,476 (excluding VAT)</td> </tr> <tr> <td>• Former Youth Centre, Gronant;</td> <td>£29,040 (excluding VAT)</td> </tr> <tr> <td>• Llys Dewi, Penyffordd (Nr Holywell);</td> <td>£72,422 (excluding VAT)</td> </tr> <tr> <td>• Queensway, Hope</td> <td>£20,961 (excluding VAT)</td> </tr> <tr> <td>• Raikes Lane, Saughton</td> <td>£12,240 (excluding VAT)</td> </tr> <tr> <td>• Land near Penyffordd Church, Penyffordd;</td> <td>£29,040 (excluding VAT)</td> </tr> <tr> <td>• Llys Alun, Rhydymwyn;</td> <td>£75,330 (excluding VAT)</td> </tr> <tr> <td>• Crib y Gwynt, Trelogan;</td> <td>£72,145 (excluding VAT)</td> </tr> <tr> <td>• Borough Grove, Flint</td> <td>£20,961 (excluding VAT)</td> </tr> </tbody> </table>	Site	Cost	• Melrose Centre, Shotton	£29,040 (excluding VAT)	• Ffordd Hiraethog, Mostyn;	£20,961 (excluding VAT)	• Ffordd Pandarus, Mostyn;	£39,476 (excluding VAT)	• Former Youth Centre, Gronant;	£29,040 (excluding VAT)	• Llys Dewi, Penyffordd (Nr Holywell);	£72,422 (excluding VAT)	• Queensway, Hope	£20,961 (excluding VAT)	• Raikes Lane, Saughton	£12,240 (excluding VAT)	• Land near Penyffordd Church, Penyffordd;	£29,040 (excluding VAT)	• Llys Alun, Rhydymwyn;	£75,330 (excluding VAT)	• Crib y Gwynt, Trelogan;	£72,145 (excluding VAT)	• Borough Grove, Flint	£20,961 (excluding VAT)
Site	Cost																								
• Melrose Centre, Shotton	£29,040 (excluding VAT)																								
• Ffordd Hiraethog, Mostyn;	£20,961 (excluding VAT)																								
• Ffordd Pandarus, Mostyn;	£39,476 (excluding VAT)																								
• Former Youth Centre, Gronant;	£29,040 (excluding VAT)																								
• Llys Dewi, Penyffordd (Nr Holywell);	£72,422 (excluding VAT)																								
• Queensway, Hope	£20,961 (excluding VAT)																								
• Raikes Lane, Saughton	£12,240 (excluding VAT)																								
• Land near Penyffordd Church, Penyffordd;	£29,040 (excluding VAT)																								
• Llys Alun, Rhydymwyn;	£75,330 (excluding VAT)																								
• Crib y Gwynt, Trelogan;	£72,145 (excluding VAT)																								
• Borough Grove, Flint	£20,961 (excluding VAT)																								
2.03	<p>Site investigation works will include the following elements:</p> <ul style="list-style-type: none"> • Desk top surveys; • Site reconnaissance; • Phase 2 Site and ground investigation; • Trial pits and test holes; • Gas sampling and analysis; • Geotechnical testing; • Ecology assessment; 																								

	<ul style="list-style-type: none"> • Soil profiling; • Chemical analysis and contamination screening; • Utilities searches; • Legal title and ownership; <p>These cost will be apportioned between the Council's Housing Revenue Account (66%) and the council fund. Initially these will need to be revenue costs which will then be capitalised once schemes are developed (and charged on to NEW Homes as appropriate).</p>
--	--

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	There has been significant community consultation with local Elected Members and local community and local stakeholders on these initial proposals.
3.02	A community consultation event was held at the Daniel Owen Centre, Mold on the proposed development of the Maes Gwern on Monday 13 th February prior to a planning application being made in March 2017.
3.03	Batch 3 sites have also been presented to the NEW Homes Board for consideration for inclusion in the Company's Business Plan and Growth Strategy.

4.00	RISK MANAGEMENT
4.01	The Operational Risk Register is in place for the SHARP Housing Programme which is regularly updated in relation to emerging and changing risks. This is in addition to Project specific Risks and Strategic Risks.
4.02	The SHARP team continues to develop a framework for managing risk and opportunities the programme generates. Further work is on-going in order to improve the robustness in risk identification and management as part of the new CAMMS system which will contain Development Framework procedures.

5.00	APPENDICES
5.01	Appendix 1 - Melrose Centre, Aston Appendix 2 - Ffordd Hiraethog, Mostyn Appendix 3 - Former Youth Centre, Gronant Appendix 4 - Raikes Lane, Sychdyn Appendix 5 - Llys Dewi, Penyffordd (Nr Holywell) Appendix 6 – Queens way Hope Appendix 7 - Land near Penyffordd Church, Penyffordd Appendix 8 - Llys Alun, Rhydymwyn Appendix 9 - Crib y Gwynt, Trelogan

	Appendix 10 - Borough Grove, Flint Appendix 11 - Maes Gwern, Mold
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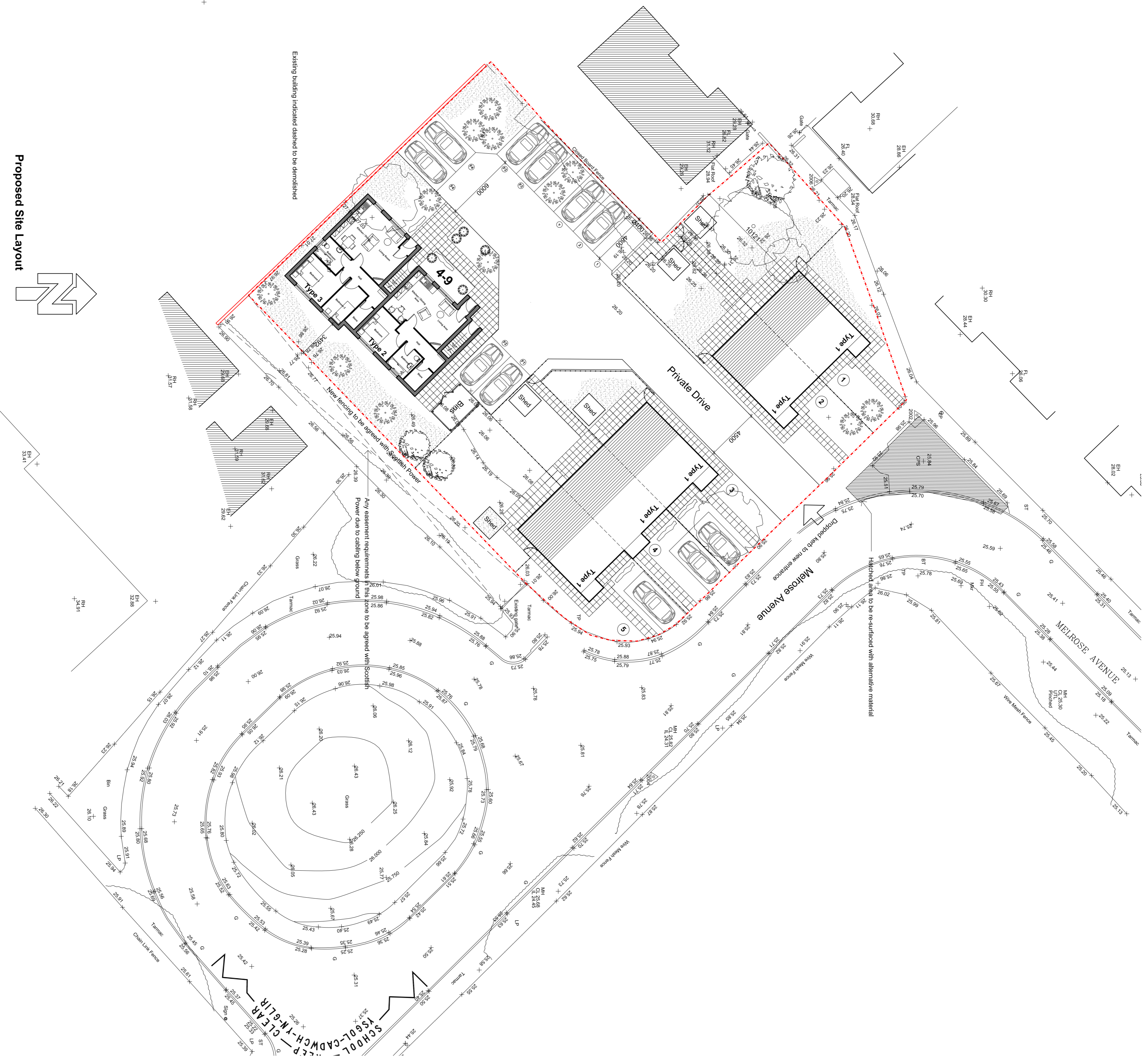
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Office: Clare Budden Job Title: Chief Officer Community and Enterprise Telephone: 01352 703800 E-mail: clare.budden@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Strategic Housing And Regeneration Programme (SHARP) – Flintshire County Council House Building Programme which will build 500 new homes (200 Council) and 300 (affordable).</p> <p>Welsh Housing Quality Standard (WHQS) - Flintshire County Council will be spending £111 million over six years on a major refurbishment and maintenance programme of works bring its 7,200 Council homes up to the Welsh Government's Welsh Housing Quality Standard (WHQS) new properties across the Council during the next five years.</p> <p>Standard Development Scheme Assumptions - agreed allowances for voids; maintenance costs; rental income levels (including CPI etc.) and will be used to assess all potential future development schemes to determine scheme feasibility and viability.</p>

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NOTES

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SITE AREA
 0.42 ACRES
HOUSING:
 Type 1 - 2 BED 71m² / 764m² 5 No.
APARTMENTS:
 Type 2 - 1 Bed 2P 50m² / 538m² 2 No.
 Type 3 - 2 Bed 3P 62m² / 667m² 2 No.
TOTAL DWELLINGS 9 No.



Proposed Site Layout



REVISION - DATE	REVISION - DATE	BY	CHKD
.. FEBRUARY 2017		SJ	DOH
INITIAL ISSUE			
REVISION - DATE		DRWVN	CHND

FOR COMMENT

Melrose Centre,
 Melrose Avenue
 Deeside

FOR
 WATERS LIVING SPACE

PROPOSED SITE LAYOUT
 SCHEME 4
 Scale 1:200 @ A1

HALLIDAY CLARK
 ARCHITECTS

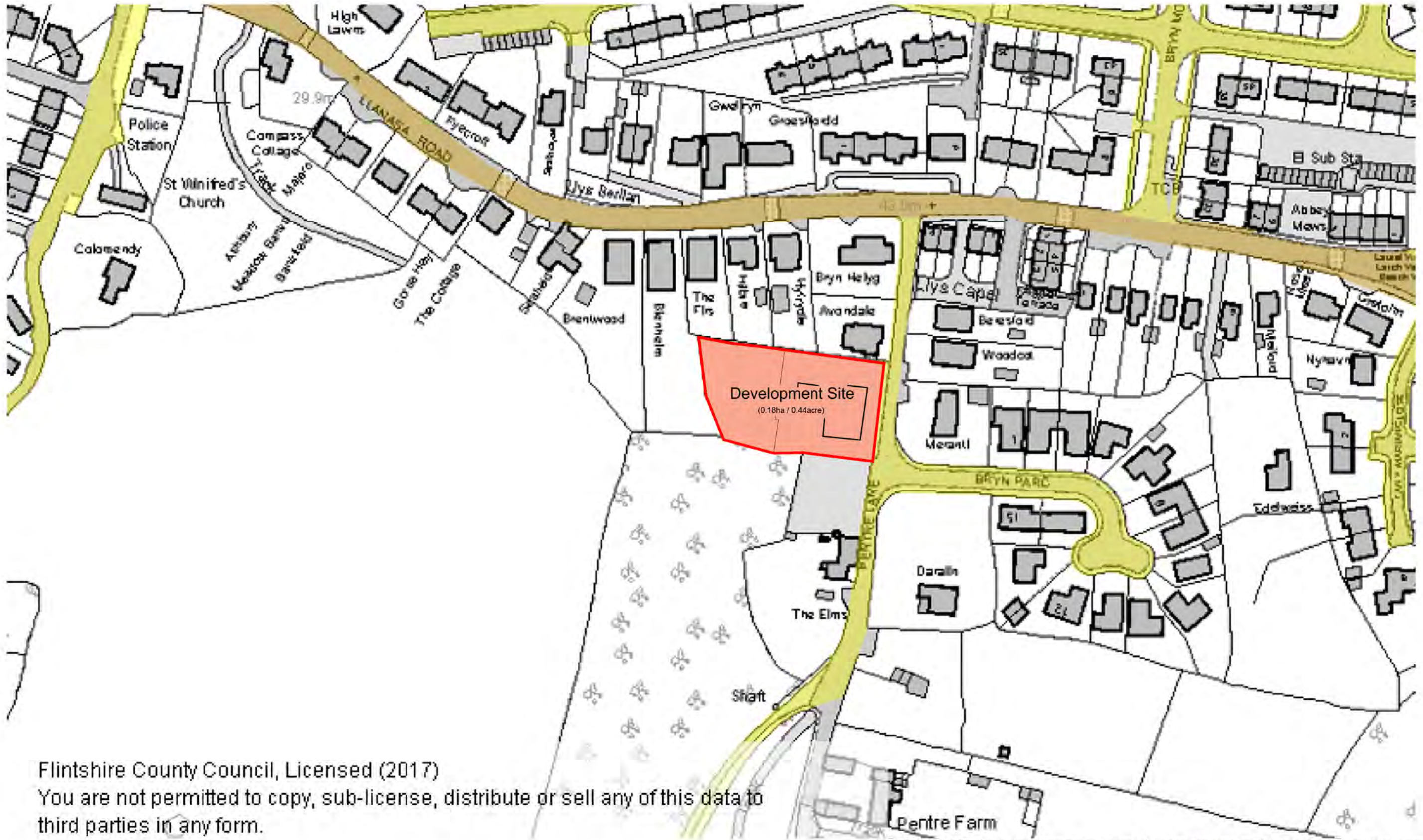
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 Sales Wharf
 Shipway, 8017 7DB
 W. Huddersfield, West Yorkshire
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PROJECT				ENVIRONMENT DIRECTORATE Neal Cockerton Head of Assets & Transportation County Offices, Chapel Street, Flint, Flintshire, CH6 5BD. Tel 01352 752121 Fax 01352 703307	
FLINTSHIRE SHARP PROGRAMME FFORDD PANDARUS & FFORDD HIRAETHOG, MAES PENNANT, MOSTYN.					
DRWN	DJB	SCALE	REVIEWED	PROJECT REF / DWG No	REV
DATE	JAN 2017	1:1500	DATE	CSH/000/002/B3/05	-
<small>DO NOT SCALE THIS DRAWING ALL DIMENSIONS INDICATED ON THE DRAWING TO BE VERIFIED BY THE PRINCIPAL CONTRACTOR PRIOR TO COMMENCEMENT OF WORK.</small>					



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0 m 50 m 100 m

PROJECT				ENVIRONMENT DIRECTORATE Neal Cockerton Head of Assets & Transportation County Offices, Chapel Street, Flint, Flintshire, CH6 5BD. Tel 01352 752121 Fax 01352 703307	
FLINTSHIRE SHARP PROGRAMME NANT Y GRO, GRONANT.					
DRWN	DJB	SCALE	REVIEWED	PROJECT REF / DWG No	REV
DATE	JAN 2017	1:1250	DATE	CSH/000/002/B3/03	-
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Map Legend

Flintshire Addresses

L.jpg_postal_address

- ★ 1
- ★ 3
- ★ 6
- all others

Flintshire Communities

- Flintshire Communities
- Flintshire Wards
- Flintshire Wards



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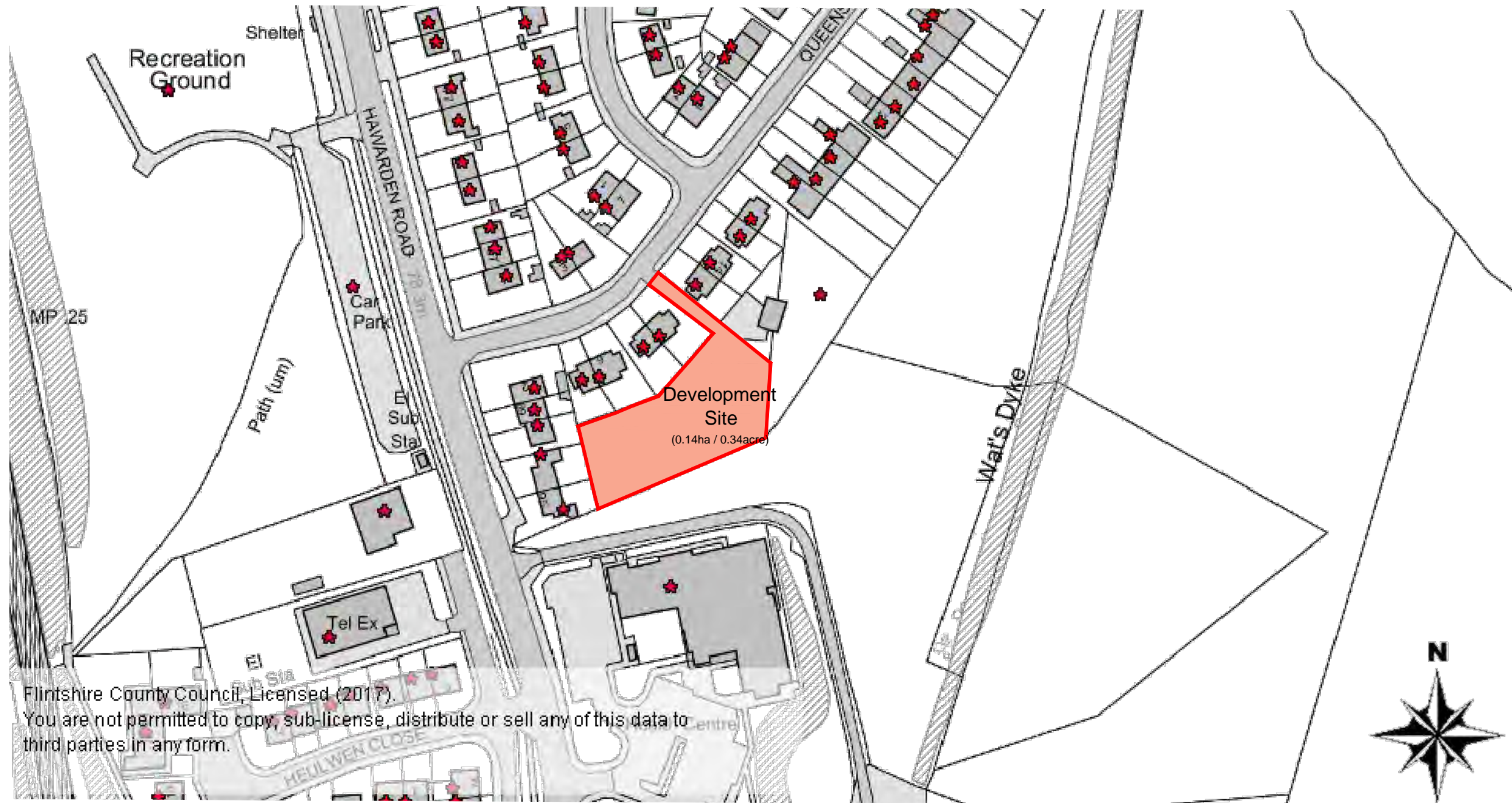
08 March 2017



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<p>PROJECT FLINTSHIRE SHARP PROGRAMME LLYS DEWI, PENYFFORDD, NR HOLYWELL</p>		<p>CYNGOR Sir y Fflint Flintshire COUNTY COUNCIL</p>		<p>ENVIRONMENT DIRECTORATE Neal Cockerton Head of Assets & Transportation County Offices, Chapel Street, Flint, Flintshire, CH6 5BD. Tel 01352 752121 Fax 01352 703307</p>	
DRWN	DJB	SCALE	REVIEWED	PROJECT REF / DWG No	REV
DATE	JAN 2017	1:1000	DATE	CSH/000/002/B3/01	-

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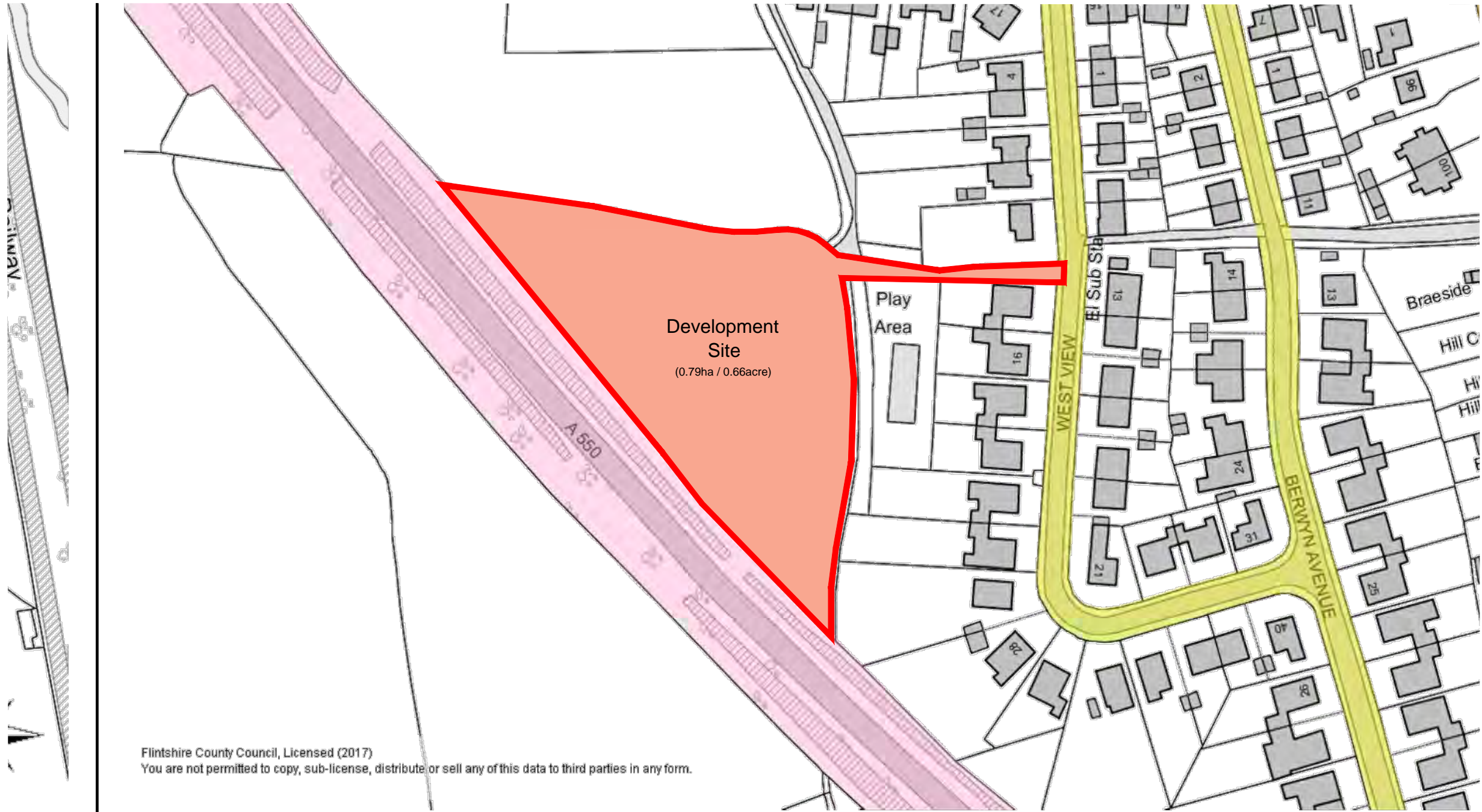
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PROJECT		SCALE		REVIEWED	PROJECT REF / DWG No	REV
FLINTSHIRE SHARP PROGRAMME LAND AT QUEENSWAY, HOPE.		1:1250		-	CSH/000/002/B3/17	-
DRWN	DJB	DATE	FEB 2017	DATE		


 ENVIRONMENT DIRECTORATE
 Neal Cockerton
 Head of Assets & Transportation
 County Offices, Chapel Street,
 Flint, Flintshire, CH6 5BD.
 Tel 01352 752121 Fax 01352 703307

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PROJECT

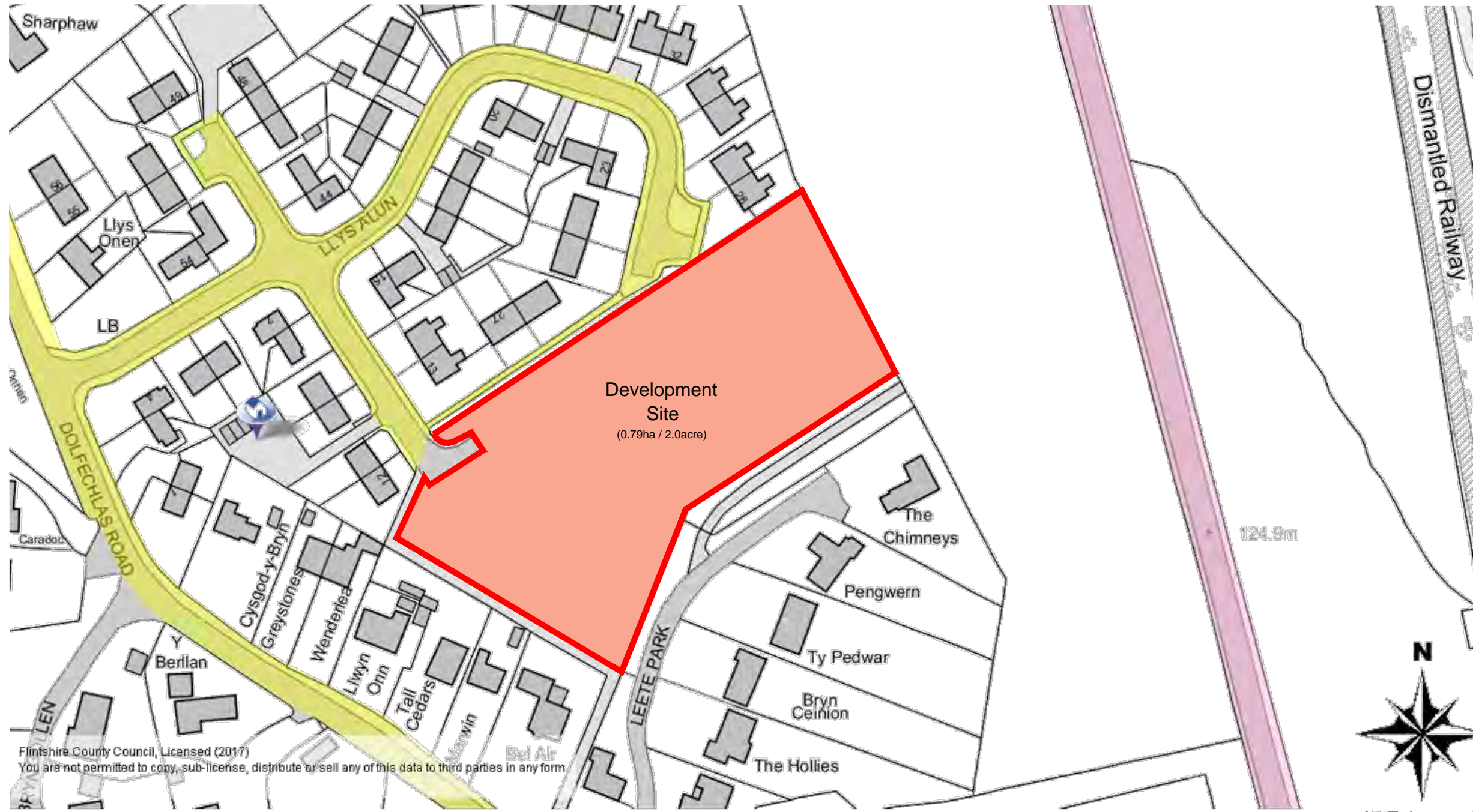
**FLINTSHIRE SHARP PROGRAMME
 LAND ADJACENT TO PENYFFORDD
 CHURCH, PENYFFORDD.**



ENVIRONMENT DIRECTORATE
 Neal Cockerton
 Head of Assets & Transportation
 County Offices, Chapel Street,
 Flint, Flintshire, CH6 5BD.
 Tel 01352 752121 Fax 01352 703307

DRWN DJB	SCALE 1:1250	REVIEWED -	PROJECT REF / DWG No CSH/000/002/B3/13	REV -
DATE FEB 2017		DATE -		

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PROJECT

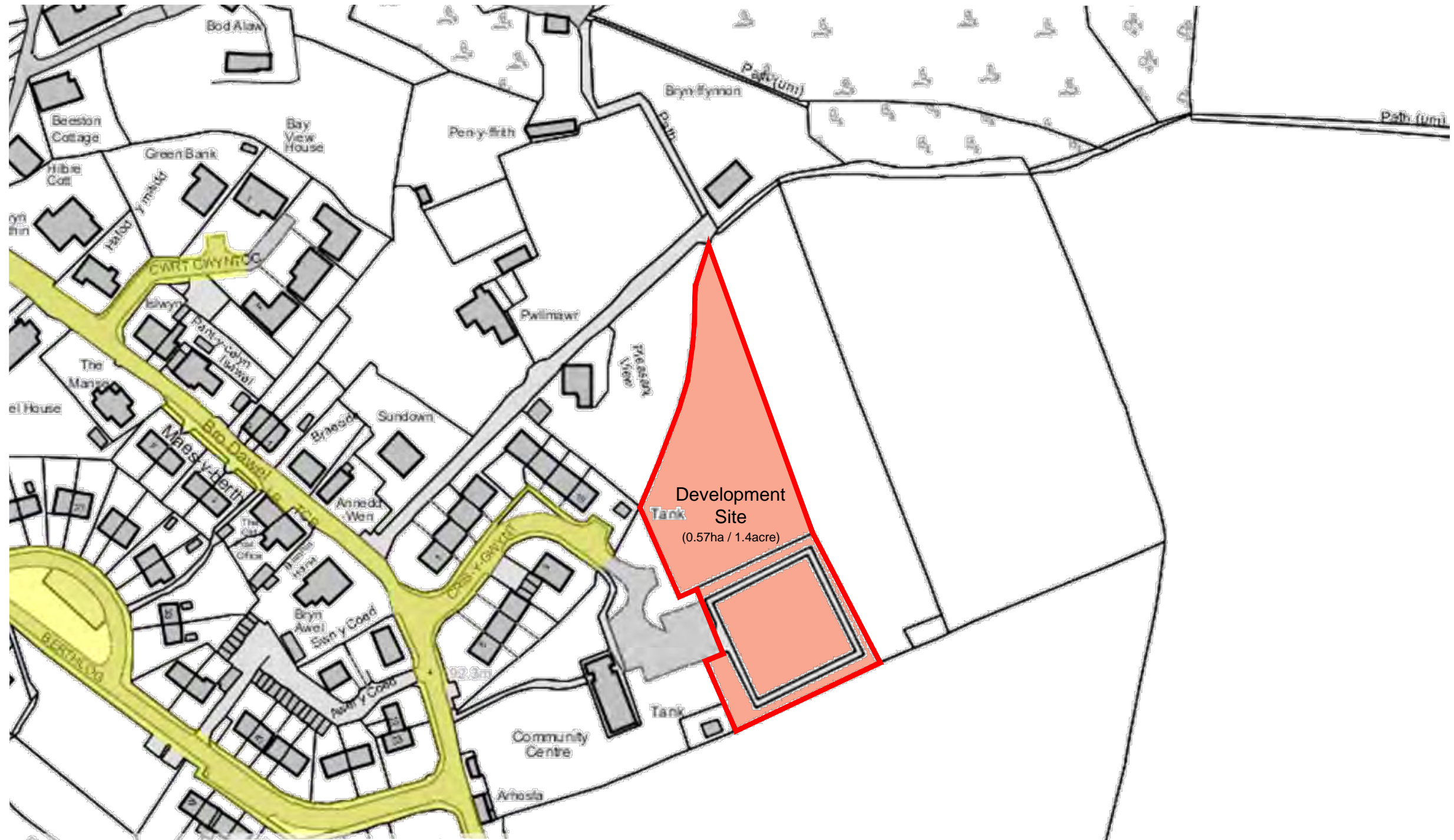
**FLINTSHIRE SHARP PROGRAMME
LAND ADJACENT TO LLYS ALUN,
RHYDYMWYN.**




ENVIRONMENT DIRECTORATE
Neal Cockerton
Head of Assets & Transportation
County Offices, Chapel Street,
Flint, Flintshire, CH6 5BD.
Tel 01352 752121 Fax 01352 703307

DRWN DJB	SCALE 1:1250	REVIEWED -	PROJECT REF / DWG No CSH/000/002/B3/12	REV -
DATE FEB 2017		DATE -		

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PROJECT				ENVIRONMENT DIRECTORATE Neal Cockerton Head of Assets & Transportation County Offices, Chapel Street, Flint, Flintshire, CH6 5BD. Tel 01352 752121 Fax 01352 703307	
FLINTSHIRE SHARP PROGRAMME FORMER BOWLING GREEN, CRIB-Y-GWYNT, RELOGAN					
DRWN	DJB	SCALE	REVIEWED	PROJECT REF / DWG No	REV
DATE	FEB 2017	1:1000	DATE	CSH/000/002/B3/09	-

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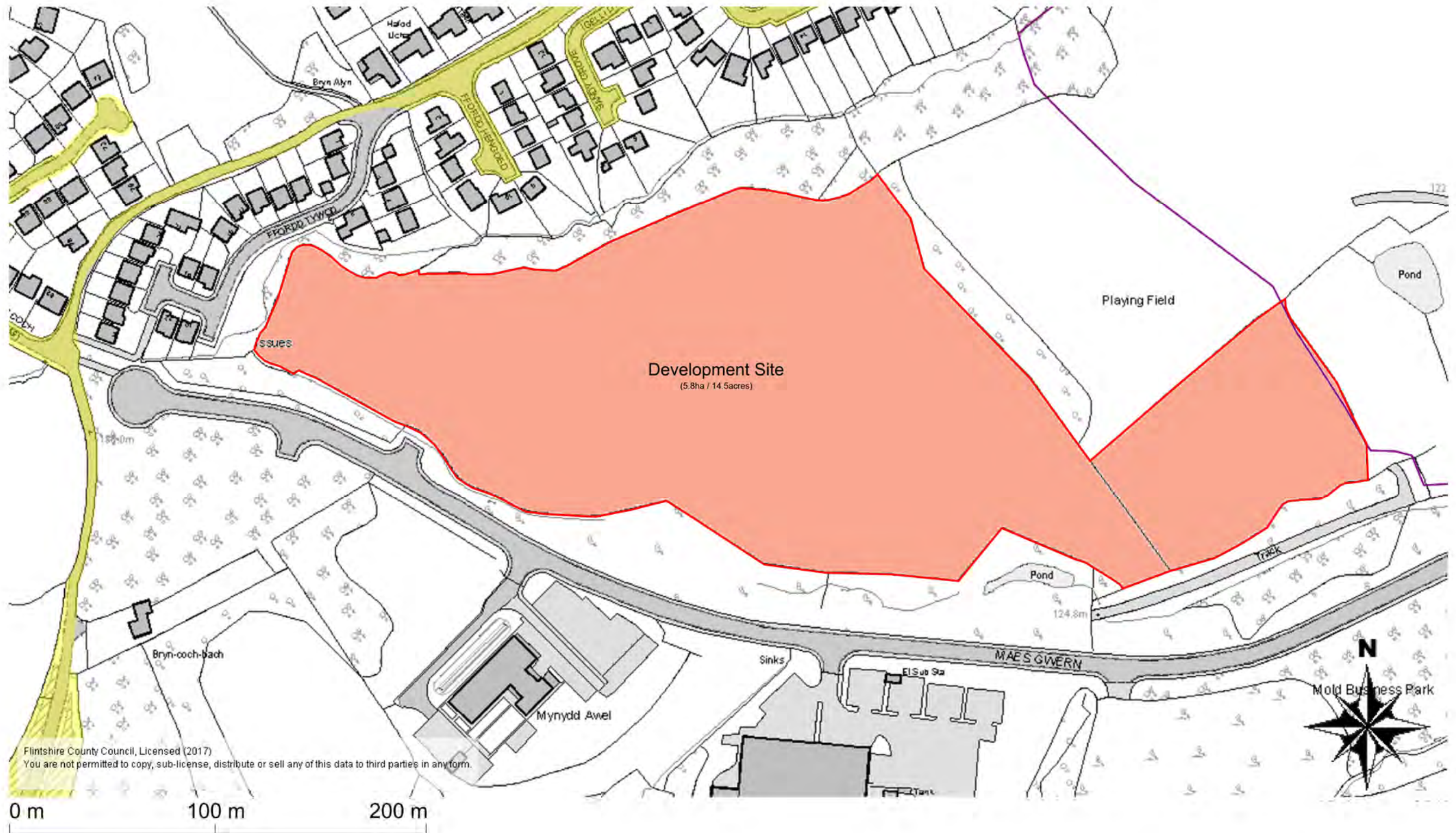


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PROJECT				ENVIRONMENT DIRECTORATE Neal Cockerton Head of Assets & Transportation County Offices, Chapel Street, Flint, Flintshire, CH6 5BD. Tel 01352 752121 Fax 01352 703307	
FLINTSHIRE SHARP PROGRAMME LAND AT BOROUGH GROVE, FLINT.					
DRWN	DJB	SCALE	REVIEWED	PROJECT REF / DWG No	REV
DATE	FEB 2017	1:1250	DATE	CSH/000/002/B3/18	-

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PROJECT				ENVIRONMENT DIRECTORATE Neal Cockerton Head of Assets & Transportation County Offices, Chapel Street, Flint, Flintshire, CH6 5BD. Tel 01352 752121 Fax 01352 703307	
FLINTSHIRE SHARP PROGRAMME MAES GWERN, MOLD.					
DRWN	DJB	SCALE	REVIEWED	PROJECT REF / DWG No	REV
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CABINET

Date of Meeting	Tuesday 14 th March 2017
Report Subject	Commuted Sums and Shared Equity Redemption Payment Policy
Cabinet Member	Cabinet Member for Housing
Report Author	Chief Officer (Community and Enterprise)
Type of Report	Strategic

EXECUTIVE SUMMARY

Previously a report to consider the use of commuted sums derived for the purposes of affordable housing, was taken to Housing Overview and Scrutiny Committee in October 2014 and approved by the Cabinet in June 2015. The report recommended:

- That Members support the process for the acceptance, calculation and use of commuted sums as outlined in Local Planning Guidance Note No.9; and
- That a further review of the Policy should be undertaken in April 2016.

This report reviews the use of commuted sums and provides updated recommendations in the context of recent Section 106 agreements and the Council's commitment and priority to building affordable homes across Flintshire through the Strategic Housing and Regeneration Programme (SHARP).

This paper also provides an overview of the Shared Equity redemption payments and how it could be used to deliver affordable housing across Flintshire.

RECOMMENDATIONS

1	<p>It is recommended that Cabinet agree that:</p> <ul style="list-style-type: none"> i. Where a commuted sum is paid to the Council in lieu of on-site affordable housing provision, these monies must be prioritised for the relevant Community Council area; ii. Where a commuted sum is received and on site affordable housing has been provided as part of the Section 106 agreement, the monies can be utilised as part of the Council's priority for developing affordable homes across Flintshire through SHARP.
---	--

2	It is recommended that Cabinet support the approach to the Shared Equity redemption payments, as set out below.
3	It is recommended that Scrutiny receives an annual monitoring report on the Commuted Sums and Shared Equity redemption payments:

REPORT DETAILS

1.00	EXPLAINING THE COMMUTED SUMS AND SHARED EQUITY REDEMPTION PAYMENTS			
1.01	<p>Commuted sums - current approach to agreeing commuted sums</p> <p>In relation to delivering affordable homes through market led schemes and where the threshold for affordable housing provision is triggered (25 units or more / one hectare), the Developer is expected to provide 30% affordable units on site. However, in exceptional circumstances, where on site provision is not feasible the developer can provide off site provision, and where this is not possible and subject to approval, the developer can provide a commuted sum to the value of the 30% on site provision.</p> <p>Planning Policy Technical Advice 2 Planning and Affordable Housing states: The strong presumption is that affordable housing will be provided on the application site so that it contributes to the development of socially mixed communities.</p> <p>However, on some of the larger sites, the preferred approach is that the developer provides a mix of shared equity units, affordable rent and a commuted sum. The rationale for this approach is to ensure a mix of affordable tenures, including social rented properties delivered through the SHARP.</p>			
1.02	<p>Update of commuted sums already received</p> <p>The table below outlines the commuted sums received to date.</p>			
	Area of development	Balance as per journal as at November 2016	Area of use / Restrictions as per S106	Comments
	Ewloe	£88,781	Flintshire	Subject to Community Council agreement, looking to use towards an adapted property to house someone on the Specialise Housing Register

Northop	£116,950	Flintshire	To consult with Community Council on spend.
Penyffordd/ Penymynydd	£262,107	Flintshire	Working with Local Members to introduce Homebuy for local residents.
Hawarden	£58,656	Hawarden area CC	To consult with Community Council on spend.
Broughton	£210,000	Broughton area CC	Working with Local Member on potential scheme to be delivered through the SHARP.
Total	£736,494		

Although the majority of Section 106 pertaining to affordable housing provision state the use as Flintshire wide, currently there is an expectation that the monies are spent in the same Community Council area where the monies were generated. This was put in place when a commuted sum was paid in place of the provision of affordable homes in a community and as such it is justified to seek alternative sites or mechanism for the delivery of the properties for local people. However, in more recent instances the commuted sum has been provided on sites where there is on site affordable provision (shared equity / affordable rent), and as such the commuted sum would not necessarily be needed in that particular community as local need will be met.

1.03

Proposed use of commuted sums going forward

The Council has agreed that commuted sums are used in a number of ways and require flexibility to do so, and this approach is reflected in the Section 106 agreement. Further to this it is proposed that:

- i. Where the Council is in receipt of a commuted sum in lieu of any affordable housing being provided on site, then the money should be prioritised to be spent in the Community Council area of the development. Affordable housing provision could be delivered through models such as Homebuy or contribute to a wider affordable housing scheme being delivered in the area through the Council's Strategic Housing And Regeneration Programme (SHARP) or a partner Housing Association. The options for provision must align with those set out in Flintshire's Local Planning Guidance Note (LPGN) No.9.

Where the commuted sum forms part of a combination of on-site provision (e.g. shared equity and affordable rent) and a commuted sum for off-site provision, then it is justifiable for the commuted sum to contribute towards the Council's wider affordable housing programme SHARP.

The rationale for this approach to commuted sums would:

- provide the most efficient use of the funding as it would enable the Council to maximise the SHARP funding;
- ensure affordable housing is delivered in areas of greatest need; and deliver homes in areas that are less attractive for market led development or on sites which are harder to develop (such as brownfield sites owned by the Council).

1.04

Shared Equity redemption payments

As part of the planning process (LPGN No.9) a developer can provide onsite affordable housing provision through a Shared Equity model, with the eligible person from the Affordable Housing Register purchasing 70% of the market value and the Council retaining 30% equity in the property by way of legal charge. ***The conditions for the delivery of shared equity properties and any redemption payments received, are set out in a Marketing Strategy, which forms part of the legal agreement (Section 106).***

If the purchaser/individual owner pays back the equity loan in full at any time, including upon subsequent disposal, the purchaser/individual owner is entitled (in perpetuity) to sell or otherwise dispose of the unit on the open market free from restriction as to sale price or purchaser.

On redemption of the equity loan the Council receives a payment to the value of 30% of the open market value of the property at point of sale (less reasonable charges). As set out in the Marketing Strategy, such funds are to be used towards the future provision of affordable housing including:

- Match funding schemes being delivered either through the Council’s Strategic Housing and Regeneration Programme (SHARP) or the Social Housing Grant programme (RSLs);
- Purchasing existing property for applicants on the Specialist Housing Register;
- Acquiring and refurbishing empty homes.
-

The following table outlines the amounts received to date by the Council in relation to shared equity redemption payments. These amounts could be used to contribute towards the delivery of NEW Homes Schemes, or Housing Revenue Account Schemes (none of which currently receive any Welsh Government subsidy)

Shared equity redemption payments from individuals where 100% of property purchased	£218,869
Shared equity redemption payments from Developers	£457,738

1.05

Management and Monitoring Process

The Housing Programmes Team is consulted on all of the planning applications in relation to housing need, tenure and mix, and in negotiation with the Developer and the Planning Officer, makes a recommendation in relation to the on-site affordable housing requirement. The Housing

	<p>Strategy Officer monitors the numbers, in particular the units provided for NEW Homes (affordable rent).</p> <p>Where there is a commuted sum the Planning Enforcement Team is responsible for monitoring any triggers for payment and notifying Finance and Housing Programmes when a payment is due.</p> <p>Where a commuted sum is to be spent within a particular Community Council area, it is the role of Housing Programmes Team to liaise with the Local Members and, if necessary, the Community Council to identify the most appropriate and efficient use of the commuted sum monies in the area.</p> <p>In terms of Shared Equity, the Legal Team and Housing Programmes work closely with Flintshire Council's 'nominated agent' Grwp Cynefin Housing Association, to nominate people to the properties. On receipt of any redemption funding the Legal Team notifies Housing Programmes and the Finance Team who keep records of finance received.</p> <p>It is proposed that oversight and monitoring of the expenditure of both the Commuted Sums and Shared Equity redemption monies is done through the Housing and Regeneration Programme Board, with an annual report on expenditure and outcomes to the Scrutiny Committee.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	The Council is in receipt of financial contributions for affordable housing arising through Section 106 obligations. The Council currently holds £736,494 of commuted sums and £676,607 of shared equity redemption payments which are held separately from Council funds.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The report has been presented to and supported by Community and Enterprise Scrutiny in January 2017.

4.00	RISK MANAGEMENT
4.01	<p>The key risks are:</p> <ul style="list-style-type: none"> i. Not spending the commuted sums and shared equity redemption payments income on affordable housing – The income is used for the provision of affordable housing giving access to a home for those who may not otherwise be in a position to afford one. The Housing Programmes Team is responsible for monitoring and managing this process and the recommended process will mitigate this risk. ii. Not meeting local affordable housing need - The provision of affordable housing ensures that all of the County's residents have a

	<p>greater opportunity access their own home. If we do not meet this need, homelessness will increase impacting on the Council's budget.</p> <p>iii. Not maximising the impact of the income in addressing the affordable housing shortage in Flintshire – The Council has its own delivery mechanism (SHARP) to ensure efficient delivery of affordable housing in areas of greatest need, providing both social rent and intermediate rent. By using the income through the SHARP delivery vehicle we are maximising the impact of the income and therefore providing better value.</p> <p>iv. The environmental impact - This is considered and mitigated during the construction phase. All affordable homes built meet modern standards for energy efficiency and the Flintshire Housing Standards.</p>
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5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Lesley Bassett, Housing Strategy Officer Telephone: 01352 701433 E-mail: Lesley.Bassett@Flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Section 106 – a legal agreement setting out a planning obligation i.e. the provision of affordable homes.</p> <p>Commuted Sums – In exceptional circumstances, where the provision of affordable housing is not feasible on site the developer can provide off site provision, and where this is not possible and subject to approval, the developer can provide a commuted sum to the value of the 30% on site provision.</p> <p>Affordable Housing – a range of different tenures (set out below) for housing available to people who are unable to meet their own housing needs.</p> <p>Shared Equity – the purchase can buy 70% of the property and 30% is owned by the Council by means of a legal charge. When the 30% is paid to the Council this is the redemption payment.</p> <p>Social Rent – Below market and affordable rent charged on houses provided through the Council or Housing Associations.</p>

Affordable rent (also known as Intermediate Rent) – around 80%-90% of market rent charged on properties provided through NEW Homes or on some Housing Association properties.

Housing Associations – organisations that build, rent and manage social and affordable homes. In Flintshire the 4 Housing Associations are: First Choice; Grwp Cynefin; Pennaf/Clwyd Alyn; and Wales and West.

Strategic Housing and Regeneration Programme (SHARP) – Flintshire County Council House Building Programme which will build 500 new homes, of which 200 are to be Council (Social Rent) and 300 are to be affordable rent (also known as Intermediate Rent) through NEW Homes.

North East Wales Homes, (NEW Homes) - is a Housing company based in Flintshire and owned by Flintshire County Council. NEW Homes owns, leases and manages properties across Flintshire. The company was established to increase the quantity and quality of affordable housing available across the county; increasing housing choice for those who may not qualify for social housing but for whom market housing is unaffordable or difficult to access.

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CABINET

Date of Meeting	Tuesday, 14 March 2017
Report Subject	Revenue Budget Monitoring 2016/17 (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 monthly report provides the latest revenue budget monitoring position for 2016/17 for both the Council Fund and Housing Revenue Account.

The report is based on actual income and expenditure as at Month 10 of the financial year. The report also projects how the budget would stand at the close of the financial year if all things remained equal.

The projected year end position, without any further action to reduce cost pressures or to identify new efficiencies would be as follows:-

Council Fund

- The net in year position comprises of an operating deficit of £0.705m; a decrease in the deficit of £0.095m from the position reported last month.
- The overall projected in-year position includes £2.886m due to the change in accounting policy for MRP as agreed by County Council. This has the effect of eliminating the operating deficit and net spend is projected to be £2.181m lower than budget.
- Projected contingency reserve balance of £5.333m.

Housing Revenue Account

- Net in year expenditure forecast to be £0.037m greater than budget
- Projected closing balance as at 31 March 2017 of £1.061m

RECOMMENDATIONS

1	To note the overall report and the projected Council Fund contingency sum as at 31 st March 2017 and continue to support the work on actions and options for mitigating action.
2	To note the projected final level of balances on the Housing Revenue Account.
3	To approve the income generation proposals for street naming and numbering and Deputyship and Court of Protection services (see paragraph 1.12)
4	To approve a contribution from the contingency reserve for £0.050m to support initial set up costs and final technical support for the Community Asset Transfer (CAT) of Holywell Leisure Centre and Alternative Delivery Model (ADM) (see paragraph 1.19)
5	To approve an earmarked reserve of £0.100m for the Catering Service which will be utilised to support investment costs for the ADM (see paragraph 1.22).

REPORT DETAILS

1.00	EXPLAINING THE MONTH 10 POSITION
1.01	The operating deficit reported is £0.705m above budget which is a decrease of £0.095m from the deficit reported last month. The reasons for the variance to month 9 are included in appendix 1.
1.02	The operating deficit in-year is in effect 'written-off' by the change in the Council's policy for accounting for Minimum Revenue Provision (MRP) which was reviewed and approved by Council on 6 December 2016 as part of the 2017/18 budget proposals. This has resulted in a positive impact of £2.886m on the 2016/17 budget as part of providing a major efficiency for 2017/18, and means that the projected spend is now £2.181m less than the budget.
1.03	Transport Costs Previous reports have referenced the issues encountered due to the liquidation of a major transport provider affecting school and public transport subsidised routes within the County with an additional cost of £0.410m within

	<p>this financial year.</p> <p>A one off grant from Welsh Government has been agreed at a regional level and we now expect to recoup up to £0.165m of the costs incurred.</p>																																																																																
1.04	<p>Council Fund Latest in Year Forecast</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>58.534</td> <td>60.651</td> <td>60.587</td> <td>(0.063)</td> </tr> <tr> <td>Community & Enterprise</td> <td>12.035</td> <td>12.414</td> <td>11.826</td> <td>(0.558)</td> </tr> <tr> <td>Streetscene & Transportation</td> <td>27.011</td> <td>28.525</td> <td>29.175</td> <td>0.650</td> </tr> <tr> <td>Planning & Environment</td> <td>4.978</td> <td>5.083</td> <td>5.353</td> <td>0.270</td> </tr> <tr> <td>Education & Youth</td> <td>11.225</td> <td>11.405</td> <td>11.348</td> <td>(0.057)</td> </tr> <tr> <td>Schools</td> <td>86.162</td> <td>87.742</td> <td>87.742</td> <td>0.000</td> </tr> <tr> <td>People & Resources</td> <td>4.319</td> <td>4.668</td> <td>4.630</td> <td>(0.038)</td> </tr> <tr> <td>Governance</td> <td>8.159</td> <td>7.716</td> <td>7.786</td> <td>0.069</td> </tr> <tr> <td>Organisational Change 1</td> <td>5.560</td> <td>5.968</td> <td>6.057</td> <td>0.088</td> </tr> <tr> <td>Organisational Change 2</td> <td>2.244</td> <td>2.559</td> <td>2.087</td> <td>(0.472)</td> </tr> <tr> <td>Chief Executive</td> <td>3.204</td> <td>2.930</td> <td>2.888</td> <td>(0.042)</td> </tr> <tr> <td>Central & Corporate Finance</td> <td>28.552</td> <td>22.323</td> <td>20.324</td> <td>(1.999)</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>251.984</td> <td>251.984</td> <td>249.803</td> <td>(2.181)</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	58.534	60.651	60.587	(0.063)	Community & Enterprise	12.035	12.414	11.826	(0.558)	Streetscene & Transportation	27.011	28.525	29.175	0.650	Planning & Environment	4.978	5.083	5.353	0.270	Education & Youth	11.225	11.405	11.348	(0.057)	Schools	86.162	87.742	87.742	0.000	People & Resources	4.319	4.668	4.630	(0.038)	Governance	8.159	7.716	7.786	0.069	Organisational Change 1	5.560	5.968	6.057	0.088	Organisational Change 2	2.244	2.559	2.087	(0.472)	Chief Executive	3.204	2.930	2.888	(0.042)	Central & Corporate Finance	28.552	22.323	20.324	(1.999)						Total	251.984	251.984	249.803	(2.181)
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1.05	<p>The reasons for the projected variances are summarised within Appendix 2 with key significant portfolio variances explained in paragraphs 1.07 to 1.08.</p>																																																																																
1.06	<p>Significant Budget Movements between Original and Revised Budget</p> <p>An amount of £0.224m has transferred from the Chief Executive's Department to the Central & Corporate Finance budget. This transfer is for the offsetting of the Workforce Efficiency budget target set in the 2016/17 Budget.</p> <p>An amount of £0.286m has transferred from portfolios to the Central & Corporate Finance budget. This transfer covers the budget saving achieved due to the implementation of new essential and casual car user allowance rates, for which the efficiency target is held within the Central & Corporate Finance budget.</p>																																																																																

	<p>The budget virement approved for Social Services within the month 9 Revenue Budget Monitoring Report has been actioned and reflected in the budget figures presented in Appendix 2.</p>
1.07	<p>Streetscene and Transportation</p> <p>There is a significant variance within the portfolio of £0.650m which is a small increase of £0.008m from month 9. As referenced in 1.03 grant funding has been offered by Welsh Government to offset some of the costs incurred in securing the school and public transport subsidised routes. Negotiations are ongoing between the neighbouring authorities over the distribution of the grant, however an estimate has been included in the Streetscene & Transportation outturn in month 10 for Flintshire County Council's proportion of this grant. Full details of all other variances are given in Appendix 2.</p>
1.08	<p>Social Services</p> <p>Within Social Services, increased level of demand continues to be experienced within Children's Services which is influenced by workforce pressures in a number of teams including Children's Integrated Disability Services (CIDS) and Prevention & Support.</p> <p>This alongside an increase in the number of Child and Parent Placements made as part of Out of County Placements is placing increasing pressure on the service.</p> <p>This ongoing risk is referenced to in section 4 of the report alongside work being undertaken across services to mitigate the future impact.</p>
1.09	<p>Programme of Efficiencies</p> <p>The 2016/17 budget contains £11.282m of specific efficiencies which are being tracked and monitored. An amount of £0.761m was approved from the Contingency Reserve in the month 4 report to meet the impact of conscious decisions to change proposals for household recycling centres, community asset transfers, town centre car parking charging and workforce essential car user allowances resulting in a revised efficiency target of £10.521m.</p>
1.10	<p>Appendix 3 provides detail on the latest position where there is a variation to the level of efficiency achievable compared to the budget.</p>
1.11	<p>It is currently projected that £9.421m (90%) of planned efficiencies will be achieved. This is an improvement of 1% since month 9. The changes in efficiency assumptions since month 9 are summarised below:</p>

		Original Efficiency	Previous Month Revised Efficiency	Current Month Revised Efficiency	Increase/ (Decrease) between months
	Portfolio	2016/17 £(m)	2016/17 £(m)	2016/17 £(m)	2016/17 £(m)
	<u>Chief Executive</u>				
	Voluntary Sector Grants review	0.070	0.080	0.076	(0.004)
	<u>People & Resources</u>				
	Finance Modernisation	0.135	0.108	0.120	0.012
	<u>Community & Enterprise</u>				
	Council Tax Reduction Scheme	0.329	0.619	0.638	0.019
	<u>Streetscene & Transportation</u>				
	Develop energy production at landfill	0.100	0.035	0.020	(0.015)
	Car Parking Charges	0.200	0.180	0.200	0.020
	Remove the subsidy for the Community Rail Officer	0.010	0.005	0.010	0.005
1.12	<p>Income Strategy</p> <p>The 2016/17 budget includes an efficiency of £0.500m for income generation. To date one off income of £0.200m has been identified in year, leaving a recurring shortfall of the full efficiency still to be identified.</p> <p>Increases in income that do not change agreed Council policy will continue to be managed through delegated powers. However, recommendations for income generating proposals that do change Council policy require Cabinet approval.</p> <p>Work on a number of options is continuing, although the following areas have been identified as new sources of income and it is recommended that they are implemented;</p> <p>Charging for street naming and numbering which, if implemented from 1 April 2017, could generate an additional £0.023m.</p> <p>Revised charging structure for Deputyship and Court of Protection services. The new proposed charging structure, if implemented on the 1 April 2017, could generate £0.050m.</p>				
1.13	<p>Inflation</p> <p>Included within the 2016/17 budget are provision for pay (£0.936m), targeted price inflation (£0.573m) and income (£0.185m).</p>				

1.14	Following the allocation to portfolios of the provisions described in paragraph 1.13 there is a remaining balance of £0.070m which is included within the overall outturn figure.
1.15	No provision has been made for non-standard inflation (NSI) in 2016/17. Areas that may be subject to NSI increases will be monitored throughout the year and any emerging pressures will be considered in future reports.
	Reserves and Balances
1.16	Un-earmarked Reserves The 2015/16 outturn reported to Cabinet on 19 July 2016 showed un-earmarked reserves at 31 March 2016 (above the base level of £5.769m) of £4.375m.
1.17	Taking into account the current projected overspend at Month 10 and previously agreed allocations the balance on the Contingency Reserve at 31 March 2017 is projected to be £5.333m as detailed in appendix 4.
1.18	The Play Areas, Play Schemes and Strategic Play Forum Update report was presented to Cabinet on Tuesday 17 January 2017. This report requested an allocation of a one off fund of £0.040m, from the Contingency Reserve, to support a Flintshire play scheme programme. This request was approved and the contribution is reflected in Appendix 4.
1.19	Final due diligence on Holywell Leisure Centre CAT (Community Asset Transfer) plans and the setup of the new ADMs shows that a one off investment of £0.050m, which supports initial set up costs and enables final technical support, will assure delivery of next year's significant budget savings.
1.20	Earmarked Reserves The Council adopted a reserves protocol in September 2015 which set out the principles around how the Council determines, manages and reviews its level of reserves. Within the protocol is reference to regular reporting of the latest position to Cabinet and Corporate Resources Overview and Scrutiny Committee.
1.21	A summary of earmarked reserves as at 1 April 2016 and their 2016/17 year-end balance will be included in the Outturn report.
1.22	A request is made to create a £0.100m reserve for the Catering Service. This will be funded by current underspends within the service and will be used for one off investment costs when the service is transferred to the ADM next financial year. The projected outturn for the Catering Service reflects the contribution to the reserve.
1.23	Requests for Carry Forward of Funding Organisational Change Portfolio – An amount of £0.105m match funding to deliver the Play Areas and Play Scheme programme which was agreed in 2016/17, although the expenditure will not now take place until 2017/18.

1.24	Community & Enterprise Portfolio – An amount of £0.032m to contribute to the roll out of Universal Credit in 2017/18 and an amount of £0.031m to continue to fund the Welfare Reform Response Team in 2017/18.
1.25	Streetscene & Transportation Portfolio – An amount of £0.050m to complete patching works in April 2017 following damages to the roads during the winter months.
1.26	Housing Revenue Account (HRA) The 2015/16 Outturn Report to Cabinet on 19 July 2016 showed an un-earmarked closing balance at the end of 2015/16 of £1.178m.
1.27	The 2016/17 budget for the HRA is £31.979m which includes a movement of £0.080m from reserves.
1.28	The Month 10 monitoring for the HRA is projecting in year expenditure to be £0.037m higher than budget and a closing balance as at 31 March 2017 of £1.061m, which at 3.3% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.

2.00	RESOURCE IMPLICATIONS
2.01	The Revenue Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations in the first ten months and the risks as known.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	Achievement of Planned In-Year Efficiencies The Council sets a challenging level of specified efficiencies to be achieved in-year as part of its approach to annual budget planning. These efficiencies are generated from the three year service portfolio business plans and from corporate financial planning. In recent years the level of efficiency achievement has averaged at around 85%. The current assessment of the efficiency profile for 2016/17 shows that 90% of the efficiencies would be achieved. There is an ongoing risk that the shortfall cannot be mitigated other than by drawing on temporary funding from the Contingency Reserve. There is a further risk that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2017/18 budget as an efficiency target deficit would in effect be carried forward. Risk status: stable/green risk for 2016/17 only.

4.02	<p>Historic Child Abuse Settlements</p> <p>A number of historic child abuse cases, which predate the existence of Flintshire County Council, have been settled this financial year. There are still a number of outstanding cases to be settled and it is not possible to estimate the full financial impact of these at this stage. The financial provision set aside may not prove to be sufficient to meet the total liabilities of all cases when closed. Within the month 3 report a contribution from the contingency reserve was agreed to meet the settlement costs paid along with any future costs. The settlement costs incurred to date total £0.146m. Risk status: stable/green risk for 2016/17.</p>
4.03	<p>Orphaned Industrial Site at Sandycroft</p> <p>The contract for the removal of all Isosorbide Dinitrate (ISDN) chemical deposits, site cleansing and site close-down has come to a conclusion. Additional contracted work to remove deposits of contaminated waste discovered in the sump and tank systems on site is now completed with the aim of disposal at the end of March. Negotiations for the immediate disposal of the site, following completion of the additional contracted work, are well advanced. Risk status: stable/amber risk.</p>
4.04	<p>Procurement of Transport Services</p> <p>As explained in 1.03 there is an in-year budget risk of additional procurement costs for local transport services. The Welsh Government has offered a provisional one off grant award to the three North East Wales local authorities for 2016/17 only. An allocation of up to £0.165m from this grant has been assumed however negotiations are ongoing with the neighbouring authorities on grant distribution. Risk status: stable/green for 2016/17. Unstable/red risk for future years.</p>
4.05	<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. There is always a risk of significant variances occurring although this area continues to be closely monitored. The main influence on this increase is the new Social Services and Wellbeing Act which has led to a higher number of court outcomes and placements which has increased the financial pressure on this service area. Legal and Social Service Managers are making a compelling case for alternative care arrangements to placements at forthcoming court cases, and so reduce the level of Out of County placement being made. Risk status: unstable/red risk.</p>
4.06	<p>Children's Services</p> <p>Children's Services are experiencing high levels of demand including child protection work and the need for intensive support for older children with complex needs. Capacity has been increased to help respond to increasing service demand and to provide a greater range of targeted community</p>

	<p>support. A budget realignment within Social Services was approved in the month 9 report to help mitigate this risk. Risk status: unstable/amber risk.</p>
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5.00	APPENDICES
5.01	<p>Appendix 1: Council Fund – Movement in Variances from Month 9 Appendix 2: Council Fund – Budget Variances Appendix 3: Council Fund – Programme of Efficiencies Appendix 4: Council Fund – Movement on Un-earmarked Reserves Appendix 5: Housing Revenue Account Variances</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None required</p> <p>Contact Officer: Sara Dulson Telephone: 01352 702287 E-mail: sara.dulson@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Budget: a statement expressing the Council’s policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.
7.02	Council Fund: the fund to which all the Council’s revenue expenditure is charged.
7.03	Financial Year: the period of twelve months commencing on 1 April.
7.04	Housing Revenue Account: the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.
7.05	Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.
7.06	Reserves: these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.
7.07	Revenue: a term used to describe the day-to-day costs of running Council

	services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.
7.08	Underspend: when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.
7.09	Variance: difference between latest budget and actual income or expenditure. Can be to-date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.
7.10	Virement: the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.
7.11	Medium Term Financial Strategy: a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.
7.12	Minimum Revenue Provision (MRP): A charge made to the Council Fund to repay borrowing taken out for capital expenditure. Authorities must determine their own prudent MRP charge each year, taking into consideration statutory guidance issued by the Government.

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £25k
Social Services		
Older People		
Reablement Services	0.025	Budget realignment of £0.025m
Resources & Regulated Services	0.030	Budget realignment of £0.050m less savings from short term vacancy savings (£0.016m) and other net minor movements of (£0.004m).
Other Minor Variances	(0.014)	
Disability Services		
Resources & Regulated Services	(0.118)	Budget realignment between Resources and Regulated Services and Disability Services
Disability Services	0.143	Budget realignment between Disability Services and Resources and Regulated Services
Other Minor Variances	0.024	This variance comprises of a number of variances less than £0.025m. The most significant being £0.10m on the Forensic budget and £0.009m on the Transition & Disability service.
Mental Health Services		
Residential Placements	0.049	Additional costs of two new service users
Substance Misuse	(0.055)	Reduction in number of service users (£0.038m), recovery of overpayment of pay (£0.017m)
Employment & Occupation	0.042	Staffing movements between Employment and Occupation and Ringfenced budget
Ringfenced budget	(0.030)	Staffing movements between Ringfenced budget and Employment and Occupation
Other Minor Variances	0.005	
Children's Services		
Family Placement	(0.043)	Impact of budget realignment (£0.070m) less further increase in projected costs of boarded out payments for special guardianship payments and general allowances £0.027m.
Residential Placements	(0.049)	Budget realignment of (£0.050m) less other minor movements of £0.001m.
Professional Support	(0.276)	Budget realignment of (£0.280m) less other minor movements of £0.004m.
Other Minor Variances	0.003	
Development & Resources		
Business Systems & Financial Assessments	0.057	Budget realignment of £0.062m less other minor movements of (£0.005m)
Charging Policy income	0.111	Budget realignment of £0.078m, plus increase in provision for bad debts £0.025m, plus other minor movements due to reduction in income from service users £0.008m.
Business Support Service	0.081	Budget realignment of £0.075m plus other minor movements of £0.006m
Safeguarding Unit	(0.037)	New Welsh Government grant income of (£0.022m), plus reduced projection for Doctors medical assessments for Deprivation of Liberty Safeguarding Assessments (DOLS)
Good Health	0.040	Budget realignment of £0.041m less other net minor movements of (£0.001m)
Management & Support	0.025	Budget realignment of £0.025m
Other Minor Variances	0.012	
Total Social Services	0.024	

Community & Enterprise		
Customer And Housing Services	0.007	Minor variances.
Council Fund Housing	(0.021)	Minor variances.
Regeneration	0.012	Minor variances.
Revenues & Benefits	(0.056)	Further underspend on the Council Tax Reduction Scheme provision (£0.019m). Increased surplus on the Council Tax Collection Fund (£0.042m). Other minor variances £0.005m.
Housing Programmes	0.027	Unauthorised Traveller site clean-up costs £0.024m. Other minor variances £0.003m.
Total Community & Enterprise	(0.030)	
Streetscene & Transportation		
Ancillary Services & Performance		
Other Minor Variances	(0.005)	
Highways Network		
Highways Network	0.024	Minor variances.
Transportation & Logistics		
Other Minor Variances	(0.010)	
Total Streetscene & Transportation	0.008	
Planning & Environment		
Business		
Pollution Control	(0.042)	Introduction of funding from Corporate Reserves for 2 Environmental Health Officer posts on Fixed Term Contract
Minor Variances	0.005	
Community		
Minor Variances	0.018	
Development		
Development Management	0.028	Revised Outturn for Planning Fee Income
Minor Variances	0.004	
Access		
Minor Variances	(0.012)	
Shared Services		
Minor Variances	0.000	
Strategy		
Minor Variances	(0.016)	
Management Strategy		
Other Minor Variances	0.009	
Total Planning & Environment	(0.007)	
Education & Youth		
Inclusion & Progression	0.002	Minor variances only.
Integrated Youth Provision	(0.001)	Minor variances only.
School Improvement Systems	0.001	Minor variances only.
Business Change & Support	(0.006)	Minor variances only.
Total Education & Youth	(0.004)	
Schools	0.000	
People & Resources		
HR & OD	0.005	Minor variances.
Corporate Finance	(0.016)	Minor variances.
Total People & Resources	(0.011)	
Governance		
Legal Services	0.024	Minor variances.
Democratic Services	(0.016)	Minor variances.
Internal Audit	0.000	No variance.
Procurement	(0.014)	Minor variance.
Business Support	0.000	No variance.
ICT	0.000	No variance.
Total Governance	(0.006)	

Organisational Change 1		
Public Libraries & Arts, Culture & Events	0.000	No variance.
Museums	(0.003)	Minor variances.
County Archives	0.000	No variance.
Leisure	(0.001)	Minor variances.
Community Assets	0.001	Minor variances.
Total Organisational Change 1	(0.002)	
Organisational Change 2		
CPM & Design Services	(0.140)	(£0.140m) additional design fees of over the income target
Catering	0.092	£0.100m transfer to earmarked reserve.
Minor Variances	(0.012)	
Total Organisational Change 2	(0.060)	
Chief Executive	(0.004)	Minor variance.
Central and Corporate Finance	(0.003)	
Grand Total	(0.094)	

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Social Services						
Older People						
Localities	15.717	15.026	(0.690)	(0.687)	Domiciliary Care reflects a projected underspend of (£0.261m) based on existing service users and is influenced by recruitment and retention factors affecting external providers. Other significant influences on this projected underspend include Minor Adaptations (£0.073m) for which local demand is currently being met by the Intermediate Care Fund (ICF). Additional one off income has also been received from the ICF to contribute to external provider fee increases. Other underspends are as a result of full year vacancy savings from within the Single Point of Access team (£0.135m). Residential Care has a projected underspend of (£0.162m), including service user contributions of (£0.118m). Locality Teams staffing reflects a projected underspend of (£0.052m) due to short term vacancy savings. Overall net minor variances amount to (£0.007m).	These areas were reviewed as part of the recent budget realignment exercise and some areas of recurring saving have been realigned as approved within the Month 9 budget monitoring report.
Community Equipment Contribution	0.477	0.323	(0.154)	(0.154)	Following review of and implementation of an updated Section 33 partnership agreement for the North East Wales Community Equipment Store (NEWCES), the contribution levels of partners have been updated resulting in a reduced level of contribution from FCC going forward.	Maintain underspend in current financial year, pending realignment from 2017/18 to meet revenue costs of the new Flint Extra Care scheme.

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Resources & Regulated Services	5.964	5.733	(0.232)	(0.262)	Short term vacancy savings within provider day care services and extra care schemes plus reduced projections for internal catering recharges at Residential Care homes.	These areas were reviewed as part of the recent budget realignment exercise and some areas of recurring saving have been realigned as approved within the Month 9 budget monitoring report.
Minor Variances	0.668	0.634	(0.034)	(0.049)		
Disability Services						
Resources & Regulated Services	17.662	18.221	0.558	0.676	Service user demand level is in excess of current budget provision. A number of budget areas have been reviewed and realigned and projections revised. There is a reduction in the level of pressure as a result of the allocation of £0.146m for external providers fee increase from the budget strategy reserve to meet a shortfall against the increases made to external care providers from April 2016.	Ongoing budget review and realignment work is taking place.
Disability Services	0.660	0.777	0.117	(0.026)	Projected overspend on school leavers on transition into adulthood - mainly in residential college placements and domiciliary care	
Forensic budget	0.529	0.336	(0.193)	(0.203)	There is a significant projected underspend of (£0.193m) based on current projected costs and increased income from joint funded care packages..	Keep under review
Administrative Support	0.045	(0.246)	(0.290)	(0.296)	This projected underspend is influenced by additional joint funding income from Betsi Cadwaladr University Health Board (BCUHB). The income relates to 4 service users from April 2015 and is the outcome of a lengthy disputes process for such cases.	This is being considered as part of the ongoing budget realignment within Disability Services.
Minor Variances	0.691	0.655	(0.036)	(0.045)		

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Mental Health Services						
Minor Variances	3.588	3.620	0.032	0.021		
Children's Services						
Family Placement	2.394	2.460	0.066	0.110	Demand influenced pressures in respect of special guardianship payments and adoption orders	Pressure partly mitigated by budget realignment actioned as approved in the Month 9 budget monitoring report.
Professional Support	4.604	4.956	0.352	0.628	Demand influenced staffing pressures within a number of teams including Children's Integrated Disability Services (CIDS) and Prevention and Support. Demand influenced pressure on direct payments within the CIDS.	Pressure partly mitigated by budget realignment actioned as approved in the Month 9 budget monitoring report.
Out of County Placements	3.434	4.061	0.628	0.626	There has been an unprecedented increase in the number of Child and Parent placements, being 8 placements of which 7 have been the subject of court/legal determinations.	Keep under review and explore scope to manage costs through commissioning process
Minor Variances	1.666	1.622	(0.044)	0.003		
Development & Resources						
Safeguarding Unit	0.820	0.878	0.059	0.096	The projected overspend is a combination of additional legal and medical costs associated with the Deprivation of Liberty Safeguarding (DOLS) assessments and a contribution to the North Wales Safeguarding Board.	Continue to monitor and review
Good Health	0.901	0.833	(0.067)	(0.107)	The projected underspend is mainly due to short term vacancy savings and reductions in payments to voluntary organisations.	Continue to monitor and review
Minor Variances	0.831	0.697	(0.134)	(0.420)		
Total Social Services	60.651	60.587	(0.063)	(0.087)		

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Community & Enterprise Customer And Housing Services	1.376	1.377	0.002	(0.005)	Implementation of the Contact Centre Review is expected to begin towards the end of the 2016/17 financial year resulting in a shortfall of £0.100m. Flintshire Connects efficiency £0.040m. Customer Services efficiencies due to reduced running costs and additional Welsh Translation income of £0.029m. Other Customer and Housing Services efficiencies identified resulting from vacancy and other service savings of £0.030m.	Continue to monitor and review.
Council Fund Housing	(0.335)	(0.367)	(0.033)	(0.012)	Accommodation Support vacancy savings of £0.120m identified to offset the pressures on Telecare resulting from increased call monitoring charges (£0.020m), equipment purchase and repairs (£0.030m) and reduced Telecare income (£0.054m). Other minor variances of £0.017m.	Continue to monitor and review.
Regeneration	0.416	0.425	0.010	(0.003)	Estimated shortfall of £0.047m in markets due to income targets increasing in line with inflation each year, where charges have not increased at the same rate. Regeneration efficiency due to the reallocation of officer time to specific grants (£0.037m). Energy Efficiency Framework delayed due to the procurement process - the efficiency will be achieved from 2017/18 onwards (£0.050m). Additional income in respect of Roundabout Sponsorship in year (£0.030m). Other minor variances £0.020m.	Continue to monitor and review.

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Revenues & Benefits	10.837	10.162	(0.675)	(0.620)	Projected underspend on the budgeted provision for the Council Tax Reduction Scheme of (£0.309m). Projections indicate an anticipated surplus on the Council Tax Collection Fund of (£0.356m). In-year vacancy savings in the revenues service (£0.048m). Other minor variances £0.038m.	Continue to monitor closely as these areas are highly volatile and projections are likely to change. Request to carry forward: £0.032m towards the roll out of Universal Credit in 2017/18; £0.031m to continue to fund the Welfare Reform Response Team in 2017/18.
Housing Programmes	0.120	0.229	0.109	0.081	Pressure of £0.067m on the SHARP programme relating to feasibility works at the Flint Police Station site. If the scheme is approved prior to year end, this cost will be capitalised. A delay in the progression of the SHARP framework has resulted in a variance of £0.020m. Additional costs in respect of the clean up of unauthorised travellers encampments £0.024m. Other minor variances £0.002m.	Continue to monitor and review.
Total Community & Enterprise	12.414	11.826	(0.588)	(0.558)		

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation						
Ancillary Services & Performance						
Other Minor Variances	8.078	8.329	0.251	0.256	Solar Energy Production at Landfill commenced from October, resulting in an in-year shortfall of £0.080m. Adverse variance of £0.300m relating to reduced electricity sales from reducing levels of gas extraction at the Standard and Brookhill landfill sites. Final part-year reduced payment of prudential borrowing for black bins (£0.100m). Improved position from recycling income of (£0.170m). Additional costs for disposal of hazardous waste from HRC sites £0.055m. Additional plant hire costs at Greenfield HRC and composting site of £0.060m and cumulative minor variances within waste services of £0.067m.	Gas engine income levels are being monitored monthly and contracts being prepared for the service to be outsourced. Reported in Programme Tracker. Budget Pressure in 2017/18 relating to the ESD grant. WG have confirmed a 6.7% reduction in the grant.

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Highways Network Highways Network	7.461	7.595	0.134	0.110	Due to ongoing discussions on Community Asset Transfers (CATs), the maintenance liability being transferred for Cemeteries to Town/Community Councils totalling £0.050m has not yet been implemented. Probation Service Litter Collection will be implemented later than anticipated, totalling £0.050m. £0.061m of improvement works on the Bagillt flooding event has been capitalised in the land drainage programme. Additional costs and staff time still being picked up by the area teams for ongoing maintenance works. Cumulative minor variances within highways services of £0.010m. Potential for the winter maintenance programme to be over spent by an estimated £0.025m at this period, pending the further uncertainty of winter conditions in February and March. It is anticipated that any overspend will be absorbed by the winter maintenance reserve.	Keep under review as part of MTFs. Reported in Programme Tracker.

**Budget Monitoring Report
Council Fund Variances**

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Transportation & Logistics						
Logistics & Resource Services	4.524	4.604	0.080	0.078	Neighbouring Authorities not willing to share specialist plant, £0.50m. Further overspends relate to minor variances across the service area.	Keep under review as part of the MTFS. Reported in Programme Tracker.
School Transport	4.972	5.110	0.138	0.133	Estimated additional subsidy costs following re-procurement for covering former GHA services for school transport following the company going into liquidation of £0.125m.	WG have been consulted upon with regard to funding the additional costs. Funding highly unlikely due to Statutory provision requirements. Therefore, consideration will be required in the MTFS 2017/18 taking account of full year effect.
Transportation	1.927	2.014	0.088	0.102	Estimated additional subsidy costs following re-procurement for covering former GHA services following the company going into liquidation of £0.285m. This includes the costs of former commercial services routes. Additional bus revenue funding of £0.300m has been awarded in 2016-17 for the North Wales Authorities, of which at this stage it has been assumed that FCC will receive up to £0.165m pending further discussions with the Authorities concerned.	Consideration in MTFS 2017/18 if no WG funding is forthcoming after 2016/17, taking account of full year effect.
Other Minor Variances	1.563	1.523	(0.040)	(0.038)		
Total Streetscene & Transportation	28.525	29.175	0.650	0.642		

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Planning & Environment						
Business						
Minor Variances	1.617	1.617	0.000	0.038		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Community						
Licensing	(0.020)	(0.061)	(0.042)	(0.055)	Higher than expected levels of Licensing income against current target - however at period 10 there is has been a slight reduction in projected income levels.	
Minor Variances	0.911	0.853	(0.058)	(0.063)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Development						
Development Management	(0.345)	0.019	0.364	0.336	At period 10 the shortfall has increased to £0.300m as the economy has not continued to recover to the extent which the 3 year Business Plan forecast. The impact of Welsh Government requirements for major developers to enter into pre consultation for a period of 28 days prior to submitting an application has delayed the submission of some high value applications which in turn will affect the Fee income received. This has resulted in a lesser volume of applications being submitted than previously predicted.	
Minor Variances	0.180	0.182	0.001	(0.002)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Access						
Minor Variances	1.319	1.251	(0.068)	(0.056)	This variance is due to a number of small variances (each less than £0.050m) within the Access service.	Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Shared Services						
Minor Variances	0.162	0.162	0.000	(0.000)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Strategy						
Minor Variances	0.847	0.838	(0.008)	0.008		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Management Strategy						
	0.412	0.493	0.081	0.072	Unachieved Business Planning Efficiencies	Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Total Planning & Environment	5.083	5.353	0.270	0.277		

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Education & Youth						
Inclusion & Progression	7.062	7.083	0.022	0.020		For Out of County placements a Task and Finish group is operational. Improved monitoring systems are being developed and implemented. Detailed review of all placements is on going.
Business Change & Support						
Business Change & Support	0.575	0.528	(0.047)	(0.041)	Variance largely relates to a current secondment in advance of a regional collaboration service from April 2017, funded by GwE. Includes other minor variances.	
Minor Variances	3.768	3.737	(0.032)	(0.032)		
Total Education & Youth	11.405	11.348	(0.057)	(0.053)		
Schools						
Schools	87.742	87.742	0.000	(0.000)		
People & Resources						
HR & OD	2.280	2.209	(0.071)	(0.076)	The projected underspend is mostly due to current workforce vacancies.	Continue to monitor and review.
Corporate Finance	2.388	2.420	0.033	0.048	Minor variances.	Continue to monitor and review.
Total People & Resources	4.668	4.630	(0.038)	(0.027)		

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Governance						
Legal Services	0.642	0.704	0.063	0.038	The majority of the overspend relates to legal costs incurred by the Council.	Continue to monitor and review.
Democratic Services	1.872	1.869	(0.003)	0.013	Minor variances.	Continue to monitor and review.
Internal Audit	0.434	0.365	(0.068)	(0.068)	The projected underspend is due to workforce vacancies.	Current vacancies are expected to remain vacant until the end of the financial year while the level of service is being assessed with this reduced capacity.
Procurement	0.166	0.258	0.091	0.106	No income is projected for supplier charging.	The impact of no longer charging suppliers £50 for access for Flintshire County Councils software purchasing portal will result in an ongoing pressure which will need to be considered as part of the MTFS.
Business Support	0.001	0.001	0.000	0.000	No variance.	
ICT	4.602	4.588	(0.014)	(0.014)	Minor variances.	
Total Governance	7.716	7.786	0.069	0.075		

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Organisational Change 1						
Public Libraries & Arts, Culture & Events	1.602	1.586	(0.015)	(0.016)	Minor variances.	Continue to monitor and review.
Museums	0.064	0.067	0.003	0.005	Minor variances.	Continue to monitor and review.
County Archives	0.281	0.281	0.000	0.000	Minor variances.	Continue to monitor and review.
Leisure	3.997	4.096	0.098	0.099	The CAT transfer at Holywell Leisure Centre is now expected to be phased between the end of December 2016 and March 2017. This results in a pressure of £0.070m this year which is associated with continuing to operate the centre as a Council prior to full handover to the community to ensure continuity of operation. Other minor variances of £0.028m.	Continue to monitor and review.
Community Assets	0.024	0.027	0.003	0.002	Minor variances.	Continue to monitor and review.
Total Organisational Change 1	5.968	6.057	0.088	0.091		

**Budget Monitoring Report
Council Fund Variances**

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Organisational Change 2						
Administrative Buildings	1.227	1.190	(0.038)	(0.037)	Minor variances.	Continue to monitor and review.
Agricultural Estates	(0.168)	(0.166)	0.002	(0.000)	Minor variances	Continue to monitor and review.
Property Holdings	0.015	0.015	(0.000)	(0.000)		Continue to monitor and review.
Property Asset And Development	0.588	0.298	(0.291)	(0.286)	(£0.260m) in year salary savings as a result of the proposed staffing restructure. (£0.031m) Other minor variances.	
CPM & Design Services	0.695	0.402	(0.293)	(0.152)	(£0.293m) additional income over and above the income target achieved through maintenance and design fees.	
Industrial Units	(1.239)	(1.053)	0.186	0.194	£0.186m shortfall in rental income is offset by in year salary savings.	
Catering	0.790	0.782	(0.008)	(0.100)	£0.100m requested to be moved to reserves in order to assist with the start up of the new LATC.	Request to move £0.100m to reserves
Facilities HQ	0.200	0.201	0.001	0.001	Minor variances	or and review.
Cleaning	0.005	(0.035)	(0.040)	(0.045)	Minor variances	Continue to monitor and review.
CCTV & Open Spaces	0.192	0.200	0.008	0.015	Minor variances	Continue to monitor and review.
Minor Variances	0.253	0.253	0.000	0.000		
Total Organisational Change 2	2.559	2.087	(0.472)	(0.412)		

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Chief Executive	2.930	2.888	(0.042)	(0.038)	Minor variances.	
Central and Corporate Finance	22.323	20.324	(1.999)	(1.996)	An underspend of (£2.998m) within the Central Loans and Investment Account, (£0.111m) is due to reduced level of borrowing, and higher than projected income from investments, (£2.886m) is due changes to the Minimum Revenue Provision (MRP) policy as agreed by Cabinet on 6th December 2016. Additional Matrix rebate income of (£0.135m). Workforce efficiencies showing an underachievement of £0.276m. Additional income generating activities, an underachievement of £0.300m, though work is continuing to identify areas of opportunity.	Central Loans and Investment Account, keep under review. Matrix Rebate income, continue to monitor. Workforce Efficiencies, continue to identify further savings. Additional Income Generating Activities, in year pressure only.
					In year pressure £0.193m due to non domestic rates liability on a commercial property. In year underspend on Audit Fees of (£0.088m). Windfall income, in year pressure £0.125m.	Commercial Property liability, in year pressure. Audit Fees reduced, additional identified efficiency. Windfall Income, keep under review.

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
					Pension deficit recovery pressure of £0.244m, due to opt out rates.	Pension Deficit Recovery, keep under review and consider impact alongside actuarial review.
					There is an underspend of (£0.070m) on centrally held inflation.	Pay related Inflation, keep under review in case of any emerging in year issues.
					Support Service areas have decreased, impacting on the recharge £0.140m.	Support Services, work is ongoing to review the impact.
					Minor variances £0.014m.	
Grand Total	251.984	249.803	(2.181)	(2.087)		

2016/17 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over Achievement
	2016/17 £(m)	2016/17 £(m)	2016/17 £(m)
Central & Corporate Finance			
Additional Income Generating Activities.	0.500	0.200	(0.300)
Workforce Efficiency.	0.500	0.224	(0.276)
Total Central & Corporate Finance	1.000	0.424	(0.576)
Chief Executive's			
Voluntary Sector Grants review.	0.070	0.076	0.006
Total Chief Executive's	0.070	0.076	0.006
People & Resources			
Finance Modernisation	0.135	0.120	(0.015)
Total People & Resources	0.135	0.120	(0.015)
Education & Youth			
School Modernisation.	0.187	0.123	(0.064)
Total Education & Youth	0.187	0.123	(0.064)
Organisational Change 1			
Community Asset Transfers.	0.544	0.474	(0.070)
Total Organisational Change 1	0.544	0.474	(0.070)
Organisational Change 2			
CCTV - Staff reductions.	0.040	0.020	(0.020)
Other - Campus Management.	0.030	0.015	(0.015)
Other - Maintenance.	0.005	0.015	0.010
Total Organisational Change 2	0.075	0.050	(0.025)
Community & Enterprise			
Telephone Contact Centre savings.	0.100	0.000	(0.100)
Energy Efficiency Framework.	0.050	0.030	(0.020)
SHARP Framework.	0.020	0.000	(0.020)
Galw Gofal Contract Fees.	0.030	0.015	(0.015)
Council Tax Reduction Scheme.	0.329	0.638	0.309
Total Community & Enterprise	0.529	0.683	0.154
Streetscene & Transportation			
Shared Specialist Plant with neighbouring authority.	0.050	0.000	(0.050)
Introduce non-generic streetscene roles (3 year plan).	0.115	0.085	(0.030)
Develop energy production at landfill.	0.100	0.020	(0.080)
Remove the existing policy of returning for missed bin waste collections.	0.075	0.035	(0.040)
Construction of a waste handling and biomass production facility at Greenfield.	0.100	0.080	(0.020)
Charge maintenance of Bus Shelters to Community & Town Councils.	0.020	0.000	(0.020)
Externalise the Stores Managed Service.	0.050	0.020	(0.030)
Pass Maintenance Liability and Cleanliness of Cemeteries to Town & Community Councils.	0.050	0.000	(0.050)
Probation Service to take on Litter Collections in some areas.	0.100	0.050	(0.050)
Total Streetscene & Transportation	0.660	0.290	(0.370)
Planning & Environment			
Staffing - service review.	0.127	0.088	(0.039)
Various Planning Efficiencies.	0.101	0.000	(0.101)
Total Planning & Environment	0.228	0.088	(0.140)
Total 2016/17 Budget Efficiencies		%	£
Met from Contingency Reserve			11.282
Revised Efficiency Target		100	10.521
Total Projected 2016/17 Budget Efficiencies Underachieved		10	1.100
Total Projected 2016/17 Budget Efficiencies Achieved		90	9.421

APPENDIX 4

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2016	10.144	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		4.375
Less - allocation from contingency reserve to meet historic child claims		(0.146)
Less - allocation from contingency reserve to meet costs of summer play schemes		(0.076)
Less - allocation from contingency reserve to meet shortfall in the essential car user allowance efficiency		(0.211)
Less - allocation from contingency reserve to meet shortfall in the community asset transfers efficiency		(0.200)
Less - allocation from contingency reserve to meet shortfall in the rationalisation of household recycling centres efficiency		(0.250)
Less - allocation from contingency reserve to meet shortfall in the Flint car park income efficiency		(0.100)
Less - allocation from contingency reserve to meet shortfall in the County Hall car park income efficiency		(0.100)
Less - allocation from contingency reserve to meet the resource requirements for specialist social work for child protection		(0.100)
Less – allocation from contingency reserve to support a Flintshire play scheme programme for 2017		(0.040)
Plus - projected underspend as at Month 10		2.181
Total projected Contingency Reserve as at 31st March 2017		5.333

Budget Monitoring Report
Housing Revenue Account Variances
MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(31.796)	(31.940)	(0.144)	(0.150)	The projected underspend is £0.144m. £0.019m of this figure relates to additional rent income. This is partly because tenants have moved into Custom House properties earlier than expected and also because void rent loss is less than budgeted. £0.075m relates to savings on void properties such as council tax and costs of respite. £0.050m relates to the provision for bad debts on rent.	
Capital Financing - Loan Charges	7.285	7.098	(0.187)	(0.187)	The projected underspend of £0.187m relates to a reduction in the anticipated borrowing costs apportioned to the HRA. This is due to the reduction in Flintshires total borrowing requirement and the reduction in interest rates following the BREXIT referendum	
Estate Management	1.530	1.501	(0.029)	(0.031)	Minor variance	
Landlord Service Costs	1.207	1.211	0.004	(0.005)	Minor variance	
Repairs & Maintenance	9.546	9.014	(0.532)	(0.503)	The projected underspend of £0.532m consists of £0.100m savings on staff costs because of vacant positions. £0.065m relates to anticipated savings on fleet recharges. This is because some of the expenditure relating to work on disabled adaptations can be capitalised. £0.077m relates to reduced expenditure on materials. £0.091m relates to a reduction in recharges to other departments. £0.375m relates to savings on subcontractor budgets. The remaining £0.006m relates to minor variances.	
Management & Support Services	2.232	2.180	(0.052)	0.015	£0.050m relates to a reduction in expected SHARP site investigation fees. £0.027m relates to savings on staff costs because of vacant positions. The remaining £0.025m relates to minor variances.	

**Budget Monitoring Report
Housing Revenue Account Variances**

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Capital Expenditure From Revenue (CERA)	10.077	11.054	0.977	0.898	£0.977m relates to an increase in CERA which will contribute towards capital WHQS expenditure on void properties. This is a re-classification of expenditure from revenue to capital.	
Contribution To / (From) Reserves	(0.080)	(0.118)	(0.037)	(0.037)	Minor variance	
Total Housing Revenue Account	0.000	0.000	0.000	0.000		



CABINET

Date of Meeting	Tuesday 14 th March 2017
Report Subject	Quarter 3 Improvement Plan 2016/17 Monitoring Report
Cabinet Member	Cabinet Member for Corporate Resources
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

The Improvement Plan 2016/17 was adopted by the Council in June 2016. This report presents the monitoring of progress for the third quarter of 2016/17 from October to December 2016.

Flintshire is a high performing Council as evidenced in previous Improvement Plan monitoring reports and the Council's Annual Performance reports of preceding years.

This third quarter monitoring report for 2016/17 is another positive report with 95% of agreed actions being assessed as making good progress and 58% likely to achieve the desired outcome. In addition, 72% of the performance indicators met or exceeded target for the quarter. Risks are also being successfully managed with the majority being assessed as moderate (55%) or minor / insignificant (34%).

This report is an exception based report. Therefore the report concentrates on the areas of under-performance and risk.

RECOMMENDATIONS

1	<p>To agree to:</p> <ul style="list-style-type: none"> • the levels of progress and confidence in the achievement of high level activities which seek to deliver the impacts of the Improvement Plan; • the performance against Improvement Plan performance indicators; and
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	<ul style="list-style-type: none"> the current risk levels for the risks identified in the Improvement Plan.
2	Members to be assured by plans and actions to manage the delivery of the 2016/17 Improvement plan subject to the comments of the Overview and Scrutiny Committee reviews.

REPORT DETAILS

1.00	REPORT DETAIL
1.01	The Improvement Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2016/17 Improvement Plan. The narrative is supported by performance indicators and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.
1.02	Individual sub-priority reports have been brought together into a single report for Cabinet. Each Overview and Scrutiny Committee will receive extracts of the reports for their respective portfolios.
1.03	This is an exception based report. Therefore the report concentrates on the areas of under-performance and risk.
1.04	<p>Monitoring our Actions</p> <p>Each of the sub-priorities have high level actions which are monitored over time. 'Progress' monitors progress against scheduled actions and has been categorised as follows: -</p> <ul style="list-style-type: none"> RED: Limited Progress – delay in scheduled action; not on track AMBER: Satisfactory Progress – some delay in scheduled action, but broadly on track GREEN: Good Progress – actions completed on schedule, on track <p>A Red/Amber/Green (RAG) status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Each outcome has been categorised as: -</p> <ul style="list-style-type: none"> RED: Low – lower level of confidence in the achievement of the outcome(s) AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) GREEN: High – full confidence in the achievement of the outcome(s).
1.05	<p>In summary our overall progress against the high level activities is: -</p> <p>ACTIONS PROGRESS</p>

	<ul style="list-style-type: none"> • We are making good (green) progress in 54 (95%) actions. • We are making satisfactory (amber) progress in 3 (5%) actions. <p>ACTIONS OUTCOME</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the achievement of 33 (58%) action outcomes. • We have a medium (amber) level of confidence in the achievement of 24 action outcomes (42%). • None of our actions have a low (red) level of confidence in achievement of outcomes.
1.06	<p>Monitoring our Performance</p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG status. This is defined as follows: -</p> <ul style="list-style-type: none"> • RED equates to a position of under-performance against target • AMBER equates to a mid-position where improvement may have been made but performance has missed the target • GREEN equates to a position of positive performance against target.
1.07	<p>Analysis of current levels of quarterly performance shows the following: -</p> <ul style="list-style-type: none"> • 36 (75%) had achieved a green RAG status • 10 (21%) have an amber RAG status • 2 (4%) have a red RAG status
1.08	<p>The two quarterly performance indicators (PI's) which showed a red RAG status for current performance are: -</p> <p>Priority: Housing PI: Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's National Home Scheme.</p> <p>The number of loans completed during this quarter have again not met target. The Council has now allocated additional resources (building surveyors) to process the loan applications. There was also a month during quarter 2 where the Council's Mortgage Trained Assessor was absent and therefore some loans were not approved as quickly as they are usually. Quarter 3 has been spent catching up with this backlog. These two factors resulted in a failure to meet the target. It will now be difficult to meet the full year target; processes are being reviewed during quarter 4 to ensure as much resource as possible is allocated.</p> <p>Priority: Housing PI: Capital Works Target – Roofs and Associated Components.</p> <p>The replacement of roof coverings forms part of the whole house envelope programme. As part of the programme all three of the individual components are completed as one exercise by the same principal contractor. This was the only programme to not be fully completed last year due to logistical issues with the relocation of a mains electrical supply thus allowing the scaffolding to be erected for other scheduled works to proceed. Work is in progress to catch</p>

	up on the backlog during which 130 were completed during quarter 1 and 2, and 65 were completed during quarter 3.
1.09	<p>Monitoring our Risks</p> <p>Analysis of the current strategic risks identified in the Improvement Plan are as follows: -</p> <ul style="list-style-type: none"> • 8 (16%) are insignificant (green) • 9 (18%) are minor (yellow) • 28 (55%) are moderate (amber) • 6 (12%) are major (red) • There are no severe (black) risks.
1.10	<p>The six major (red) risks are: -</p> <p>Priority: Living Well Risk: Fragility and sustainability of the care home sector.</p> <p>A five day summit with Betsi Cadwaldr University Health Board and the six North Wales Authorities was held to discuss fragility and the impact on admissions into acute hospitals and early discharge. Follow up sessions are taking place in North East Wales during February to take forward the agreed actions, and providers have been involved in these discussions. Fee setting conversations with providers were completed before the end of January. The project manager has undertaken initial research and identified both 'quick wins' and medium to long term opportunities to support the sector. The pressure on Welsh Government to increase the cap on day care has resulted in an increase from £60 to £70 per week with incremental progression to £100 per week over time to support the sector. Although progress is being made the level of risk remains red due to the ongoing fragility of the sector.</p> <p>Priority: Economy and Enterprise Risk: Devolved powers in Wales do not match those in England.</p> <p>The risk assessment remains unchanged in this quarter as a Growth Bid is not yet complete. However, there has been extensive work to make the case for increased devolution of powers as part of the developing Bid with a positive reception from both the UK and Welsh Governments.</p> <p>Priority: Skills and Learning Risk: Numbers of school places not matching the changing demographics.</p> <p>Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors. The recent school organisation change determinations will result in a reduction in unfilled places across both primary and secondary schools. As a snapshot, the Holywell Learning Campus project has reduced unfilled places</p>

	<p>in this area by around 450 places. There has been no change in risk since the previous quarter.</p> <p>Priority: Skills and Learning Risk: Limited funding to address the backlog of known repair and maintenance works in Education and Youth assets.</p> <p>Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also:</p> <ul style="list-style-type: none"> • Support a reduction of unfilled places • Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership • Ensure that the condition and suitability of the school estate is improved. <p>Additionally, capital business cases for improvement and repairs, and maintenance projects in schools will be submitted via the Council’s business case process for consideration. There has been no change in risk since the previous quarter.</p> <p>Priority: Environment Risk: Funding will not be secured for priority flood alleviation schemes.</p> <p>During quarter 3 the grant and availability continued to be monitored. A capital bid to potentially address flood risk schemes is also being developed. The Mold scheme will be raised as a potential National Development Framework project which will provide greater strength when seeking capital. A review of the permitted Mold scheme is also in progress.</p> <p>Priority: Modern and Efficient Council Risk: The scale of the financial challenge.</p> <p>The Final Local Government Settlement for 2017/18 has since been received and is more favourable than the figure projected within the forecast. The annual budget for 2017/18 has now been set. The risks remain high for future budget years.</p>
1.11	<p>Risk Trend</p> <p>The 51 strategic risks within the Improvement Plan have been successfully managed with the majority being assessed at the quarter 3 position as remaining the same as the initial assessment 31 (61%) or having reduced 19 (37%). There is one risk which has increased from yellow to an amber rating; but overall the trends show successful management of risks during the year.</p> <p>Increased Risk</p> <p>Priority: Modern and Efficient Council Risk: The pace of procurement collaborations and our limited control over</p>

	<p>their development.</p> <p>The National Procurement Service (NPS) has increased the pace of procurement collaboration delivery with 30+ framework agreements in place and further projects identified.</p> <p>Actual benefits to the Council from the NPS framework agreement is varied, therefore further monitoring of benefits is required going forward. Meetings have been held with the National Procurement Service to develop an action plan to determine if tangible efficiencies can be obtained from collaborative framework agreements already delivered.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.

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

4.00	RISK MANAGEMENT
4.01	Progress against the risks identified in the Improvement Plan is included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.09 and 1.11 above.

5.00	APPENDICES
5.01	Appendix 1: Quarter 3 Improvement Plan Progress Report.

6.00	SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972 List of Accessible Background Documents
6.01	<p><u>Improvement Plan 2016/17:</u> http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx</p> <p>Contact Officer: Chris Phillips, Strategic Performance Lead Telephone: 01352 701457 E-mail: Christopher.x.Phillips@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS																																													
7.01	Improvement Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.																																													
7.02	School Modernisation: the process by which the Local Authority ensures there are a sufficient number of high quality school places, of the right type in the right locations.																																													
7.03	<p>Risks: These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.</p> <p style="text-align: center;">Risk Likelihood and Impact Matrix</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact Severity</td> <td>Catastrophic</td> <td style="background-color: yellow;">Y</td> <td style="background-color: orange;">A</td> <td style="background-color: red;">R</td> <td style="background-color: red;">R</td> <td style="background-color: black; color: white;">B</td> <td style="background-color: black; color: white;">B</td> </tr> <tr> <td>Critical</td> <td style="background-color: yellow;">Y</td> <td style="background-color: orange;">A</td> <td style="background-color: orange;">A</td> <td style="background-color: red;">R</td> <td style="background-color: red;">R</td> <td style="background-color: red;">R</td> </tr> <tr> <td>Marginal</td> <td style="background-color: green;">G</td> <td style="background-color: yellow;">Y</td> <td style="background-color: orange;">A</td> <td style="background-color: orange;">A</td> <td style="background-color: orange;">A</td> <td style="background-color: red;">R</td> </tr> <tr> <td>Negligible</td> <td style="background-color: green;">G</td> <td style="background-color: green;">G</td> <td style="background-color: yellow;">Y</td> <td style="background-color: yellow;">Y</td> <td style="background-color: orange;">A</td> <td style="background-color: orange;">A</td> </tr> <tr> <td colspan="2"></td> <td>Unlikely (5%)</td> <td>Very Low (15%)</td> <td>Low (30%)</td> <td>Significant (50%)</td> <td>Very High (65%)</td> <td>Extremely High (80%)</td> </tr> <tr> <td colspan="8" style="text-align: center;">Likelihood & Percentage of risk happening</td> </tr> </table>	Impact Severity	Catastrophic	Y	A	R	R	B	B	Critical	Y	A	A	R	R	R	Marginal	G	Y	A	A	A	R	Negligible	G	G	Y	Y	A	A			Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)	Likelihood & Percentage of risk happening							
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Likelihood & Percentage of risk happening																																														
7.04	The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.																																													

8.00	CAMMS – An explanation of the report headings
	<p>Actions</p> <p><u>Action</u> – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.</p> <p><u>Lead Officer</u> – The person responsible for updating the data on the action.</p> <p><u>Status</u> – This will either be ‘In progress’ if the action has a start and finish date or ‘Ongoing’ if it is an action that is longer term than the reporting year.</p> <p><u>Start date</u> – When the action started (usually the start of the financial year).</p>

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

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

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

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

Measures (Key Performance Indicators - KPIs)

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

Period Actual – The data for this quarter.

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

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

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

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

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

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

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

Risks

Risk Title – Gives a description of the risk.

Lead Officer – The person responsible for managing the risk.

Supporting Officer – The person responsible for updating the risk.

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

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

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

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

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Quarter 3 Improvement Plan 2016/17 Progress Report

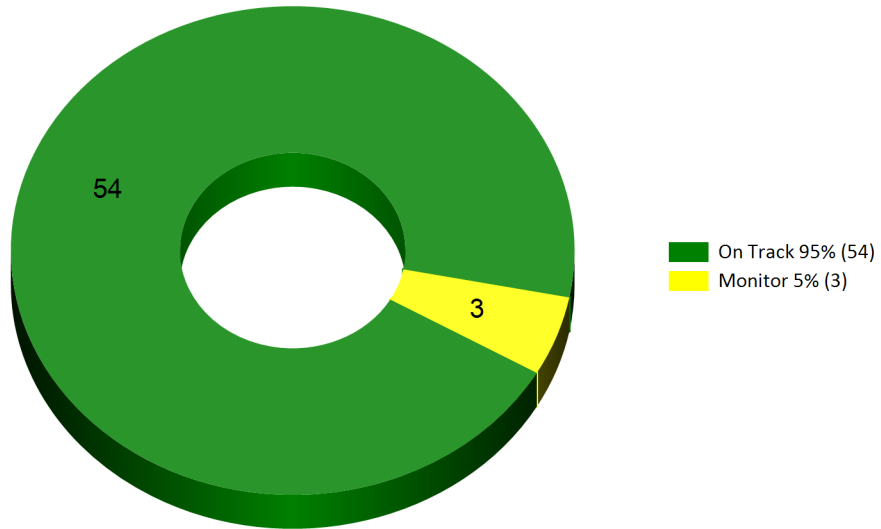
Flintshire County Council

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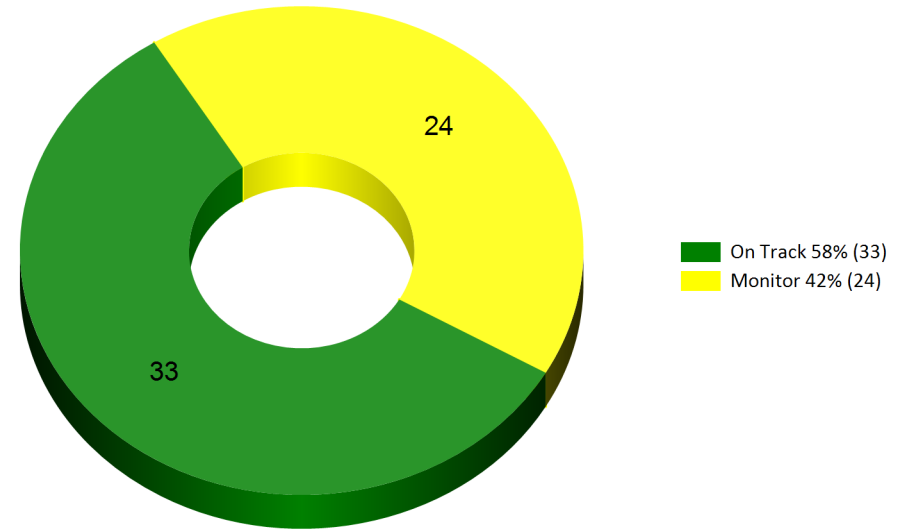


Print Date: 23-Feb-2017

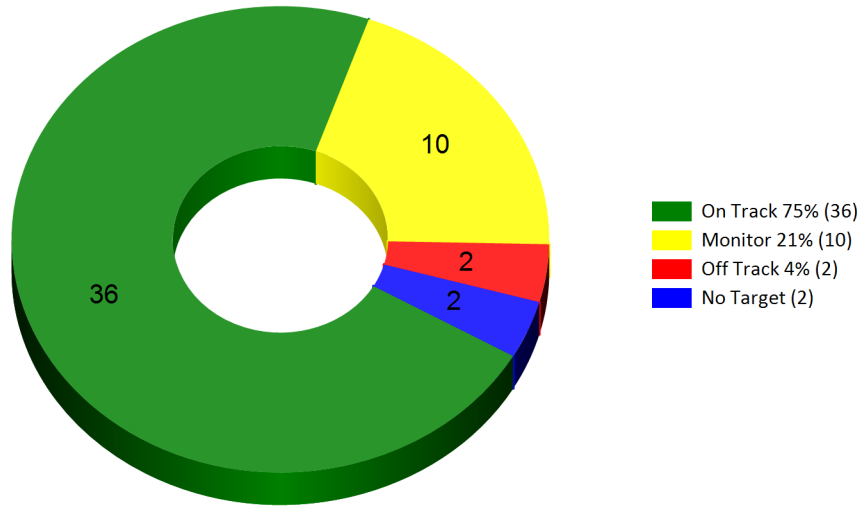
Action Progress RAG Status



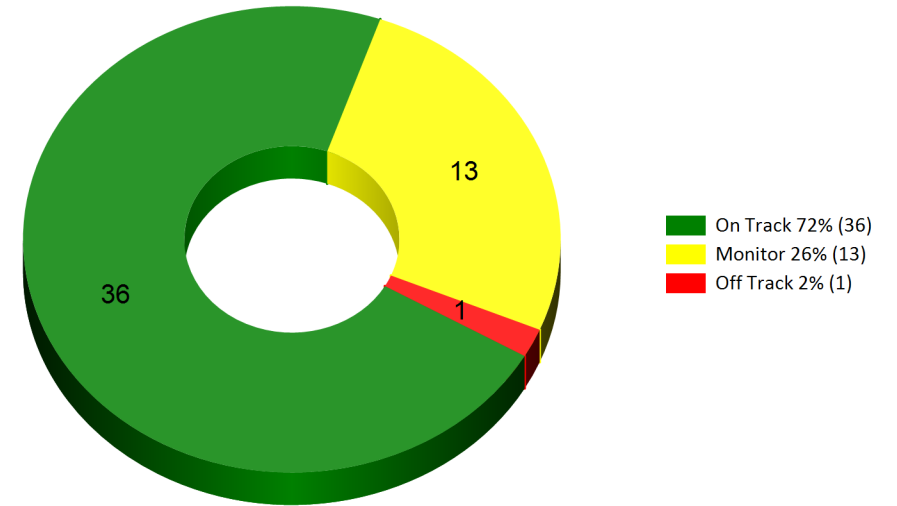
Action Outcome RAG Status



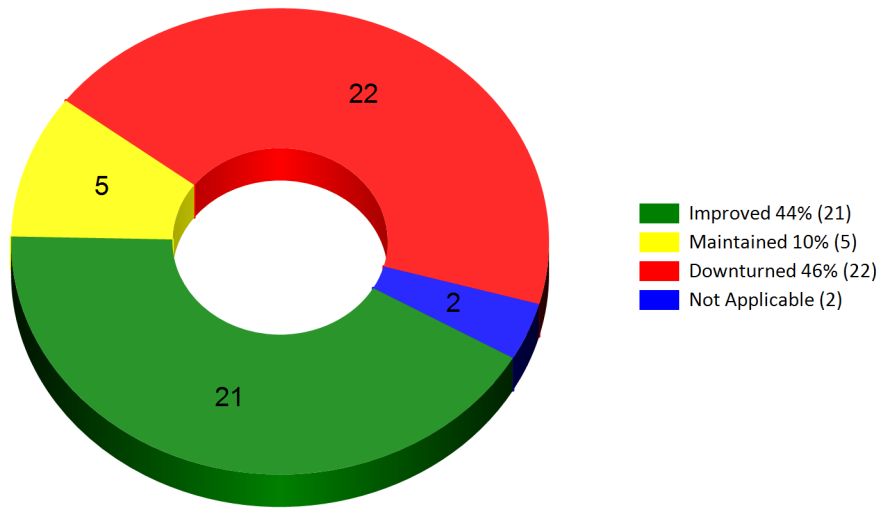
KPI Progress RAG Status



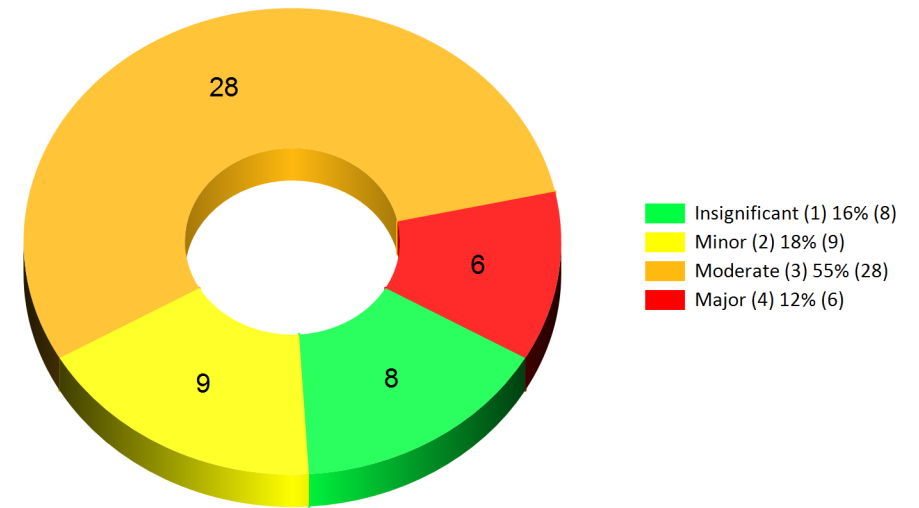
KPI Outcome RAG Status



KPI Trend Status





Current Risk Status



1 Housing



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Deliver a proactive housing solution service to prevent homelessness for as many households as possible	Pam Davies - Housing Options Team Leader	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The housing solutions team continue to focus on prevention. There has been a significant increase in customers approaching the Council for housing assistance. The triage service is managing demand, however this quarter has also seen an increase in those at risk of homelessness. This year has seen the implementation of a new reporting database which will improve the effectiveness of service delivery and reporting. However due to the transition some outcomes from each quarter will not be reported until quarter 4. This year we are reporting for the first time on the contribution to homeless prevention started by the triage process established in 2015.

Last Updated: 12-Jan-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Stimulate the growth of affordable housing	Denise Naylor - Customer Services Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Construction at the Custom House site in Connah's Quay started in May 2016 and was completed in December 2016. Tenants moved into their new homes as soon as ownership transferred from the developer, Wates Residential, to the Council. A local lettings policy has been developed to support the allocation of tenants to these and future new build Council homes. This policy was applied when allocating tenants to the new homes in Connah's Quay meaning that all residents at this location have a local connection. Construction at the Walks site in Flint commenced in August 2016 and is scheduled for completion by April 2018. SHARP Batch 2 sites are progressing well and mobilisation works on the sites at Leeswood, Connah's Quay and Mold commenced in December 2016. Construction work on the 40 new Council homes began in January 2017.

Last Updated: 22-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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1.1.2.1 Deliver financial support to repair, improve and adapt private sector homes.	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 AMBER	 AMBER
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ACTION PROGRESS COMMENTS:

The Council continues to support vulnerable householders to repair and improve their homes through its own loan programme and the Welsh Government (WG) Home Improvement Loan Scheme. Demand for the Flintshire loan remains strong, as it is repayable on sale or disposal rather than within the 10 year timeframe of the WG Loan product. Whilst demand for the WG Loan has decreased, there are now a sufficient number of applications to match the resources available. However at the end of quarter 3, 28 applicants had withdrawn from the scheme. This is part of a national trend for the WG loan project and consideration is being given to revising the scheme to increase its popularity. The Council has until 31st March 2018 to spend the initial allocation of this resource, which was extended by WG due to the issues identified. Demand for Flintshire loans currently exceeds the available capital but the Council plan to manage this from repayments made over the current financial year.

Last Updated: 22-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Reduce the number of long term vacant homes	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2016	31-Mar-2017	70.00%	 GREEN	 AMBER

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ACTION PROGRESS COMMENTS:

The Council continues to support a reduction in the number of long term vacant homes across the County. This is however, a downward trend. Investment in Flintshire capital funding for the work has been reduced in 2016/17, so the primary loan product for resolving these is now the Welsh Government House into Homes Scheme. Four units of accommodation were created during quarter 1 through this scheme and a further four additional units of accommodation during quarter 2. 10 Units have been returned to use in quarter 3.

Last Updated: 08-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard (WHQS) for all Council homes	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Capital Works Team have continued with the positive work achieved in year 1 and progress has continued into year 2 as these are rolling contracts. Most of these contracts were procured last year with the option to extend based upon contractor performance. The WHQS Capital Programme will be completed in the Year 2020.

Last Updated: 22-Feb-2017

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1M01 Number of housing enquiries resolved at first point of contact	No Data	405	0	 GREEN	N/A	1536	0	 GREEN

Lead Officer: Katie Clubb - Community Support Services Manager




Reporting Officer: Jenni Griffith - Flintshire Connects Manager

Aspirational Target:

Progress Comment: There has been a decrease in demand this quarter with 768 customers making contact for housing service advice and assistance. 405 of these enquiries were managed at the first point of contact and referred directly to the appropriate services. The remaining 363 were referred for more specialist advice. By managing 53% at first point of contact we have ensured there has been capacity of specialist teams to concentrate on the more complex and urgent cases in line with statutory duties.

Last Updated: 10-Jan-2017

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1M02 (HHA/013) - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	91.78	88.49	87	 GREEN		88.49	87	 AMBER



Lead Officer: Katie Clubb - Community Support Services Manager

Reporting Officer: Pam Davies - Housing Options Team Leader

Aspirational Target: 90.00

Progress Comment: The percentage of households helped to prevent / relieve homelessness has exceeded the target setting this quarter. Due to a transition to a new reporting system, some quarter 3 case outcomes will be reported in quarter 4. Therefore, this outturn should be treated with caution in terms of the full year performance.



Last Updated: 26-Jan-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.1M01 Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home	No Data	1	11	 RED	N/A	11	28	 RED

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target:

Progress Comment: The number of loans completed during this quarter have again not met target. The Council has now allocated additional resources (building surveyors) to process the loan applications. There was also a month during quarter 2 where the Council's Mortgage Trained Assessor was absent and therefore some loans were not approved as quickly as they are usually. Quarter 3 has been spent catching up with this backlog. These two factors resulted in a failure to meet the target. It will now o be difficult to meet the full year target; processes are being reviewed during quarter 4 to ensure as much resource as possible is allocated.

Last Updated: 22-Feb-2017




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.1M02 (PSR/009a) The average number of calendar days taken to deliver a Disabled Facilities Grant for Children.	No Data	0	316	 GREEN	N/A	128	316	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target: 223.00




Progress Comment: There were no Disabled Facilities Grant (DFG) completions for Children during quarter 3. However, the annual average performance exceeds the target set. It should be noted that this measure can be erratic due to the low number of cases.

Last Updated: 22-Feb-2017



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP1.1.2.1M03 (PSR/009b) the average number of calendar days taken to deliver a Disabled Facilities Grant for Adults	262.08	259.11	247	 AMBER		227.5	247	 GREEN
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Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target: 204.00
Progress Comment: This indicator remains on target for the 3rd quarter in a row. Work is underway to further improve and sustain this performance.
 Last Updated: 11-Jan-2017



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.2M01 The number of empty homes brought back into use through the Welsh Government Houses into Homes Scheme	8	10	10	 GREEN		22	24	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target:
Progress Comment: An additional 5 units of accommodation were delivered through the scheme in this quarter against a target of 10, with a further 5 units provided without direct financial assistance to meet the target. The complexity of the schemes are increasing as the number of empty homes are falling across the county and it is generally those with the most issues that now need to be addressed. This has resulted in a lower number of properties being completed to date than was initially forecast.
 Last Updated: 22-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M01 Capital Works Target – Roofs & Associated Components	No Data	65	105	 RED	N/A	65	147	 AMBER

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The replacement of roof coverings forms part of the whole house envelope programme. As part of the programme all three of the individual components are completed as one exercise by the same principal contractor. This was the only programme to not be fully completed last year due to logistical issues with the relocation of a mains electrical supply thus allowing the scaffolding to be erected for other scheduled works to proceed. Work is in progress to catch up on the backlog during which 130 were completed during quarter 1 and 2, and 65 were completed during quarter 3.



Last Updated: 22-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M02 Capital Works Target – Windows	No Data	65	0		N/A	65	42	

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The replacement of windows forms part of the Whole House Envelope Programme. This also includes the replacement of roof coverings and external doors. As part of the programme all three of the individual components are completed as one exercise by the same principal contractor. This was the only programme to not be fully complete last year due to logistical issues with relocation of the mains electrical supply thus allowing the scaffolding to be erected for other scheduled works to proceed. Quarters 1 & 2 have seen 130 properties completed which formed part of the 2015-2016 Programme.

The 2016-2017 Programme is still expected to be completed by the 31st March 2017.




Last Updated: 22-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M03 Capital Works Target – External Doors	No Data	65	0		N/A	65	42	

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The replacement of external doors forms part of the Whole House Envelope Programme. This also includes the replacement of roof coverings and windows. As part of the programme all three of the individual components are completed as one exercise by the same principal contractor. This was the only programme to not be fully complete last year due to the logistical issues with the relocation of the mains electrical supply thus allowing the scaffolding to be erected for other scheduled works to proceed. Quarters 1 & 2 have seen 130 properties completed which formed part of the 2015-2016 Programme.

The 2016-2017 Programme is still expected to be completed by the 31st March 2017.

Last Updated: 22-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M04 Capital Works Target – Kitchen replacements	598	495	309	 GREEN		1068	824	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: There are currently four contracts that include the upgrading of kitchens as part of the Capital Programme.




Following on from the positive progress achieved in quarter 1, the Capital Works Team progressed into quarters 2 and 3 with kitchen upgrades at the High-Rise flats, Flint now that the external work is complete.




The combined target figures for quarters 1, 2 and 3 was to complete 824 kitchens and the Capital Works Team have achieved 1068 kitchen upgrades respectively.

The 2016-2017 Programme is still expected to be completed by the 31st March 2017.



Last Updated: 08-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP1.1.2.3M05 Capital Works Target – Bathrooms	744	669	419	 GREEN		1451	1118	 GREEN
<p>Lead Officer: Tony Jones - Capital Works Team Manager Reporting Officer: Sean O'Donnell - Contract Surveyor Aspirational Target: Progress Comment: There are currently six contracts that include the upgrading of bathrooms as part of the Capital Programme.</p> <p>Now the external work is complete and, following on from the positive progress achieved in quarter 1, the Capital Works Team progressed into quarter 2 and 3, and included the High-Rise flats, Flint.</p> <p>The combined target figures for quarters 1, 2, and 3 was to complete 1118 bathroom upgrades. The Capital Works Team have achieved 1451.</p> <p>The 2016-2017 Programme is still expected to be completed by the 31st March 2017.</p> <p>Last Updated: 22-Feb-2017</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M06 Capital Works Target – Central Heating	55	46	57	 AMBER		79	152	 AMBER

<p>Lead Officer: Tony Jones - Capital Works Team Manager Reporting Officer: Sean O'Donnell - Contract Surveyor Aspirational Target: Progress Comment: The Off Gas Programme in Treuddyn was completed late last year. However, due to low oil prices uptake was very low. The Penyffordd Off Gas Installation is now also complete. As oil prices increase uptake from tenants in these areas should improve. As the current cost of oil has risen from 23.8 p/litre to 54.2 p/litre an increase in installations is expected during quarter 4.</p> <p>Last Updated: 22-Feb-2017</p>								
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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M07 Capital Works Target – Electrical Systems	No Data	20	15	 GREEN	N/A	46	40	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: This work is currently managed by Flintshire County Council Electric Department on behalf of the Capital Works Team. Following electrical test certification 20 electrical rewiring installations have been completed as part of the upgrade programme during quarter 3.

Last Updated: 22-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M08 Capital Works Target – Smoke Detectors	153	216	150	 GREEN	▲	496	400	 GREEN



Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The in-house Responsive Repairs Team have completed the Smoke Detector Installation Programme on behalf of the Capital Works Team.

A total number of 216 Smoke Detector installations were completed in quarter 3.

Last Updated: 22-Feb-2017

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate.	Katie Clubb - Community Support Services Manager	Pam Davies - Housing Options Team Leader	 Amber	 Amber	↔	Open

Potential Effect: Rising numbers of homeless households requiring support or assistance from the Council.
Management Controls: Only customers identified as being homeless / threatened with homelessness by the housing triage service are referred to the housing solutions service. This ensures the service is available to provide the specialist interventions to help in the prevention / relief of homelessness. Close working links with NEW Homes and the Bond Scheme to provide decent and affordable private sector housing to help in the positive discharge of homeless duties.
Progress Comment: The service has completed a forecasting model which highlights the areas of greatest risk and includes an action plan to mitigate against them. The action plan includes activities to increase availability and reduce barriers to finding suitable and affordable accommodation.
 The roll out of full service universal credit and the local housing allowance cap present further risks to numbers presenting as homeless and finding suitable housing options which will be reflected in the forecasting model.

Last Updated: 22-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The increased work programme to deliver the Welsh Housing Quality Standard (WHQS) will not be met due to the scale of the programme.	Clare Budden - Chief Officer - Community and Enterprise	Tony Jones - Capital Works Team Manager	Amber	Amber	↔	Open

Potential Effect: Contractors under performing against targets may have an adverse effect on budgets
Management Controls:
Progress Comment: The risk has lowered as year 1 of the revised programme was delivered in full and year 2 of the programme is underway and ahead of schedule. All work streams are progressing well with many exceeding installation targets during quarter 1 and 2. A revised structure to ensure capacity at Team Leader level has also been approved and recruitment is currently in progress.

Last Updated: 22-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Council funding for adaptations and home loans will not be sufficient to meet demand.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber	↔	Open

Potential Effect: Adaptations are a statutory duty for the Council. Demand in excess of current budgets would create a financial pressure on the capital programme

Management Controls: i) Monthly management monitoring of budgets and case load.

ii) Co-ordination across Council teams to ensure approach to adaptations makes best use of available budget.

Progress Comment: Demand for adaptations for home improvement loans is on track and within current budget provision.

Last Updated: 06-Jan-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Financial assistance available to repair homes is not taken up by residents.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager				Open




Potential Effect: Available resources will not be fully utilized and the programme may not realise its full impact in bringing quality homes into flintshire

Management Controls: i) The programme has been extensively promoted this year.

ii) Officers are working closely with potential developers to raise awareness of the programme and encourage suitable projects to be brought forward.

Progress Comment: At present the budget for repair to homes is forecast to be fully utilised for this year.

Last Updated: 06-Jan-2017




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager				Open

Potential Effect: The Council has a statutory duty to deliver Disabled Facilities Grants (DFG's), failure to do so in a timely manner risks challenge and reputational impact.

Management Controls: Caseload management to unblock slower cases and review process on an ongoing basis.

Progress Comment: Improvements to the adaptation process are currently being made including reducing bureaucracy of the programme, developing a framework for suppliers to speed up procurement, a new IT system to facilitate case management and improving the purchase of frequently used equipment. These measures are expected to bring down the timescale for adaptations that enter the system after they are in place.



Last Updated: 22-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community needs.	Clare Budden - Chief Officer - Community and Enterprise	Denise Naylor - Customer Services Manager, Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager				Open
<p>Potential Effect: Impact would increase pressure on housing solutions and homelessness services.</p> <p>Management Controls: Affordable Housing Officer in post to monitor Section 106 and Social Housing Grant. Robust programme management arrangements for Strategic Housing and Regeneration Programme (SHARP).</p> <p>Progress Comment: A local lettings policy has been adopted to help with the allocation of tenants to new council properties and ensures that priority for council homes is given to the housing needs of the local community.</p> <p>To meet the requirements of the Section 106 agreements of developers North East Wales Homes Ltd has been gifted 6 new properties in Northop Hall by Anwyl Construction and 4 new properties in Saltney by Edwards Homes Ltd. These properties were allocated to new tenants with a local connection to the area on the same day that the ownership transferred to NEW Homes.</p> <p>Last Updated: 22-Feb-2017</p>						

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2 Living Well



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 Ensure care home provision within Flintshire enables people to live well and have a good quality of life.	Jacque Slee - Performance Lead – Social Services	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The regional group are continuing to consider fee setting; a meeting with independent sector providers was held the week commencing 23rd January to consider the recommendations with regard to fee levels. Further improving the viability of the sector, the work of the Project Manager will continue; however there will be a change of personnel. The priority will be to ensure that there is continuity in this work. The pilot of the joint monitoring tools for nursing care is on track has commenced in January. The evaluation of the "Community Circles" project was positive; this may link into regional work on community integration. The roll out of "Progress for Providers" continues; one page profiles and the welcome pack have been implemented in 16 residential homes and 3 nursing homes. Contract officers are now implementing further person centred tools, with bespoke training delivered for staff. Care homes will start assessing themselves against the new Flintshire standards from April 2017. Tasks are on track to meet the expected position at the end of March; the amber outcome RAG reflects the continuing fragility of the sector.

Last Updated: 08-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Support greater independence for individuals with a frailty and / or disability, including those at risk of isolation.	Susie Lunt - Senior Manager, Integrated Services	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

With a view to supporting greater independence and dignity, a review is being undertaken on all double-staffed packages of care, and working with Occupational Therapists in hospitals around assessing the level of risk for each patient, with the aim of moving from double handed to single handed packages where this is appropriate for the person. Alongside this the Council are investing in new single handling equipment which is less intrusive in the home. For people with learning disabilities, Phase 2 of the pilot for "Multi-Me" is now in progress; people and providers have been identified to take the project forward, and positive feedback has been received from users, including the presentation of certificates for those who have had training on the technology. The roll out of the progression model using Intermediate Care Funds in a further 4 supported living houses continues. A series of workshops for all teams working with people with disabilities, to provide them with an opportunity to enhance their skills in line with the guidance on assessment in the Social Services & Wellbeing (Wales) Act are being run. In terms of older people at risk of isolation, Volunteering Matters have been awarded Big Lottery funding to explore the impact of community based activities led by older people living in rural areas. They will be working with communities in Flintshire using an Age-Friendly Community approach. Discussions are in progress with Volunteering

Matters to see how the Council can best support the pilot programme.



Last Updated: 22-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Improve outcomes for looked after children	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The need to strengthen monitoring arrangements for high cost residential placements to ensure that Providers are delivering the best possible outcomes for young people has been identified. Invest to save funding is being made available to establish a temporary post to work across Education and Social Services to strengthen contract arrangements for residential placements. The post holder will have a clear focus on supporting the development of residential contracts that set personalised outcomes with systems in place to ensure that providers are held to account. The role, function and funding arrangements for the post have been developed and appointment will proceed in quarter 4. During quarter 3 Internal Audit undertook a review of the leaving care services. The review will provide an independent evaluation of how effective the Council is in equipping care leavers with the skills to lead a good quality, independent life. Once received the report will inform specific action to improve outcomes for care leavers.

Last Updated: 22-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.1 Ensure that effective services to support carers are in place as part of the integrated social and health services.	Jacque Slee - Performance Lead – Social Services	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Co-production work to change the way that disability services work is progressing, and will bring together charities and voluntary agencies under one service level agreement as a cooperative, with shared outcomes and an agreed lead agency for each outcome. The revised Carers' Strategy is on track for delivery in March 2017. The tasks underpinning this action are on track and the outcome RAG is green.

Last Updated: 22-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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2.1.2.2 Influence the use of intermediate care funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care Services.	Susie Lunt - Senior Manager, Integrated Services	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 AMBER
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ACTION PROGRESS COMMENTS:

Partners in Flintshire continue to work actively to ensure Intermediate Care Funds (ICF) across all funding elements are dedicated to Health and Social Care services and, maximised to support people to stay at home and receive an integrated service to meet their health and social care needs. Regular East Wales regional meetings have been set up with a confirmed group of decision makers. Protocols are in place to manage any slippage or underspend. The rate of delayed transfers for 2016/17 is below that of last year.



Last Updated: 22-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.3 Work through the Children's Services Forum and Participation Group to improve access to CAMHS	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Betsi Cadwaladr University Health Board (BCUHB) have been working to improve performance on access to services, and report that Flintshire Child and Adolescent Mental Health Services (CAMHS) have been successful in reducing the waiting lists for Primary Mental Health and are now meeting the Welsh Government target of 28 days and the assessment to treatment targets. Looked After Children have always been prioritised and the Council continue to ensure that they are fast tracked into CAMHS, and ensure effective joint working across the organisation to provide the appropriate packages. During quarter 3 contribution was made to the recruitment process to fill a vacancy in CAMHS for a post providing specialist support to looked after children. One of the Council's experienced social workers was successful in securing this post and will strengthen integrated working between Social Services and CAMHS.

Last Updated: 22-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.4 Further develop dementia awareness across the County.	Jacque Slee - Performance Lead – Social Services	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

There are now 14 care home providers and 7 activity providers using the Facebook page, to promote activities available for care home residents. The next events for Dementia Friendly Communities include further businesses accredited in Flint, and rolling out to businesses in Mold and Buckley. Another memory cafe has opened in Saltney. Work has been progressing in schools; pupils and teachers in one high school and one primary school became dementia friends. This is being followed up in 3 more schools in quarter 4. A creative drama session

was held with a group of pupils to aid in interaction with people with dementia. The children attended a memory cafe and did a joint session of the Never Ending Story.

Last Updated: 18-Jan-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.1 Strengthen arrangements within all Council portfolios to have clear responsibilities to address safeguarding.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Each Portfolio has a nominated lead for safeguarding. A Corporate Safeguarding Panel has been set up and is meeting regularly.

Last Updated: 30-Nov-2016



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.2 Ensure that the workforce are trained in line with the new Codes of Practice for Safeguarding	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	In Progress	01-Apr-2016	31-Mar-2017	5.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

A training strategy will need to be developed to ensure that all employees who come into direct or indirect contact with children or adults at risk , recognise signs of abuse and modern slavery and know how to make a report. There will need to be a range of training for different groups of employees. The Training Strategy will be developed and implemented following approval of the Corporate Safeguarding policy. The Corporate Safeguarding policy will be approved in May 2017; the Training Strategy will be developed following approval of the policy.

Last Updated: 22-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.3 Working with our partners we will ensure that our response rates to referrals remain within statutory targets.	Jacque Slee - Performance Lead – Social Services	Ongoing	30-Aug-2016	31-Mar-2017	-	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

The new guidelines for adult safeguarding include a recommendation that all reports of concerns should have a determination within 7 days. Currently we are processing 76% of reports

within this timescale, and procedures are being reviewed in line with new guidance with the aim of improving performance against the national timescale. Against the outcome measure, risk has been managed for 100% of adult protection referrals so far this year. In Children's Services there is a continuing high demand for targeted support and early intervention services. An Early Help Hub is being established, which will bring together agencies to provide targeted help. Draft criteria for accessing support and referrals pathways have been developed. The purpose of the Hub will to be help family problems from escalating.

Last Updated: 22-Feb-2017

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.1.1.1M02 (SCAL/027) Number of care homes which are a 'Service of Concern'	2	2	3	 GREEN	↔	3	9	 GREEN



Lead Officer: Nicki Kenealy - Contracts Team Manager

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 0.00

Progress Comment: Two care homes are deemed to be a "service of concern" by the Care & Social Services Inspectorate Wales (CSSIW). Action plans are in place and being monitored by CSSIW.

Last Updated: 16-Jan-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.1.1.1M03 (SCAL/028) Number of care homes in 'Escalating Concerns'	0	2	2	 GREEN	↓	2	2	 GREEN





Lead Officer: Nicki Kenealy - Contracts Team Manager

Reporting Officer: Jacque Slee - Performance Lead – Social Services



Aspirational Target: 0.00

Progress Comment: Two care homes have been newly identified by the Council as being in "escalating concerns" around leadership; neither home has a registered manager in place. Concerns are being addressed through corrective action plans.

Last Updated: 22-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.1.2.1M01 (SCA/018c) The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service	97.77	83.02	82	 GREEN	↓	83.02	82	 GREEN
<p>Lead Officer: Jacque Slee - Performance Lead – Social Services Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 82.00 Progress Comment: Work is progressing with North East Wales Carers Information Service (NEWCIS) to ensure capture of all data for carers' assessments and services. New documentation developed regionally in line with the Social Care and Wellbeing Act is being implemented in Social Services, although this is currently in paper form. Work is ongoing to develop these forms electronically and until this work is completed the Council is unable to report on a complete data set for carers' assessments and services. The Integrated Assessment should be available electronically from March 2017. Last Updated: 22-Feb-2017</p>								
KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.1.2.2M01 SCA/001 Monitoring the rate of delayed transfers of care for social care reasons (rate per 1000)	0.71	0.85	2	 GREEN	↓	2.01	2	 GREEN
<p>Lead Officer: Janet Bellis - Localities Manager Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 2.00 Progress Comment: The Council continue to maintain the rate of delayed discharges below that of last year. Delayed discharges for social care reasons tend to be where there are complex mental health needs and, the Council are seeking a suitable placement. All delays are monitored regularly by Social Care and Betsi Cadwaladr University Health Board (BCUHB) jointly and early resolutions for people who are prioritised. Last Updated: 22-Feb-2017</p>								

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.2.1.1M04 SCC/014 - Initial child protection conferences held within 15 days of the strategy discussion	84.78	89.66	95	 AMBER	↑	81.43	95	 AMBER



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

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 98.00

Progress Comment: One conference was delayed on the decision of the Safeguarding Manager, to ensure that relevant professional reports were available for conference. Two conferences were delayed due to the Christmas break but were held immediately afterwards.

Last Updated: 08-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.2.1.1M05 SCC/034 – The percentage of child protection reviews completed within timescales.	100	94.95	98	 AMBER	↓	98.07	98	 GREEN



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

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 100.00

Progress Comment: Reviews for five children from three families were held outside the designated timescale. One family transferred to England, however the conference was held within the timescales of the receiving Authority. One was scheduled for the start of the school term to ensure that school employees could attend. The third was rescheduled to ensure that the right people could attend in the interest of the children. We continue to schedule reviews within timescales wherever this does not conflict with the interest of the child.

Last Updated: 16-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.3.3M03 SCA/019 - Adult protection referrals where the risk was managed	100	100	98	 GREEN	↔	100	98	 GREEN

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 100.00
Progress Comment: Risk was reduced or removed for all adults with an adult protection referral completed in the quarter.

Last Updated: 16-Jan-2017

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Fragility and sustainability of the care home sector.	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Red	Red	↔	Open

Potential Effect: Reduced quality of care, increased difficulties with recruitment and retention of staff, and reduced capacity in the care home sector.

Management Controls: Refocus specialisms within in-house provision to fit with changing demands. Continue to monitor capacity in the sector.

Progress Comment: A five day summit with Betsi Cadwaldr University Health Board and the six North Wales Authorities was held to discuss fragility and the impact on admissions into acute hospitals and early discharge. Follow up sessions are taking place in North East Wales during February to take forward the agreed actions, and providers have been involved in these discussions. Fee setting conversations with providers were completed before the end of January. The project manager has undertaken initial research and identified both 'quick wins' and medium to long term opportunities to support the sector. The pressure on the Welsh Government to increase the cap on day care has resulted in an increase from £60 to £70 per week with incremental progression to £100 per week over time to support the sector. Although progress is being made the level of risk remains red due to the ongoing fragility of the sector.

Last Updated: 22-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The quality of care home services will not meet required standards.	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Performance Lead – Social Services	Amber	Amber	↔	Open

Potential Effect: Negative impact on reputation of the Council.
Management Controls: Contract monitoring in place. Good relationship with Care and Social Services Inspectorate Wales (CSSIW). Good relationships with providers. Staff Training.
Progress Comment: The roll out of "Progress for Providers" continues; one page profiles and the welcome pack have been implemented in 16 residential homes and 3 nursing homes. Contract officers are now implementing further person centred tools, with bespoke training delivered for staff. Care homes will start assessing themselves against the new Flintshire standards from April 2017. The level of risk should be reducing; however, intensive work with a small number of homes in escalating concerns have impacted on capacity, resulting in some delays - the risk level therefore remains at Amber for this quarter.

Last Updated: 16-Jan-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Children and vulnerable families are not fully supported where multi-agency services and partners do not move toward an early intervention and prevention approach	Craig Macleod - Senior Manager, Children's Services & Workforce	Ray Dickson - Children's Fieldwork Services Manager	Amber	Amber	↔	Open

Potential Effect: High re-referral rates, Looked After Children (LAC) health assessments not completed on time, IAA requirements not met
Management Controls: Development and implementation of multi agency early intervention hub. A Project Manager has been appointed to take forward the development and implementation of the Hub. Appropriate governance arrangements are in place involving all agencies.
Progress Comment: Project arrangements for developing an Early Intervention Hub are in place with a Project Sponsor, Strategic Advisor and Project Administrator in place. Specific work streams have been developed and lead officers identified to take them forward. Within Social Services there is a high demand for targeted support and early intervention services. Management decisions are being made on how finite resources can be best deployed based on individual circumstances and presenting/associated risk. This area of the service will be reviewed in quarter 3 to identify opportunities to take different approaches to manage and respond to demand.

Last Updated: 08-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand and aspirations for independent living will not be met.	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services	Amber	Yellow	↓	Open

Potential Effect: Insufficient capacity within existing extra care provision

Management Controls: Flint:

- Full planning approval was granted for the scheme in March 2015.
- Pennaf aim to be on site by September 2015; FCC is overseeing the completion of several tasks in order to meet this target, which includes 1) further investigative work of the historic ditch, 2) demolition of the maisonettes, 3) surveys and 4) utility diversions.
- Partnership working groups will continue to agree, oversee and monitor the building design and service model as the scheme progresses.

Holywell:

- The outline design has been amended to reflect stakeholder feedback, as a result the site will now include additional public parking to meet local demand.
- Outline planning application refused 18th May 2015.
- Partnership working groups will be established once the scheme has received outline planning approval.

Progress Comment: Flint:

The scheme construction is progressing well - 17 weeks into the 78 week programme.

Holywell:

The scheme has been accepted onto the 'PDP' Development Plan, subject to Welsh Assembly Government review. The proposed site is the former primary school – Ysgol Perth Y Terfyn on Halkyn Road, Holywell. The scheme will provide at least 50 units, with a mix of 1 and 2 bedroom apartments. On Thursday, January 12th, there was a public event at St Peters Church in Holywell, where information regarding the scheme was shared with local residents. Turnout was good and there is lots of positive interest. Wales & West are now preparing an outline planning application to be submitted for approval in February 2017.

With positive progress on both projects, this risk is now decreasing.

Last Updated: 16-Jan-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding between Health and the Council does not transfer smoothly e.g. Continuing Health Care (CHC), Intermediate Care Funds (ICF), and Primary Care Funds.	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services	Amber	Green	↓	Open

Potential Effect: Increased costs to the Council
Management Controls: Refreshed strategic direction led by BCUHB's new Executive Boards and a new operating structure currently being introduced. The structure will have more of a locality focus with a strengthened focus on increasing capacity within community based services.
Progress Comment: £227K has been reclaimed as a result of the work on tracing Continuing Healthcare Care (CHC) funding, and a similar amount is expected for Quarter 4. Work is continuing on producing a set of operational standards with Betsi Cadwaladr University Health Board (BCUHB); these will form the basis of a North Wales regional workshop to agree operational standards for health & social care.
 In terms of Intermediate Care Fund (ICF), meetings with BCUHB are regularly held to agree ongoing and new funding arrangements. The level of risk remains green.
 Last Updated: 23-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Service provision is not co-ordinated/integrated.	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services	Amber	Amber	↔	Open

Potential Effect: Ineffective joint services
Management Controls: Refreshed strategic direction led by BCUHB's new Executive Boards and a new operating structure currently being introduced. The structure will have more of a locality focus with a strengthened focus on increasing capacity within community based services.
Progress Comment: Discussions are taking place regionally and locally in relation to how best to take forward the development of pooled budgets. The level of risk remains amber due to the Council's ability to achieve this by 2018 as required by the Act.
 Last Updated: 19-Jan-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Safeguarding arrangements do not meet the requirements of the Social Service and Well-being (SSWB) Act.	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Yellow	Green	↓	Open

Potential Effect: Criticism from Regulator



Management Controls: N/A

Progress Comment: A specific module on safeguarding in line with the act has been delivered to staff in Social Services. Safeguarding procedures are being amended in line with the Act, and training will be delivered on these. Act compliant e-learning is available to all staff.

Last Updated: 16-Jan-2017

3 Economy and Enterprise



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Strategic / Regional positioning in readiness for future accelerated growth	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Flintshire County Council (FCC) has played a central role in meeting with UK and Welsh Government on behalf of both North Wales and the Mersey Dee Alliance area to discuss the vision for future economic growth in the region. Flintshire strategic development sites have featured in both the North Wales Growth Vision and the Cheshire Warrington Local Enterprise Growth Plan. The aim, for the end of the year, is to have contributed to the publication of the Infrastructure Prospectus for the Mersey Dee region and to have continued to build support within Welsh and UK Government for the Growth Vision for North Wales and the Mersey Dee area.



Last Updated: 06-Jan-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Maximise the economic value of transformation projects	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2016	31-Mar-2017	90.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Vibrant and Viable Places (VVP) is in it's final year of delivery and all projects are on track to fully spend. Pipeline projects are being developed to use any underspend funds that Welsh Government might make available. There are close working arrangements in place between the contractor for the Strategic Housing and Regeneration (SHARP), Wates Living Space, and the Communities First programme to ensure that unemployed people are offered pre-employment support and work experience opportunities. By the end of the year the intention is to fully spend all allocated VVP resources and to successfully bid for additional resources if they become available from Welsh Government and, build successful work experience and apprenticeship placements with the supply chain for the SHARP programme.



Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.3 Facilitate the creation of jobs	Rachael Byrne - Enterprise Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

23 new enquiries were received during quarter 3 in respect of new investment and existing business expansion, which will lead to job creation. Of the 23 enquiries for support, 7 are from the social enterprise sector. 3 supply chain events were held during quarter 3 including seminars and networking events for social enterprise; hospitality and tourism sectors. Of the 23 business enquiries received, 18 converted to investment during quarter 3 resulting in a conversion rate of 78% and a cumulative total 16/17 of 998 new jobs. The aim for the year is to provide a responsive support service to businesses considering expanding or investing in the area. The measure for this action is KPI IP3.1.1.3 M01.

Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.4 Strengthen the economic benefits of town centres and the visitor economy	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER

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ACTION PROGRESS COMMENTS:


The final schemes in the Capital Works Programme started on site in late September 2016. The Buckley shop front improvement and vacant unit grant will improve the appearance of town centre shop units and encourage the re-use of empty shops. Flintshire County Council Coastal Communities Fund aim to improve access and awareness of the Dee coastline project, most of which is complete, having installed small scale visitor infrastructure and interpretation at key points along the Dee. By the end of the year the aim is to complete the last projects in the previous phase of town centre support and, in particular, the improvements to the square at St. Mary's Church in Flint. The service will also have started the process of developing a new plan for supporting town centres in the future which will extend into next year. The tourism service will focus on the ongoing work to grow the Ambassadors programme in North East Wales, promote the area as part of the North East Wales brand and improve the management of key destinations for visitors.



Last Updated: 23-Feb-2017



Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP3.1.1.2M01 Delivery of supply chain development events	No Data	3	2		N/A	7	5	
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Rachael Byrne - Enterprise Manager Aspirational Target: Progress Comment: Three supply chain events were held during quarter 3 including seminars and networking events for the social enterprise; hospitality and tourism sectors.</p> <p>Last Updated: 23-Feb-2017</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.2M02 Percentage of business enquiries converted to investment within Flintshire	No Data	78	N/A	N/A	N/A	255	N/A	
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Rachael Byrne - Enterprise Manager Aspirational Target: Progress Comment: Of the 23 business enquiries received, 18 converted to investment during quarter 3 resulting in a conversion rate of 78%</p> <p>Last Updated: 19-Jan-2017</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.3M01 Number of new jobs in Flintshire	381	64	50		↓	998	750	
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Rachael Byrne - Enterprise Manager Aspirational Target: Progress Comment: 18 conversions to investment resulted in 64 new jobs created of which 7 are from the social enterprise sector. A cumulative total for 2016/17 of 998 new jobs were created against a target of 1,000 by the end of quarter 3.</p> <p>Last Updated: 17-Feb-2017</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.3M02 Number of jobs created as a result of large capital programmes (Welsh Housing Quality Standard)	27	10	9	 GREEN	↓	30	27	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager

Reporting Officer: Sean O'Donnell - Contract Surveyor



Aspirational Target:

Progress Comment: All programmes have continued into the new financial year due to a rolling Welsh Housing Quality Standard scheme. As a direct result of this, local jobs that were created have been retained.

The number of jobs created continues to improve as further contracts are procured and future progress will be maintained through the new Flintshire Apprentice Academy.

Last Updated: 16-Jan-2017

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.3M03 Number of jobs created as a result of large capital programmes (Strategic Housing and Regeneration Programme)	0	118	0	 GREEN	↑	205	0	 GREEN

Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager


Reporting Officer: Denise Naylor - Customer Services Manager

Aspirational Target:

Progress Comment: A total of 118 jobs and learning opportunities were created through SHARP at the Custom House site, Connah's Quay and the Walks site, Flint. This figure includes opportunities that have been introduced through the Communities First programme.




Last Updated: 23-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP3.1.1.4M02 Number of new Ambassadors recruited	No Data	5	6	 AMBER	N/A	11	12	 GREEN
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Rachael Byrne - Enterprise Manager Aspirational Target: Progress Comment: Five new Ambassadors have signed up to the Flintshire Ambassador Programme during quarter 3. A cumulative total of 11 new ambassadors against a target of 12 was achieved by the end of quarter 3. Flintshire Ambassadors are organising a tourism promotional exhibition at Westminster Palace to showcase the county and region as a viable visitor destination.</p> <p>Last Updated: 16-Feb-2017</p>								




RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
<p>The Northern Powerhouse and Local Enterprise Partnership (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.</p> <p>Potential Effect: If a significant growth deal package is agreed for the Cheshire / Warrington area it will provide the ability for local partners to manage the economy locally with new investment as well as devolved powers that allow a responsive approach to meeting local needs. This has the potential to make the area more attractive to new business investment to enable maximum benefits from economic growth to reach local people. Management Controls: The Council is closely involved in the development of the Northern Powerhouse and in the development of the Cheshire / Warrington growth vision. The Council, together with partners across North Wales, is working to develop an ambitious growth vision for North Wales. Progress Comment: There has been extensive work to make the case for increased devolution of powers as part of the development of the North Wales Growth Vision. There have been positive discussions with Welsh Government in relation to the future role of the Economic Ambition Board and the emerging approach to regional working as an alternative to Local Government Reorganisation which may help with this process.</p> <p>Last Updated: 20-Jan-2017</p>	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager, Rachael Byrne - Enterprise Manager				Open

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Infrastructure investment does not keep pace with needs and business is lost to the economy.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager				Open
<p>Potential Effect: The potential impact would include businesses choosing not to locate in Flintshire, existing businesses finding it harder to justify remaining in the area and a worsening quality of life where, for example, traffic congestion increases.</p> <p>Management Controls: Working with North Wales Economic Ambition Board and Mersey Dee Alliance partners to make a robust and well-evidenced case for investment.</p> <p>Progress Comment: Flintshire has worked with partners across North Wales and the North West of England in developing ambitious visions for economic growth for both North Wales and the Cheshire Warrington area. Both visions set out the economic benefits that can be realised in the region and the infrastructure needed to deliver them. These have been submitted to the UK Government for consideration. Further work is also underway to identify barriers to developing the key strategic development sites in Flintshire.</p> <p>Last Updated: 19-Dec-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Support for businesses in Flintshire does not meet needs and fails to encourage investment.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager, Rachael Byrne - Enterprise Manager				Open
<p>Potential Effect: i) Lower level of investment ii) Lower level of employment iii) Failure to realise wider benefits to the county from business investment</p> <p>Management Controls: i) Co-ordinated approach to business support across partner agencies to ensure good intelligence sharing and use of available resources ii) Sign posting to other support agencies where appropriate</p> <p>Progress Comment: The Council has been working closely with potential investors and the rate of conversion remains high. Flintshire Business Week 2016 was very successful with a number of well attended events and remains a popular and cost effective way of engaging with and supporting the business community, enabling them to network and trade together.</p> <p>Last Updated: 23-Feb-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Devolved powers in Wales do not match those in England.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager				Open

Potential Effect: Areas with a greater range of devolved powers have the potential to manage their economy in a more responsive manner and are able to take decisions quickly across a wide range of service areas. This gives them a considerable advantage in creating the conditions for successful business growth and neighbouring areas are likely to struggle to compete for new business investment.



Management Controls: The Council, together with partners in the Mersey Dee Alliance and North Wales Economic Ambition Board, has contributed to ambitious visions of economic growth for North Wales and the Mersey Dee area. These visions set out the potential economic growth that can be achieved and the investment and devolved powers needed to make it deliverable.

Progress Comment: The risk assessment remains unchanged in this quarter as a Growth Bid is not yet complete. However, there has been extensive work to make the case for increased devolution of powers as part of the developing Bid with a positive reception from both the UK and Welsh Governments.

Last Updated: 22-Feb-2017

4 Skills and Learning



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Work with the public, private and voluntary sectors to maximise the number of apprenticeships, traineeships and work experience opportunities.	Jeanette Rock - Principal Education Officer Inclusion	In Progress	01-Apr-2016	31-Mar-2017	40.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Work has continued to build on the progress made in the previous year. The Flintshire Apprenticeship Academy is established and partnership working with Future Works is underway. Opportunities to capitalise on apprenticeships, traineeships and work experience are being maximised through a range of forums, events and partnership working. Flintshire Business Week (September 2016) had a specific seminar focusing on this priority. Information promoting local and regional opportunities for young people is published as a Careers Wales newsletter which is circulated regularly to Flintshire schools. The European Social Funded Project (TRAC) began in April 2016. This focuses on providing bespoke intervention to young people between the ages of 11 and 19 who are at risk of becoming Not in Education, Employment or Training (NEET). Careers Wales is a partner agency for this project whom have supported improved access to suitable opportunities based on information gained from both employers, education establishments and the young people themselves. Coleg Cambria are also a partner within TRAC, and this has afforded regular discussion regarding the suitability of opportunities currently on offer and identification of barriers to access. Alongside TRAC the Council has targeted its resources at supporting young people to maintain their engagement, either through individual personal support or coordination of the provision and liaison between relevant partners. Additional Welsh Government funding has now been allocated to Careers Wales to further increase opportunities for apprenticeships in Wales and a number of events have been scheduled in partnership with schools in response to this. These include frequent workshop/information sharing opportunities to ensure pupils, teachers and parents/carers are well informed of opportunities offered through apprenticeships. A High Impact Interactive Careers Fair is scheduled for February 2017 which will focus on raising the parity of esteem between work-based learning and traditional academic routes, and a further event 'Into the Future' focused on Key Stage 5 pupils, explores the apprenticeship as an alternative to higher education. The Construction Industry Training Board (CITB) is embarking on a pilot project which links construction companies with schools. The aim is to raise awareness of the significant range of career opportunities available within the industry and promote these as viable options given the perceived future level of need for skilled employees in this field. Two Flintshire Secondary Schools have been identified to participate in the initial pilot for this academic year.



Last Updated: 17-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 Increase training and apprenticeship opportunities through the Future Works Flintshire Apprenticeship Academy and Major Capital programmes.	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

All programmes have continued into the new financial year due to rolling Welsh Housing Quality Standard (WHQS) Programmes. As a direct result of this, training and apprenticeship opportunities that were created have been retained. It is positive to note that the number of jobs and apprenticeships continue to improve and future progress will be maintained through the new Flintshire Apprentice Academy. The placement support Coordinator will ensure the Apprentice & Training requirements with our WHQS Contractors is moving forward. They will attend monthly progress meetings and will also monitor and collate the contractors apprentice data.

Last Updated: 20-Jan-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.	Sharon Jones - Communities First Cluster Delivery Manager East	In Progress	01-Apr-2016	31-Mar-2017	80.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A Jobs Fair at the Civic Hall Connahs Quay was supported with over 300 job vacancies and 472 people in attendance. Promotion of the Enterprise Club was undertaken at the event. The Lead Officer has been developing a programme of entrepreneurship to be delivered into Communities First Schools. The project is called "Skies the Limit" and is working in partnership with Theatre Clwyd. Nine junior schools are currently involved and over 100 pupils have taken part in the project. Work with Young Enterprise, engaging with schools on entrepreneurial activities and developing business skills is progressing and being incorporated into the curriculum. The Lead Officer is working on an event to be delivered in Wrexham. It is part of the Flintshire Business Entrepreneurship Network (BEN) and aimed at encouraging businesses to support the BEN initiative.

Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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<p>4.1.1.4 Further develop the Youth Engagement and Progression work programme for learners in danger of disengaging through:</p> <ul style="list-style-type: none"> • 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) to better engage with post-custody education, training and employment prior to release. 	<p>Jeanette Rock - Principal Education Officer Inclusion</p>	<p>In Progress</p>	<p>01-Apr-2016</p>	<p>31-Mar-2017</p>	<p>50.00%</p>	 GREEN	 GREEN
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ACTION PROGRESS COMMENTS:

Work continues in line with the Welsh Government Youth Engagement and Progression Framework requirements. Regular meetings are scheduled with schools and other education providers, and attended by a range of appropriate support agencies. The Learner Profiling Tool is used to identify young people at risk. A range of options are considered and a package of support determined. A database of local and regional services/provision has been developed and maintained to facilitate access to a range of varied opportunities, focusing on the development of interpersonal and employability skills. A menu of vocational courses has also been established with the local college and work-based learning providers. Funding is available to support more bespoke packages for individuals with more significant needs. Additional support, guidance and provision is now available through the European Social Funded project TRAC which began in April 2016. This targets young people between the ages of 11 and 19 who are at risk of disengagement. TRAC is a 2 year partnership project between Wrexham County Council, Coleg Cambria and Careers Wales providing resources to deliver a range of effective support to targeted young people. Coleg Cambria provided a Summer Academy. Pupils at risk of not engaging with an outcome at the start of Year 12 were identified by schools and other partner agencies and supported to access the academy which provided a range of activities throughout the Summer break. This proved to be highly successful in facilitating a successful transition for these pupils into their chosen Year 12 placement. Since September 2016, 87 placements have been offered to Key Stage 4 learners in Flintshire on the following vocational courses - Hair & Beauty, Motor Vehicle, Small Animal Care and Construction. Pupils access the courses following interview to ensure that they will benefit from the opportunity provided. A further 43 places have been taken up on the military preparation courses, with 14 of these young people embarking on their second year of the course. The TRAC project is operational and has established links with all Flintshire secondary schools and Pupil Referral Units. A total of 163 pupils have been referred to the project to date for additional intervention.



Last Updated: 17-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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<p>4.1.2.1 Working effectively with the Regional School Improvement Service (GwE) to:</p> <ul style="list-style-type: none"> • 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 	<p>Claire Homard - Senior Manager - School Improvement</p>	<p>In Progress</p>	<p>01-Apr-2016</p>	<p>31-Mar-2017</p>	<p>50.00%</p>	 GREEN	 GREEN
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ACTION PROGRESS COMMENTS:
 Evidence that challenge and support interventions are being effective are demonstrated by an improvement in the number of primary schools being awarded Standards Group 1 by Welsh Government (WG). This has increased by 7 schools from 2015 (10.4% increase). There are currently no primary schools in a serious category of Estyn follow up or in the red support category under the national categorisation model. The number of primary schools being monitored by the School Performance Monitoring Group has already reduced by 3 this term with further removals expected. Secondary schools continue to be of concern with 2 in the amber support category and 4 in the red. Two are currently in serious Estyn categories of concern, they are however responding appropriately to support and high levels of intervention.

Last Updated: 17-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
<p>4.1.2.2 Reducing the impact of poverty and disadvantage, including through the Families First Programme (2015-17) and Flintshire’s Integrated Youth Services Strategy, (2014-18), “Delivering Together”</p>	<p>Ann Roberts - Families First Lead / Youth Services Manager</p>	<p>In Progress</p>	<p>01-Apr-2016</p>	<p>31-Mar-2017</p>	<p>80.00%</p>	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:
 Funding has been received and re-commissioning of the Families First Programme is in progress via a competitive dialogue process. The third sector is key to delivery and will be engaged in all provision. Flintshire County Council procurement are supporting the re-commissioning process. Following the 6 month transition agreement the full programme is intended to be in place with effect from 01.10.2017. The programme will ensure that the new provision will be a resource for the emerging multi agency hub and the Social Services and Wellbeing act requirements. The commissioning progress is on track , however, firm guidance from Welsh Government has yet to be released which will enable completion of the process and a move towards delivery phase.



Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.3 Improving outcomes for Looked After Children and young people exiting the Youth Justice System	Chris Clarke - Youth Justice Service Manager	In Progress	01-Apr-2016	31-Mar-2017	70.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Following a period of reduced performance in 2015/16 due to staffing issues, a renewed focus has been given to delivering Education, Training and Employment (ETE) options. Activities have included an action plan delivered by the Executive Management Board and supported by Youth Justice Board Cymru. An internal review of recording and monitoring procedures has embedded robust recording into the system data collection. The confirmation of the Proactive Education Coordinator in post within the new Integrated Youth Provision service (IYP), the enhanced role of the educational panel within the IYP and improved partnerships with the 3rd sector Symud Ymlaen organisation has enhanced delivery. Supporting delivery of this project were: i) The Youth Engagement Progression Framework (YEPF) ii) Key workers in the resilience project as part of IYP iii) The YEPF coordinator and TRAC team as part of the 14-19 Network. Update Oct 16: The Youth Justice Service (YJS) has been able to sustain financing of the targeted youth worker position to support out of court disposal and other diversionary processes in order to maintain reduced entry into the Criminal Justice system. The wider application of the enhanced case management framework is being explored including its application as part of an exit strategy post court orders and for Looked After Children (LAC), including out-of-county. The Management Board has had access to the Lord Hamming report "Keeping Children in Care and Out of Trouble" and will be considering its key recommendations. The Reintegration & Resettlement Panel has now been operational for over 12 months and is reviewing all LAC cases into/out of the County and the range of interventions/contacts needed. The Integrated Youth Services provision is also looking at greater joint resourcing and training in order to further utilise the range of community youth service resources more effectively post exit for YJS young people. The mentoring project utilising volunteers to have contacts with young people post exit from the service continues to develop. Update Jan 17. The integrated youth provision has over Q1-Q3 worked with 12 LAC cases including 2 from other Local Authorities and 5 Flintshire cases resident in other LA areas in England and Wales. The continued development and effective working of the Resettlement and Reintegration Panel is contributing to improved outcomes for this cohort. Of the cohort 10 are engaging and concluded successfully, and 2 have been breached resulting in a custodial outcome. The service is currently working with Children Services on an appeal plea concern for one young person, and actively contributing to effective resettlement and reduced offending in various locations. Nine young people are actively engaged in education training and employment with the remaining 3 disengaged from provisions that are being offered and are available. The development of the Agored framework within the service is a further opportunity for all young people to enhance their employability. The service is increasing its capacity to deliver Restorative Justice in the community including a pilot at Holywell High School and developments with placement providers. This initiative is expected to prevent unnecessary entry into the Criminal justice System and support placements that may be compromised or at risk as a consequence of challenging and offending behaviours. The successful recruitment of the targeted sessional youth worker is contributing to diversionary activities and partnerships with Action for Children and other third sector providers are being considered in terms of prevention and intervention relating to social media and sexual offending.



Last Updated: 09-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.4 Continuing to implement Band A of the 21st Century Schools Programme.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2016	31-Mar-2017	52.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Band A - 21st Century Schools Programme. Programme 2014 – 2019: The construction projects at Coleg Cambria (Deeside 6th and at Holywell Learning Campus were completed in August 2016. A revised Strategic Outline Programme (SOP) for the remainder of the agreed funding envelope for Band A has been presented and approved in principal by Welsh Government. Proposed Capital projects at Connah’s Quay High School and Penyffordd were approved by Cabinet on 18th October and now form the remainder of the Band A programme. School Modernisation Programme. School Organisation summary: John Summers High school: Cabinet Secretary determined closure of 16-18 from 31st August 2016, and closure of 11-16 from 31st August 2017; Ysgol Maes Edwin and Ysgol LLanfynydd closed 31st August 2016; Ysgol Mornant, Picton federated with Ysgol Maes Garmon in November 2016. Review at Nercwys VA School – 18th November 2016, Cabinet determined a "Pause and Review" to allow options for collaboration to be considered. Review at Brynford, Lixwm and Rhosesmor – 13th December 2016, Cabinet determined that Rhosesmor, Ysgol Rhos Helyg was a sustainable school in its own right and that statutory consultation should be undertaken on options for Brynford and Lixwm during the Autumn of 2017.



Last Updated: 17-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.5 Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century Schools (Band B) programme.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2016	31-Mar-2017	55.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

This is a long term programme extending to 2024. School change projects can take 3-5 years from inception to delivery. Welsh Government (WG) has confirmed its commitment that there will be a Band B 21st Century programme to follow band A, this is likely to be programmed between 2019 and 2024. Local Authorities (LA) in Wales are awaiting further confirmation and detail from WG, in terms of the available funding, criteria and intervention rate. Modelling and preparatory work around options and affordability of a forward band B programme is currently being undertaken. It is expected that the WG will ask LA's to review their Strategic Outline Programmes (SOP's) during spring 2017

Last Updated: 09-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.6 Securing a sustainable strategy for repairs and maintenance of school buildings.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Annual budgetary increase for repair and maintenance is not viable in the context of Council finance. Repair and Maintenance backlog is a long term programme linked to the School Modernisation Programme. Additionally, business cases for capital improvement and Repairs and Maintenance (R & M) projects in schools will be submitted via the Council's business case process for consideration. Continuation of the Council’s capital programme through two funding streams will support the following: reduction in unfilled spaces; securing a

sustainable strategy for repairs and maintenance (i.e. will reduce backlog maintenance); provide an efficient school estate; remove mobile classroom; improve condition and suitability of the school estate; ensure the right number of schools and are in the right places. Removal of Perth Y Terfyn Infants County Primary (CP), Ysgol Fron Junior CP and Holywell High School as part of the Holywell Learning Campus project has effectively removed £400K of backlog maintenance (costs based on a five year cycle) from the schools portfolio. As the Council's band B programme has not been approved the outcome RAG status is classified as amber. No change since the previous quarter



Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.7 Securing a sustainable set of transport policies and efficient delivery practices.	Damian Hughes - Senior Manager, School Planning & Provision	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Consultants were engaged by the Council to provide options for efficiencies for home to school transport, both operational and via policy change. A task and finish group was set up to consider options and reported back through the democratic process. The Cabinet meeting held on the 21st June 2016 considered recommendations from the School Transport Task & Finish Group. The determination was not to proceed, however, should discretionary transport provision and potential policy change be considered in the future, the recommendations would be supported.

Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.8 Developing an effective local approach to national inclusion reforms.	Jeanette Rock - Principal Education Officer Inclusion	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 AMBER



ACTION PROGRESS COMMENTS:

The Welsh Government (WG) programme of reforms for Additional Learning Needs (ALN) continues to develop. The bill is due to be presented during the Autumn Term 2016 with the changes to be implemented by 2018. At this time, Person Centred Planning (PCP) is the only area of the reforms that has been confirmed and funding has been allocated by WG to support a training programme for this. Flintshire's Education Psychology Service have developed and implemented a training programme to ensure all schools have accessed initial training (this was completed in July 2016). The next stage of the programme has been to identify Beacon schools who are fully embracing and embedding PCP into their practice and these are being supported so that their effective practice and expertise can be shared across the county. The draft Code of Practice for ALN is due to be released during the Autumn Term 2016 and this alongside the bill will inform the next steps in terms of preparing schools for the reforms. Welsh Government have identified funding to support Local Authorities (LAs) and schools to prepare for the reforms. LAs have been tasked to work regionally to identify appropriate projects and Flintshire Officers have decided to focus on Post 16 provision mapping and the role of the Additional Learning Needs Coordinator. The North Wales regional plan was ratified by Welsh Government in December and information in terms of secondment opportunities for practising Additional Learning Needs Coordinators (ALNCos) has been circulated to Flintshire Schools. Interviews were scheduled for the 12th January and

this initial project focusing on the role of the ALNC and future provision mapping will run until the 31st March 2017. Flintshire County Council will be working in collaboration with Wrexham County Borough Council to complete this piece of work on behalf of the region. Additional funding to cover the release of staff was built into the plan and should facilitate the engagement of the relevant people.

Last Updated: 23-Feb-2017

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.2.1M22 The percentage of young people of school age in the youth justice system that are offered 25 hours ETE	80	76	40	 GREEN	↓	76	40	 GREEN



Lead Officer: Chris Clarke - Youth Justice Service Manager

Reporting Officer: Louisa Greenly - Performance Management & Information Officer

Aspirational Target:

Progress Comment: All young people entering the Youth Justice system are assessed using Asset Plus, and their educational circumstances reviewed. If they are not undertaking the appropriate level of education, training or employment, a referral is made to the Education, Training, Employment (ETE) Panel, which includes colleagues from Careers Wales, the Resilience Team and Education. A programme of intervention is put in place to facilitate the young person's access to education. The Youth Justice Centre also offers the Agored Qualification for young people who may be out of mainstream education and involved with the Youth Justice Service.

Last Updated: 09-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.2.1M23 The percentage of young people above school age in the youth justice system that are offered 16+ ETE	66	62	55	 GREEN	↓	62	55	 GREEN

Lead Officer: Chris Clarke - Youth Justice Service Manager
Reporting Officer: Louisa Greenly - Performance Management & Information Officer
Aspirational Target:
Progress Comment: The figure for young people above school age is lower than the school age cohort. This older cohort includes the 17-18 year olds who are more challenging to engage and place in education and training programmes due to either the nature of their offending, or a more ingrained lack of motivation. However, there have been a number of older young people who have gained qualifications through various projects such as Groundworks and the Warehouse Project, which will improve their future employability and reduces their risk of further reoffending.

Last Updated: 19-Dec-2016

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Senior Manager - School Improvement	Amber	Amber	↔	Open

Potential Effect: Flintshire residents are not appropriately skilled to meet the labour market requirements.

Management Controls: i) Close links with providers and employers are maintained through a variety of forums. Each of these has representation from Flintshire Officers across a range of portfolios.

ii) The development of the Flintshire Apprenticeship Board has provided a forum to share relevant information and concerns internally between Officers and Members to inform appropriate actions.

Progress Comment: Labour Market Intelligence is feeding into the forums to provide further evidence of employee skill needs for the future. The Construction Industry Training Board (CITB) have just started a pilot project which creates direct links between local schools and construction companies to develop awareness of the range of future employment opportunities and the associated skills required.

Last Updated: 23-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Training places will not match current or future employer aspirations and needs	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Senior Manager - School Improvement	Amber	Amber	↔	Open
<p>Potential Effect:</p> <p>Management Controls: Labour market intelligence is shared by the North Wales Economic Ambition Board and is fed into meetings held between providers, Careers Wales and FCC officers to support the development/commissioning of suitable training opportunities.</p> <p>Progress Comment: Labour Market Intelligence generated by the North Wales Economic Ambition Board is circulated to providers to raise awareness of training requirements. Discussions around the information are taking place through the existing forums.</p> <p>Last Updated: 29-Nov-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Timescales of European Social Fund (ESF) programmes will not meet local targets and requirements.	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Senior Manager - School Improvement	Amber	Amber	↔	Open
<p>Potential Effect: Reduced time to make best use of the ESF funding resulting in low project impact on young people who are at risk of disengagement and becoming NEET (Not in Education, Employment or Training).</p> <p>Management Controls: Officers work collaboratively with the Regional Team to ensure information is submitted in a timely fashion to support the bid process. Staff roles within the project are designed clearly to have maximum impact on the defined cohort with the time allocated.</p> <p>Progress Comment: A training session has been held with school-based staff to review TRAC eligibility and systems. This has facilitated a greater understanding for the purpose of the project along with processes that need to be undertaken to access and exit the provision. The full employee complement and greater process awareness should facilitate increased participant involvement.</p> <p>Last Updated: 17-Feb-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Schools do not receive and/or make best use of the support they need from the Council and Gwasanaeth Effeithiolrwydd (GwE)	Claire Homard - Senior Manager - School Improvement	Jeanette Rock - Principal Education Officer Inclusion	Amber	Amber	↔	Open

Potential Effect: Schools are less well informed about developments and what their actions to ensure continued improvement should be. Progress in improving outcomes for learners is reduced.

Management Controls: Regular reviews by LA Senior Manager, GwE Senior Challenge Adviser and monitoring by LA's School Standards Monitoring Group

Progress Comment: Fortnightly meetings between the Senior Manager for School Improvement and the Senior Challenge Adviser for the Flintshire Hub ensure that schools of concern are regularly discussed and appropriate support provided.

Last Updated: 19-Dec-2016

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

Potential Effect: Higher teaching ratios, unfilled places, backlog maintenance pressures

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

Progress Comment: Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors. The recent school organisation change determinations will result in a reduction in unfilled places across both primary and secondary schools. As a snapshot, the Holywell Learning Campus project has reduced unfilled places in this area by around 450 places. There has been no change in risk since the previous quarter.

Last Updated: 22-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Damian Hughes - Senior Manager, School Planning & Provision	Claire Homard - Senior Manager - School Improvement	Red	Red	↔	Open

Potential Effect: The fabric of Education and Youth buildings will continue to decline.
Management Controls: Continuation of School Modernisation Programme, Continuation of Repairs & Maintenance planned maintenance programme, Capital Business Cases for School improvement, Implementation of Band A and Band B 21st Century Schools programmes
Progress Comment: Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also:
 i) Support a reduction of unfilled places
 ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership
 iii) Ensure that the condition and suitability of the school estate is improved.
 Additionally, capital business cases for improvement and repairs, and maintenance projects in schools will be submitted via the Council's business case process for consideration. There has been no change in risk since the previous quarter.

Last Updated: 22-Feb-2017



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Leadership capacity does not match school needs	Claire Homard - Senior Manager - School Improvement	Jeanette Rock - Principal Education Officer Inclusion	Amber	Amber	↔	Open

Potential Effect: Downturn in school performance and underachievement
Management Controls: Regular Challenge Adviser monitoring visits through GwE.
 Well defined and established links between senior officers in GwE and the Local Authority (LA) to support effective communication.
 A comprehensive programme of training and intervention designed to support the development of leadership skills.
 LA programme of School Monitoring meetings for schools causing concern, particularly in relation to leadership through the Governing Body and/or the headteacher.
Progress Comment: All schools in Flintshire currently have appropriate leadership arrangements in place. Out of 64 primary schools there are two Acting Head positions - one in relation to potential school reorganisation and one in relation to the temporary secondment of the substantive Head to the Regional School Improvement Service. In the secondary sector where there are 12 schools, two have interim Headteacher posts to cover vacancies, which will be advertised to secure substantive appointments.

Last Updated: 19-Dec-2016

5 Safe Communities



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan.	Sian Jones - Public Protection Manager - Community	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

This action is complete. The North Wales Safer Communities Board Plan for 2016/17 has been approved. The plans of the Public Services Board (PSB) are consistent with and support the regional plan.



Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Contribute to the delivery of the North Wales Community Safety Plan priorities	Sian Jones - Public Protection Manager - Community	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The regional priorities have been embedded within the local 'People are Safe' delivery plan for 2016/17 under the guidance of the Public Services Board.

Last Updated: 16-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.3 Reduce fear of crime by making use of the latest technologies including closed circuit television (CCTV)	Doug Dowling - CCTV and Campus Manager	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:



The feasibility study is complete and the consultants report has been received. An executive summary has been issued to Cabinet for consideration. Consultation with Town & Community Councils and other Stakeholders has been postponed and re-scheduled for completion by the end of the 2016/17 financial year. Relocation of the CCTV control room has been postponed. Progress to Stage Two of the consultants brief includes preparation of detailed technical specifications, proposals, drawings and tender documentation for the upgrade of the CCTV control room equipment from analogue to state of the art digital technology and, the procurement of re-deployable cameras (where possible) to complement the

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static CCTV camera scheme if agreed. Revised Service Level Agreements with Town & Community Councils are overdue.

Last Updated: 17-Feb-2017

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.1.2M01 The percentage of high risk repeat victims of domestic abuse referred to the Flintshire MARAC	13.5	25.6	28	 GREEN	↓	25.6	28	 GREEN

Lead Officer: Sian Jones - Public Protection Manager - Community



Reporting Officer: Jackie Goundrey - Domestic Abuse Co-ordinator

Aspirational Target:



Progress Comment: The aim of the Multi Agency Risk Assessment Conference (MARAC) is to reduce repeat victimisation to those individuals at serious risk of harm. Cases are discussed once unless there is a further incident, which would then require the case to be brought back to MARAC for further review.

The period actual indicates the percentage of repeat cases brought back to MARAC. The national baseline is 28%. Flintshire have seen a reduction in the number of cases being brought back to MARAC for review.

Last Updated: 20-Jan-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.1.2M02 Achieving a waiting time of less than 20 days from referral to treatment (KPI 2)	85.38	88.07	80	 GREEN	↑	88.07	80	 GREEN

Lead Officer: Sian Jones - Public Protection Manager - Community
Reporting Officer: -
Aspirational Target:
Progress Comment: 88.07% of referrals have achieved the waiting time of less than 20 days showing an improvement against our local target of 80%, and above the level expected by Welsh Government.
 Last Updated: 20-Jan-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.1.2M03 Achieving the Welsh Government target for the percentage of completed substance misuse treatments (80%)	80	84.34	80	 GREEN	↑	84.34	80	 GREEN

Lead Officer: Sian Jones - Public Protection Manager - Community
Reporting Officer: -
Aspirational Target: 80.00
Progress Comment: 84.34% of Substance Misuse Treatments were achieved during Quarter 3. This is above the local target of 80%, and above the level expected by the Welsh Government.
 Last Updated: 23-Feb-2017

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of sustainable funding to deliver nationally determined community safety priorities.	Sian Jones - Public Protection Manager - Community		 Amber	 Yellow	↓	Open

Potential Effect: Unable to deliver services
Management Controls: Develop suitable exit strategies
Progress Comment: No issues to report. Funding levels for external grants in 2016/17 have all been confirmed.

Last Updated: 09-Jan-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Retention of experienced and skilled staff due to the short term grant funding regime.	Sian Jones - Public Protection Manager - Community		Amber	Amber	↔	Open



Potential Effect: Staff shortages may impact on service delivery.
Management Controls: Appropriate support has been put in place to enable the officers to undertake their work effectively.
Progress Comment: We have received confirmation of grant funding until 31st March 2017, however Welsh Government are unable to commit to funding levels beyond that date.

Last Updated: 09-Jan-2017

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6 Poverty



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Provide advice and support services to help people protect their income	Katie Clubb - Community Support Services Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

During quarter 3, Flintshire residents received specialist advice and support to access on-going social security benefits worth £468,511 and one-off lump sum payments totalling £67,343. During the remainder of the financial year the demand from residents for access to advice and support providers will continue to be managed, as effectively as possible, by the Advice and Housing Support Referral Gateways. However, as the Universal Credit full service is introduced within Flintshire from the beginning of the next financial year, service planning is being undertaken to ensure available resources can, as far as practical, meet the increase demand from Flintshire residents who will become Universal Credit claimants during 2017/18.



Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Helping people to get closer to work and / or be work ready through a range of Government and European funded programmes.	Katie Clubb - Community Support Services Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The Council and third sector providers are delivering support packages to households to enable them to get closer to work. The outcomes will be collated from across North Wales and reported half yearly. The commissioning team will ensure the focus of support providers remains on assisting people to get closer to work by developing skills and confidence.

Last Updated: 17-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.3 Deliver energy efficiency measures to homes in Flintshire.	Leanna Jones - Home Energy Conservation Officer	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Gas Infill projects remain on track and the External Wall projects active in parts of Shotton and Garden City are now complete. The Pilot project utilizing air source heat pumps, solar technology and battery storage is now nearing completion. Savings and usage information will be monitored for at least 2 years to monitor the real time benefits for tenants and determine the best options for off-gas properties. The Affordable Warmth and Healthy Homes Healthy People projects continue to help those most vulnerable in our communities, assisting 62 clients in total and installing physical energy saving measures to 53 of those homes. The domestic energy retrofit framework for Wales is now live which should deliver savings, community benefits and a future income stream. Overall the team has delivered 222 measures in 176 properties, and energy advice provided to all these households. Annual energy bill savings from this quarter's installations will be £51,140, and lifetime CO2 savings of 9574.64 tonnes. In quarter 4 it is planned to work with capital works on an infill solar electric project, and progress work with the remaining harder to insulate properties. Funding permitting work will also continue on: - i) a small External Wall Insulation scheme ii) development of a framework and working with potential clients who have expressed an interest; and iii) Continuing work in the gas infill areas, council lofts and cavity wall insulation.

Last Updated: 17-Feb-2017

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M01 (WEL/001) Amount of Additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC	162500	116489	125000	 AMBER	↓	1191141	1125000	 GREEN


Lead Officer: Katie Clubb - Community Support Services Manager

Reporting Officer: Paul Neave - Manager - Advice and Homelessness Service

Aspirational Target:

Progress Comment: During December 2016, Flintshire households accessed welfare benefits and tax credits with an annual value of £116,489. The households were also helped to access one-off payments totalling £13,972. The total for Q3 is £405,511.


Last Updated: 17-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M02 Amount of discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes	75825.24	101152.2	N/A	N/A	↑	207264.08	N/A	 GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Claire Flint - Systems Team Leader (Revenue & Benefits)
Aspirational Target:
Progress Comment: There has been an increase in awards since quarter 2. This was anticipated, due to the introduction of the reduced Benefit Cap in November.




We have continued to be actively involved in solutions for customers and have made payments to cover rent arrears across all tenures.

Last Updated: 17-Feb-2017



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M03 Number of residents supported to better manage their financial commitments	34	No Data	N/A	N/A	N/A	21	N/A	 GREEN

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Paul Neave - Manager - Advice and Homelessness Service
Aspirational Target:
Progress Comment: During quarter 3 The Flintshire County Council Money Advice Officer was absent, however residents continued to be supported by the Flintshire Citizen Advice Service . The Citizen Advice Service will provide an updated position at the end of quarter 4.

Last Updated: 17-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M04 Speed of processing of Housing Benefit claims - new claims	16.35	16.81	20	 GREEN		67.12	60	 GREEN



Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Anna Friend - Team Leader - Benefits
Aspirational Target:
Progress Comment: There has been an improvement in performance for quarter 3. The vacancies which were being carried during quarter 1 and 2 have now been filled and this change in resource levels is reflected in performance for quarter 3.
 Last Updated: 17-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M05 Speed of processing of Housing Benefit claims - change of circumstances	6.6	7.74	8	 GREEN	↓	19.34	24	 GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Anna Friend - Team Leader - Benefits
Aspirational Target:
Progress Comment: Performance is within target again in quarter 3. Recruitment of staff has enabled us to remain within target for processing changes whilst improving performance for new claims.
 Last Updated: 23-Feb-2017

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand for advice and support services will not be met.	Katie Clubb - Community Support Services Manager	Pam Davies - Housing Options Team Leader	 Yellow	 Yellow	↔	Open

Potential Effect: Service providers with insufficient resources to meet demand will quickly build up long waiting lists and residents will not be able to access timely advice that prevents problems from escalating to ones that require more costly specialist interventions.

Reduced access to advice and support will result in residents facing legal enforcement action, particularly those with debt problems and residents will be unable to gain entitlement to their legal entitlement of social security income, impacting their ability to maintain their financial commitments, including housing costs.

Increase in demand from residents for access to emergency provision, such as foodbanks, Flintshire County Council provision, i.e., section 17 & 21 payments, etc.

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

A social welfare training and development programme is enabling front line workers to increase their knowledge and skills and helping to manage the increase in demand from residents for help with social welfare issues from immediately fall upon traditional service providers.

Delivering more initiatives that targeted early intervention of help and support to households preventing problems from escalating and needing specialist advice/support.

Progress Comment: From October 2016, the Council's Welfare Rights Team will be based in the Citizen Advice Flintshire Mold office. Collaboration with Citizen Advice Flintshire will maximise the efficient use of service resources, increasing the number of households who are helped to access correct entitlement of social security benefits. In addition, the Advice and Housing Support Gateways continue to help providers to manage demand from households experiencing social welfare problems as a result of the ongoing transformation of the United Kingdom social security system.

Last Updated: 17-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Debt levels will rise if tenants are unable to afford to pay their rent.	Katie Clubb - Community Support Services Manager	Jen Griffiths - Benefits Manager	Amber	Amber	↔	Open

Potential Effect: i) Rent arrears amongst Flintshire County Council tenants will increase if they are not able to manage the impact generated by the reduction in their Housing Benefit award.

ii) Any reduction in income to the Housing Revenue Account negatively affects the Housing Service Business model.

Increase in court action for possession being taken against social housing tenants, particularly those with existing rent arrears which are worsened by the spare room subsidy. This will create additional financial pressures upon the fulfilment of FCC statutory homeless duties.

Management Controls: The funding from the Department of Work and Pensions (DWP), within the 2016/17 Delivery Partnership Agreement, will ensure that Flintshire's Universal Credit claimants have access to appropriate personal budgeting support during the current financial year.

FCC is negotiating with the Department for Work and Pensions over the level of funding, which will be available during the next financial year, when one, or more of the three Jobcentres in Flintshire, commence delivering the Universal Credit Full (Digital) Service and the number of Flintshire residents claiming Universal Credit will increase.

Progress Comment: Due to the continued, slow introduction of Universal Credit within Flintshire, the number of claimants who are also tenants remains low and there was little increase in the number of Universal Credit claimants during the third quarter. The personal budgeting service delivered by Citizen Advice Flintshire is coping with the demand from Universal Credit claimants.

Important Note: The Department for Work and Pensions have announced that Flintshire will be the first Welsh Local Authority area to have Jobcentres delivering the full Service of Universal Credit from April 2017. In principle the full service is Universal Credit as the policy maker intended, i.e. an integrated benefit available to all working age people and delivered on a digital platform. Consequently, there will be an increased number of claimants with complex life circumstances claiming Universal Credit within Flintshire for the first time throughout the next financial year. Service planning has commenced to ensure available resources around personal budgeting and other types of support are sufficient to meet the expected increased demand from households from April 2017.

Last Updated: 17-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The local economy will suffer if residents have less income to spend.	Katie Clubb - Community Support Services Manager	Jen Griffiths - Benefits Manager	Amber	Yellow	↓	Open

Potential Effect: Low income households predominately spend their income on local services and business. If these households cannot replace lost social security income with earned income, or have their household income maximised in other ways, there will be less spending power within the Flintshire local economy. It is estimated that an increase of £1 million income per annum amongst low income households may result in 12 jobs being created within a local economy. A loss of £1 million per annum creates pressures upon the sustainment of such jobs and limits job creation.

Management Controls: Flintshire County Council continues to provide specialist advice services to assist residents to maximise their household income by supporting them to access correct entitlement to social security benefits and tax credits, and/or through helping them to manage their financial commitments more effectively.

From October 2016, the Flintshire County Council Welfare Rights Team will be based in the Citizen Advice Flintshire's Mold office. The collaboration with Citizen Advice Flintshire aims to promote the effective and efficient use of the Council's income maximisation service resources, through streamlining referral processes, eliminating duplication of effort, improving the customer experience, increasing the number of households who can be helped to access their correct entitlement of social security benefits.

Progress Comment: During quarter 3, Flintshire residents received specialist advice and support to access ongoing social security benefits worth £405,511 and one-off lump sum payments totalling £67,343, increasing the spending power of these households within the local economy.

Last Updated: 17-Feb-2017

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Residents do not take up the energy efficiency measures available.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Yellow	↓	Open


Potential Effect: i) Available resources not used to their full potential
 ii) Household energy bills higher than needed
 iii) Fuel poverty remains higher than needed

Management Controls: Extensive publicity for the programme as well as direct contact with eligible households where appropriate.

Progress Comment: There has been a strong level of demand for energy efficiency measures and in particular for the external wall insulation offered in Deeside.



Last Updated: 14-Oct-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Available funding for energy efficiency measures may fall short of public demand.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber		Open
<p>Potential Effect: i) Public frustration, and reduced funding may impact on the Council's reputation. ii) Opportunities to reduce household costs and fuel poverty may not be fully realised.</p> <p>Management Controls: i) All potential sources of external funding proactively targeted for support. ii) Use made wherever possible of innovative forms of finance. iii) Managing public expectation as far as possible.</p> <p>Progress Comment: There remains more demand for energy efficiency measures than the current level of funding allows, in particular for solar panels and external wall insulation. Expectations are being managed as far as possible and other sources of funding to increase the level of provision are being actively considered.</p> <p>Last Updated: 16-Dec-2016</p>						

7 Environment



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.1 Access available funding to support Council priorities for accessing employment, health, leisure and education	Sue Price - Transport Policy Officer	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Active Travel Design Guidance recommends following 7 stages for developing the Integrated Network Map for submission to Welsh Government for approval in September 2017. The stages to be completed within the scope of this financial year are Stages 1, 2, 3 & 4. Stages 1, 2 & 3 are now complete with stage 4 under way, this makes up the 75% completion figure. The remaining 25% will involve completion of stage 4. Stage 3 involved analysing data gathered from Stage 2 to plot departure and destination points, then cluster these destination and departure points to identify desire lines for walking and cycling routes. Stage 4 involves converting desire lines to routes which will be undertaken by desktop exercise and on site assessments. The timetable for informal engagement and statutory consultation has been revised due to the fact that Welsh Government has put back the submission date for the Integrated Network Map to November 3rd 2017. Additionally, Welsh Government are providing a new mapping system for Local Authorities to map out their proposed Active Travel Network which we are still waiting for. It is intended to now undertake informal engagement in early March with a view to the statutory consultations starting after the Local Elections in late May, early June 2017.



Last Updated: 13-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.2 Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.	Ian Bushell - Technical and Performance Manager	In Progress	01-Apr-2016	31-Mar-2017	65.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Road infrastructure and repairs and maintenance are built up of 3 main contracts: i) Carriageway surface dressing from 01/04/16 to 01/05/16 - All works are complete. ii) Carriageway resurfacing from 01/05/16 to 31/10/16 - All works are complete. iii) Carriageway patching from 01/04/16 to 31/03/17 - Part 1 of the works were completed 01/04/16 to 01/06/16 - Part 2 started on 01/02/2017 and scheduled for completion by 31/03/2017



Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.3 Use available funding to support the Council's priorities to improve road safety on the County's highway network.	Lee Shone - Road Safety Officer	In Progress	01-Apr-2016	31-Mar-2017	70.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Welsh Government funding received for Road Safety Grant Schemes (2016/17) - i) A5026, Lloc - Junction Improvement - Completed ii) A5104 Penymynydd to Warren Hall - Route treatment - Design complete, materials ordered, work to commence 24th February for an anticipated period of 3 weeks. iii) Liverpool Road/Alltami Road - Route treatment - Works currently in progress with completion anticipated end of February 2017. The 70% progress reflects the completion of two schemes the remaining 30% will involve the scheduled completion of two schemes in Q4 2016/17



Last Updated: 17-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.4 Work closely with the communities to develop innovative and sustainable community transport schemes	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2016	01-Apr-2017	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Working groups were set up within the 21 communities that signed up to the project and group meetings took place throughout August and September 2016. The purpose of the working groups was to organise public drop-in events within their communities, arrange publicity for the events and identify the demand within each area. A series of 'drop in' events were held across the County during quarter 3 to engage with the wider community and stakeholders to explain how people can get involved in the project, understand the demand and capacity within the areas and what support may be required in setting up the new initiatives. Drop in sessions will continue to be held during quarter 4.

Last Updated: 17-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.1 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).	Andrew Farrow - Chief Officer - Planning and Environment	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Single Environment Working Group (SEWG) was established in June and has met twice since. The Group has successfully coordinated the actions of the two portfolios to meet the aims of the SEG claim. SEWG are tracking the latest position on 2017/18 SEG level. Officers attended a Welsh Government workshop on 30.11.2016 to gain advice on clarity for submitting future SEG claims and we will also be presenting in terms of our SEWG approach.

Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.2 Agree the Local Development Plan vision and objectives, and options to accommodate growth	Andy Roberts - Planning Strategy Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Consultation on strategic options was completed in December 2016 and feedback reported to the Planning Strategy Group at its February 2017 meeting. This will then feed into the production of the preferred strategy during March and April when the preferred growth and spatial options will be agreed. The Plan is on target to prepare the core strategy by the end of 2016 which will be made available for consultation by March 2017.



Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.3 Reducing our Carbon footprint	Paul Kindlin - Energy Conservation Building Surveyor	In Progress	01-Apr-2016	31-Mar-2017	70.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:

Energy Consumption figures for quarter 3 compared to quarter 3 last year, are showing reductions in all fuels as follows: Electricity -7.36 %, Gas -1.86%, Oil -18.62%, LPG -22.12% In absolute terms the current overall reduction of emissions is -4.64%. Activities completed during quarter 3 were lighting refurbishments at Deeside Enterprise Centre, Broughton School and LED lighting in Argoed High School drama studio and gym, New Building Energy Management Systems (BEMS) at Sychdyn CP School and Deeside Enterprise Centre. Two small Solar farms installed on former landfill sites (400KWp Brookhill and 700KWp Standard) are complete and commissioned. Private wire is being connected to Plastics Recycling Centre at Standard. Detailed design and pre project planning works for the 11Kv underground line between Brookhill Solar farm and Alltami depot are ongoing. Plans for quarter 4 are to continue to monitor heating controls at all sites with remote access, programme lighting refurbishment at Greenfield Business Centre. Three Solar Photo Voltaic (P.V.) installations are planned for Broughton School, Mynydd Isa Infants and Ysgol Derwen all 8kWp. The progress RAG for the quarter is Green given the reduced energy consumption figures for quarter 1 - quarter 3 however the outcome RAG remains at Amber as the gas, oil and lpg percentage reduction are lower compared to previous quarters due to the winter period and the energy consumption figures are weather reliant. If we have a prolonged period of cold weather then our buildings are heated for a longer period of time and the energy consumption will increase.

Last Updated: 17-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.4 Reviewing the Flood Risk Management Strategy	Ruairi Barry - Senior Engineer	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Flintshire’s Local Flood Risk Management Strategy (LFRMS) runs from 2013-2017 and proposes that a review takes place in 2017 following the review of Welsh Government's National Strategy. Welsh Government have recently advised that a delay in the review of the National Strategy is probable. Such a delay does not preclude the Council from updating its Local Strategy in the interim period to reflect progress and changes that have been made since the initial publication. Updates include progress made on key measures such as implementing a Geographic Information System (GIS) based flood risk asset register, formalising consenting processes, clarification of surface water planning requirements . These amendments ensure that Flintshire’s LFRMS continues to accurately reflect the Lead Local Flood Authority’s approach to managing local flood risk, and this approach remains consistent with the strategic aims and objectives in the National Strategy. Approximately 50% of the required edits have been completed to date. Remaining work to be undertaken in quarter 4 will focus on improving the existing strategy document to be a more effective method of sharing information, raising awareness and communicating key messages to the wider public and other stakeholders. The revised LFRMS draft document will be available in March 2017 (for consultation if appropriate). It is possible a more comprehensive review of the LFRMS could follow in 2017/18 should Welsh Government's review of the National Flood Risk Management Strategy require it.

Last Updated: 17-Feb-2017

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.5 Reducing the occurrence and impact of environmental crime.	Harvey Mitchell - Waste and Ancillary Services Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

Introduction of a third party contractor on a 12 month pilot scheme to enforce littering and dog fouling offences in line with the council's zero tolerance approach. A third party contractor was appointed in July on a 12 month pilot. The pilot is progressing well with over 2,800 tickets now issued. Anecdotal evidence from operational staff report a reduction in litter. Cabinet approval is now being sought to prepare a tender for a long term contract with an external supplier to enforce litter and dog fouling offences.

Last Updated: 23-Feb-2017



Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG

IP7.1.1.2M02 Percentage of inspections undertaken to ensure reinstatements meet required standards so as to improve the standard of works undertaken on Flintshire's network.	No Data	15	12.5	 GREEN	N/A	15	12.5	 GREEN
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Lead Officer: Stephen Jones - Chief Officer - Streetscene and Transportation
Reporting Officer: Sam Tulley - Road Space Manager
Aspirational Target:
Progress Comment: The percentage of inspections undertaken was on roadworks carried out by external works promoters. The majority of these external promoters are utility companies such as Welsh Water, BT and the gas board. The inspections are undertaken to ensure highway reconstruction and reinstating meets standards, reducing the need to carry out further roadworks to repair defective reinstatements.

Last Updated: 17-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP7.1.1.3M01 Road safety initiatives to reduce the risk of collisions of high risk groups: Older drivers	9	7	7	 GREEN	↓	24	21	 GREEN

Lead Officer: Anthony Stanford - Highways Strategy Manager
Reporting Officer: Lee Shone - Road Safety Officer
Aspirational Target:
Progress Comment: 7 Flintshire older drivers undertook driving assessments during this period. 1 of the clients referred to the Wales Mobility Assessment Centre for further assistance, due to deterioration of cognitive skills. The scheme is progressing, however internal advertising utilising the Council's social media avenues was delayed until February to avoid Christmas period. Workshops did not go ahead due to funding restraints.

Last Updated: 17-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP7.1.1.3M02 Road safety initiatives to reduce the risk of collisions of high risk groups: Newly qualified young drivers	2	9	11	 AMBER	↑	19	33	 AMBER

Lead Officer: Anthony Stanford - Highways Strategy Manager
Reporting Officer: Lee Shone - Road Safety Officer
Aspirational Target:
Progress Comment: Welsh Government funding has been secured for Flintshire Young drivers (aged 17 - 24) to attend a Pass Plus Cymru Driving Course (theory and practical driving elements).

Attendance on the Pass Plus Cymru course has been in decline in previous years, with the decline acknowledged by the Young Persons' Steering Group. The Steering Group recommended actions in an attempt to further promote the scheme. Following implementation of the actions a small increase in attendance has been recorded. The Council will continue to promote the scheme for a further increase during quarter 4. Courses are scheduled during March 2017.

Last Updated: 16-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
7.1.1.3M03 Road safety initiatives to reduce the risk of collisions of high risk groups: Motorcyclists	27	10	15		↓	36	45	

Lead Officer: Anthony Stanford - Highways Strategy Manager
Reporting Officer: Lee Shone - Road Safety Officer
Aspirational Target:
Progress Comment: Welsh Government funding has been secured for BikeSafe Motorcycle Training for residents of Flintshire. The BikeSafe workshop explores the main riding hazards that a motorcyclist may encounter by delivering theory presentations and observed rides. A BikeSafe workshop will help motorcyclists discover their strengths and weaknesses and how to further develop their road skills. In addition to the BikeSafe workshop, a First Bike On Scene (FBOS) First Aid for Riders course is available to residents of Flintshire. Scooter Safe and Small Capacity motorcycle training is also available. The last course of the calendar year was held at Deeside Fire Station, with 10 Flintshire residents in attendance. Flintshire is leading in attendance across North Wales. Scooter Safe and Small Capacity motorcycle training is also available. The last course of the calendar year was held at Deeside Fire Station, with 10 Flintshire residents in attendance. Flintshire is leading in attendance across North Wales

Last Updated: 22-Feb-2017

RISKS




Strategic Risk




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth.	Stephen Jones - Chief Officer - Streetscene and Transportation	Barry Wilkinson - Highways Networks Manager	Amber	Amber	↔	Open
<p>Potential Effect: Deterioration of the condition of highways in Flintshire.</p> <p>Management Controls: Focussed investment through the funding of schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure. Road Safety Scheme identification for improvement to routes through available funding. Maximize funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.</p> <p>Progress Comment: Q3 - Contracts are in place, and preventative and corrective work has commenced across a number of improvement and maintenance schemes of the highest ranked sites within the network. This work will be completed before the end of the financial year.</p>						
Last Updated: 02-Feb-2017						


RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sustainable transport options do not remain attractive to users.	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager	Amber	Amber	↔	Open
<p>Potential Effect: Increase in individual car usage. Increase in deterioration of the highway. Not meet the requirements of the Active Travel Wales bill.</p> <p>Management Controls: Develop initiatives around fares, ticketing interoperability, transport integration, vehicle standards, accessibility (low floor vehicles), safety and security measures (e.g. CCTV mandatory), driver training, quality of passenger transport information, marketing and promotion of services</p> <p>Progress Comment: Work is ongoing with Welsh Government and regional partners through the Local, Regional and National Transport Plans looking at transport interventions such as integrated ticketing, quality partnerships, vehicle quality standards, infrastructure improvements and development of alternative services such as community based transport services.</p>						
Last Updated: 17-Feb-2017						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Sufficient funding will not be found to continue to provide subsidised bus services.	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager				Open
<p>Potential Effect: Decrease in bus services to residents, particularly in rural areas.</p> <p>Management Controls: Develop services so that they become more commercially viable</p> <p>Progress Comment: Work is ongoing to make existing services more sustainable and provide support for the bus industry in partnership with Welsh Government with a Bus Summit held on 23.01.2017. The Bus Summit was facilitated by Welsh Government and aimed to bring together industry users, providers, and policy makers in devising a forward looking sustainable strategy for the bus industry in Wales.</p> <p>Existing supported bus services are operating within current financial levels for 2016-2017.</p> <p>Last Updated: 17-Feb-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of the Single Environment Grant.	Andrew Farrow - Chief Officer - Planning and Environment					Open
<p>Potential Effect: Potential reduction in future service provision</p> <p>Management Controls: Following initial Welsh Government projections for the grant this is now being raised as pressure for 2017/18.</p> <p>Progress Comment: In quarter 3 this still remains as the initial Welsh Government Revenue Grant Settlement indicates a reduction for 2017/18.</p> <p>The matter has been raised as a budget pressure for 2017/18.</p> <p>Last Updated: 10-Feb-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Recycling programmes are not supported by the public and employees.	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager				Open

Potential Effect: Decreasing income from resale of recyclates. Increased infraction charges. Carbon reduction targets not met.
Management Controls: Recycling information to public.
 Employee recycling schemes in place.
 Incentives for local business to recycle.
 Marketing campaigns.
 Targeting of areas with low participation rates.
 Increase meet and greet service at HRCs.
 Early stakeholder engagement.
Progress Comment: Recycling tonnages have improved on the previous year. A Countywide education campaign was carried out prior to Christmas to inform residents of an increase in the range and type of materials we collect. Further food specific campaigns are planned for March. This will continue to be monitored given the increase in what can be recycled and that the public are becoming more aware of the range of materials that can now be collected.

Last Updated: 23-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid.	Andrew Farrow - Chief Officer - Planning and Environment		Amber	Amber	↔	Open

Potential Effect: Unable to generate power through FCC controlled renewables sources. Continue to pay market prices for energy.
Management Controls: Continue to review the availability of sites.
Progress Comment: In quarter 3 a list of potential sites has been generated in partnership with the Green Growth Wales team, these will be reviewed and a programme for development established.

Last Updated: 13-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding will not be secured for priority flood alleviation schemes.	Andrew Farrow - Chief Officer - Planning and Environment		Red	Red	↔	Open

Potential Effect: Flood schemes will not be delivered
Management Controls: Review our approach to funding capital projects
Progress Comment: During quarter 3 the grant and availability continued to be monitored. A capital bid to potentially address flood risk schemes is also being developed. The Mold scheme will be raised as a potential National Development Framework project which will provide greater strength when seeking capital. A review of the permitted Mold scheme is also in progress.

Last Updated: 22-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations around the delivery of flood alleviation schemes are not effectively managed.	Andrew Farrow - Chief Officer - Planning and Environment		Amber	Amber	↔	Open

Potential Effect: Flood schemes will not be delivered
Management Controls: Review our approach to funding capital projects
Progress Comment: In quarter 3 improved information was provided prior to commencement of projects which has assisted in helping to manage expectations.

Last Updated: 10-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Environmental crime programmes are not supported by the public and employees.	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager	Amber	Yellow	↓	Open



Potential Effect: Continued problems with littering, graffiti and loss of environmental quality
Management Controls: Monitor the effectiveness of projects and clarify the purpose of schemes prior to implementation.
Progress Comment: In Quarter 3 the introduction of a pilot scheme carrying out environmental enforcement using a specialist contractor has so far been successful with the number of FPN's issued exceeding 2,800.
 There is anecdotal evidence suggesting that there has been a reduction in the amount of litter being dropped in our town centres.

Last Updated: 17-Feb-2017

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8 Modern and Efficient Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.1 Develop the Community and Social Sectors through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	65.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

An activity plan for 2017 has been developed with a key group of social enterprises that aims to provide leadership and further support to the sector. • The plan includes two specific contracts that will be targeted to the sector. • Business support and dragons den sessions for the sector. • A new business award in business week specific to the social enterprise sector. • The development of a community benefits policy for Flintshire. This is a three year plan which aims to be complete by 31st March 2018 and is currently 2/3rds of the way through and on target.

Last Updated: 17-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.2 Encourage volunteers and active citizens	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	90.00%	 GREEN	 AMBER



ACTION PROGRESS COMMENTS:



Encouraging volunteers and active citizens is a longer-term programme. Initially there is the volunteering policy which has been shared with the Public Services Board (PSB). Work on volunteering is being developed jointly by public sector partners under the "community resilience" priority of the Board. Evaluation will take place at the end of the year on take up of the policy and use of volunteers by services. This will then complete work on this initial element of encouraging volunteers. The amber judgement on outcome reflects the longer-term nature of achieving this outcome.



Last Updated: 20-Jan-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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8.1.1.3 Ensure community benefit through our commissioning of goods and services and their impact	Arwel Staples - Strategic Procurement Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: A new set of Contract Procedure Rules (CPRs) has been approved by Council and will become operational on 1st November. As part of the new CPR there is a mandatory requirement to include community benefit considerations for all contracts above £1m. To ensure community benefits are agreed and included a new commissioning form has also been developed and, will be reviewed by the Corporate Procurement Unit prior to the commencement of each tendering exercise. Since the introduction of the new Contract Procedure Rules and use of the Commissioning Form, the inclusion of Community Benefits in individual tender projects is increasingly being adopted.</p> <p>Last Updated: 03-Feb-2017</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.4 Design and implement alternative delivery models (ADM's) to sustain important services to meet future need	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Leisure and Libraries, Facility Management and Social Care Work Opportunities have had their final implementation plans agreed at Cabinet in December 2016 with set up of each of the new delivery models planned for the first half of 2017</p> <p>Last Updated: 03-Jan-2017</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.5 Empower communities to run and manage facilities in their locality through Community Asset Transfers CAT's)	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	65.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Work continues on progressing a number of assets that have achieved "stage 2 sign off" of business planning through to stage 3 legal completion. A considerable amount of work has taken place in relation to Holywell Leisure Centre, the most complex asset transfer, including consultation with staff and revising and updating the business plan. This transfer is due to take place between December 2016 and March 2017. To complete work this year requires both final completion of a number of asset transfers and monitoring of all those completed last year. This is a three year plan which aims to be complete by 31st March 2018 and is currently 2/3rds of the way through and on target.</p> <p>Last Updated: 17-Feb-2017</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2016	31-Mar-2018	50.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: Flintshire has played an active role in preparing for regional funding (Covenant Fund 2016) that has been made available from the Ministry of Defence. This funding will support two 2 year co-ordinator positions working across six authorities, concentrating on website development and engagement with the Armed Forces community. The application was submitted at the end of October 2016 and notification of a successful grant will be known in February. The Council has also re-invigorated its steering group to refresh and implement actions within the Armed Forces Covenant Action Plan. A workshop is being planned with relevant stakeholders to contribute. The amber status reflects a level of uncertainty about delivering the full impact.</p> <p>Last Updated: 20-Jan-2017</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.1 Develop and implement a three year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.	Gary Ferguson - Corporate Finance Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Medium Term Financial Strategy (MTFS) has been adopted by Cabinet, with Overview and Scrutiny Committee input, and regular updates are provided. The provisional Local Government settlement of Welsh Government is due mid-October. The amber outcome rating derives from uncertainty over the content of the settlement at this early stage. The provisional Local Government settlement was received on 19th October 2016 and was more favourable than was forecast within the MTFS. This was due to the funding being mainly flat lined to the 2016/17 level whilst the MTFS projection had assumed a cut of 1.5%. A stage 1 budget report was considered by Cabinet and Corporate Overview and Scrutiny Committee in September and a Stage 2 report which will include further Corporate Financial Stewardship options was considered by Cabinet in November 2016. Q3) Corporate financial stewardship efficiencies were approved by Council on 6th December 2016 with the final stage 3 report considered and approved by Cabinet on 14th February 2017.</p> <p>Last Updated: 22-Feb-2017</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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8.2.1.2 Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation	Sharon Carney - Lead Business Partner	In Progress	01-Apr-2016	31-Mar-2017	90.00%	 GREEN	 GREEN
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ACTION PROGRESS COMMENTS:

The updated People Strategy for 2016-19 was approved by Cabinet in November 2016. The strategy reflects organisational needs and aligns capacity to priorities. In the interim period of strategy revision, resources have been prioritised to meet dominant organizational needs including service reviews, efficiency led service model changes, the transition to Alternative Delivery Models, and workforce scale and cost reduction programmes.



Last Updated: 17-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.3 Rationalise the Council's use of corporate accommodation	Lisa McLellan - Asset Manager	In Progress	01-Apr-2016	31-Mar-2018	70.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Council's corporate accommodation is being rationalised through reducing floor space and the costs of occupied office accommodation, and increasing the number/percentage of employees working in an agile way. Continued optimisation of space at both Flint Offices and Alltami progresses alongside phased County Hall rationalisation.



Last Updated: 08-Sep-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.4 Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2016	31-Mar-2017	60.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

50 officers of 150 nominated have been trained in new systems and processes. The £400k annual savings target from regional and national procurement collaborations is on track to be achieved. There is ongoing monitoring of efficiencies gained from the National Procurement Service as part of this programme. The amber rating for outcome reflects the longer term uncertainty around optimising regional and national efficiencies. Further meetings have taken place with the National Procurement Service (NPS) to discuss potential efficiencies through the use of national procurement collaborations. An NPS Action Plan has been developed to address the on going issue of lack of efficiencies arising from individual framework agreements.

Last Updated: 03-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.5 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.	Rebecca Jones - Customer Services Team Leader	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN


ACTION PROGRESS COMMENTS:

The Council continues to make progress towards providing services online. A Customer Service Strategy has been developed which sets out how the Council will embrace opportunities to review, assess and implement change across face to face, telephone and digital services with a focus on providing accessible services. In quarter 3, the Council continued to see a rise in the number of online digital transactions with 7,895 customers choosing to complete their business online. There was no increase in website users in quarter 3 but the Christmas holiday period may explain the reason for this. Customer Support Services continue to work closely with ICT to prioritise digital development which is overseen by the Customer Review Group that reports to the Customer Programme Board.

Last Updated: 23-Jan-2017

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Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.1.1.3M01 Percentage of contracts awarded in the financial year over £1m with community benefit clauses included in contract documents	No Data	100	N/A	N/A	N/A	100	N/A	 AMBER

Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: Since the introduction of the new Contract Procedure Rules (CPR's) and Commissioning Form in November 2016, all projects above £1m should include Community Benefit clauses.

However, there is still a requirement for officers to comply with the new CPR's hence the outcome RAG is being left as AMBER, with on going monitoring in place.

Last Updated: 03-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.1.1.3M02 Percentage of contracts awarded in the financial year under £1m with community benefit clauses included in Contract documents	No Data	50	N/A	N/A	N/A	50	N/A	 AMBER

Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: Since the introduction of the new Contract Procedure Rules (CPR's) and Commissioning Form in November 2016, all projects below £1m are being encouraged to include Community Benefit clauses where relevant.



However, there is still a requirement for officers to comply with the new CPR's hence the outcome RAG is being left as AMBER, with on going monitoring in place.


The inclusion of community benefits for contracts below £1m is not mandatory and can only be included depending on the type of contract and value. Each project is assessed on a case by case basis through the Commissioning Form review process to determine whether the delivery of community benefits is applicable.

Currently based on the Commissioning Forms received to date circa 50% of projects below £1m will be applicable to incorporate community benefit clauses.



Last Updated: 17-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP8.2.1.1M01 Amount of efficiency targets achieved.	10702000	9384000	10521000	 AMBER	↓	9384000	10521000	 AMBER
<p>Lead Officer: Gary Ferguson - Corporate Finance Manager Reporting Officer: Sara Dulson - Finance Manager Aspirational Target: Progress Comment: Month 9 budget monitoring indicates 89% of efficiencies will be achieved during 2016/17. The 89% refers to a current projection of £9,384M against the revised target of £10,521M.</p> <p>Last Updated: 16-Feb-2017</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.2M02 Increase percentage of staff that receive an annual appraisal	No Data	67.05	N/A	N/A	N/A	67.05	N/A	 AMBER


<p>Lead Officer: Sharon Carney - Lead Business Partner Reporting Officer: Andrew Adams - Business Information and Compliance Adviser Aspirational Target: Progress Comment: There has been a significant increase in the number of appraisals completed and scheduled. Further work is ongoing to ensure appraisals take place in a timely manner and are recorded on iTrent. A further update is to be provided at the Chief Officer Team meeting in February.</p> <p>Last Updated: 10-Jan-2017</p>								
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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.2M04 (CHR/002) The number of working days per full time equivalent (FTE) local authority employee lost due to sickness absence.	2.82	2.83	2.33	 AMBER	↓	2.83	2.33	 GREEN


Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: -
Aspirational Target: 9.30
Progress Comment: Compared to the same quarter in 2015/16, there has been no change which has meant that the authority has not met the quarterly target of 2.33 (annual target of 9.30). Ongoing interventions continue to be made to further improve attendance.
 Last Updated: 16-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.4M01 Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	225000	163000	100000	 GREEN	↓	492000	300000	 GREEN

Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: The annual total efficiency savings target of £400k, has been surpassed by Q3, with already £492,000 savings having been achieved.
 Last Updated: 17-Feb-2017


KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.4M02 Efficiencies achieved through the use of end to end electronic purchasing	No Data	No Data	N/A	N/A	N/A	No Data	N/A	 AMBER

Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: Value Wales which is part of Welsh Government has developed a new Benefits Realisation Toolkit to determine efficiencies achieved through the use of e-procurement. Due to resources issues in Value Wales to provide implementation training on the use of the new Toolkit, the Council are not able to utilise the toolkit to date to determine the efficiencies.
 Last Updated: 03-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.5M01 Increase the number of transactional services online and via the Flintshire app	No Data	7895	N/A	N/A	N/A	19522	N/A	 GREEN

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: The number of customer enquiries received via digital channels i.e. website e-forms, Mobile App and Live Chat continue to increase. The total online transaction in quarter 3 came to 7,895 and the number of customer choosing to contact the Council via its website remained static. Quarter 3 saw a rise in the number of people browsing the NEW Homes website with 957 users accessing the site and over 3,600 pages viewed.

Last Updated: 23-Jan-2017




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.5M02 Increase the take-up of online services	No Data	179457	N/A	N/A	N/A	551530	N/A	 GREEN

Lead Officer: Rebecca Jones - Customer Services Team Leader
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: There was a small reduction in the number of users to the Council's website during quarter 3. 179,457 users visited the website, with each user visiting on average 2.26 times during the quarter. Over 1.1 million web pages were viewed, meaning users viewed circa 6 pages during their visit to our website. Quarter 3 saw the launch of new online services to increase the availability of services digitally, these include e-form developments for a range of services from dog fouling enforcement, school uniform grants, social services apply for reablement assessment and more.




Last Updated: 17-Feb-2017

RISKS




Strategic Risk




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: No increase in the number and strength in community and social sectors which in turn will limit the capacity for communities to assist in community asset transfer and other programmes.</p> <p>Management Controls: Careful business planning and capacity development with community partners.</p> <p>Progress Comment: Quarter 3 - Building on the Community Asset Transfers from 2015/16 nine applications are now being progressed. In addition 3 ADM's have been agreed by Cabinet to be established in 2017 and a further 2 will be considered in January, see section 8.1.1.4.</p> <p>Last Updated: 17-Feb-2017</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and Trade Unions to embrace change.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: Organisational change objectives cannot be met.</p> <p>Management Controls: Careful service and business planning with inclusivity of Trade Union and workforce input.</p> <p>Progress Comment: Quarter 3 - Organisational change programmes are broadly within planned timescales, reflecting the willingness of the workforce and Trade Unions to embrace change. In particular 90% of Leisure and Libraries staff voted yes to the establishment of an employee led mutual in December 2016 showing their commitment and willingness to embrace change.</p> <p>Last Updated: 16-Feb-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Market conditions which the new alternative delivery models face.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: New Alternative Delivery Models will see a decrease in income and could be un-sustainable.</p> <p>Management Controls: Realistic business plans and an increased commercialism of new organisations (e.g leisure and libraries), underpinned by sufficient financial acumen.</p> <p>Progress Comment: Quarter 3 - More detailed work has been undertaken by ADM's in considering market conditions. This includes leisure and libraries benchmarking their service provision externally against other providers in the market. In facilities management, work has been undertaken with other leading market providers to understand the market conditions and a review of APSE comparative performance information has been completed. In social care a tender exercise has resulted in two acceptable tenders for the contract being considered.</p> <p>Last Updated: 20-Jan-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: Alternative Delivery Models become unsustainable as it cannot meet costs with reduced funding from the Council.</p> <p>Management Controls: Properly plan for reduced levels of council funding for each Alternative Delivery Model and contingency plans. An agreed funding model where the Council subsidises the ADM's over a limited period is built into the MTFS.</p> <p>Progress Comment: Quarter 3 - Completed business plans for each of the ADM's demonstrate there is currently enough public funding to support these models moving forward.</p> <p>Last Updated: 20-Jan-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Procurement regulations stifling our ability to develop local community and third sector markets	Arwel Staples - Strategic Procurement Manager					Open

Potential Effect: Unlikely increase in spend with Small and Medium Enterprises (SMEs) and third sector suppliers
Management Controls: Introduction of a new and improved corporate procurement strategy.
Progress Comment: A new corporate procurement strategy has been developed. The strategy has now been approved and one of the key outcomes is local supplier development, increased use of community benefits, and increased spend with Social Enterprises.
 A number of Training Workshops have been undertaken to promote the new Strategy.



Last Updated: 03-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises fail in their early stages of development	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager, Mike Dodd - Social Enterprise Development Lead Officer	Amber	Amber	↔	Open




Potential Effect: New social enterprises are not sustainable and go into liquidation
Management Controls: i) Business development to the sector supported by the Council.
 ii) Monitoring of performance of new Social Enterprise delivery.
 iii) New network of social enterprise taking responsibility for increasing strength of the sector.
Progress Comment: Quarter 3 - The Social Enterprise Sector working group has now agreed a plan of activity for 2017 that will provide additional support and leadership to the social enterprise sector. However as we have a number of new social enterprises and it can take social enterprises up to 5 years to become fully sustainable this risk rating remains amber. This means a priority will be placed on monitoring and evaluating progress of new social enterprises.

Last Updated: 17-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Newly established Community Asset Transfers fail in their early stages of development	Neal Cockerton - Chief Officer - Organisational Change 2	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: New social enterprises are not sustainable and go into liquidation</p> <p>Management Controls: Business development support for the sector; monitoring and management of performance of new Social Enterprise delivery; new network of social enterprises taking responsibility for self-help.</p> <p>Progress Comment: Business development work is on going. Monitoring of new Community Asset Transfers starts this year with reports received from Community groups and monitoring meetings arranged.</p> <p>The Social Enterprise Sector working group is now active and has a plan for 2017.</p> <p>Last Updated: 22-Dec-2016</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The scale of the financial challenge.	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Finance Manager				Open
<p>Potential Effect: The Council does not have sufficient funding to meet it's priorities and obligations.</p> <p>Management Controls: i) The Council's Medium Term Financial Strategy and efficiency programme. ii) National negotiations on local government funding.</p> <p>Progress Comment: The Final Local Government Settlement for 2017/18 has since been received and is more favourable than the figure projected within the forecast. The annual budget for 2017/18 has now been set. The risks remain high for future budget years.</p> <p>Last Updated: 22-Feb-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes.	Sharon Carney - Lead Business Partner					Open

Potential Effect: Organisational change objectives cannot be met.
Management Controls: Careful service and business planning with alignment of corporate resources supplemented with specialist external support where required.
Progress Comment: Organisational change programmes are broadly on time and on budget.

Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The pace of procurement collaborations and our limited control over their development.	Gareth Owens - Chief Officer - Governance	Arwel Staples - Strategic Procurement Manager	Yellow	Amber	↑	Open

Potential Effect: Procurement efficiencies will not be realised.
Management Controls: Monitoring and management of the National Procurement Service (NPS) work programme and its benefits.
Progress Comment: The National Procurement Service (NPS) has increased the pace of procurement collaboration delivery with 30+ framework agreements in place and further projects identified. The work programme delivery is being closely monitored.

However actual benefits to the Council from the NPS framework agreements is varied, therefore further monitoring of actual benefits is required going forward. Further meetings have been held with the National Procurement Service to develop an Action Plan to determine if tangible efficiencies can be obtained from collaborative framework agreements already delivered.

Last Updated: 03-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Public attitude to accessing services on-line.	Clare Budden - Chief Officer - Community and Enterprise	Rebecca Jones - Customer Services Team Leader	Yellow	Yellow	↔	Open

Potential Effect: Targeted efficiencies to be achieved through people switching to accessing services will not be met.
Management Controls: Connects will promote and assist with self-service for to enable a full digital shift.
Progress Comment: Q3) The number of people choosing to interact with the Council using digital channels remains consistent. Customer Services continue to monitor customer feedback around digital to ensure the services delivered digitally are fit for purpose. Help and support is offered to all customers at Flintshire Connects Centres to empower all people to access Council services using digital technology. A new Customer Service Strategy is being prepared which focuses on reviewing customer accessing channels providing digital access to service wherever possible. The Strategy is expected to be approved by the end of March 2017 for implementation 2017-2020 and will provide direction for the future.

Last Updated: 21-Feb-2017



CABINET

Date of Meeting	Tuesday 14 th March 2017
Report Subject	Private Sector Stock Condition survey 2016
Portfolio Holder	Cabinet Member for Housing
Report Author	Chief Officer (Community and Enterprise)
Type of Report	Operational

EXECUTIVE SUMMARY

This report summarises the key findings from the 2016 private sector stock condition survey. The survey was based on a sample of 1,223 dwellings and provides a benchmark of housing condition in Flintshire compared to a 2010 survey and the wider Wales or England context.

Generally the condition of the private sector housing stock is similar to that across Wales and England. The stock has improved in condition since the 2010 benchmark survey. The greatest incidence of poorer quality dwellings is in the growing private rented sector.

The Neighbourhood Renewal Area (NRA) programme in Deeside has improved the condition of the housing stock compared to comparator neighbourhoods. The programme is half way through delivery but future funding from Welsh Government is now uncertain.

RECOMMENDATIONS

1	That Members review the key points arising from the 2016 private sector stock condition survey.
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REPORT DETAILS

1.00	EXPLAINING THE PRIVATE SECTOR STOCK CONDITION SURVEY 2016
1.01	<p>Local authorities have an obligation under the Housing Act 2004 to keep housing conditions in their area under review for all tenures, including private sector housing. To meet this obligation, Flintshire County Council commissioned Opinion Research Services (ORS) to carry out a survey on a random sample of private sector housing within the County. The data collected provides a significant evidence base to inform the Council's Housing Strategy. The survey sampled 1,223 private sector dwellings. This report summarises the key findings from the survey.</p>
1.02	<p>The private rented sector has grown in significance in Flintshire (20% of dwellings compared to 14% in 2011) although is still smaller than many other areas (24% average across England - England Housing Survey). The sector has a number of key areas of concern:</p> <ul style="list-style-type: none"> • Almost 40% of tenants had been living at the address for less than 2 years; with a consequent impact on the stability of households and on community cohesion; • Private rented homes are more likely to be in a poor condition with 25.4% in a non-decent condition compared to 18.1% for Flintshire as a whole. • Private rented homes are likely to be more energy inefficient with an average Standard Assessment Procedure (SAP) rating of 56 compared to 59 for Flintshire as a whole. <p>With the sector growing in importance and the Council discharging its homelessness duty into the sector the condition of dwellings is of particular importance.</p>
1.03	<p>The level of unfit dwellings in Flintshire has decreased significantly since the last survey in 2010. The number of dwellings with Category 1 hazards has dropped from 23.5% to 8.4%. Incidence of non-decent homes has reduced from 27.5% to 15.9%.</p>
1.04	<p>Energy efficiency across dwellings in Flintshire has improved with average SAP ratings increasing from 55 to 59.</p>
1.05	<p>The Neighbourhood Renewal Area (NRA) programme, declared in 2012 in Deeside, has significantly reduced the incidence of Category 1 hazards to a level much closer to the Flintshire average. The NRA has seen a fall in dwellings with Category 1 hazards from 13.5% to 11.4%. In the 20% most deprived areas outside of the NRA the rate is 14.1% and for Flintshire as a whole it is 9.2%. The programme has only operated for half of its original 10 year programme and future delivery is uncertain due to Welsh Government funding constraints.</p> <p>For non-decent dwellings, the NRA now has an incidence of 25.3% compared to 29.7% for the most deprived areas and 18.1% for the county as a whole. Average SAP ratings have increased from 47-52 in 2010 to 58 in 2016, compared to an average of 59 for Flintshire as a whole.</p>

1.06	The Council will continue to seek external funding to deliver improvements to the condition and energy efficiency of the private sector housing stock in the most deprived areas of Flintshire.
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2.00	RESOURCE IMPLICATIONS
2.01	None arising from this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The survey undertook a sample of 1,223 properties in Flintshire.

4.00	RISK MANAGEMENT
4.01	No specific risks identified arising from this report.

5.00	APPENDICES
5.01	Appendix 1 - Presentation on summary of high level responses.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Niall Waller Telephone: 01352 702137 E-mail: niall.waller@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Category 1 hazards – The Housing Act 2004 introduced the Housing Health and Safety Rating System. The Act differentiates between Category 1 and Category 2 hazards. Local authorities have a duty to take ‘the most appropriate course of action’ in respect of any hazard scored as Category 1. Authorities have discretionary power to take action with Category 2 hazards (which do not score past the threshold for Category 1). Examples of Category 1 Hazards are excess cold, carbon monoxide, fire risk, and electrical safety. Decent Homes Standard – The Decent Homes Standard is a broad measure of housing condition which was introduced in England to ensure all public sector housing met a minimum standard by 2010. It was used as a benchmark for this report as more recent data was available. Decent homes

must meet a series of criteria including being free from hazards, capable of being heated effectively and with reasonably up to date facilities.

Neighbourhood Renewal Area (NRA) – declared in 2012, the NRA programme combined Welsh Government and Council funding to improve the condition of the private sector housing stock. The programme has operated in Deeside where the highest proportion of poor quality dwellings had been identified.

Standard Assessment Procedure (SAP) – “The Standard Assessment Procedure (SAP) is the methodology used by the Government to assess and compare the energy and environmental performance of dwellings. Its purpose is to provide accurate and reliable assessments of dwelling energy performances that are needed to underpin energy and environmental policy initiatives”. (Source: UK Government)



Private Sector House Condition & Energy Survey

Presentation of Survey Results



Overview of the survey

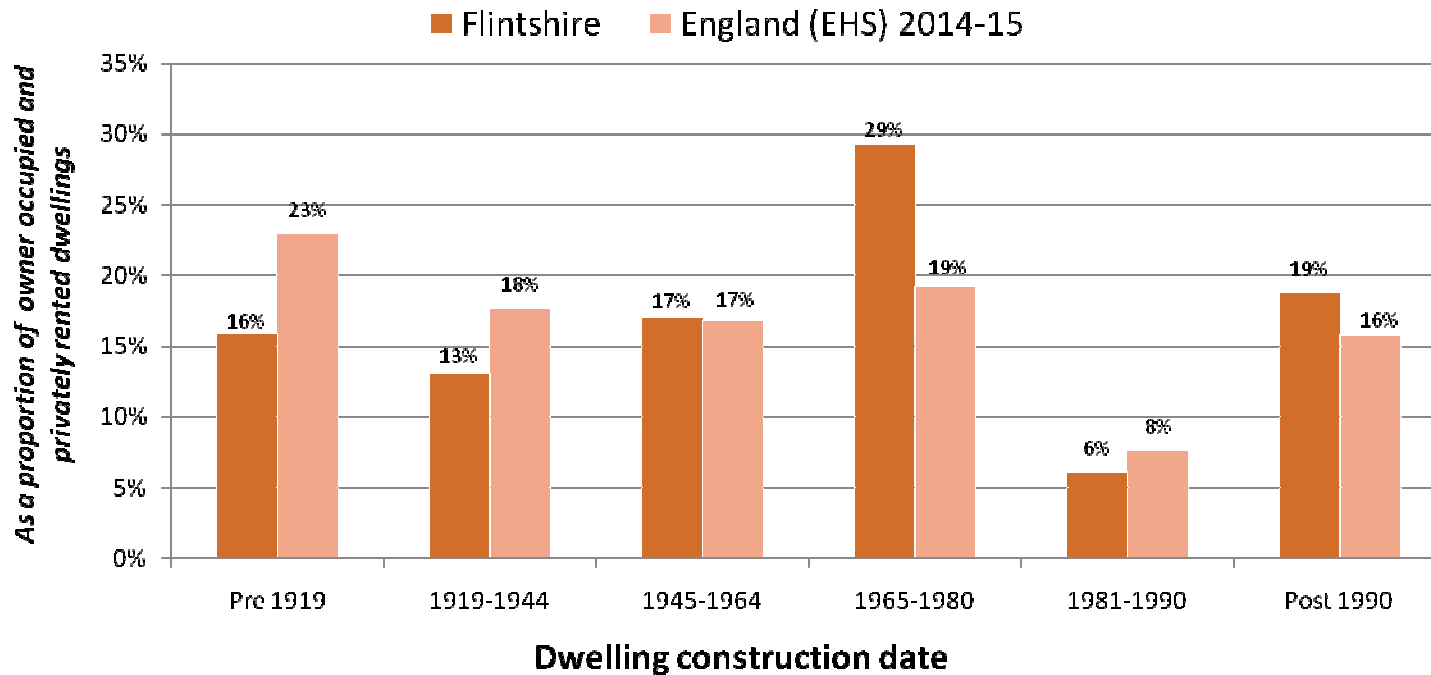
- Carried out in order to gain a strategic picture of housing condition issues in the private sector
- Aimed to survey 1,200 dwellings
- Survey carried out over a three month period over the summer 2016 covering a wide range of housing condition indicators
- Achieved sample was 1,223 dwellings

Tenure of the housing stock in Flintshire

- The housing stock in Flintshire 2016 has a similar proportion of owner occupied dwellings when compared to Wales at the time of the 2011 Census
- The private rented sector in Flintshire is approx. 20% from approx. 14% in the area at the time of the 2011 Census

Tenure	Flintshire 2016		Census 2011 (% of households)		EHS (2014-15)
	Dwellings	Percent	Flintshire	Wales	
Owner occupied	44,610	80%	86%	81%	76%
Privately Rented	10,820	20%	14%	19%	24%
<i>Private Sector Stock</i>	<i>55,420</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>

Age and type of housing stock in Flintshire



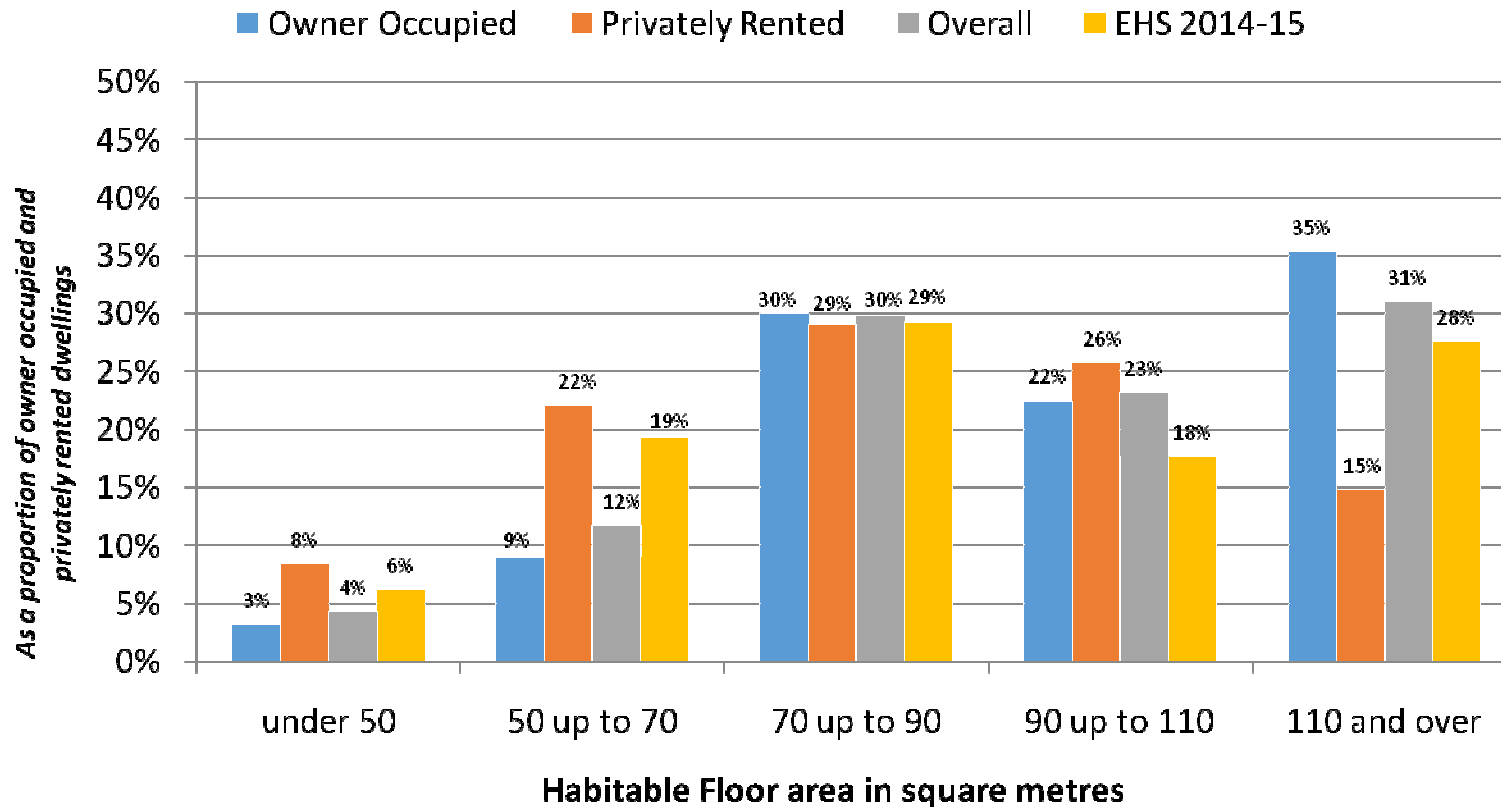
- Above the proportion of housing built between 1965 and 1980 when compared to England
- Buildings constructed Pre 1944 occur at a lower rate than for England

Building use profile

- Majority of dwellings are houses generally occupied by a single household and these constitute 98% of private residential buildings
- Only 0.4% of private residential buildings are houses that are occupied by multiple households either as shared houses or as bedsits
- Including S257 buildings approximately 0.43% of private residential dwellings in Flintshire are HMOs.

Typology	Dwellings	Percent of dwellings	Buildings	Percent of buildings
House (Single household)	53,900	95.30%	53,900	97.88%
Converted Flat (Single household)	1,090	1.93%	460	0.83%
Purpose built flat (Single household)	1,310	2.31%	470	0.86%
House (HMO)	220	0.39%	220	0.40%
Converted Flat (S257 HMO)	40	0.06%	20	0.03%
Total	56,560	100.00%	55,070	100.00%

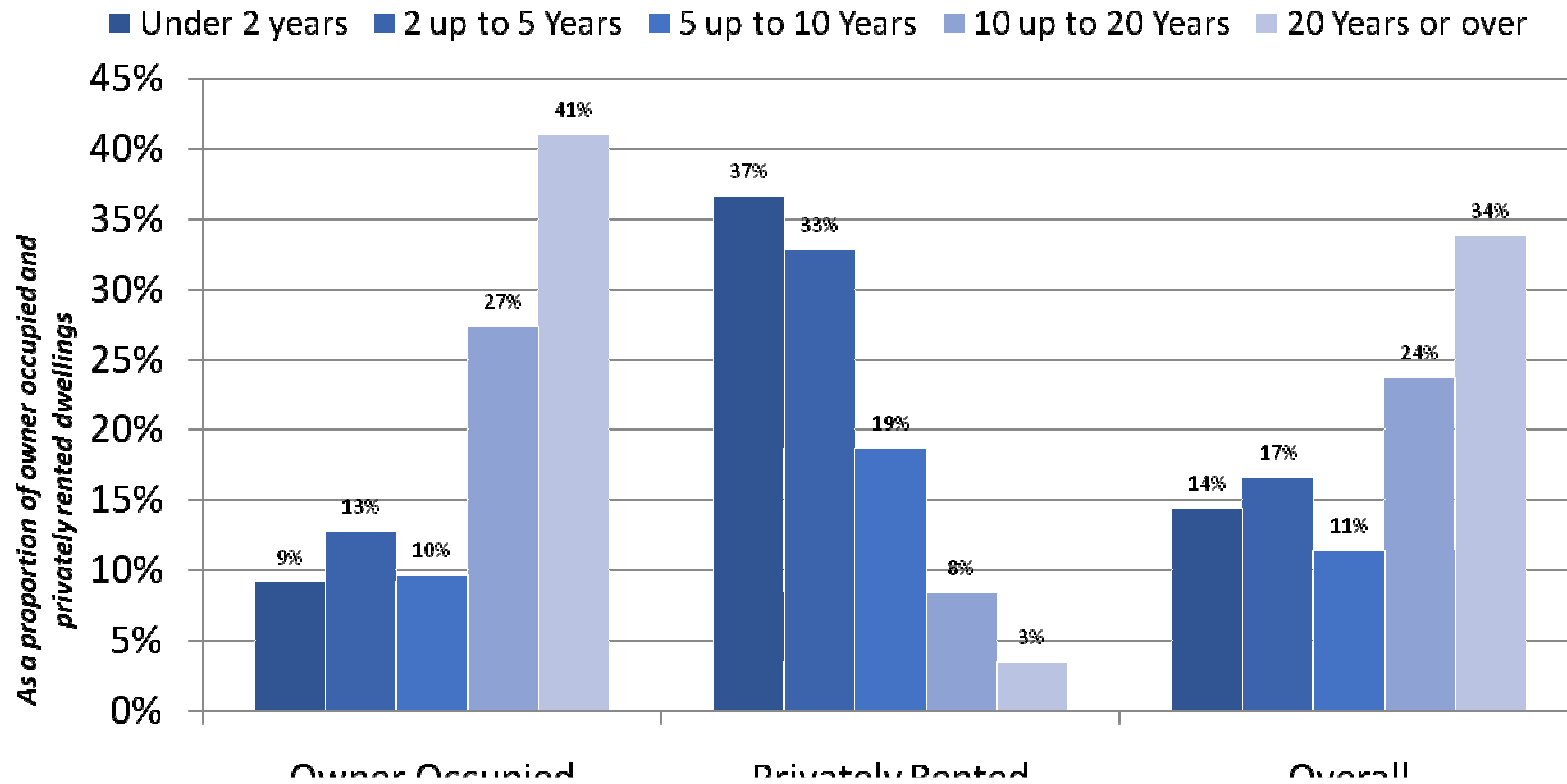
Dwelling Floorspace



- Average floorspace in Flintshire is higher than English average
- Floorspace in the private rented sector is much smaller than for owner occupiers

Time at address

- 41% of owner occupiers have been in-situ for 20 years or more
- Almost 40% of private renters have been at the address for less than 2 years



The Decent Homes Standard

» **Government policy that everyone should have the opportunity of living in a “decent home”. The Decent Homes Standard contains four broad criteria that a property should:**

- A - be above the legal minimum standard for housing (free from category one hazards), and
- B - be in a reasonable state of repair, and
- C - have reasonably modern facilities (such as kitchens and bathrooms) and services, and
- D - provide a reasonable degree of thermal comfort (effective insulation and efficient heating).
- If a dwelling fails any one of these criteria it is considered to be “non decent”.

Housing Health and Safety Rating System

» **The legal minimum standard for housing is measured through a Hazard Rating System which covers 29 hazards across 4 main categories outlined below.**

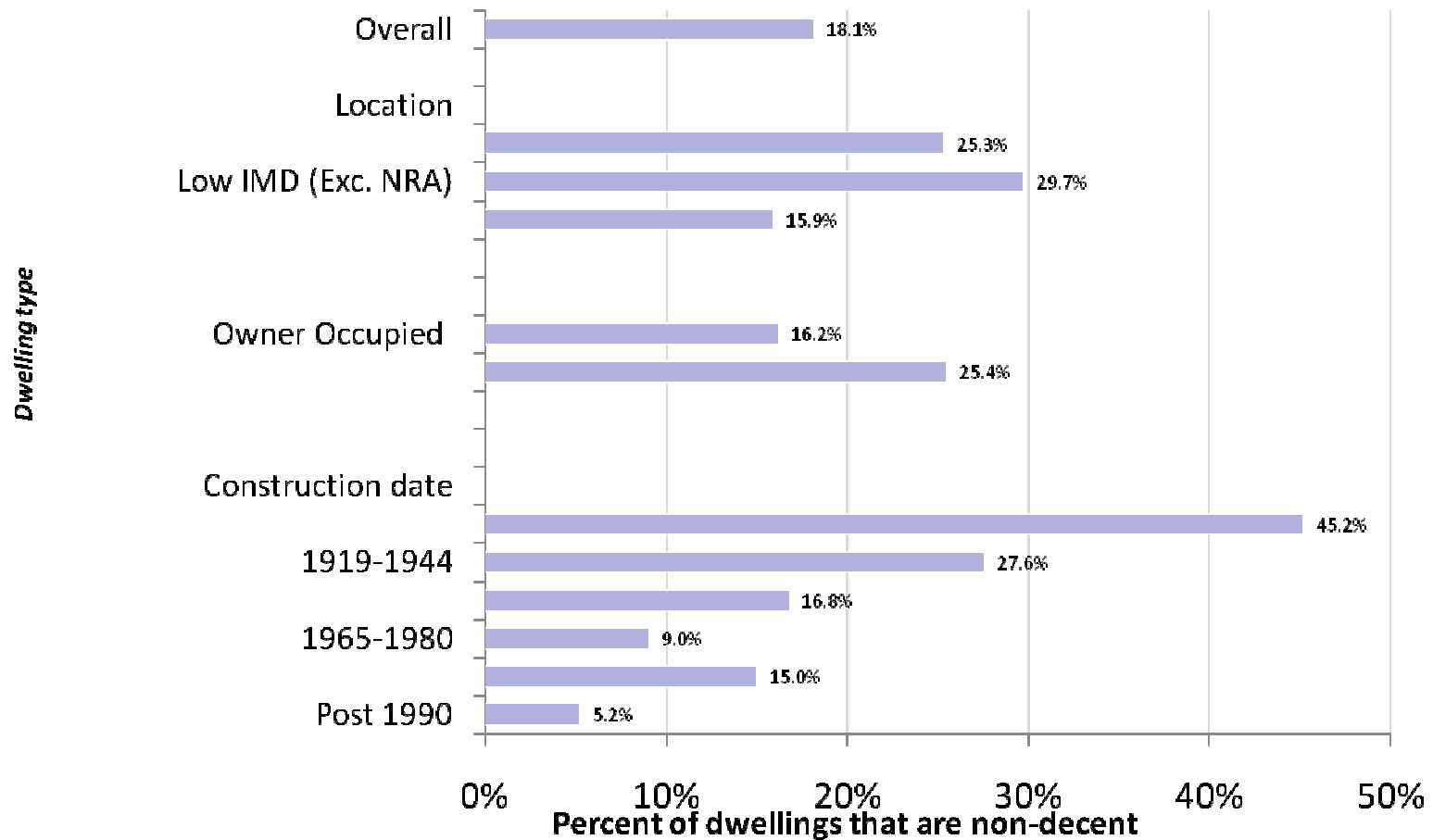
- Physiological Requirements (e.g. damp & mould growth, excess cold, asbestos, carbon monoxide, radon, etc.)
- Psychological Requirements (crowding and space, entry by intruders, lighting, noise)
- Protection Against Infection (domestic hygiene, food safety, personal hygiene, water supply)
- Protection Against Accidents (e.g. falls on the level, on stairs & steps & between levels, electrics, fire, collision).

The Decent Homes Standard

- Similar overall failure rate compared to England

Reason	Percent Flintshire 2016	Percent EHS (2014-15)
Category 1 hazard dwellings	12.2%	13.2%
In need of repair	5.0%	4.9%
Lacking modern facilities	0.0%	2.4%
Poor degree of thermal comfort	8.9%	7.9%
Non decent	18.1%	21.8%

Non Decent Homes by Area, Tenure and Age



Non Decent dwelling characteristics

- A higher proportion of privately rented dwellings are non decent than owner occupied
- Dwellings constructed before 1919 have the highest rates of non decency, 45% of properties constructed in this construction date band are non-decent
- A higher rate of non decency is found in the areas of lowest IMD (Excluding NRA)

Category one hazards

- » **Highest proportion of category 1 hazards found in private rented dwellings**
- » **Dwellings constructed Pre 1919 are significantly more likely to have category 1 hazards**
- » **Of the dwellings with a category 1 hazard in Flintshire 14% have multiple hazards (966 dwellings)**

Category one hazard types

Category 1 Hazard	Owner occupied		Privately rented		Overall	
	Count	Percentage	Count	Percentage	Count	Percentage
Excess Cold	2,500	5.60%	1,390	11.66%	3,890	6.88%
Fall on Stairs	2,370	5.30%	680	5.68%	3,040	5.38%
Fall on level surfaces	360	0.80%	130	1.13%	490	0.87%
Structural Collapse	130	0.28%	0	0.00%	130	0.22%
Fall Between Levels	10	0.02%	120	0.98%	130	0.22%
Other	70	0.15%	290	2.46%	360	0.63%
Total hazards	5,430	-	2,610	-	8,030	-
Total dwellings with a Category 1 hazards	4,870	10.90%	2,040	17.19%	6,910	12.22%
Total Dwellings	44,660	100%	11,900	100%	56,560	100%

Energy Efficiency

- 80% of dwellings use gas as their main heating fuel
- Average SAP rating 59 compared to 60 for England
- Private rental mean SAP 56 and owner occupied mean SAP 60

EPC SAP Range Banded	Percent Flintshire 2016	Percent EHS (2014-15)
Band A (92-100)	0.0%	1.0%
Band B (81-91)	0.1%	
Band C (69-80)	18.5%	20.9%
Band D (55-68)	59.9%	52.6%
Band E (39-54)	12.9%	19.1%
Band F (21-38)	5.9%	5.0%
Band G (1-20)	2.6%	1.5%
Total	100.0%	100.0%

Fuel Poverty

- » **The Low Income High Costs (LIHC) definition of fuel poverty was adopted by the government in 2013. Under the LIHC definition, a household is considered to be fuel poor if:**
 - It is required fuel costs are above the median level;
 - Spending this amount on fuel costs would leave the household with a residual income below the official poverty line.
 - An estimated 11.3% of occupied, private sector dwellings are in fuel poverty in Flintshire
 - Fuel poverty has been decreasing due to fuel costs falling and improved energy efficiency measures
 - Substantial number of households that are in fuel poverty will present issues in terms of both energy efficiency and occupier health

- » **Majority of households (98%) in fuel poverty were households with incomes below £20,000 per annum. 68% having household incomes between £10,000 and £20,000 per annum and 29% having household incomes below £10,000 per annum**



CABINET

Date of Meeting	Tuesday 14 th March 2017
Report Subject	An outline plan for Play Area and All Weather Pitch Capital Expenditure
Cabinet Member	Leader of the Council and Cabinet Member for Finance Cabinet Member for Waste Strategy, Public Protection and Leisure
Report Author	Chief Officers (Organisational Change)
Type of Report	Operational

EXECUTIVE SUMMARY

The Council Fund Capital Programme was adopted by the Council at Full Council on 14th February. Included within the programme are allocations for play areas and synthetic sports pitches (all weather pitches).

When Cabinet discussed the report on play areas in January 2017 it was agreed to bring back an outline plan for capital expenditure early in this year.

This report provides that outline plan based on need and seeks cabinet approval to the plan.

RECOMMENDATIONS

1	To agree the outline plan for capital expenditure on play areas and all weather pitches as outlined in this report.
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REPORT DETAILS

1.00	BACKGROUND INFORMATION													
1.01	<p>The Council Fund Capital Programme has approved the following amounts for future expenditure on play areas and all weather pitches which is in addition to the £0.105 revenue per annum for play area match funding schemes.</p> <table border="1" data-bbox="304 499 1369 723"> <thead> <tr> <th data-bbox="304 499 518 600"></th> <th data-bbox="518 499 730 600">2017/18 £m</th> <th data-bbox="730 499 943 600">2018/19 £m</th> <th data-bbox="943 499 1155 600">2019/20 £m</th> <th data-bbox="1155 499 1369 600">Total £m</th> </tr> </thead> <tbody> <tr> <td data-bbox="304 600 518 723">Play areas and synthetic sports pitches</td> <td data-bbox="518 600 730 723">0.487</td> <td data-bbox="730 600 943 723">0.200</td> <td data-bbox="943 600 1155 723">0.200</td> <td data-bbox="1155 600 1369 723">0.887</td> </tr> </tbody> </table>					2017/18 £m	2018/19 £m	2019/20 £m	Total £m	Play areas and synthetic sports pitches	0.487	0.200	0.200	0.887
	2017/18 £m	2018/19 £m	2019/20 £m	Total £m										
Play areas and synthetic sports pitches	0.487	0.200	0.200	0.887										
1.02	<p>The Council has a number of All Weather sports pitches in the County that are in need of significant investment. Those at Mold Alun and Hawarden are both over 10 years old and are the highest priority to replace. The six pitches at Deeside Leisure Centre are 7 years old, receive significant use and generate significant income (£0.120m per annum). Their original anticipated lifespan and payback period for investment was 7 years so a replacement programme is needed.</p>													
1.03	<p>In 2010 the Council commissioned the carrying out of an independent play survey for our play areas and this has been annually updated by the play team using the same criteria. This places the play areas in either a red, amber or green rating. It is proposed that the aim with the capital funding available is to upgrade those that are currently red to an amber rating and start with those that are of the most urgent priority first. The proposal would be to carry out works in 2017/18 to the following areas and value which would ensure the play areas are no longer rated red.</p> <p>Min Awel, Flint £0.025m Ffynnongroyw £0.025m Dee View Road, Connahs Quay £0.025m Bron y Wern, Bagillt £0.025m</p> <p>A priority for year 2 and 3 would be the play area at Bailey Hill which is a red rate play area and is being considered as part of a wider Heritage Lottery Fund development scheme, although this scheme is not eligible to fund the play area.</p> <p>The remaining priorities for year 2 and 3 would be the other red rated play areas which include:</p> <p>Salisbury Street, Shotton Primrose Street, Connahs Quay Leadbrook Drive, Flint High Street, Caergwrle</p>													

	<p>Maes y Dre, Mold Pen Lon, Bagillt Holway, Holywell Broadoak Recreation Ground, Connahs Quay Tan y Felin, Greenfield Maes yr Oden, Holywell Pheonix Street, Sandycroft Prince of Wales, Buckley Coed Mor, Penyffordd near Holywell Fford Pentre, Mold Bryn Mawr, Holywell</p>
1.04	<p>Based on the needs and priorities outlined in this report it is proposed that subject to final costings the initial programme that is considered feasible is as follows:</p> <p>2017/18 Mold Alun High School All Weather Pitch Hawarden High School All Weather Pitch Deeside Leisure Centre All Weather Pitches 1 and 2 Bron Y Wern, Bagillt Min Awel Play Area, Flint Ffynnongroyw Play Area Dee View Road Play Area, Connahs Quay</p> <p>This would leave the remaining All Weather Pitches and Play Areas identified in this report as priorities for years 2 and 3 with agreement of a final plan each year being brought back to Cabinet.</p> <p>The play area match funding scheme would aim to support any red rated play areas that cannot be afforded within the overall scheme or if all can be afforded will then support the improvement of amber rated play areas.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Costs identified would be met within the capital programme.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Communication will take place with Town and Community Council's once the programme has been agreed.

4.00	RISK MANAGEMENT
4.01	That costs increase and all schemes cannot be achieved – Schemes will be carried out in order of priority and the play area match funding scheme will help address those play areas that cannot be afforded within the capital allocation.

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None Contact Officers: Ian Bancroft / Neal Cockerton Telephone: 01352 704511 E-mail: ian.bancroft@flintshire.gov.uk / neal.cockerton@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Play Survey – An annual assessment of the condition of play areas. All Weather Pitch – The general classification for a range of synthetic sports pitches including astro turf and 3G pitches.



CABINET

Date of Meeting	Tuesday 14 March 2017
Report Subject	Landfill Management and Gas Engine Maintenance Contract
Cabinet Member	Cabinet Member for Waste and Public Protection
Report Author	Chief Officer (Streetscene & Transportation)
Type of Report	Operational

EXECUTIVE SUMMARY

The Council owns two active landfill sites at Standard Industrial Estate and Brookhill Industrial Estate in Buckley. Both landfill sites are operationally closed with formal closure plans currently being produced with the support of Natural Resources Wales (NRW).

Both sites have established electricity generating systems with direct feeds from the gas well collection ring mains within the landfill, connecting directly to the national grid via a local grid connection.

The waste leachate fluid produced by the two landfill sites is treated on site in a specialist treatment facility, before being discharged to sewer.

Maintenance of the gas engines and leachate plant are currently undertaken by a combination of individual outsourced contracts, with some in-house support. This report seeks Cabinet approval for the Commissioning Form which will allow the service to procure a single supplier for both the general landfill maintenance and gas engine/leachate plant management.

RECOMMENDATION

1	That Cabinet approves the Commissioning Form (Appendix 1) for Landfill Maintenance, Gas Engine and Leachate Plant management - as required by the CPR's.
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REPORT DETAILS

1.00	EXPLAINING THE BACKGROUND TO THE NEW POLICY
1.01	The Council has two active landfill sites at Standard Industrial Estate and Brookhill in Buckley. Both landfill sites are operationally closed, fully capped and the sites are now restored, primarily to grassland. A formal 'Closure Plan' is currently being actioned with NRW support for both sites. Both sites have recently installed PV panels, which are also linked to the mains grid connection.
1.02	Both sites have established electricity generating systems with direct feeds from the gas well collection ring mains and both sites have a direct electrical mains grid connection. The value of energy produced at the sites is falling as gas levels inevitably fall as the waste decomposes.
1.03	Within the boundary of the Brookhill landfill site is a fully permitted and compliant leachate treatment plant with a licensed discharge point to main sewer. The plant treats leachate from both Standard and Brookhill and in addition generates an income for the Council by treating leachate from other local landfill sites under a contract with Cory Environmental.
1.04	Both the generating engines are maintained under separate contracts with private organisations however there is clear independency between the two processes with effective leachate management having a significant influence on electricity production levels. Therefore it is intended to procure a single contract incorporating all of the existing individual contracts, including the general landfill management, which also closely links to the energy production and leachate output.
1.05	In order to maximise the income from the energy plants and minimise the cost of leachate management, investment is required, both in new more efficient and smaller turbines (as gas levels fall) and on the gas wells and ring mains that serve the engines. The most effective method of obtaining this investment would be through engagement with an external operating partner. The partner would ideally be experienced and in possession of a number of other landfill sites maintenance contracts allowing suitable engines to be rotated around the sites as gas levels vary - rather than purchase new units on each occasion when a new engine would provide financial benefit.
1.06	<p>Scope of the proposed Contract</p> <ul style="list-style-type: none"> • Daily site management at both of the landfill sites to ensure compliance with Permit and planning consents - including local compliance testing, litter collections, general tidiness etc; • Gas well management to ensure permit compliance and in order to maximise output from the system; • Strategic development of gas wells including investment as necessary; • Generator engine management and maintenance; • Strategic development of engine generators including investment as necessary;

	<ul style="list-style-type: none"> • Management of the leachate collection wells and underground infrastructure to ensure compliance with permit; • Transfer of leachate from Standard to the Brookhill treatment facility as necessary; • Management and maintenance of the leachate collection and treatment facility to ensure compliance with permit and Welsh Water discharge license;
1.07	The value of the proposed contract requires completion and Cabinet approval of a Commissioning form included as Appendix 1 .

2.00	RESOURCE IMPLICATIONS
2.01	The new contract will protect budgets and remediate future pressures from the operations at the two sites. This will however be subject to the level of risk each contractor/partner would want to take on the anticipated energy still remaining from gas at the former landfill sites. The outcome will not be known until the tender evaluation has been completed.
2.02	The proposals will ensure that the Council manages the asset in the most environmentally friendly manner and will maximise and protect the Council from fluctuations in energy production levels in future years.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation has taking place with potential suppliers to ensure the most appropriate contract option.
3.02	With Cabinet Member.
3.03	With the Procurement team regarding process.
3.04	With Legal support team regarding contract.

4.00	RISK MANAGEMENT
4.01	Delivery of the project will be managed through the service Programme Board with individual risk identified and review on a regular basis.
4.02	To ensure the successful partner is experienced and capable of operating and managing the sites in a compliant and effective manner, a stringent quality evaluation will be undertaken on each tenderer, before an invitation to tender is offered.

5.00	APPENDICES
5.01	Appendix 1 - Commissioning Form

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Stephen O Jones Telephone: 01352 704700 E-mail: stephen.o.jones@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	NRW – Natural Resources Wales

Commissioning Form

This form is to be completed by the commissioning service or department for all procurement proposals with a total value above £25,000. If you are seeking an exception from Contract Procedure Rules or exception from the requirement to tender, you must complete an **Exception Form**.

Title	Landfill Management contract
Head of Service:	Stephen O Jones
Manager:	N/A
Report Completed by:	Harvey Mitchell
Date:	February 2017
Total Estimated Value:	£1.4 million approx. over 7 years

PROCUREMENT TEAM USE ONLY	
Officer	
Priority	High
Category	
Received	DD/MM/YYYY
Complete by	DD/MM/YYYY
Est Hrs Required	

Type	Copy and paste:
Goods	<input type="checkbox"/>
Services: services not subject to the 'light touch regime' (i.e. most services)	<input checked="" type="checkbox"/>
LTR: certain social, health, education & other services subject to the 'light-touch regime'	<input type="checkbox"/>
Works	<input type="checkbox"/>

Does the proposal include Land contracts or the appointment of developers? Yes No

If Yes, has the Monitoring Officer (Legal) been consulted? Yes No

If Yes state the Monitoring Officer's advice. If No, state why not:

--

Does the proposal include Information & Communication Technology, property or works? Yes No

If Yes, has the relevant council service been involved? Yes No

If Yes state the services' involvement. If No, state why not:

--

Procurement Level Copy and paste:

Intermediate Value: £25,000 to OJEU threshold*

High Value: above relevant OJEU threshold*

Procurement Process Copy and paste:

Is there a corporate purchasing arrangement or National Procurement Service framework or other framework agreement relevant to your proposal? Yes No

If Yes, state which below:

--

Are you planning to make use of any corporate purchasing arrangement or framework agreement identified above? Yes No

If Yes, will the process be direct award or mini competition?

If No, state the relevant grounds to justify an exemption:

Are you using a competitive market process? Yes No

If yes, indicate which process. Open Tender Restricted Tender
 Competitive Dialogue Dynamic Purchasing System E-Auction
 Competitive Procedure With Negotiation Innovation Partnership
 Don't know

Timescales

Date	Milestone
March Cabinet	Authorisation of Commissioning Form
1 st March 2017	Tender notice on Sell to Wales
10 th April 2017	Tender returns
1 st May	Presentations on tender proposals
22 nd May	Tender award
1 st July	Contract start

Outline

Briefly describe the proposal

Copy and paste:

The Council has two active landfill sites at Standard Industrial Estate and Brookhill in Buckley. Both landfill sites are operationally closed, fully capped and the sites are now restored, primarily to grassland.

The Council is looking to engage an organisation (either a single provider or a lead provider with a sub contractor/s) to manage and operate 2 closed landfill sites. The Council is tendering this to provide certainty and resilience of landfill management and to provide budget stability over the next 7 years.

Are there any links to other existing or planned commissions, projects or programmes or is this part of a multi-phase project (internal or external)? If yes please specify. Yes No

Need / Demand

Briefly explain your evidence for the need or demand for this proposal.

The Council is required to manage the two closed landill sites in accordance with the waste permits that are in place. These permits are monitored by Natural Resources Wales and it is a requirement to ensure that the Council remains compliant with the strict conditions applied to both permits.

In relation to the generation of electricity, the Council are required under the permit to actively manage both the gas field, landfill gas engine and leachate management systems and this contract will deliver this and will enable electricity generation and revenue to be efficiently maximized.

Output / Benefit

What will the output and benefit of the proposal be? What will it deliver? What will it achieve?

The Contract will provide certainty and resilience of landfill management and provide budget stability over the next 7 years.

The contract will ensure that potential environmental risks associated with the closed landfill sites are appropriately managed to prevent any negative impact on neighbouring communities and the environment.

Options

Copy and paste:

Has a zero cost option been considered?

Yes No

Has a reduced cost option been considered?

Yes No

State whether and why zero and/or reduced cost options have been adopted or discounted:

The Contract will provide certainty and resilience of landfill management and provide budget stability over the next 7 years.

Price / Quality Weighting

Please state the percentage weightings being given to price and quality in your tender evaluation:-

Price 100%

Quality

Welsh

Language Standards

All advertisements in Sell2Wales and, where relevant, in the Office Journal of the European Union (OJEU), must be published bilingually in Welsh and English. The advertisement must state that quotations or tenders may be submitted in Welsh, and that a quotation or tender submitted in Welsh will be treated no less favourably than a quotation or tender submitted in English.

It is a requirement that all tender and contract documents are produced in Welsh in the following circumstances:-

- If the subject matter of the tender for a contract suggests that it should be produced in Welsh, or
- If the anticipated audience, and their expectations, suggests that the documents should be produced in Welsh.

Copy and paste:

Is there a requirement to produce the documents in Welsh?

Yes No

State why you have selected either Yes or No:

Procurement Checklist

Copy and paste:

Has a Sustainability / Wellbeing Impact Assessment been completed?

Yes No N/A

Have you identified and mitigated any potential conflicts of interest?

Yes No N/A

Have you conducted market dialogue, research, analysis?

Yes No N/A

Have you consulted stakeholders, partners and/or end users?

Yes No N/A

Have you consulted the Insurance and Risk Manager on potential insurance issues?

Yes No N/A

Have you instructed the legal team to develop contract terms?

Yes No N/A

Have you sought advice on safeguarding issues?

Yes No N/A

Have you sought advice on any TUPE, IPR or other legal issues?

Yes No N/A

Have you specified contract management & information requirements?

Yes No N/A

Have you determined whether to use lots (e.g. to encourage SMEs)?

Yes No N/A

Have you considered how to encourage subcontractors or consortia?

Yes No N/A

Could you reserve the contract for public mutuals or social enterprises?

Yes No N/A

Have you completed the tender specification?

Yes No N/A

Have you developed evaluation criteria & scoring methodology?

Yes No N/A

Have you identified the scorers/evaluators?

Yes No N/A

Have you drafted questions and guidance to bidders & scorers?

Yes No N/A

Will you need to arrange interviews, presentations, site visits etc.?

Yes No N/A

Have you drafted the tender advertisement?

Yes No N/A

Is this proposal funded wholly or in part by EU grant?

Yes No N/A

If you wish to expand on any of your responses to these questions please give details in the box below:

--

Finance		Copy and paste:		
Capital Funding Source	Amount	Approved	Applied for	Approached
Total Capital Funding:				
Revenue Funding Source	Amount			
Funded from existing revenue budgets	£1.4 million (over 7 years)			
Total Revenue Funding:				
Estimated Total Value:	£1.4 million			
Estimated Annual Value	Ongoing operational costs from revenue			
Cost Code				

If the contract is a collaboration with external partners the figures quoted should include the total contract value not just the Local Authority element.

***N.B:** *Approved* – written approval exists; *Applied for* – no written approval but application made; *Approached* – initial approach to or by funding body but no application submitted

Contract

Provide basic details of any contract to be awarded

Type of contract	Fixed Term Contract (longer term)
Terms and Conditions:	General Term & Conditions (Services)
Proposed Start date:	July 2017
Proposed End date:	May 2024
Proposed options for extension (if any):	n/a
Maximum duration (including extensions):	

Community Benefits

Copy and paste:

Are you including community benefits?

Yes

No

If Yes, provide details below: If No, state why community benefits have not been included

Educational visits for local schools

The Local Economy

Copy and paste:

Have you considered ways in which this proposal might benefit the local economy and increase opportunities for local businesses?

Yes

No

If Yes, provide details below: If No, please state why not.

Local contractors can provide services for the main contractor. (Electricians/Plumbers, hire firms etc)

Risk Assessment

What is the total estimated value of the proposal?	£250K to £2m
How many external organisations are involved in developing the proposal?	None
Has the Local Authority done this kind of thing before?	Never
If things go wrong, what is the operational risk to the Local Authority?	Medium
If things go wrong, what is the reputational risk to the Local Authority?	Low
If things go wrong, what is the financial risk to the Local Authority?	Medium

PROCUREMENT TEAM ASSESSMENT

N.B: This section is to be completed by the Procurement Team following receipt of an appropriately completed form from the commissioning service.

<u>Section</u>	<u>Sign-Off?</u>		<u>Comments</u>
	Yes	No	
Type	<input type="checkbox"/>	<input type="checkbox"/>	
Procurement Level	<input type="checkbox"/>	<input type="checkbox"/>	
Procurement Process	<input type="checkbox"/>	<input type="checkbox"/>	
Timescales	<input type="checkbox"/>	<input type="checkbox"/>	
Outline	<input type="checkbox"/>	<input type="checkbox"/>	
Need / Demand	<input type="checkbox"/>	<input type="checkbox"/>	
Output / Benefit	<input type="checkbox"/>	<input type="checkbox"/>	
Options	<input type="checkbox"/>	<input type="checkbox"/>	
Price/Quality Weighting	<input type="checkbox"/>	<input type="checkbox"/>	
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	
Procurement Checklist	<input type="checkbox"/>	<input type="checkbox"/>	
Finance	<input type="checkbox"/>	<input type="checkbox"/>	
Contract	<input type="checkbox"/>	<input type="checkbox"/>	
Community Benefits	<input type="checkbox"/>	<input type="checkbox"/>	
The Local Economy	<input type="checkbox"/>	<input type="checkbox"/>	
Risk Assessment	<input type="checkbox"/>	<input type="checkbox"/>	

PROPOSED START DATE TARGET END DATE

RECOMMENDATIONS:

RED		ORANGE		YELLOW		GREEN	
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PROCUREMENT OFFICER DATE

AUTHORISATION

N.B: This section is to be completed by the commissioning service following the completion and return of the Procurement Team Assessment (above).

For details of authority to decide procurement strategy and invite competitive bids see CPR 2.7.2

Response to Corporate Procurement Team Assessment

Please detail your response and plan of actions to the Corporate Procurement Team's assessment. In particular, if you are choosing not to abide by their recommendations please state why not.

Subject to compliance with the instructions above, the undersigned authorise the commissioning proposal described in this document to go ahead.

HEAD OF SERVICE: (Mandatory)

Signature Date

SECTION 151 OFFICER (Finance): (Mandatory for all contracts above £250,000)

Signature Date

MONITORING OFFICER (Legal): (Mandatory for all contracts above £250,000)

Signature Date

LEAD CABINET MEMBER: (Mandatory for all contracts above £1,000,000)

Signature Date

N.B: Contracts over £2,000,000 also require Cabinet approval and the completion of a Cabinet report



CABINET

Date of Meeting	Tuesday, 14 March 2017
Report Subject	School Admission Arrangements 2018
Cabinet Member	Cabinet Member for Education
Report Author	Chief Officer (Education and Youth)
Type of Report	Operational

EXECUTIVE SUMMARY

To advise Cabinet of the outcome of the statutory consultation exercise on the admission arrangements for September 2018 and to recommend approval.

RECOMMENDATIONS

1	That the proposed admission arrangements for 2018/19 be approved.
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REPORT DETAILS

1.00	EXPLAINING THE ADMISSION ARRANGEMENTS																				
1.01	<p>In accordance with the School Admissions Code, the local authority is required to undertake a statutory consultation exercise on its admission arrangements for the following year. Consultation must be complete by 1 March and the admission arrangements must be determined by 15 April each year. Statutory consultees include all schools in the area, the diocesan authorities, and neighbouring authorities.</p>																				
1.02	<p>Consultation must cover the full admission arrangements including the admissions policy, over-subscription criteria, the timetable for admissions and admission numbers (ie the maximum number of pupils to be admitted into each year group). This information is attached as Appendices 1 and 2.</p>																				
1.03	<p>The current admission arrangements have been in place since 2003 and the majority of parental preferences continue to be met (approximately 96%). For information, the number of admission appeals in recent years is detailed in the table below:</p> <table border="1" data-bbox="320 943 968 1135"> <thead> <tr> <th>Year</th> <th>Secondary</th> <th>Primary</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>46</td> <td>81</td> <td>127</td> </tr> <tr> <td>2014/15</td> <td>20</td> <td>54</td> <td>74</td> </tr> <tr> <td>2015/16</td> <td>66</td> <td>71</td> <td>137</td> </tr> <tr> <td>2016/17*</td> <td>36</td> <td>50</td> <td>86</td> </tr> </tbody> </table> <p>*to date</p> <p>It is anticipated that oversubscription will continue at secondary and primary level in some areas of the County as a consequence of parental preference.</p>	Year	Secondary	Primary	Total	2013/14	46	81	127	2014/15	20	54	74	2015/16	66	71	137	2016/17*	36	50	86
Year	Secondary	Primary	Total																		
2013/14	46	81	127																		
2014/15	20	54	74																		
2015/16	66	71	137																		
2016/17*	36	50	86																		
1.04	<p>During the consultation process, there was a comment received from a primary headteacher regarding admission from Nursery to Reception in the light of several Nursery pupils not being able to gain places in the Reception class at the same school last year. The headteacher commented that this caused disruption not only to the children and parents but the school too was disappointed given the hard work and effort put in by staff in what they see as the most important class in the school. The suggestion was that Nursery education should be made statutory or that the provision should be taken away entirely. This view is reflected amongst some other primary headteachers too.</p> <p>However, local authorities are constrained by the Welsh Government School Admissions Code which clearly states that attendance at Nursery is not statutory and can have no bearing on the allocation of places at Reception. The reasons given are (a) it can advantage those parents willing to travel a distance to allow their child to attend Nursery and they would then have priority over local parents for Reception places, and (b) it can disadvantage local families who have opted for other providers at Nursery stage or who have private child care arrangements. In the absence of a statutory change it is not recommended that local provision is changed or withdrawn.</p>																				

1.05	The proposed admissions timetable has been drawn up in consultation with neighbouring authorities and takes into account factors such as allowing parents sufficient time to visit schools and express their preferences, the time needed to process applications, etc. The timetable also incorporates the “common offer dates” prescribed by the School Admissions Code (ie 1 March for secondary and 16 April for primary).
1.06	There are no changes proposed to the admissions oversubscription criteria themselves. However, the opportunity has been taken to amend the wording in the admissions procedure to urge parents to express more than one preference for a school. If their single preference cannot be met, applicants can find themselves being offered places that are remaining at other schools after all other allocations to second preferences have been completed. Expressing a preference for a school gives an applicant an advantage over those who have not. The revised wording is reflected in Appendix 1, page 3. Similarly, the wording regarding the procedure for applying to change schools during the school year (Appendix 1, page 7) has been amended to clarify that all such applications are managed by the local authority, in consultation with schools.
1.07	The opportunity has been taken to amend the admission numbers in respect of several schools to reflect changes in accommodation. These include Ysgol Cae'r Nant, Ysgol Parc y Llan, Connah's Quay High School, St David's High School, and St Richard Gwyn. All changes have been approved by the headteachers concerned.
1.08	Applications for places are made using the Council's online system and this is working well. Assistance is provided by both the Admissions Team and Flintshire Connects for any parents experiencing difficulties with the online system. 100% of applications are now received online. However, hard copies of application forms will continue to be made available on request to any parent who does not have access to an on line facility.

2.00	RESOURCE IMPLICATIONS
2.01	Numbers of appeals will continue to be monitored to ensure sufficient capacity to present and clerk appeals in a timely manner.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	All statutory consultees have been consulted in accordance with the School Admissions Code.

4.00	RISK MANAGEMENT
4.01	The annual determination of admission arrangements must be carried out in accordance with the framework and timetable in the School Admissions Code. Consultation has been completed and approval is being sought within the deadlines set out in the Code. Adherence to the Code minimises

	the risk of challenge to the Public Services Ombudsman by way of judicial review.
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5.00	APPENDICES
5.01	Appendix 1 – Admission Arrangements 2018/19 Appendix 2 – Admission Numbers

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Gill Yates, Pupil Support Services Manager Telephone: 01352 704187 E-mail: gill.yates@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>School Admission Arrangements – the overall procedure and practices about how to apply for a school place, including the criteria to decide how places are allocated, application procedures, the timetable for the admissions process, how late applications are handled, waiting lists and the appeal process.</p> <p>School Admissions Code – a Code issued by Welsh Government in respect of the discharge of admissions functions. All admission authorities have a statutory duty to act in accordance with the Code.</p> <p>Oversubscription criteria – a list of criteria which an admission authority must adopt to be used for the allocation of places if there are more applications received than there are places available.</p> <p>Admission Number - the number of school places that an admission authority may offer in each year group.</p>

Admissions Timetable 2017/18

Admission Phase	Admission forms available to parents w/c	Parents' consideration period	Closing date for receipt of completed forms	Allocation period by LA/admitting authority	Parents informed by:
Secondary	11/09/17	11/09/17-10/11/17	10/11/17	13/11/17 – 12/01/18	01/03/18
Reception	02/10/17	02/10/17 – 24/11/17	24/11/17	27/11/17 – 02/03/18	16/04/18
Nursery	02/10/17	02/10/17 – 23/02/18	23/02/18	26/02/18 – 01/04/18	11/05/18

Application forms must be returned to the Local Authority by the closing date. Your child may have less opportunity to be allocated to your preferred school if your application is received after the closing date.

Late Applications

Late applications will be considered after those received by the closing date if the Local Authority considers that there are good reasons for the application form being late, which must be included with the application form. For example, exceptional medical reasons preventing an earlier application, recent move of house – supporting evidence must be provided. If the Admission Number for the requested school has been reached, parents will be offered the right to an appeal. All late applications will be ranked in accordance with the oversubscription criteria and any places which become available will be offered to the highest ranking applicants up to the end of the allocation period. A waiting list will also be maintained for that school if necessary and any places that become available will be offered to the highest ranking applicant on the list.

The Process for offering school places

The Admission Number for each school relates to the number of children that can be admitted to each year group during the school year. The Admission Number for each school is calculated using the capacity assessment method in the Welsh Government's guidance document 'Measuring the Capacity of Schools in Wales'. All school Admission Numbers are included on the 'Schools List'.

All pupils will be admitted if the Admission Number has not been reached. When this occurs, the Local Authority applies the published oversubscription criteria to rank all preferences expressed to see who can be offered a place. All preferences received will be considered on the basis of equal preferences. This means parents may express a number of preferences that will be considered in the same way without reference to a preference ranking. If a place can be offered at more than one of the preferences expressed (because a preferred school is undersubscribed or because the applicant has a high enough priority against the criteria for an oversubscribed school, or because a school receives the same number of applications as the number of places available), the place offered will be for the school ranked highest on the application.

If you express a preference for a voluntary aided school or foundation school in Flintshire the relevant school will be sent your details. The timetable for admissions (above) also applies to voluntary aided and foundation schools. These schools are responsible for considering your child's application against others received in accordance with their own oversubscription criteria. The school governors should use the school's own oversubscription criteria to rank applications and make offers of places. Any preferences not met will be returned to the local authority and will be treated equally with other preferences expressed for Flintshire Community Schools.

Please note neighbouring local authorities' timetables may be different to those above but Flintshire will work closely with neighbouring LAs to coordinate admission arrangements. If the school for which you wish to express a preference is in another county please contact the respective Local Authority to ensure you do not miss the closing date.

Denbighshire County Council
County Hall
Wynnstay Road
Ruthin
Denbighshire, LL15 1YN
Tel: 01824 706101

Wrexham County Borough Council
Children and Young People Service
3rd Floor
Lambpit Street
Wrexham, LL11 1AR
Tel: 01978 295425

Cheshire West & Chester Authority
Children and Young People's Services
School Admissions
Wyvern House, The Drummer
Winsford, Cheshire CW7 1AH
Tel: 0300 123 7039

Policy for Admissions to Schools

The County Council, as the Local Authority, is responsible for determining the arrangements for admissions to all Community Primary, Welsh Medium Primary, Secondary, Welsh Medium Secondary, Special Schools and Voluntary Controlled Schools. The Local Authority will consult annually with school Governing Bodies and the Diocesan Education Authorities in relation to admissions.

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. In the case of sixth form admissions, applications may be made by either the parent or the young person or both.

The Local Authority will comply with its duty to ensure the provision of effective education and the efficient use of resources. In so doing, the Local Authority will have regard to the total resources, including accommodation and staffing, available to each school and any constraints imposed by the school organisation and curriculum. It will also consider the resource implications for the authority and impact on other education policies.

When a parent gives fraudulent or intentionally misleading information in order to obtain a place at a school for their child, the Local Authority reserves the right to withdraw the offer of a place. Where a place is withdrawn on the basis of misleading information, the application must be considered afresh and a right of appeal offered if a place is refused.

Admissions Procedure

The annual admissions procedure applicable to the relevant age group includes the following stages:

- Publication of the 'Guide to Education Services'.
- Arrangements to enable parents to express a preference for a school they wish their child/children to attend, and, in the case of sixth form admissions, expression of a preference by

either a parent or a young person or both. By law, parents who express a preference are given priority for admission over those who do not.

- Consideration of preferences up to the Admission Number for each school.
- **Parents are strongly advised to express more than one preference. They must be listed in a preferred order. Only the highest preference that can be met will be used to offer a place. Listing the same school multiple times does not result in a better chance of being offered that school.**

Please Note

Expressing a preference does not guarantee a place at your chosen school if that school is oversubscribed. If more parents apply for places at the school than the number of places available, the Authority will apply the oversubscription criteria for allocating places as set out in the policy.

Welsh Language Policy for all schools

The Authority's Welsh Language Policy aims to ensure that all pupils reach a standard of bilingualism. It will be the responsibility of the Authority, in conjunction with the Headteacher and the School Governors, to ensure the teaching of both Welsh and English is in accordance with National Curriculum requirements.

Primary Education will be provided for all children mainly through the medium of English, or mainly through the medium of Welsh.

Secondary Education will be provided for all children mainly through the medium of English, or mainly through the medium of Welsh. To ensure continuity with the primary schools, Welsh will be taught as a second language in all secondary schools where the main medium of instruction is English.

Flintshire County Council, working in partnership with schools will provide parents with full information and understanding of the advantages of Welsh medium education and the opportunities which exist within Flintshire, explaining clearly that:

- there is no need for parents to be Welsh speakers for their children to take advantage of this opportunity;
- receiving education in a designated Welsh medium school enables pupils to become fully bilingual;
- there are intellectual advantages to being equally fluent in two languages.

Pupils who have received their education through the medium of Welsh in primary school transfer to the Welsh medium Secondary School (Ysgol Maes Garmon) at Key Stage 3. Pupils can transfer from English medium primary schools to the Welsh medium Secondary School where they will be offered the immersion scheme that is available at the end of Year 6 and all the way through Year 7. For further details about the scheme please contact Ysgol Maes Garmon Tel: 01352 750678.

Admission Phases

Early Entitlement to Education

A part-time education place is available for every child the term after his/her third birthday.

Children born in...	Entitled to...
Autumn Term	2 terms of educational provision (Spring and Summer)

Spring Term	1 term of educational provision (Summer)
-------------	--

Children born in the Summer term receive their education entitlement in the school nursery classes in the Autumn term after their 3rd birthday. Parents may state a preference for an approved setting which may be a pre school playgroup (English or Welsh), a private day nursery, a 'network' childminder or school nursery class. Applications for early entitlement are made directly to the setting. Forms are available all year.

Notes:
1. Admission to an Early Entitlement setting at a particular school does not guarantee subsequent admission to nursery at that school. A fresh application will be required.
2. No transport is provided.

For further information on approved settings please contact: Family Information Service Tel: 01244 547017.

Nursery

Local Authorities in Wales have a duty to provide sufficient nursery places in their area. A child becomes eligible for a place at a nursery class in the September following the child's 3rd birthday. Nursery education is not compulsory and parents have no right of appeal regarding nursery admissions under the School Standards and Framework Act 1998.

Nursery schooling in all schools/units will be provided on the basis of 5 x 2.5 hour sessions per week for each child. Places are available in Nursery classes at all Flintshire primary schools, up to the Admission Number for each school.

Parents may express a preference for any nursery irrespective of where the child's home is in relation to the school. However, expressing a preference does not guarantee a place at that nursery. In the event of oversubscription, applications for nursery places will be dealt with by applying the oversubscription criteria in respect of primary schools as set out in this Guide.

Notes:
1. Admission to a nursery class at a particular Primary School does not guarantee subsequent admission to reception class at that school. A fresh application will be required.
2. No transport is provided.

Primary

The Authority will admit a child to a maintained primary school at the beginning of the school year if the child has achieved his/her 4th birthday on or before August 31st of that calendar year.

Once a reception place has been offered and accepted, parents may defer their child's entry until the start of the term following the child's 5th birthday. Parents are not able to defer entry beyond this point, or beyond the academic year for which the original application was accepted.

In accordance with legislation, infant class sizes (Reception, Year 1 and Year 2) are restricted to a limit of no more than 30 per school teacher. In respect of junior classes (Year 3 to Year 6), the target is no more than 30 per school teacher.

Secondary

Pupils will normally be transferred from a primary to a secondary school in the September following their 11th birthday.

Application Forms

A parental preference form for nursery, primary and secondary school admission will be available on line (preferred method of application) on www.flintshire.gov.uk/schools/schooladmissions or by contacting the Admissions Team (admissions@flintshire.gov.uk; Tel: 01352 704068/704073). Forms will be available according to admissions timetable as set out in this Guide.

Oversubscription Criteria

All pupils will be admitted if the Admission Number has not been reached. However, if the Admission Number has been reached, applications will be considered against the oversubscription criteria, which are listed in priority order.

Criteria to be applied in order of priority by the Local Authority for admission to Nursery, Primary and Secondary Schools:

- a) Looked after children (children in care) and previously looked after children;
- b) pupils for whom the preferred school is the nearest appropriate school to the pupil's home address;
- c) pupils who will have a sister or brother attending the preferred school on the expected admission date. The 'sibling rule' will only be applied for the statutory period of education i.e. up to Year 11;
- d) pupils for whom the preferred school is not the nearest to their home address. Pupils will be admitted in order of proximity to that alternative school and up to its Admission Number.

Tie-breaker

If there are more applicants than places in any of the above categories, priority will be given to applicants living nearest the school, measured from the child's home address to the recognised main entrance of the school.

If the authority is unable to comply with the parental preference(s) expressed then the parent will be offered a place at the next nearest appropriate school with an available place.

Where a school is named in a Statement of Special Educational Needs, the local authority has a duty to admit the child to that school.

For the allocation of places, the nearest appropriate school is interpreted as:

- (a) the school nearest to the child's home measured from child's home address to the recognised main entrance of the school;**
- (b) the nearest Welsh medium school where parents wish their children to receive their education through the medium of Welsh;**
- (c) the nearest Denominational school where parents wish to have their children educated in a denominational school.**

The Council uses Routefinder, a network analysis system fully integrated into the Geographical Information System (GIS) software, to calculate home to school distance in miles. The shortest route is calculated from an applicant's home address to the recognised main entrance of the school.

It should be noted that transport will only be provided in accordance with the Council's Transport

Policy.

Nearest suitable school

When making a decision about the 'nearest suitable school' the Authority will accept only the pupil's home address and not that, for example, of childminder or grandparents. Parents may be asked to provide official documentation showing residency at the relevant home address, such as evidence of Council Tax. Parents are advised that a school place may be lawfully withdrawn if the information given on their application form is fraudulent or misleading.

Sibling (brother/sister)

A sibling is defined as a full, half, step, foster or adopted brother or sister living together as one household at the same address and where the elder sibling is of statutory school age and will still be registered at the preferred school when the younger child is eligible to attend. In considering siblings, first priority will be given to applications from multiple birth children.

Multiple Birth Children

Twins, triplets, quadruplets, etc, residing at the same address and applying for places in the same year group will be given priority for admission in the main admissions round under the 'sibling' criteria. If it is not possible to offer places to all multiple birth children residing at the same address and applying for places in the same year group, the Authority will offer places for all of those multiple birth children at the next nearest appropriate school with available places.

Admissions to schools other than those maintained by the LA

Parents wishing to express a preference for a school in a county other than Flintshire should still use the Flintshire preference form and it will be passed to the relevant Local Authority, with the exception of Cheshire West and Chester Council who request you contact them directly. Please be aware of each Authority's admission time table and closing dates.

Notifying Parents

The outcome of an application for admission will be notified to parents in writing. Where the application has been refused, the letter will set out the reasons for the decision and the right of appeal and a return proforma will be sent. Parents will be asked to decide by a specified date one or more of the following options:-

- Place child's name on a waiting list;
- proceed to appeal and place child's name on a waiting list;
- accept the place offered at an alternative school for which preference has been expressed;
- make a new application for an alternative school.

Waiting Lists

Waiting lists for oversubscribed schools will be prepared and will consist of those children whose parents have specifically requested in writing (including email) to be placed on the school's waiting list, those for whom an appeal form has been received and any late applications. Waiting lists will be maintained until 30 September in the school year concerned. After that date, any parents still wishing to be considered for a place must specifically request in writing to remain on a waiting list.

Admission of Pupils from outside Flintshire

Pupils applying for admission to a school in Flintshire who do not reside in Flintshire will be offered a place at a school in accordance with the admissions policy.

Change of School within Flintshire during the year

Schools in Flintshire have agreed a protocol with the local authority for transfers from one nominated school to another other than at the normal transition point. A parent seeking such a transfer should initially speak to the headteacher of the child's current school to discuss the reasons for that transfer. If, following this discussion, the parent wishes to continue the process, contact should then be made with the headteacher of the new school. **Headteachers will refer parents to the Local Authority to discuss the application process and make an application.** If the admission number for the year group in the requested school has already been reached, the application may be refused. In such circumstances a parent would have the right of appeal, as outlined below

Admissions other than at normal entry point (ie September each year)

For pupils moving into the area at times other than the normal admission round (September of each year), the Local Authority will endeavour to meet parental preferences as far as possible. Where a school is oversubscribed, parents will be offered a place at an alternative school. The parent may then accept the alternative placement, or may give notice of appeal.

Appeals Procedure

If the Authority is unable to comply with the parental preference the parent will be given the reason in writing and offered a place at another school. The parent may then accept the alternative placement and may give notice of appeal. Information on how to appeal will be provided. Details describing the appeals procedure are also available on **www.flintshire.gov.uk/schools/schooladmissions**. Alternatively, please contact the Admissions Team on 01352 704068 / 704073.

Appeals must be made in writing giving reasons, and sent to the Admissions Team. The Authority will initiate the appeals procedure. Appeals will be heard within 30 school days of the appeal being received in writing (or within 30 working days if received during the school summer holidays). Every effort will be made to hear appeals as quickly as possible. The parents, or parent accompanied by a friend if desired, will be given an opportunity to appear before an Independent Appeal Panel. The decision of the Independent Panel will be notified to the parent in writing and is final and binding on all parties.

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APPENDIX 2

School Name	Welsh Indicator	Type of School: Community/ VC/VA/ Foundation	MCSW Capacity FT	AN for Sept 2018
Abermorddu Juniors and Infants C.P.	EM	C	206	29
Bagillt (Merilyn C.P.)	EM	C	176	25
Bagillt (Ysgol Glan Aber C.P.)	EM	C	140	20
Broughton Primary	EM	C	476	68
Brynford C.P.	EM	C	58	8
Buckley (Mountain Lane C.P.)	EM	C	409	58
Buckley (Southdown C.P.)	EM	C	382	54
Buckley (Westwood CP)	EM	C	273	39
Caerwys (Ysgol yr Esgob Aided)	EM	VA	86	12
Carmel (Ysgol Bro Carmel C.P.)	EM	C	180	25
Cilcain (Ysgol y Foel C.P.)	EM	C	84	12
Connah's Quay (Bryn Deva C.P.)	EM	C	283	40
Connah's Quay (Golftyn C.P.)	EM	C	404	57
Connah's Quay (Wepre Lane C.P.)	EM	C	307	43
Connah's Quay (Ysgol Cae'r Nant)	EM	C	356	50
Drury C.P.	EM	C	124	17
Ewloe Green C.P.	EM	C	349	49
Ffynnongroew (Ysgol Bryn Garth C.P.)	EM	C	119	17
Flint (St.Mary's R.C.)	EM	VA	317	45
Flint (Ysgol Croes Atti C.P.) (Flint site only)	WM	C	207	29
Flint Cornist C.P.	EM	C	289	41
Flint Gwynedd C.P.	EM	C	492	70
Greenfield C.P.	EM	C	228	32
Gronant C.P.	EM	C	144	20
Gwernaffield (Ysgol y Waun C.P.)	EM	C	107	15
Gwernymynydd C.P.	EM	C	81	11
Gwespyr Picton (Ysgol Gymraeg Mornant C.P.)	WM	C	81	11
Hawarden (Ysgol Penarlag C.P.)	EM	C	196	28
Hawarden Village Primary School	EM	VA	429	60
Higher Kinnerton	EM	F	201	28
Holywell (St.Winefride's R.C.)	EM	VA	187	26
Holywell (Ysgol Gwenffrwd C.P.)	WM	C	256	36
Holywell (Ysgol Maes Y Felin)	EM	C	315	45
Hope (Ysgol Estyn C.P.)	EM	C	216	30
Leeswood (Ysgol Derwenfa C.P.)	EM	C	159	22
Lixwm C.P.	EM	C	71	10
Mold (St.David's R.C.)	EM	VA	144	20
Mold (Ysgol Bryn Coch C.P.)	EM	C	599	85
Mold (Ysgol Bryn Gwalia C.P.)	EM	C	233	33
Mold (Ysgol Glanrafon C.P.)	WM	C	287	41

Mostyn (Ysgol Bryn Pennant C.P.)	EM	C	129	18
Nannerch Controlled	EM	VC	111	15
Nercwys Voluntary Aided	EM	VC	42	6
Northop (Ysgol Owen Jones C.P.)	EM	C	138	19
Northop Hall C.P.	EM	C	210	30
Pentrobin Aided	EM	VA	110	15
Penyffordd County Primary School	EM	C	259	37
Queensferry C.P.	EM	C	180	25
Rhosesmor (Rhos Helyg C.P.)	EM	C	168	24
Saltney (St.Anthony's R.C.)	EM	VA	152	21
Saltney (Wood Memorial C.P.)	EM	C	216	30
Saltney Ferry C.P.	EM	C	236	33
Sandycroft C.P.	EM	C	320	45
Sealand C.P.	EM	C	215	30
Shotton (St.Ethelwold's Aided)	EM	VA	107	15
Shotton (Venerable Edward Morgan R.C.)	EM	VA	281	40
Shotton (Wellhouse Primary School)	EM	C	270	38
Sychdyn C.P.	EM	C	177	25
Trelawnyd Aided	EM	VA	109	15
Trelogan C.P.	EM	C	72	10
Treuddyn (Ysgol Parc y Llan C.P.)	EM	C	111	15
Treuddyn (Ysgol Terrig C.P.)	WM	C	93	13
Whitford Aided	EM	VA	109	15
Ysgol Mynydd Isa	EM	C	513	73

School Name	Welsh Indicator	Type of School: Community/VC/ VA Foundation	MCSW Capacity	AN for Sept 2018
Alun High School	EM	C	1,768	250
Argoed High School	EM	C	580	116
Castell Alun High	EM	C	1,240	211
Connah's Quay High	EM	C	1,200	240
Elfed High	EM	C	1,037	175
Flint High	EM	C	797	143
Hawarden High	EM	C	1,145	195
Ysgol Treffynnon	EM	C	600	120
St. David's High	EM	C	725	131
St. Richard Gwyn High	EM	VA	969	166
Ysgol Maes Garmon	WM	C	711	120



CABINET

Date of Meeting	Tuesday, 14 th March 2017
Report Subject	Report back from the Call In of Decision No. 3358 - Deeside Plan
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Democratic Services Manager
Type of Report	Operational

EXECUTIVE SUMMARY

At the meeting of Cabinet which was held on the 14 February 2017, a report on the Deeside Plan was considered and approved. Subsequently the Deeside Plan decision (Record of Decision No. 3358) was called in. The Call In was considered as part of the scheduled meeting of the Community & Enterprise Overview & Scrutiny Committee which was held on Wednesday 8 March 2017. Following lengthy consideration, the decision was Option 2 'that the explanation be accepted but not endorsed by the Overview & Scrutiny Committee'.

Therefore the Decision could be implemented with immediate effect and the decision makers have been informed accordingly.

RECOMMENDATIONS

1	That the resolution of the Community & Enterprise Overview & Scrutiny Committee on Record of Decision No. 3358 be noted.
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REPORT DETAILS

1.00	THE REASONS GIVEN FOR CALL IN
1.01	<p>The reasons given for Call In were:-</p> <ol style="list-style-type: none">1. Lack of consultation across Flintshire and the Membership of Flintshire County Council.2. Lack of data in relation to resources and finances.3. No impact assessment on other towns and communities in Flintshire4. The objectives require further review.
1.02	<p>The names of the Members who initiated the Call In are:-</p> <p>Councillors Mike Peers, Richards Jones, Veronica Gay, Owen Thomas, Gareth Roberts, Dave Mackie, Nancy Matthews and Hilary Isherwood.</p> <p>At the meeting Councillors Peers, Jones and Mackie spoke on behalf of the initiators of the Call In.</p>
1.03	<p>The Decision Makers were represented by the Leader of the Council supported by the Deputy Leader, the Cabinet Member for Economic Development, Chief Officer (Community & Enterprise), Chief Officer (Streetscene and Transportation) and the Enterprise & Regeneration Manager.</p>
1.04	<p>Following a lengthy discussion, Option 2: 'that the explanations be accepted but not endorsed by the Overview & Scrutiny Committee', thus permitting implementation, was proposed. This was agreed with a vote of 10 votes for and 5 against.</p>

2.00	RESOURCE IMPLICATIONS
2.01	None arising directly from this report

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Not applicable

4.00	RISK MANAGEMENT
4.01	Not applicable

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Agenda of the Community & Enterprise Overview & Scrutiny Committee Wednesday 8 March 2017</p> <p>Contact Officer: Robert Robins, Democratic Services Manager Telephone: 01352 702320 E-mail: Robert.robins@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Call In: When the Cabinet makes Decisions, the Record of Decisions is published. Within 5 days of publication any 4 Members acting together can request that the decision be called in to the appropriate Overview & Scrutiny Committee for consideration.</p>

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EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Streetscene and Transportation

- **The Flintshire County Council (Service Road off the A5119 Northop Road, Flint Mountain, Flint) (Prohibition of Driving) Order 20-**
To advise Members of objections received following the advertisement of The Flintshire County Council (Service Road off the A5119 Northop Road, Flint Mountain, Flint) (Prohibition of Driving) Order 20-.

Organisational Change

- **Land to the Rear of the Civic Amenity Site, Prince William Avenue, Sandycroft**
The subjects comprise a rectangular parcel of land and waste material to the rear of the new Civic Amenity site extending to approximately 3,600 square metres.

Copies of the Delegated Powers reports are on deposit in the Team Leader's Room, Committee Services.

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**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY
1 March 2017 TO 30 April 2017**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
March					
Flintshire County Council	1/03/17	Chief Executive's	Council Tax Setting for 2017-18 To approve the Council Tax charges for the following year as part of budget setting.		
Flintshire County Council	1/03/17	Chief Executive's	Code of Corporate Governance To approve the revised Code of Corporate Governance for inclusion in the Council's Constitution.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council Page 322	1/03/17	Chief Executive's	<p>Regional Working and the White Paper 'Reforming Local Government: Resilient and Renewed'</p> <p>(1) to update the Council on regional working in North Wales as context for considering the White Paper which proposes an alternative to local government reorganisation and</p> <p>(2) to invite the Council to make a formal response to the White Paper.</p>		
Flintshire County Council	1/03/17	Chief Executive's	<p>Trade Union (Wales) Bill</p> <p>To invite the Council to support the Bill on the recommendation of Cabinet.</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	1/03/17	Governance	Amendments to the Constitution Having regard to ongoing organisational changes, to seek authority for the Chief Officer (Governance) and the Democratic Services Manager to change job titles within the Constitution as necessary.		
Flintshire County Council	1/03/17	People and Resources	Pay Policy Statement To provide Members with a summary of the Pay Policy Statement which summarises the Council's approach to pay and remuneration for the year ahead.		
Flintshire County Council	1/03/17	Finance	Pooling of Pensions Investments in Wales To establish a joint committee to govern pooled investment of the eight pension funds in Wales.		
Social & Health Care Overview & Scrutiny Committee	2/03/17	Social Services	Social Services Annual Report For the Committee to receive and consider the draft Social Services Annual Report	Strategic	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	2/03/17	Social Services	Quality Assurance report To advise Committee of the first Children's Services Quality Assurance Report which gives an indication of how well Social Services is delivering services to help people to achieve their well-being outcomes under the six standards of the Social Services and Wellbeing Act (Wales).	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	2/03/17	Social Services	Double Click To receive a presentation on progress following the transition to a Social Enterprise	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	2/03/17	Overview and Scrutiny	Quarter 3 Improvement Plan Monitoring Report 2016/17 To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Environment Overview & Scrutiny Committee	8/03/17	Overview and Scrutiny	Quarter 3 Improvement Plan Monitoring Report 2016/17 To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	8/03/17	Community and Enterprise	Deeside vision To discuss and agree the draft Deeside vision document setting out how long term economic growth can be facilitated and supporting infrastructure improved.	Strategic	Cabinet Member for Economic Development
Environment Overview & Scrutiny Committee	8/03/17	Planning and Environment	Trading Standards Collaborative Projects To receive an update on the collaborative projects	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure
Community and Enterprise Overview & Scrutiny Committee	8/03/17	Community and Enterprise	Deeside Plan To consider and give views on the Deeside Plan which sets out a 30 year vision to facilitate economic growth in Deeside to benefit the County and the wider region.	Strategic	Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	8/03/17	Community and Enterprise	Welfare Reform Update - Universal Credit Roll Out To update on the impact of Welfare Reform on Flintshire residents.	Operational	Cabinet Member for Corporate Management, 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	8/03/17	Overview and Scrutiny	Quarter 3 Improvement Plan Monitoring Report 2016/17 To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Economic Development, Cabinet Member for Housing
Corporate Resources Overview & Scrutiny Committee	9/03/17	Overview and Scrutiny	Quarter 3 Improvement Plan Monitoring Report 2016/17 To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Corporate Resources Overview & Scrutiny Committee	9/03/17	Chief Executive's	Council's Well-being Objectives To consider the Council's proposed Well-being Objectives prior to their approval by Cabinet.	Strategic	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	9/03/17	Governance	Customer Service Strategy To enable the Corporate Resources Overview & Scrutiny Committee to consider and comment on the Customer Services Strategy prior to its consideration by Cabinet.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	9/03/17	Chief Executive's	North Wales Police - Cyber Crime Presentation To receive a presentation from Sergeant Peter Jones of the North Wales Cyber Crime Unit.	All Report Types	Not Applicable
Corporate Resources Overview & Scrutiny Committee	9/03/17	Finance	Revenue Budget Monitoring 2016/17 (Month 10) This regular monthly report provides the latest revenue budget monitoring position for 2016/17 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.	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	9/03/17	Chief Executive's	Wales Audit Office Report on Financial Resilience: Savings Planning: Council Response To receive and endorse the findings of the Wales Audit Office report.	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)
Organisational Change Overview & Scrutiny Committee	13/03/17	Overview and Scrutiny	Quarter 3 Improvement Plan Monitoring Report 2016/17 To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Organisational Change Overview & Scrutiny Committee	13/03/17	Organisational Change	Community Asset Transfer Follow Up To provide the committee with a progress report	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Organisational Change Overview & Scrutiny Committee	13/03/17	Organisational Change	Alternative Delivery Model Update To provide the committee with a progress report	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure
Cabinet	14/03/17	Community and Enterprise	Customer Services Strategy To provide an update on progress with the three main workstreams; Digital, Telephone contact and face to face services.	Strategic	Cabinet Member for Corporate Management
Cabinet	14/03/17	Chief Executive's	Council's Well-being Objectives To endorse the Council's first set of Well-being Objectives.	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	14/03/17	Education and Youth	Integrated Youth Provision Service Redesign To consider the redesign of the Integrated Youth Provision management structure.	Operational	Cabinet Member for Education
Cabinet	14/03/17	Chief Executive's	North Wales Residual Waste Treatment Project (NWRWTP) Progress Report To provide an update on progress on the North Wales Residual Waste Treatment Project and the development of the Parc Adfer waste facility.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	14/03/17	Education and Youth	School Admission Arrangements 2018 To provide details on the annual approval of Admission Arrangements.	Operational	Cabinet Member for Education
Cabinet	14/03/17	Streetscene and Transportation	Landfill Management and Gas Engine Maintenance Contract To seek approval for the Commissioning Form for Landfill Maintenance and Gas Engine Management as required by the Contractual Procedure Rules.	Operational	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)
Cabinet	14/03/17	Community and Enterprise	Flintshire private sector stock condition survey 2017 To update members on the findings from the 2017 private sector stock condition survey.	Strategic	Cabinet Member for Economic Development
Cabinet	14/03/17	Social Services	Social Services Annual Report To consider the Social Services Annual Report which evaluates our performance.	Strategic	Cabinet Member for Social Services
Cabinet	14/03/17	Social Services	Alternative Delivery Model Social Care Learning Disability Day Care and Work Opportunities Services To consider whether to award a contract to the preferred provider for the Learning Disability Day and Work Services.	Strategic	Cabinet Member for Social Services
Cabinet	14/03/17	Community and Enterprise	Strategic Housing and Regeneration Programme - Batch 3 Proposed Schemes To seek approval for the next round of schemes.	Strategic	Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	14/03/17	Community and Enterprise	Welsh Government phasing out Communities First To set out the implications of the phasing out of the Communities First programme in Flintshire and the main priorities for the programme in its final year of operation.	Operational	Cabinet Member for Economic Development
Cabinet	14/03/17	Organisational Change	An outline plan for Play Area and All Weather Pitch Capital Expenditure To agree the outline plan for Capital Expenditure.	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure
Cabinet	14/03/17	Community and Enterprise	Commuted Sums and Shared Equity Redemption Payment Policy To seek approval for the use of commuted sums for the delivery of new affordable housing in Flintshire.	Strategic	Cabinet Member for Housing
Cabinet	14/03/17	Chief Executive's	Revenue Budget Monitoring 2016/17 (Month 10) This regular monthly report provides the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account.	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	14/03/17	Chief Executive's	Quarter 3 Improvement Plan 2016/17 Monitoring Report To provide an overview of progress on the Improvement Plan for Quarter 3.	Operational	Cabinet Member for Corporate Management
Audit Committee	15/03/17	Chief Executive's	Wales Audit Office Report on Financial Resilience: Savings Planning: Council Response To receive and endorse the findings of the Wales Audit Office report	Strategic	Leader of the Council and Cabinet Member for Finance
Audit Committee	15/03/17	Chief Executive's	Treasury Management Strategy Update 2016/17 The report provides an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices 2016/17 to the end of February 2017.	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)
Audit Committee	15/03/17	Governance	<p>Audit Committee Self-Assessment To inform Members of the results of the Audit Committee self-assessment which will feed into the preparation of the Annual Governance Statement 2016/17. It will also form the basis for the provision of any further training required by the Committee</p>	All Report Types	Not Applicable
Audit Committee	15/03/17	Governance	<p>Public Sector Internal Audit Standards To inform the committee of the results of the annual internal assessment of conformance with the Public Sector Internal Audit Standards (PSIAS)</p>	All Report Types	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	15/03/17	Chief Executive's	Wales Audit Office (WAO) Audit Plan 2017 Present the Wales Audit Office audit plan for 2017 which sets out their proposed audit work for the year along with timescales, costs and the audit teams responsible for carrying out the work.	Strategic	Leader of the Council and Cabinet Member for Finance
Audit Committee	15/03/17	Governance	Internal Audit Strategic Plan To present the proposed Internal Audit Plan for the period 2017/18 to 2019/20 for Members' consideration	All Report Types	Not Applicable
Audit Committee	15/03/17	Education and Youth	School Balances This report sets out Flintshire school balances for year ending March 2016.	Operational	Cabinet Member for Education
Audit Committee	15/03/17	Governance	IA Progress Report To present to the Committee an update on the progress of the Internal Audit Department		
Audit Committee	15/03/17	Governance	Action Tracking To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	15/03/17	Governance	Forward Work Programme To consider the Forward Work Programme of the Internal Audit Department.		
Education and Youth Overview & Scrutiny Committee	16/03/17	Overview and Scrutiny	Quarter 3 Improvement Plan Monitoring Report 2016/17 To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Education and Youth Overview & Scrutiny Committee	16/03/17	Education and Youth	Regional School Effectiveness and Improvement Service (GwE) To receive an update on progress with the development of the Regional School Effectiveness and Improvement Service (GwE)	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	16/03/17	Education and Youth	Self-Evaluation of Education Services To enable Members to fulfil their role in relation to performance monitoring of education services	Operational	Cabinet Member for Education
April					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	11/04/17	Community and Enterprise	Housing (Wales) Act 2014 An update on progress implementing the homeless legislation in 2016/17 (including decision on intentionality / prevention / B&B)	Operational	Cabinet Member for Housing
Cabinet	11/04/17	Chief Executive's	Revenue Budget Monitoring 2016/17 (Month 11) This regular monthly report provides the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 11, and projects forward to year-end.	Operational	

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