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To: Cllr Aaron Shotton (Leader)

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

18 October 2017

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 24th October, 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 - 24)

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

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 WELSH LOCAL GOVERNMENT PROVISIONAL SETTLEMENT AND COUNCIL FUND REVENUE BUDGET 2018/19 - Verbal

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

Purpose: To advise of the Welsh Local Government Provisional Settlement 2018/19 and update on the Council Fund Revenue Budget 2018/19.

5 ANNUAL PERFORMANCE REPORT 2016/17 (Pages 25 - 140)

Report of Chief Executive - Cabinet Member for Corporate Management and Assets

Purpose: To approve the 2016/17 Annual Improvement Report for the period 1 April 2016 to 31 March 2017 prior to endorsement by County Council.

6 FLINTSHIRE PUBLIC SERVICES BOARD REVIEW AND WELL-BEING PLAN DEVELOPMENT (Pages 141 - 162)

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

Purpose: To provide a review of the work of the Public Services Board and the development of the Well-being Plan.

7 CORPORATE SAFEGUARDING POLICY (Pages 163 - 200)

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

Purpose: To approve the Council's Corporate Safeguarding Policy noting progress made and areas for further improvement prior to publication.

8 STRATEGIC REVIEW OF THE CARE SECTOR (Pages 201 - 230)

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

Purpose: To consider and support the Strategic Review of the Care Sector in Flintshire.

9 INCOME GENERATION POLICY (Pages 231 - 250)

Report of Chief Officer (Organisational Change) - Cabinet Member for Corporate Management and Assets, Leader of the Council and Cabinet Member for Finance

Purpose: To approve, sign off and agree steps to implement the Income Generation Strategy.

10 **OUTCOME OF THE ACTIVE TRAVEL CONSULTATION PROCESS** (Pages 251 - 296)

Report of Chief Officer (Streetscene and Transportation) - Cabinet Member for Streetscene and Countryside

Purpose: To approve Flintshire County Council's submission to Welsh Government for the integrated transport plan.

11 **ADOPTION OF ZONE 3 DEESIDE INDUSTRIAL PARK** (Pages 297 - 300)

Report of Chief Officer (Streetscene and Transportation) - Cabinet Member for Streetscene and Countryside

Purpose: To seek Cabinet approval to adopt Zone 3 with a commuted sum from Welsh Government contribution towards upgrading the condition of the road and introducing active travel footways and cycleways.

12 **COMMUNITY RESILIENCE AND COMMUNITY BENEFITS STRATEGY** (Pages 301 - 310)

Report of Chief Officer (Community and Enterprise), Chief Officer (Organisational Change) - Leader of the Council and Cabinet Member for Finance

Purpose: To provide an overview of Council work taking place to enable Community Resilience and the proposal to agree a Community Benefits Strategy.

13 **WELSH IN THE WORKPLACE POLICY** (Pages 311 - 322)

Report of Chief Executive - Cabinet Member for Corporate Management and Assets

Purpose: To approve the Council's Welsh in the Workplace Policy and note areas of progress.

14 **ARMED FORCES COVENANT ANNUAL REPORT** (Pages 323 - 350)

Report of Chief Executive - Cabinet Member for Corporate Management and Assets

Purpose: To approve the Annual Report for the Council's Armed Forces Covenant noting progress made and areas for further improvement prior to endorsement by County Council.

OPERATIONAL REPORTS

15 REVENUE BUDGET MONITORING 2017/18 (MONTH 5) (Pages 351 - 382)

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

Purpose: To provide the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account (based on actual income and expenditure as at Month 5 projected forward to year end).

16 BAILEY HILL - HERITAGE LOTTERY FUND STAGE 2 APPLICATION (Pages 383 - 396)

Report of Chief Officer (Organisational Change) - Cabinet Member for Education

Purpose: To provide the outline proposals for the Heritage Lottery Fund (HLF) stage 2 grant application.

17 EXERCISE OF DELEGATED POWERS (Pages 397 - 398)

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

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

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

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

The public interest in withholding the information outweighs the interest in disclosing the information until such time as the commercial arrangements have been finalised.

18 COUNTY HALL CIVIC CAMPUS AND EWLOE OFFICE RE-LOCATION – OUTLINE PLAN (Pages 435 - 442)

Report of Chief Executive, Chief Officer (Organisational Change) - Cabinet Member for Corporate Management and Assets, Leader of the Council and Cabinet Member for Finance

Purpose: To present a business case and plan for demolition of County Hall, Phases 1 to 4, the redevelopment of the site and the transfer of some functions to Unity House, in Ewloe.

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

The public interest in withholding the information outweighs the interest in disclosing the information until such time as the commercial arrangements have been finalised.

19 **CONTRACT PROCUREMENT REPORT FOR CONNAH'S QUAY HIGH SCHOOL** (Pages 443 - 446)

Report of Chief Officer (Education and Youth), Chief Officer (Organisational Change) - Cabinet Member for Corporate Management and Assets, Cabinet Member for Education

Purpose: To approve the contract procurement for Connah's Quay High School.

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).

The report contains proposals relating to restructuring services and the public interest in withholding the information outweighs the interest in disclosing the information at this stage of the process.

20 **DIGITAL PRINT SERVICE** (Pages 447 - 454)

Report of Chief Officer (Governance) - Cabinet Member for Corporate Management and Assets

Purpose: To consider proposals for changing how the digital print service is delivered.

Yours sincerely



Robert Robins
Democratic Services Manager

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CABINET
26th SEPTEMBER 2017

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 26th September 2017.

PRESENT: Councillor Aaron Shotton (Chair)

Councillors: Bernie Attridge, Chris Bithell, Christine Jones, Billy Mullin, Ian Roberts and Carolyn Thomas.

IN ATTENDANCE:

Chief Executive, Chief Officer (Governance), Chief Officer (Planning and Environment), Chief Officer (Social Services), Chief Officer (Streetscene and Transportation), Corporate Finance Manager, and Team Leader – Democratic Services.

OTHER MEMBERS IN ATTENDANCE:

Councillor Patrick Heesom.

APOLOGY:

Councillor Derek Butler.

41. DECLARATIONS OF INTEREST

Councillors Attridge, Jones, Mullin and Shotton declared personal interests in agenda item number 8 – School Organisation.

42. MINUTES

The minutes of the meeting held on 18th July 2017 had been circulated with the agenda.

Councillor Bithell said he introduced the item on the Food Service Plan for Flintshire County Council 2017/18 not Councillor Mullin.

RESOLVED:

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

Councillor Shotton advised that agenda item number 8 – School Organisation, would be considered as the first agenda item.

43. SCHOOL ORGANISATION

Councillor Roberts introduced the report on School Organisation which outlined conditions attached to a funding initiative recently announced by Welsh Government (WG) to promote innovation and raise standards in small and rural schools. Details of the Council's bid for funding for small and rural schools in Flintshire was highlighted in the report.

Also detailed in the report was the positive developments in the creation of new school federations within the Council's school network.

The funding for small and rural schools was to be used to facilitate and encourage innovation and change which was beneficial to those schools, their pupils and the communities they served. The key purposes of the grant funding was:

- To encourage innovation;
- To support greater school to school working;
- To provide additional administrative support in schools where the head teacher had a significant timetabled teaching commitment of at least 10% of the timetable; and
- To increase the community use of school buildings whether for education or non-education purposes.

On progress on school federations, Councillor Roberts explained that School Governors had the power to federate by choice under provisions introduced in 2010. Until recently there had only been one example within Flintshire of Governors using their powers to federate with a formal federation. A formal federation between Ysgol Mornant and Ysgol Maes Garmon was agreed during the process of statutory proposals to close Ysgol Mornant. The Council would endeavour to support federation when there was mutual agreement between school governing bodies.

The Governing Bodies of Ysgol Gronant and Ysgol Trelogan and Ysgol Y Waun and Gwernymynydd CP School agreed to carry out a consultation on a proposal to establish a federation in their respective schools/areas. For Ysgol Gronant and Ysgol Trelogan, federation would be officially implemented on 8th January 2018. For Ysgol Y Waun and Gwernymynydd CP federation would be officially implemented on 8th February 2018. Each federation would be managed by one Executive Headteacher.

In December 2016 Cabinet commissioned consultation on statutory proposals on two sites, one of which was Brynford and Lixwm CP Schools amalgamating to form one school on a second site. Following discussions with both schools it was recommended that there should be a short pause to allow officers to work with the Governing Bodies of both schools before a recommendation was put before Cabinet, which was supported.

On Nercwys Voluntary Aided (VA) School, the Diocesan Authority and the Governors had held positive discussions on the potential to form a formal federation with a suitable partner and early discussions with another school had begun. Governors had agreed, in principal, to collaborate more closely with another school and to set up a joint Sub-Committee which would be held in the autumn where federation would be discussed. This was supported and it was recommended that more time be allowed for discussions.

The Chief Officer (Education and Youth) commented on the positive steps made by some schools in actively seeking to federate.

The Chief Executive said that more time would be spent with the Governing Bodies of Lixwm and Brynford Schools and that an update would be provided to Cabinet.

RESOLVED:

- (a) That Welsh Government intervention for small and rural schools and the proposed consultation to amend the School Organisation Code be acknowledged;
- (b) That the progress towards school federal arrangements be acknowledged;
- (c) That there be a short pause to allow officers to work with the Governing Bodies of Lixwm and Brynford Schools; and
- (d) That the previous decision of Cabinet on Nercwys CA be maintained to allow more time for the Council, Diocesan Authority and the school's Governing Body to follow through strategic options for collaboration and sustainability of its school estate.

44. COUNCIL PLAN 2017-23

Councillor Shotton introduced the Council Plan 2017-23 which had been reviewed and updated to reflect the key priorities of the Council for the 5 year term of the new administration.

The Chief Executive added that each of the Overview and Scrutiny Committees had discussed the Council Plan and an addendum had been produced which detailed the proposed changes from both Corporate Resources and Organisational Change Overview and Scrutiny Committees, which were felt added value to the Plan.

Councillor Mullin thanked the Overview and Scrutiny Committees for their involvement and comments on the Plan which was welcomed.

Councillor Attridge commented on some things in the Plan which relied on Welsh Government (WG) funding, such as Supporting People to prevent homelessness, to enable the targets in the Plan to be met. Councillor Jones concurred and commented on the reliance on the Integrated Care Fund to help people to remain in their homes.

Councillor Thomas was pleased that Tourism was included in the Plan which would be strengthened due a current restructure taking place.

On page 58, Councillor Bithell asked if the Heritage Strategy was county wide and it was confirmed it was. Following a discussion it was agreed that this would be made clear in the Plan.

Councillor Roberts praised the work that had been undertaken in Flint Town Centre which had been possible due to funding from a lottery grant.

RESOLVED:

That the detailed Council Plan 2017-23 be endorsed prior to adoption by County Council for final publication as amended in light of comments made during the Overview and Scrutiny process.

45. NORTH WALES ECONOMIC GROWTH DEAL BID PROGRESS REPORT

The Chief Executive introduced the report on the North Wales Economic Growth Deal Bid which, following adoption by Cabinet of the *Growth Vision for the Economy of North Wales*, provided details of the regional work that was running in parallel to the development agreement of growth bids in selected regions of England and in South Wales.

Work was advanced on the Strategy for inclusion in a formal bid under the four inter-connected themes of strategic employment and housing sites; business growth and innovation; transport infrastructure and services; and skills, worklessness and social reform.

A preferred regional governance model of a statutory joint committee was set out in the report. Interim arrangements were needed for the political management of the first stage of negotiations pending the formation of a joint committee. Therefore, a 'shadow' joint committee, without any formal decision making powers, was proposed.

Councillor Shotton welcomed the report and commented on the growing momentum within North Wales Councils on making the Growth Deal Bid a success. Once all partner authorities had approved similar reports on the content of the Growth Deal Bid, meetings would commence from October.

Councillor Attridge concurred and said this was another good example of collaborative working.

The Chief Executive said the Community and Enterprise Overview and Scrutiny Committee had received a private briefing on this topic and it had been well received.

RESOLVED:

- (a) That the progress of the development of a competitive Growth Deal Bid for the region be noted and supported;
- (b) That the preferred governance model of a statutory Joint Committee model for further development be supported in principle with a full report on a recommended constitution and terms of reference, supported by an Inter-Authority Agreement, to follow later in the year;
- (c) That the Leader of the Council be authorised to act as a member of a 'Shadow' Joint Committee in the interim period;
- (d) That the Leader of the Council, as one of the Leaders of the six partner Councils represented on the Shadow Joint Committee, be granted authority to enter into

collective first stage negotiations with Governments over the scale and outline content of a Growth Deal Bid, noting that no financial or other commitments will be entered into at this first stage of negotiations; and

- (e) That the Chief Executive be granted delegated authority to authorise an initial revenue contribution from 2017/18 expenditure for the detailed development of the Growth Deal Bid up to a maximum of £50,000.

46. LOCAL DEVELOPMENT PLAN PREFERRED STRATEGY FOR CONSULTATION

Councillor Bithell introduced the report on the Local Development Plan (LDP) Preferred Strategy for Consultation.

Work had finalised on the LDP which now resulted in a Preferred Strategy. All of the work on the Plan had been overseen by the Council's Planning Strategy Group (PSG) who had considered and agreed each stage and also considered feedback received from the various consultation and engagement exercises. The consensus from the feedback had assisted the PSG to agree the content of the Preferred Strategy to recommend to Cabinet for approval and to go out for formal consultation.

The Chief Officer (Planning and Environment) added that during July Member and Town and Community Council briefings had taken place on the Strategy prior to it going out for consultation. The sessions had all been well attended and overall feedback had been positive. He explained that the Strategy was not based on the traditional approach; it was employment led. This was also the approach adopted by Anglesey and Gwynedd Councils who had prepared a joint LDP, which was found to be 'sound' earlier in the year.

RESOLVED:

- (a) That the final draft Local Development Plan Preferred Strategy appended to the report be prepared and published for formal public consultation;
- (b) That officers be granted delegated authority to continue to refine and finalise the Preferred Strategy document and supporting information in preparation for consultation; and
- (c) That the Local Development Plan Preferred Strategy be published for formal consultation during October 2017.

47. PROCUREMENT STRATEGY ACTION PLAN

Councillor Mullin introduced the Procurement Strategy Action Plan which had been prepared to show how the outcomes in the Strategy would be delivered. The action plan also included the measures that would be used to track progress.

The Chief Officer (Governance) explained that the Action Plan had been submitted to the recent Corporate Resources Overview and Scrutiny Committee where it was supported. In response to a question from Councillor Attridge, the Chief Officer (Governance) explained that the opportunity to work with more Councils was a

possibility. The Strategy had been a collaboration with Denbighshire County Council as they hosted the Procurement Team for both authorities.

Councillor Shotton welcomed the categories of the planned actions, particularly those on community benefits. The Chief Officer (Governance) explained that a report would be submitted to Cabinet on the arrangements for community benefits which would show a handbook that would be available for contractors, explaining what an appropriate community benefit was for the different types of contracts.

RESOLVED:

That the action plan and the measure that will be publicly reported be approved.

48. FREE CHILDCARE OFFER

Councillor Jones introduced the Free Childcare Offer report and explained that the aim of the Offer was to mitigate against the effects of poverty on outcomes for children and to reduce inequalities.

The Childcare Offer would, by the end of the current Welsh Assembly in 2021, 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. To date 152 applications had been received via an automated application process which enabled parents to register on line and self-select registered childcare providers from the registered 122. The original figure of 441 children was extended to a potential 748 children, with the aim to maximise the grant for Flintshire families.

The Chief Officer (Social Services) added it had been a challenging but rewarding process with significant progress being made. The report outlined the risks to the project, such as not having sufficient childcare places for 748 children; not signing up enough parents to achieve the target number; and holiday provision.

The Chief Officer (Education) paid credit to the Early Years and Family Support Team and the Early Entitlement Team who had undertaken the required work on this project. Welsh Government (WG) feedback had been positive, noting that Flintshire had overcome some of the challenges that other authorities had not been able to. The comments were echoed by Councillor Jones.

In response to a question by Councillor Attridge, the Chief Officer (Social Services) explained that there was no financial commitment required from the Council and the scheme was cost neutral.

RESOLVED:

That the updated report on the Council's early implementation of the Childcare Offer be received and the progress made be acknowledged.

49. REVIEW OF THE WINTER MAINTENANCE POLICY

Councillor Thomas introduced the Winter Maintenance Policy report which updated the current Winter Maintenance Policy. It also confirmed the legislative requirements of providing such a service, the budget allocation and actual expenditure incurred by the Council in complying with the existing policy and delivering the service over the past four financial years.

The Chief Officer (Streetscene and Transportation) added that it was good practice to regularly review the Policy and the report outlined the changes contained in the most recent version of the Winter Maintenance Policy. In addition, the report outlined the County's response to other adverse weather events such as flooding and high winds and approval was sought of the regional Sand Bag Distribution Policy which would be activated during periods of heavy rainfall or other flooding events.

Councillor Roberts welcomed the criteria for traffic restrictions for the A548 Flintshire Bridge and asked what signage would be used. The Chief Officer (Streetscene and Transportation) explained that a review of all signage in Flintshire was being undertaken and a report would be submitted to Cabinet Members in due course.

Councillor Shotton was pleased to note the details on the new gritting fleet for 2017/18 which were fitted with Schmidt Autologic software. This aided drivers in operations whilst ensuring exactly the right amount of salt was spread on the network. He also welcomed the new Sand Bag Distribution Policy.

RESOLVED:

- (a) That the revised Winter Maintenance Policy (2017-19) and the procedures contained therein for delivering the winter maintenance service be approved; and
- (b) That the details of the County's response to other adverse weather events and the new Sand Bag Distribution Policy be approved.

50. REVIEW OF THE COUNCIL'S RESIDENTS PARKING POLICY

Councillor Thomas introduced the Review of the Council's Residents Parking Policy report. It explained that where there was a need for residents to park on street, in the absence of off street parking places, a Resident Parking Scheme could be implemented to allow residents to park in marked bays outside their properties when displaying a valid permit.

A report was submitted to Environment Overview and Scrutiny Committee in June and it was recommended that the level of local support required to bring a scheme to delivery should be increased from 50% to 75%. The increased figure had not been included in the revised policy as it was considered extremely unlikely that any proposal would receive that level of response which would result in blocking any schemes being progressed in the future. In other Councils 50% was the approval level where Residents Parking options were offered to the community.

The Chief Officer (Streetscene and Transportation) explained that a Resident Parking Scheme Assessment Matrix was proposed which would prioritise requested schemes for consideration. This would score relevant aspects of the policy against the need for the scheme and was consistent with the Traffic Regulation Order Assessment Matrix for prioritising traffic restrictions. Due to increasing requests for Residents Parking Schemes and the cost of staff resources, it was recommended that following the matrix, the three highest scoring Resident Parking Schemes were progressed each financial year. That was affordable within the current budget.

Councillor Attridge asked if schemes would only be progressed if it had the support of the local Town or Community Council. The Chief Officer (Streetscene and Transportation) explained that any scheme would require the support of the Town or Community Council and schemes would not progress if that support was not given.

Councillors Bithell and Roberts spoke in support of the percentage remaining at 50% as raising it to 75% would be unachievable.

RESOLVED:

- (a) That the changes to the existing Residents Parking Policy be approved; and
- (b) That the Residents Parking Scheme Assessment Matrix which will be used to prioritise future requests for Residents Parking schemes be approved.

51 ANNUAL IMPROVEMENT REPORT OF THE AUDITOR GENERAL FOR WALES

Councillor Shotton welcomed Mr. Paul Goodlad from Wales Audit Office to the meeting.

Mr Goodlad explained that the Annual Improvement Report (AIR) summarised the audit and regulatory work undertaken at the Council by the Wales Audit Office (WAO) since the last report was published in June 2016. This report was published in the new format.

Overall the Auditor General for Wales had reached a positive conclusion of *“The Council is meeting its statutory requirements in relation to continuous improvement”* and no formal recommendations had been made during the year.

The Executive Response, which was appended to the report, was the Council’s response and current status of progress on the areas identified as voluntary proposals for improvement.

The Chief Executive said that the report had been submitted to the recent Corporate Resources Overview and Scrutiny Committee where it had been explained that there were no formal recommendations but the Council did want to respond on the voluntary proposals for improvement. He commented on the positive observations in the report, particularly on the good governance arrangements.

At the Corporate Resources Overview and Scrutiny Committee a discussion had taken place on Scrutiny Committees having more input in some areas. The Chief Executive explained that on budget items, Overview and Scrutiny Committees were able to track progress the Chairs of those Committees were being encouraged to identify areas of interest for them to track. Councillor Attridge commented on the low number of calls ins by Overview and Scrutiny Committees on Cabinet decisions which demonstrated the effectiveness of the pre scrutiny process that the Council followed, which included reporting any specific comments to Cabinet.

In response to a question from Councillor Bithell on not being able to guarantee the number of planning applications submitted, Mr. Goodlad explained that an 85% achievement of the target was not the lowest but some Councils did achieve a higher figure. He commented on their being some scope with 'creative accounting' and also ensuring that efficiencies were implemented as soon as they had been agreed to help to achieve a higher saving.

RESOLVED:

That the Annual Improvement Report for 2016/17 be accepted and the Executive Response to the Annual Improvement Report be submitted to County Council for endorsement.

52. WALES AUDIT OFFICE STUDY REPORTS

Mr. Paul Goodlad introduced the item and explained that the Wales Audit Office (WAO) had recently completed three reviews of the Council as part of their performance audit work. They were:

- Corporate Assessment follow-up;
- Good Governance when determining service changes; and
- Effectiveness of the Council's efficiency savings programme.

He made particular comments on Effectiveness of the Council's efficiency savings programme which had not been looked into in detail previously and he was pleased to say that the planning and monitoring of efficiency savings were effective and robust. There were some areas where the Council could continue to strengthen its approach but they were not areas of concern.

Councillor Attridge welcomed the report and the comments of Mr. Goodlad. He was pleased with the comments made in areas where the Council had previously been criticised. He thanked the finance team and the Leader and Cabinet Member for Finance for their work to ensure a positive report.

RESOLVED:

That the Executive Response to the reviews of the Wales Audit Office be endorsed.

53. REVENUE BUDGET MONITORING 2017/18 (MONTH 4)

The Corporate Finance Manager introduced the Revenue Budget Monitoring 2017/18 (Month 4) report which provided the current revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account. This was the first full monitoring report for the year and presented the position, 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 mitigation to reduce cost pressures and improved the yield on efficiency planning, was:

Council Fund

- Net in year expenditure forecast to be £1.256m more than budget; and
- Projected contingency reserve balance as at 31st March 2018 of £3.878m.

Housing Revenue Account

- Net in-year expenditure forecast to be £0.026m higher than budget; and
- Projected closing balance as at 31st March 2018 of £1.090m.

The report covered the latest in-year forecast by portfolio; tracking of in year risks and emerging issues; other tracked risks; new emerging risks in 2017/18; inflation; and reserves and balances.

On Streetscene and Transportation, the Corporate Finance Manager explained that the projected overspend of £1.910m partly comprised the materialisation of some of the known significant risks when the 2017/18 budget was set by Council and included additional costs of £0.675m following re-procurement for covering various public transport routes and the confirmed reduction of the Single Environment Grant of £0.111m. Further variations were listed in the report and the net position on the projected overspend was a net operating deficit of £0.569m. Major variations affecting that operating deficit were also detailed in the report and work was ongoing to assess any potential impact on those in year variances on the Medium Term Financial Strategy (MTFS) forecast for 2018/19.

Following a review of services within Social Services for Adults, it was considered appropriate to seek approval for realignment of budget between some areas of Older People, which were currently reflecting underspends, and Learning Disabilities, which was experiencing some significant demand.

RESOLVED:

- (a) That the overall report and the projected Council Fund contingency sum as at 31st March 2018 be noted;
- (b) That the projected final level of balances on the Housing Revenue Account (HRA) be noted;

- (c) That a budget virement within Social Services be agreed to realign the budget to meet service needs; and
- (d) That an allocation of £0.052m be approved from the contingency reserve to provide financial support to meet in-year budget pressures anticipated for 2017-18 in respect of regional economic development structures and support for events.

54. CAPITAL PROGRAMME MONITORING 2017/18 (MONTH 4)

The Corporate Finance Manager introduced the Capital Programme Monitoring 2017/18 (Month 4) report.

Table 1 in the report showed how the programme had changed during 2017/18 with more detailed information relating to each Portfolio being appended to the report.

Carry forward requests were detailed in the report as was an additional allocation due to a landslip on the B5101 in Ffrith.

The final outturn surplus from 2016/17 was £4.688m of which £3.567m was allocated to schemes in 2017/18. Schemes put forward for the years 2017/18 – 2019/20 showed a potential shortfall in funding of £3.187m. Actual in year receipts as at Month 4 amounted to £1.499m.

Whilst all funding for 2017/18 schemes was in place, taken as a whole this indicated that there was still a shortfall in the total programme (2017/18 – 2019/20) of £0.566m. The options for funding this were kept flexible and included a combination of future capital receipts, alternative grants, prudential borrowing or phasing schemes over several years. This would be closely monitored and updates would be included in future monitoring reports.

RESOLVED:

- (a) That the overall report be approved;
- (b) That the carry forward adjustments be approved; and
- (c) That the additional allocation be approved.

55. TREASURY MANAGEMENT ANNUAL REPORT 2016/17

The Corporate Finance Manager introduced the Treasury Management Annual Report 2016/17 which was to be recommended to County Council for adoption later that day.

RESOLVED:

That the Annual Treasury Management Report for 2016/17 be approved and recommended to County Council for adoption.

56. BUSINESS RATES – WRITE OFFS

Councillor Mullin introduced the Business Rates – Write Offs report which provided details of two business rate debts that were considered to be irrecoverable for Limited Liability Companies that were no longer trading and had either been placed into administration or had been liquidated.

There were no assets and successful recovery of the business rate debts was no longer possible and a write off was necessary for:

- Lancashire Fuels 4U Limited (in liquidation) - £73,932.05; and
- Novo Drinks Limited (in administration) - £39,415.39.

Councillor Bithell praised officers for their efforts in attempting to recover the debts.

RESOLVED:

That the write off of the business debt rates, amounting to £73,932.05 for Lancashire Fuels 4U and £39,415.39 for Novo Drinks Ltd. be approved.

57. REVISED ENVIRONMENTAL ENFORCEMENT AND CAR PARKING ARRANGEMENTS

Councillor Thomas introduced the Revised Environmental Enforcement and Car Parking Arrangements report which reviewed the best option for moving the service forward, taking into account the range of enforcement activities that were required.

It was recommended that a Business Partner be engaged to undertake the enforcement of low level environmental crime, dog control and car parking offences on behalf of the Council. The enforcement of fly tipping and abandoned vehicles would remain with the Council along with the enforcement of black wheel bin side waste.

The Chief Officer (Streetscene and Transportation) commented on the appeals process whereby the Council would appoint a senior officer who would review any appeals in relation to the issuing of any Fixed Penalty Notices (FPN)/Penalty Charge Notices (PCN) to ensure that they had been issued appropriately. The conduct of the officers employed by the contractor would be thoroughly investigated by the Council's appointed officer.

In July 2017 Cabinet approved a report which introduced changes to the Council's waste and recycling collection service which included a commitment to enforce the problem of placing side waste alongside the black wheel bin collections. Side waste was presented by a minority of residents and those that presented it were often not recycling. Details of the enforcement procedure for side waste was appended to the report, with Option 1 being recommended on number (1).

In response to a comment from Councillor Attridge, the Chief Officer (Streetscene and Transportation) said that any issues would be dealt with when the

contract was put together. He explained that weekly enforcement plans would be agreed in advance which would include targeting areas brought to their attention by local Members. How the staff of the business partner were paid was out of the control of the Council but the current provider had stated that there was no direct link to performance and pay.

RESOLVED:

- (a) That the procurement of a single Business Partner on a short term 2 year contract (with an option to extend based on performance) to undertake the enforcement of low level environmental crime, dog control and car parking offences on behalf of the Council be approved; and
- (b) That Option 1 be recommended as the preferred method of managing the enforcement of side waste.

58. BIODIVERSITY DUTY PLAN AND SUSTAINABILITY POLICY

Councillor Thomas introduced the Biodiversity Duty Plan and Sustainability Policy which had been produced in response to the enhanced biodiversity and resilience of ecosystems duty under Section 6 of the Environment (Wales) Act 2016.

The Act required that Public Authorities must seek to maintain and enhance biodiversity so far as was consistent with the proper exercise of their functions and in so doing, promote the resilience of ecosystems.

The local authority had a duty to function sustainability and lead by example when it came to protecting and enhancing the natural environment. The Environment & Sustainability Policy would set out Flintshire's approach to meet the challenge.

The Chief Officer (Planning and Environment) added that this linked into the priority in the Council Plan 'Green Council'.

RESOLVED:

- (a) That the vision, objectives and actions set out in the Biodiversity Duty Delivery Plan be agreed; and
- (b) That the Environment & Sustainability Policy be endorsed.

59. CONSULTATION OUTCOMES TO THE PROPOSED CONDITIONS OF THE DRAFT DOG CONTROL PUBLIC SPACES PROTECTION ORDER (PSPO)

Councillor Thomas introduced the report which proposed two options for adoption of a Dog Control Public Spaces Protection Order (PSPO). The options were detailed in the report as were the responses to the consultation.

On the prohibition of dogs on marked sports pitches, 21 who responded made supportive comments, 24 made representation questioning the prohibition and 31 questioned whether alternative provisions for dog exercise were to be made as a result

of the planned exclusion areas. The RSPCA and the Kennel Club both considered that dogs should be allowed onto marked sports pitches.

At the Environment Overview and Scrutiny Committee on 19th September Members voted in favour of Option 2 which would see a further period of consultation regarding dog exclusion on marked sports pitches. A further recommendation had been put forward that dogs could be exercised around the perimeter of marked sports pitches on a lead. The Cabinet Member supported Option 2 however any further consultation would need to be undertaken by Town and Community Councils.

Councillor Attridge spoke in favour of dogs being excluded from marked sports pitches, citing examples of sports games having to be postponed to clean up dog waste. He said it was not acceptable to the health and welfare of Flintshire residents to allow dogs onto marked sports pitches. Councillor Mullin concurred with the views of Councillor Attridge commenting that similar problems were being faced at the marked sports pitch in Broughton.

Councillor Shotton also supported the views of Councillors Attridge and Mullin and supported Option 1 in the recommendation. However, he said the Council needed to be mindful of some of the views from communities following the consultation. Following a question, the Chief Officer (Planning and Environment) explained that the PSPO would define the areas that were prohibited. Where there no other area for dogs to be exercised in an area, alternatives would be sought. Following a discussion it was agreed that officers would work with those communities who identified that marked sports pitches were the only space for dog walking to explore the provision of additional amenity space.

RESOLVED:

- (a) That following the period of consultation that a Public Space Protection Order (PSPO) be made to cover dog control and dog fouling in Flintshire with the following conditions:
- i. Remove their dogs' waste from all public places within Flintshire;
 - ii. Prohibit taking, or permitting the dog to enter or remain in:
 - a. All areas within school grounds;
 - b. The playing areas of formal recreational areas including but not exclusively bowling greens and tennis courts;
 - c. Fenced enclosed children's play areas.
 - iii. Keep their dogs on a lead within a Cemetery;
 - iv. Have means on their person, at all times, appropriate means to pick up their dogs' waste from all public places in Flintshire;
 - v. Put their dog on a lead, when directed by an authorised officer, if the dog is loose and causing a nuisance or annoyance to any other person, bird or animal; and
 - vi. That officer's work with those communities who identified that marked sports pitches were the only space for dog walking to explore the provision of additional amenity space.

- (b) That the Public Space Protection Order covering dog control and dog fouling commencing on 20th October, following a Notice period and publicity of the upcoming order, be agreed.

60. EXERCISE OF DELEGATED POWERS

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

Organisational Change

- **Sale of Aberllanerch Bungalow, Bryn Road, Alltami, Mold by Informal Tender**
Sale of vacant agricultural holding having the benefit of planning consent for the replacement of the existing dwelling with a larger unit.
- **Sale of Land Adjoining 20 Bernsdale Close, Sandycroft**
The land comprises a flagged area of land held in the Housing Revenue Account. The sale will release the Council from a substantial repairing liability.
- **Sale of the Side Garden of 8 Maes Alaw, Flint**
The side garden of the property was originally excluded from the Right to Buy purchase from the owner.
- **Sale of Land Adjacent to Grantec Ltd., Spencer Industrial Estate, Buckley**
Grantec had encroached upon the above land and a sale to them has now been agreed.
- **Sale of Land Adjacent to Bryn Abbey, Strand Lane, Holywell**
This small area of land (25 sq. ms. approx.) currently forms part of the Ysgol Trefynnnon demise and is being sold to allow the adjacent owners maintenance access to the rear of their building.
- **School Meal Price Increase**
Increases the price of meals within schools to bring them more into line with other school meal providers across Wales.
- **Leisure, Library and Museum Services – Sign Off of Conditions to Enable Transfer of Services to, and Completion of Leases with, Aura Leisure and Libraries Ltd., the New Community Benefit Society**
This covers the work completed to enable the signing off of the conditions (agreed at Cabinet on 13th December 2016) to enable the transfer of services to, and signing of leases with, Aura Leisure and Libraries Ltd., the new Community Benefit Society from 1st September 2017.

Community and Enterprise

- **Business Rates – Application for Hardship Relief**
Section 49 of the Local Government Finance Act 1988 gives the Council the discretion to reduce or remit the payment of business rates where it is satisfied that the ratepayer would sustain hardship if it did not do so and it is reasonable for it to do so having regard to the interests of its council tax payers.

An application received from Bagillt Community Association has been refused on the grounds that the community centre has sufficient income and capital to meet their 20% business rates liability.

- **Business Rates – Application for Hardship Relief**

Section 49 of the Local Government Finance Act 1988 gives the Council the discretion to reduce or remit the payment of business rates where it is satisfied that the ratepayer would sustain hardship if it did not do so and it is reasonable for it to do so having regard to the interests of its council tax payers.

An application received from Buckley Boxing Club has been refused on the grounds that the club has sufficient income and capital to meet their 20% business rates liability.

- **Business Rates – Application for Hardship Relief**

Section 49 of the Local Government Finance Act 1988 gives the Council the discretion to reduce or remit the payment of business rates where it is satisfied that the ratepayer would sustain hardship if it did not do so and it is reasonable for it to do so having regard to the interests of its council tax payers.

An application received from Jump 2 It Deeside Ltd. has been refused on the grounds that it is not deemed to be in the wider public interest to support the awarding of Hardship Rate Relief.

- **Business Rates – Application for Hardship Relief**

Section 49 of the Local Government Finance Act 1988 gives the Council the discretion to reduce or remit the payment of business rates where it is satisfied that the ratepayer would sustain hardship if it did not do so and it is reasonable for it to do so having regard to the interests of its council tax payers.

An application received from Mynydd Isa Scouting Group has been refused on the grounds that the club has sufficient income and capital to meet their 20% business rates liability.

- **Business Rates – Application for Hardship Relief**

Section 49 of the Local Government Finance Act 1988 gives the Council the discretion to reduce or remit the payment of business rates where it is satisfied that the ratepayer would sustain hardship if it did not do so and it is reasonable for it to do so having regard to the interests of its council tax payers.

An application received from a registered charity 'SHARE' (Supporting Homeless Assisting Refugees Everywhere) has been refused on the grounds that it is not deemed to be in the wider public interest to support the awarding of Hardship Rate Relief.

- **Flintshire Registration Service**

Following the publication of the "Flintshire County Council Fees and Charges Review" report by Deloitte's in December 2016, a review of non-statutory registration fees has been undertaken to take advantage of the opportunities

highlighted in the report. The Chief Officer (Community and Enterprise) has delegated powers to set the non-statutory fees.

- **Leased Accommodation – Syrian Vulnerable Persons Relocation Scheme**
Entering into private sector lease agreements to provide up to five family properties to enable the Local Authority to participate in the Syrian Vulnerable Persons Relocation Scheme.

Legal

- **Legal Fees and Recharges 2017**
The Council legal team recovers the cost of undertaking certain legal work such as land sales and the preparation of S.106 agreements from third parties (the purchaser, developer etc). Following a benchmarking exercise against other public authorities in Wales the level of fees has been increased slightly. The Council has also revised the hourly charge out rates for its legal team to reflect current rates in the market place. This is predicted to raise the level of income from £60,000 (for 2015/16) to £75,000 (during 2017/18).
- **Legal Staffing Structure July 2017**
Cabinet agreed the Legal Services staffing structure in June 2016 which included a number of new posts. Those posts have been advertised but have not been filled. By redistributing work within the team it will be possible to change the qualification level for the vacant posts to make them more attractive to applicants. The proposed changes are cost neutral whilst improving capacity and resilience in identified areas of weakness and to meet expected growth in demand.

RESOLVED:

That the actions taken under delegated powers be noted.

61. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were two members of the public and one member of the press in attendance.

(The meeting commenced at 9.30 a.m. and ended at 12.17 p.m.)

.....
Chair

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CABINET

Date of Meeting	Tuesday, 24 th October 2017
Report Subject	Annual Performance Report 2016/17
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Annual Performance Report for 2016/17 reviews our progress against the Improvement Priorities as detailed in the Improvement Plan 2016/17.

The report reflects the overall progress that has been made against our priorities and the level of confidence we have in achieving the desired outcomes. It also shows the position against our 51 risks, with 7 remaining at a high level at year end.

Performance against the Improvement Plan measures was positive with 79% of agreed actions being assessed as making good progress and 21% likely to achieve the desired outcome. In addition, 63% of the performance indicators met or exceeded target for the year, whilst over half showed improvement or remained stable. Risks are also being successfully managed with the majority being assessed as moderate (45%) or minor/insignificant (42%).

Comparison nationally using the Public Accountability Measures (PAMs) revealed 86% of indicators met targets and showed improved or sustained performance. Of the 22 authorities across Wales Flintshire was ranked top as the most improved authority between 2015/16 and 2016/17.

RECOMMENDATIONS

1	To endorse the 2016/17 Annual Performance Report for publication.
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REPORT DETAILS

1.00	EXPLAINING THE CONTENT OF THE REPORT
1.01	The Annual Performance Report (the Report) meets the statutory requirement to publish an Improvement Plan as required by the Local Government (Wales) Measure (2009) (the Measure). The report must be published by 31st October each year. The purpose of the report is to account for the organisation's previous year's performance against its Improvement Priorities.
1.02	The requirements of the Measure are met through the "forward looking" document; the Improvement Plan 2016/17. This sets out the vision and priorities for the Council. The second statutory requirement of the Measure is met by this Annual Performance Report, which reviews progress on commitments made in the previous year.
1.03	The Annual Performance Report must be approved by the full Council prior to publication.
1.04	The Annual Performance Report for 2016/17 reviews our progress against the Improvement Priorities as detailed in the Improvement Plan 2016/17. This assessment takes into consideration assessments of our performance for each of the Improvement Priorities through: <ul style="list-style-type: none"> • Progress against key actions and projects • Progress against identified risks and challenges • Performance indicator outturns (target and trend analysis) • Regulatory, audit and inspection activity
1.05	<p><u>Progress against Key Activities</u></p> <p>Overall good progress has been made against the 2016/17 Improvement Plan priorities and there is a high level of confidence in the achievement of desired outcomes. The Report summaries progress against the key activities supporting the priorities as follows:</p> <p>Progress:</p> <ul style="list-style-type: none"> • We are making good progress in 79% (101) • We are making satisfactory progress in 21% (27) <p>Outcome:</p> <ul style="list-style-type: none"> • We have a high level of confidence in the achievement of 82% (47). • We have a medium level of confidence in the achievement of 18% (10).
1.06	<p><u>Progress against Risks and Challenges</u></p> <p>Good progress was made in managing our risks. Analysis of the year end risk levels for the 51 strategic risks identified in the Improvement Plan is as follows:</p> <ul style="list-style-type: none"> • 51% (26) risks remained the same.

	<ul style="list-style-type: none"> • 45% (23) risks reduced • 4% (2) risks increased
1.07	<p><u>Performance Indicator Outturns</u> The Report summaries our performance against the Improvement Plan measures and also nationally using the Public Accountability Measures (PAMs).</p> <p>Improvement Plan Measures Assessment of actual performance against target:</p> <ul style="list-style-type: none"> • 63% (52) of performance measures achieved target or better. • 30% (25) of performance measures missed target within an acceptable margin • 7% (6) of performance measures significantly missed target. <p>Analysis of trend was also undertaken. This is a comparison of current year performance with that of the previous year.</p> <p>Where trend analysis could be undertaken: -</p> <ul style="list-style-type: none"> • 40 (52%) of performance measures showed improved performance; • 34 (44%) showed performance which had downturned when compared with the previous year; and • 3 (4%) had maintained the same level of performance. <p>Public Accountability Measures 86% of these national measures both achieved targets and maintained or improved performance against 2015/16. We are ranked as the top authority in Wales to show improvement between 2015/16 and 2016/17.</p>
1.08	<p><u>Regulation, Audit and Inspection Activity</u> The Wales Audit Office publishes an Annual Improvement Report (AIR) each year on behalf of the Auditor General for Wales. The AIR published in June 2017 for Flintshire summarised the findings and recommendations from the various reports that have been produced.</p> <p>Overall the Auditor General concluded that:</p> <p><i>“The Council is meeting its statutory requirements in relation to continuous improvement.”</i></p>
1.09	<p>The statutory requirements of the Measure are met through a concentration on the Council’s Improvement Priorities.</p>
1.10	<p>The Report will be available via the Council’s website. Paper copies can be generated as required and the supporting documents which provide the more detailed information will be available as ‘hyperlinked’ documents. A summary of the Report will be included within the e-magazine ‘Your Council’.</p>

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

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Annual Performance Report must be approved by the full Council before publication.
3.02	<p>Consultation is undertaken throughout the year by Cabinet and Overview and Scrutiny Committees reviewing the quarterly performance reports.</p> <p>A report on the full year's progress against the Improvement Plan 2016/17 was presented to Cabinet in June 2017.</p>

4.00	RISK MANAGEMENT
4.01	An assessment of the risks identified in the Improvement Plan for 2016/17 have been made within the Annual Performance Report.

5.00	APPENDICES
5.01	<p>Appendix 1 - Annual Performance Report 2016/17</p> <p>Appendix 2 – Improvement Plan 2016/17 Risk Register</p> <p>Appendix 3 - Improvement Plan Measures Data Table</p> <p>Appendix 4 – Public Accountability Measures Data Table</p> <p>Appendix 5 – Glossary of Terms</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Improvement Plan 2016/17</p> <p>Contact Office: Corporate Business and Communications Team Job Title: Strategic Performance Lead Telephone: 01352 701457 E-mail: corporatebusiness @flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Annual Performance Report: accounts for the organisation's previous year's performance against its Improvement Priorities. It must be published by 31st October each year.

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.

Local Government (Wales) Measure (2009): A measure of the National Assembly for Wales to make provision about arrangements by local authorities and other authorities in Wales to secure continuous improvement in the exercise of their functions; to make provision for community strategies; and for connected purposes.

Public Accountability Measures (PAMs): a set of “outcome focussed” performance indicators that reflect those aspects of local authority work which local authorities agree are considered to be important in terms of public accountability, e.g. recycling, educational attainment, etc.

Performance Indicator (PI): a type of performance measurement used to evaluate the success of an organisation or of a particular activity in which it engages.

PI Outturn: the actual performance achieved for a performance indicator.

PI Target Analysis: comparison of actual performance compared with the target.

PI Trend Analysis: comparison of actual performance for the year with the previous year(s) performance.

Improvement Plan Measures: the performance indicators or milestones used to evaluate the success of activities in the Improvement Plan.

Wales Audit Office (WAO): works to support the Auditor General as the public sector watchdog for Wales. They aim to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.

Audit General for Wales: Appointed by the Queen and independent of government the [Auditor General for Wales](#) is the statutory external auditor of most of the Welsh public sector.

Annual Improvement Report (AIR): is publicised by the Wales Audit Office (WAO) on behalf of the Auditor General for Wales. It brings together, with the co-ordination of other inspectorates such as Estyn and the Care and Social Services Inspectorate for Wales (CSSIW), a picture of the Council’s delivery and evaluation of services and it’s planning of improvement for the coming year.

Corporate Assessment: WAO’s assessment of the Council’s arrangements that enable progress and transformation, and that support continuous improvement and good performance.

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Annual Performance Report 2016/17

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Introduction

The Annual Performance Report (APR) gives an overview of the performance of the Council during 2016/17 against the priorities we set.

The report covers: -

- Progress against key actions and projects.
- Actual and comparative performance information against local and nationally set performance indicators.
- An assessment of how well the Council is managing the strategic risks and challenges it faces.
- The outcomes of external regulatory work and the Council's response to improve governance and public services as a result.
- Bullet point here deleted

The publication of this Annual Performance Report meets the statutory requirement to publish an annual 'backward looking' report on our Improvement Plan as part of the Local Government (Wales) Measure (2009). The Improvement Plan, our 'forward looking' publication, meets the other statutory requirement. In meeting these requirements the Council demonstrates a sound system of internal control which supports the effective discharge of its functions.

Setting Priorities

The Council has competing pressures and priorities. Some priorities are 'self-selecting' to meet national government social policy objectives such as housing and education. Others are set more locally.

The priorities have been shaped by councillors across our Cabinet and the Overview and Scrutiny functions to ensure continuity of analysis for past, present and future performance against which the Council can be judged. There is widespread ownership of the priorities within the Council and with our key partners in the public, private and voluntary sectors.

This set of eight priorities supported by a series of sub-priorities (seen overleaf in Table 1) has helped the Council to concentrate on the things where attention was most needed during 2016/17. The remaining priorities from previous years have been managed as more routine business outside of the Plan.

The Council acts as a representative democratic body and sets its priorities based on the evidence it has gathered from many sources. Our elected members are in touch with local views through:-

- Democratic representation.
- Partnership Forums.
- Statutory consultation.
- Direct community/user consultation.

Table 1: Improvement Priorities 2016/17

Priority	Sub - Priority	Planned Impact
Housing	Appropriate and Affordable Homes	Improve the choice and quality of local housing
	Modern and Efficient and Adapted Homes	
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
Economy and Enterprise	Business Sector Growth and Regeneration	Growing the economy and creating jobs
Skills and Learning	Apprenticeships and Training	Improving learning provision and opportunities to achieve better learner outcomes
	Modernised and High Performing Education	
Safe Communities	Community Safety	Keeping people and communities safe
Poverty	Maximising Income	Protecting people from poverty
Environment	Transport Infrastructure and services	Safely accessing employment, local services and facilities
	Sustainable Development and Environmental Management	Protecting our local environment
Modern and Efficient Council	Developing Communities	Supporting communities to become more resilient
	Improving Resource Management	Front line services are efficiently and effectively supported

Note: The colour scheme used in this table is used throughout the document for ease of recognition.

Consultation

Consultation and engagement with our customers and communities takes place on a number of different levels: representative democracy through our elected members, structured engagement through, for example, our County Forum (with Town and Community Councils), formal needs assessments through our strategic partnerships, surveys and feedback, and workshops and roadshows. Different methods are used according to circumstances, the type of audience, and the reach of coverage sought.

Between April 2016 and March 2017 we undertook a range of consultations with impacted stakeholders. Examples of these are:

- Recycle More Survey (March - April 2016)
- Renewable Energy 10 Year Action Plan (May - June 2016)
- Our Flintshire, Our Future (November 2016)

Prompted by unprecedented forecast cuts to the Council budget, we have held a series of public consultations to find out local views on council services and how they should be protected. This consultation was called Our Flintshire, Our Future. In this exercise we set out the severity of the situation and people were asked whether they would support some of the choices the Council would need to make in the future

Section 1

Assessment of our Performance against Improvement Priorities for 2016/17

For 2016/17 the Council had 8 Improvement Priorities as detailed in its Improvement Plan. The first 7 priorities are around public services and the final priority is about the corporate organisation as a 'social business'.

Table 2 below shows a summary of the year end "progress" and confidence in meeting "outcome" assessment for each priority based on the following red, amber, green (RAG) status key.

All activities in the Report have been graded as described in the 'key' below. These are (RAG) graded for progress and/or performance. An analysis is made of the number of activities in each RAG category to provide a collective grade for each priority and sub-priority heading. Where there is an equal number of 2 gradings, then the lower one is always used. The Outcome RAG status below was assessed as part of the end of year reports in June.

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

Table 2: Summary of 2016/17 Priority Performance

Priority / Sub-priority	Progress	Outcome
Housing	G	A
<ul style="list-style-type: none"> • Appropriate and Affordable Homes 	G	G
<ul style="list-style-type: none"> • Modern, Efficient and Adapted Homes 	A	A
Living Well	G	G
<ul style="list-style-type: none"> • Independent Living 	G	G
<ul style="list-style-type: none"> • Integrated Community Social and Health Services 	G	G
<ul style="list-style-type: none"> • Safeguarding 	G	G
Economy and Enterprise	G	G
<ul style="list-style-type: none"> • Business Sector Growth and Regeneration 	G	G

Skills and Learning	G	G
• Apprenticeships and Training	G	G
• Modernised and High Performing Education	G	G
Safe Communities	A	A
• Community Safety	A	A
Poverty	G	G
• Maximising Income	G	G
Environment	G	G
• Transport Infrastructure and Services	G	A
• Sustainable Development and Environmental Management	G	G
Modern and Efficient Council	A	A
• Developing Communities	A	A
• Improving Resource Management	G	A

Section 2 of this report (page 12) gives a more detailed assessment for the “progress” against each of the 14 sub-priorities which support the 8 Improvement Priorities. Each assessment contains a link to the full report for the sub-priority as presented to the relevant scrutiny committee at year end.

Risk Management

The Council adopted the Improvement Plan for 2016/17 in July 2016. This provided the Council with the opportunity of realigning its strategic risks to the priorities and sub-priorities within the Plan.

Analysis of the year end risk levels for the 51 strategic risks identified in the Improvement Plan is as follows: -

- 11 (22%) are low (green)
- 10 (20%) are minor (yellow)
- 23 (45%) are medium (amber)
- 7 (13%) are high (red)

Trend analysis was also undertaken, comparing risk levels at the end of the year with those at the start of the year. The analysis showed that: -

- 23 (45%) risks had reduced
- 26 (51%) risks remained the same
- 2 (4%) risks had increased

A summary table of the risks at year end 2016/17 is shown at Appendix A.

Performance Data Summary

National Performance Summary (All Wales Position)

The Welsh Government and the Local Government Data Unit released 2016/17 performance data for all local authorities in Wales (and Public Accountability Measures) in September 2017. This was accompanied by an overview of national trends as in previous years. The [Local Government Performance Bulletin](#) is a supporting document to this report.

Improving Our Performance

Performance for 2016/17 against our Improvement Plan Measures is summarised in an outturn performance indicator table (Chart 1a). 63% of indicators achieved target or better compared to 60% in 2015/16. Only 6% of indicators significantly missed targets compared to 23% during 2015/16.

Year on year improvements are summarised in Chart 1b. This shows 56% of indicators either improving or maintaining good levels of performance.

Analysis of year end levels of performance identified: -

Chart 1a: How we performed against our 2016/17 target measures

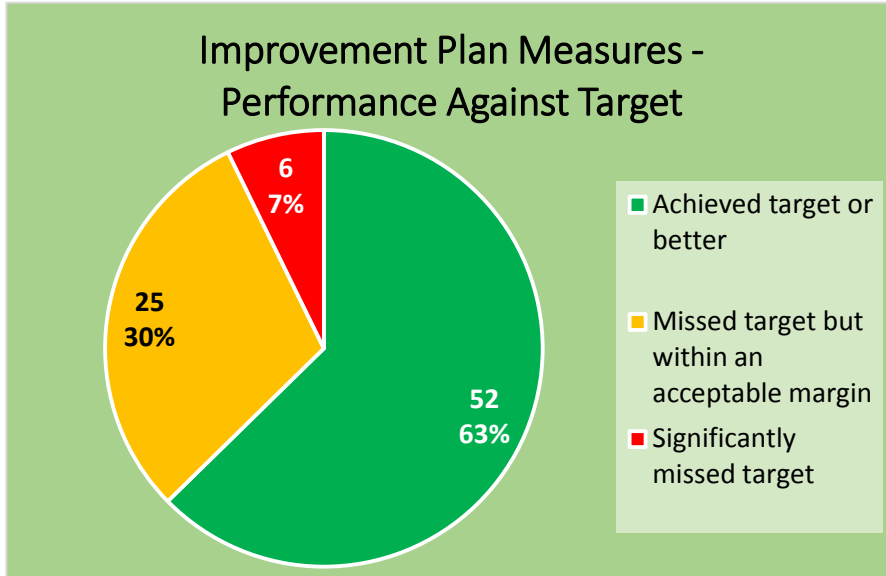


Chart 1b: Performance trend for our Improvement Plan measures

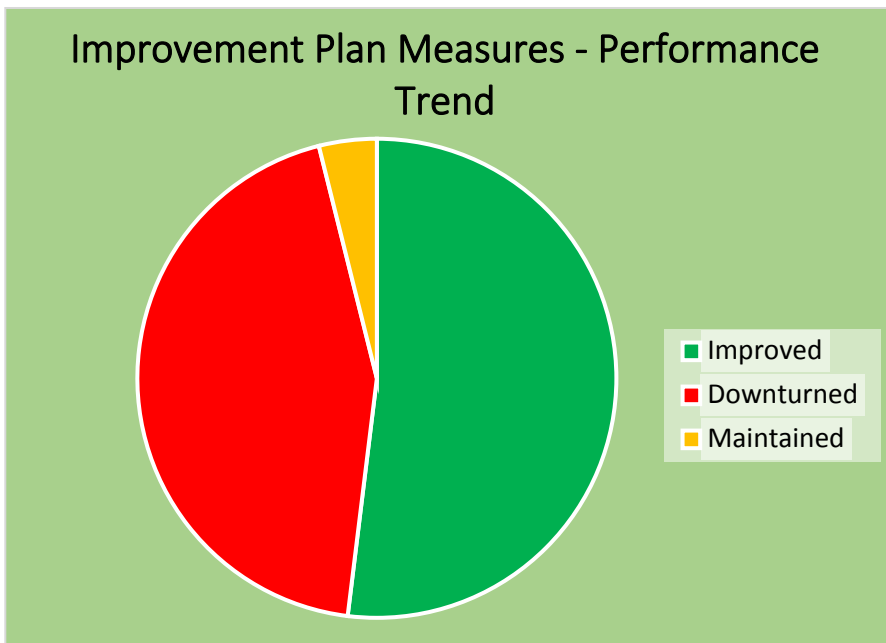


Chart 2a: Performance against target for the national statutory measures*

How we performed against national statutory Public Accountability Measures (PAMs).

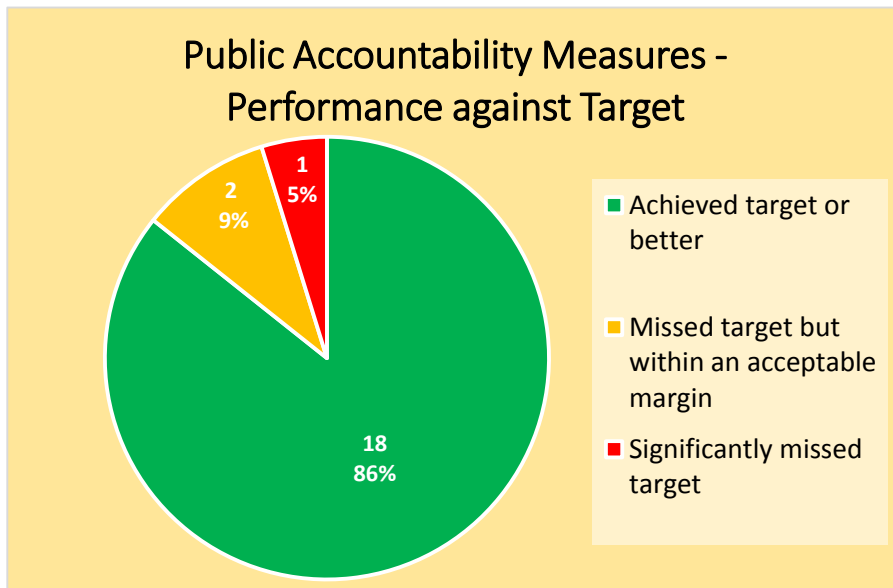
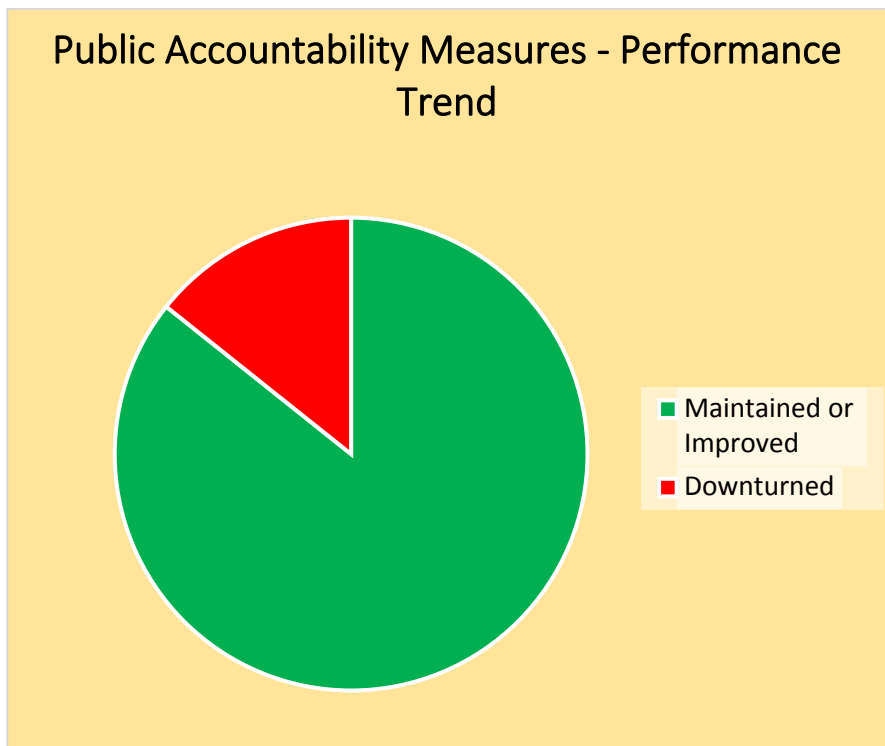


Chart 2b: Performance trend for the national statutory measures*

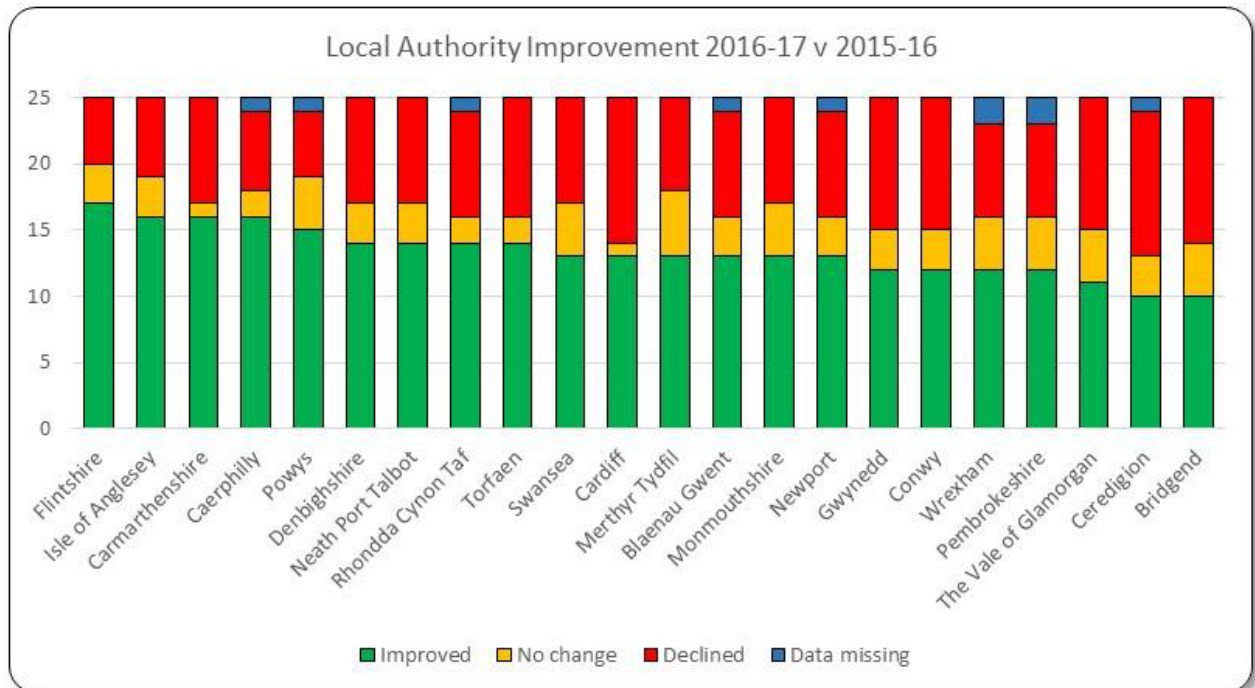
Analysis of the number of indicators for which performance had improved, been maintained or downturned.



*see Appendix C for full details of the national statutory measures

Chart 3: Local Authority Improvement

At a local level, of the 25 indicators that were comparable between 2015/16 and 2016/17, Flintshire improved in 17 (68%), and had the highest improvement in Wales.



Flintshire's quartile performance shows continued improvement between 2015/16 and 2016/17. More significantly it indicates that Flintshire is the most improved authority during 2016/17 when compared with 2015/16.

Section 2

Detailed Improvement Priority Reporting

HOUSING	Progress	Good	Outcome	Medium
Appropriate and Affordable Homes	Progress	Good	Outcome	High

1. During 2016/17 we said we would deliver a proactive Housing Solutions service to prevent homelessness for as many households as possible by:
 - The number of housing enquiries resolved at first point of contact.
 - Maintaining the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.

What we did:

✓ During 2016/17 there were 3,362 customers making contact for housing service advice and assistance. 2,130 of these enquiries were managed at the first point of contact and referred directly to the appropriate services. The remaining 1,232 were referred for more specialist advice. By managing 63% at the first point of contact we have used the capacity of specialist teams to concentrate on the more complex and urgent cases in line with statutory duties.



⚠ Despite good progress there have been additional challenges throughout 2016/17 including a decline in the availability of suitable private rented accommodation as a homelessness prevention solution. There has also been an increase in the number of complex cases requiring specialist resource.

2. Stimulate the growth of affordable housing by:
 - Increasing the numbers of new Council and affordable homes through the Strategic Housing Regeneration Programme (SHARP).
 - Maximising the number of affordable homes provided through the planning system.
 - Increase the numbers of new affordable homes provided through the Social Housing Grant (SHG) programme.

What we did:

✓ Approval was given to appoint Wates Residential 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 with regeneration and community

benefits. Construction at the Custom House site in Connah's Quay started in May 2016 and was completed in December. Tenants moved into their new homes as soon as ownership transferred from the developer, Wates Residential, to the Council. Construction at the Walks site in Flint began in summer 2016 and is scheduled for completion by April 2018.

- ✓ 12 new Council homes were completed through the SHARP Programme at the former Custom House School site, and work will continue into 2017/18.
- ✓ Flintshire has secured 285 properties incorporating shared equity for local first time buyers through developers contributions. Developers have also gifted properties to North East Wales (NEW) Homes to the value of £3m. We have secured 9 gifted units for NEW Homes and a further 42 sold as shared equity: Oakenholt (2), Broughton (18), Wepr Park (16), and Buckley (6).
- ✓ Delivery through the Social Housing Grant programme achieved 24 additional units: 10 were for supported housing for people with learning disabilities, 3 in Mold, 7 in Connah's Quay and, a further 14 general units in Mold.

Modern, Efficient and Adapted Homes	Progress	Satisfactory	Outcome	Medium
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1. During 2016/17 we said we would deliver financial support to repair, improve, and adapt private sector homes by:
 - Repairing and improving 40 private sector dwellings through the Council's capital programme and Welsh Government's National Home Improvement Loan.
 - Maintaining the timeliness of adaptations, particularly those delivered through Disabled Facilities Grants.

What we did:

⚠ This year the take up of home renovation loans was less than targeted. The Home Improvement Loan Scheme has been identified nationally as being of low demand and is being reviewed by the Welsh Government.

✓ The average number of days taken to complete a Disabled Facilities Grant (DFG) for children has improved. During the year we achieved an average of 249 days compared with 455 in 2015/16. DFG's for adults have taken an average of 248 days compared with 293 in 2015/16.

* Disabled Facilities Grants are measured in accordance with national guidance. Flintshire County Council manage adaptations for the entire duration of a child's needs which may extend over many years.

2. Reduce the number of long term vacant homes by:
 - Bringing empty homes back into use for residential living through the Welsh Government's Houses into Homes Scheme.

What we did:

! The first round of Houses into Homes loan funding is starting to be repaid and recycled to support new projects. The provision of additional Houses into Homes loan funding will help this further. The extension of the loan repayment period from three to five years, and an increase on the maximum loan available to an applicant to £250,000, should increase uptake. A total of 25 homes were brought back into use during 2016/17 compared with 34 during 2015/16.

3. Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard (WHQS) for all Flintshire Council Homes by,

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

What we did:

✓ The Capital Works Team have continued with the positive work achieved in year 1 and progress has continued into year 2. Most of these contracts were procured last year with the option to extend based upon contractor performance. The WHQS Capital Programme will be completed by 2020. Capital work timeliness targets have improved for the installations of windows, external doors, kitchen replacements, bathrooms, electrical systems, and smoke detectors.



! The Off Gas Programme in Treuddyn was completed late last year. However, due to low oil prices uptake has been low. The Penyffordd Off Gas Installation is now also complete. As the current cost of oil has risen from 23.8 p/litre to 54.2 p/litre an increase in installations is expected as occupiers decide to switch their energy source.


LIVING WELL	Progress	Good	Outcome	High
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Independent Living	Progress	Good	Outcome	High
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1. During 2016/17 we said we would ensure care home provision within Flintshire enables people to live well and have a good quality of life by:

- Delivering the dementia awareness training programme to the care home workforce.
- Working with Betsi Cadwaladr University Health Board (BCUHB) to develop an action plan around supporting the quality and breadth of nursing provision.
- Addressing pressures in domiciliary care and the care home market, and improve recruitment and retention.

What we did:

 We worked with 16 residential homes and 3 nursing homes to implement "Progress for Providers", which consists of a range of guidance and training which help care workers to deliver person-centred care, and enables care providers to assess themselves against the new Flintshire standards.


 We worked with Bangor University to train care, domestic and auxiliary workers in 12 care homes in how to have creative conversations with people with dementia. 16 care home providers and 9 activity providers are using the Dementia Friendly Facebook page.


 Flintshire and BCUHB jointly developed a programme to monitor the quality of nursing care in Flintshire.

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

- Establishing a baseline for the people offered advice and support through the Single Point of Access (SPOA).
- Ensuring that the workforce are equipped to provide person centred care in line with the requirements of the Social Services and Well-being Act.

What we did:

 We implemented the Information, Advice and Assistance Service within the SPOA. 2,302 adults were provided with advice or assistance through this service during the year.

 We invested in new equipment which allows care packages traditionally requiring two carers to be delivered by one person, which is less intrusive in the home. To support this we worked with Occupational Therapists in hospitals to review existing packages of care for people who could benefit from this new approach. Providers of support for people with


learning difficulties received training on "Multi-Me", technology that assists people through their television; this is now being used in a Specialist High School for young people with specific learning needs. We used Intermediate Care Funds to implement the 'Progression Model' in a further four supported living houses and providers are meeting regularly to share good practice.


3. Improve outcomes for Looked After Children by:


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

What we did:

 A plan to move forward with a refreshed Corporate Parenting Strategy was endorsed by Social and Health Care Overview & Scrutiny Committee in September. A national review of good practice in Corporate Parenting has been undertaken across Wales and our Strategy is compliant. The strategy sets out our commitments around Education, Health and Well-being, Stability and Security and Leaving Care.

 Invest to Save funding was utilised to recruit a temporary post to work across Education and Social Services to strengthen contract monitoring arrangements for high cost residential placements for young people.

 Although school placement stability has not met this year's target we have improved the percentage of Looked After Children who have fewer than 3 moves from 13.38% to 11.9%. The Council continues to work to retain placement stability wherever possible. Only extreme personal circumstances dictate a move.

 61.5% of Looked After Children were provided with a timely health assessment by BCUHB. This has reduced by 6.85%. Remedial actions being taken by BCUHB have included standardisation of documentation and processes across North Wales, a review of clinic appointment slots available in Flintshire and discussions with a view to increasing the capacity to undertake Health Assessments.

1. During 2016/17 we said we would ensure that effective services to support carers are in place as part of the integrated social and health services by:
 - Developing and implementing the action plan resulting from the review of the carers' strategy.

What we did:

✓ We started to change the way that disability services work by bringing together charities and voluntary agencies under one service level agreement as a cooperative. The Revised Carers Strategy continues to be delivered by the Carers Strategy Group. Core actions identified for 2017/18 include a review of assessment and referral processes for Carers and a review of all currently commissioned services to ensure we deliver the best outcomes for Carers.

2. During 2016/17 we aimed to influence the use of Intermediate Care Funds (ICF) to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services by:

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



What we did:

✓ Partners in Flintshire continued to work actively to ensure that Intermediate Care Funds (ICF) are used to support people to stay at home with an integrated service that meets their health and social care needs. Regular North East Wales regional review meetings are held and protocols are in place to manage any slippage or underspend. The rate of delayed transfers for 2016/17 was lower than last year and remains low in comparison to the Wales average.

✓ The Council has maintained the rate of delayed discharges below last year's rate. Delayed discharges for social care reasons tend to be where there are complex mental health needs. All delays are jointly monitored regularly by Social Care and Betsi Cadwaladr University Health Board (BCUHB) and, early resolutions for people are prioritised.

3. During 2016/17 we said we would work through the Children's Services Forum and participation group to improve access to Child and Adolescent Mental Health Services (CAMHS) by:

- The number and average waiting time for Looked After Children to access CAMHS.

What we did:

✓ The latest report from Betsi Cadwaladr University Health Board (BCUHB) shows that the Flintshire CAMHS have been successful in reducing the waiting lists for Primary Mental Health. We are now meeting the Welsh Government target of 28 days. BCUHB prioritise Looked After Children for fast tracking into CAMHS and, by working jointly with colleagues in the Local Authority, provide appropriate packages.

4. During 2016/17 we said we would further develop dementia awareness across the county by:

- The number of events (and take up) aimed at raising awareness of dementia across the County.
- The number of dementia friendly towns in Flintshire

What we did:

✓ There are three Dementia Friendly communities in Flintshire, and four other communities are applying for this status. Dementia Friendly Communities have held events throughout the year, including Business Awards for Mold and Buckley. We now have 38 Dementia Friendly businesses, and 10 memory cafes.

✓ Two projects for inter-generational work were delivered and we have 6 schools where all pupils are Dementia Friends. We also developed an Early Onset Peer Support service with people living with dementia.


Safeguarding	Progress	Good	Outcome	High
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1. During 2016/17 we said we would strengthen arrangements within all Council portfolios to have clear responsibilities to address safeguarding by:

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

What we did:


✓ A corporate safeguarding policy has been agreed. We will be reviewing all Social Services policies and strategies starting in September 2017 to ensure that they take safeguarding issues into account.


 Each portfolio has a nominated lead and a safeguarding panel has been set up.

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

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


What we did:


 E-learning modules on Safeguarding are now available on Flintshire Academi. Interactive half day workshops were delivered during May and June 2016.

 Three safeguarding referrals were recorded as originating from portfolios in the Council other than Social Services. Employees recording referrals have been asked to ensure that the source of the referral is clearly specified. We expect to see an increase during 2017/18.

3. Working with our partners we will ensure that our response rates to referrals remain within statutory targets by maintaining:

- Statutory procedural targets for child and adult protection.

 The new guidelines for adult safeguarding include a recommendation that all reports of concerns should have a determination within 7 days. We started measuring the timescales for enquiries in October, and for the second half of the year the Safeguarding Unit made an initial determination on 74% of reports within 7 days. Procedures were reviewed in line with new guidance in order to improve performance against the national timescale. Against the outcome measure, risk was managed for 100% of adult protection referrals during the year.

 Performance on the timeliness of child protection conferences was challenged by a rise in the number of children on the Child Protection Register with impacts on being able to hold timely conferences. 74% of initial child protection conferences were held within timescales, and 98% of review conferences were on time.

1. During 2016/17 we said we would promote Strategic / Regional positioning in readiness for future accelerated growth by:
 - Contributing to the development and delivery of a clear cross border economic growth strategy for Flintshire.
 - Success in gaining approval and/or funding for programmes which will support economic growth.

What we did:

✓ The Council has played a central role in developing an Economic Growth Deal Bid for North Wales with the UK and Wales Governments. This role has included maintaining positive cross-border working arrangements within the Mersey Dee Alliance (MDA). Flintshire strategic development sites and transport needs feature in the North Wales Growth Vision and the Cheshire Warrington Local Enterprise Growth Plan.



✓ The aim, for the end of the year, was 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. This has been fully achieved.

2. Maximise the economic value of transformation projects by:
 - Monitoring and supporting the implementation of the transformation projects.
 - Supporting supply chain development.
 - Converting business enquiries to investment within Flintshire.

What we did:

✓ The Vibrant and Viable Places (VVP) is in its final year of delivery and all projects are now complete. 'Pipeline' projects were developed to use any underspend funds that Welsh Government might make available and £435,000 of extra funding was secured as a result. 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.

✓ Ten supply chain events have been delivered throughout the year in partnership with Business Wales, procurement services and the Mersey Dee Alliance.

✓ During 2016/17 181 business enquiries were received, of which 158 converted to investment, resulting in a conversion rate of 87.2%.

3. During 2016/17 we said we would facilitate the creation of jobs by :

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

What we did:

✓ During 2016/17 we responded to 181 new business enquiries which resulted in an average conversion rate from enquiry to investment of 87.2% with 1,480 new jobs created. Of the 1,480 new jobs 572 are within the Deeside Enterprise Zone. 7 new social enterprises started in Flintshire resulting in 12 new jobs and a further 9 social enterprises have been supported in development. 34 business events have been delivered and 2,718 business delegates engaged with from across the region.

✓ The tourism sector across Flintshire currently supports 3,163 direct jobs and generates £238m annually from 3.5m staying visitors and 2.7m day visitors.

✓ All programmes continued into 2016/17 due to continuation of the Welsh Housing Quality Standard scheme. As a direct result of this 42 local jobs that were created have been retained. The number of jobs created continues to improve as further contracts are procured. Future progress will be maintained through the new Flintshire Apprentice Academy.

✓ 393 jobs were created during 2016/17. Phase 1 of the Strategic Housing and Regeneration Programme (SHARP) started in May 2016 at the former Custom House Lane School site in Connah's Quay with 116 jobs created. The next development started at The Walks site in Flint in July 2016 with 257 jobs created. The latest development at the Redhall Garage site in Connah's Quay during March 2017 has created 20 jobs.

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

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

What we did:

✓ Delivery of the Coastal Communities Fund has improved access to and awareness of the Dee coastline having installed small scale visitor infrastructure and interpretation at key points. The tourism service has grown the Ambassadors programme with 30 Flintshire participants promoting the area as part of the North East Wales brand and improving destination planning and management for visitors.

✓ The level of vacant units across Flintshire towns is 10% indicating a gradual rising level of vacancy in line with the national trend. The service has started the process of developing a new plan for supporting town centres in the future which will extend into next year. Delivery of the Coastal Communities Fund has improved access and awareness of the Dee coastline including the installation of a visitor information and interpretation facilities.

⚠ 3 projects have received development support from the Council, however none have yet moved to development stage.

1. Work with the public, private and voluntary sectors to maximise the number of apprenticeships, traineeships and work experience opportunities.
2. Increase training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes.
3. Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network (BEN).
4. Further develop the Youth Engagement and Progression work programme for learners in danger of disengaging.

What we did:

✓ 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.

✓ Wates Residential, Flintshire's development partners for the Strategic Housing and Regeneration Programme (SHARP), has created 12 apprenticeship opportunities during 2016/17, 4 of these apprenticeships were created via Futureworks Flintshire shared apprenticeship scheme.



✓ As part of the conditions attached to the contract to deliver SHARP the development partner delivers community benefits which include the provision of traineeships on the construction sites. Working closely with Flintshire's Communities First team, the developers, Wates Residential, have provided 24 out of a total of 32 traineeships to help people

get into employment.

✓ During 2016/17 the programme concentrated on delivering business planning sessions ensuring that the Enterprise Club members' objectives and goals were met through the support of the Business Entrepreneur Network (BEN).

✓ Work continued throughout 2016/17 in line with the Welsh Government Youth Engagement and Progression Framework requirements. Regular meetings were scheduled with schools and other education providers and attended by a range of appropriate support agencies. The Learner Profiling Tool was used to identify young people at risk. TRAC began in April 2016 targeting young people between the ages of 11 and 19 who were considered 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 at risk of becoming not in education, training or employment (NEET). 1.7% of young people post 16 are NEET, which maintains the Council's good record.

✓ Since September 2016, 87 placements were offered to Key Stage 4 learners in Flintshire on the following vocational courses ; Hair & Beauty, Motor Vehicle, Small Animal Care, and Construction. A further 43 places were taken up on the military preparation courses, with 14 preparing for 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 were referred to the project to date for additional intervention.

Modernised and High Performing Education	Progress	Good	Outcome	High
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During 2016/17 we said we would make a difference through our Education & Youth Improvement and Modernisation Strategy by raising standards:

1. Working effectively with the Regional School Improvement Service (GwE) to:

- Develop leadership capacity in schools through school modernisation and regional working;
- Share best teaching practice and resources across schools most in need;
- Identify and target support for those schools most in need;
- Develop the capacity of schools to respond to national initiatives and curriculum reforms; and
- Improve skills in digital literacy, literacy and numeracy

What we did:

✓ The Council and our Regional School Improvement partners continued to monitor schools and target appropriate support through 2016/17. Schools were targeted based on the outcomes of national categorisation and from Estyn inspections.

Where schools did not make the appropriate progress, despite high levels of support, the Council took action under the legislative guidance for Schools Causing Concern by issuing warning notices.

Schools are increasing their participation in local and regional training events which enable the sharing of best practice, improving leadership capacity across all



curriculum areas and in particular, the national priorities of literacy, numeracy, and digital competence. Through the GwE Challenge and Support Programme, schools are encouraged to work in networks and clusters to disseminate best practice.

2. Reducing the impact of poverty and disadvantage through the national school improvement priority, Families First Programme (2015-17) and Flintshire's Integrated Youth Services Strategy (2014-18), "Delivering Together".

What we did:

✓ During 2016/17 secured Welsh Government (WG) Funding of £1.6m to enable re-commissioning a full Families First Programme. The Council has followed the new guidance proposals to decommission parts of the programme which were no longer viable and worked with the voluntary sector. The full programme is now being commissioned for delivery with effect from April 2018. This is on track and will be delivered fully and within financial budget. The programme has ensured that the new provision provides resources for the Early Intervention Hub, which is an innovative multi-agency approach to improve and support children's life opportunities at an early stage.

3. Improving outcomes for Looked After Children and young people exiting the Youth Justice System.

What we did:

✓ Education, Training and Employment (ETE) has been prioritised with a new action plan. An internal review of recording and monitoring procedures has embedded robust recording into the system data collection. Delivery has been enhanced through the appointment of a Proactive Education Co-ordinator and improved partnerships with the third sector Symud Ymlaen organisation.

✓ 57% of Flintshire Youth Justice Service (YJS) school age young people are supervised in full time Employment, Training or Education (ETE) (Wales average is 46%). 71% are offered this level of provision. Flintshire is the 4th best performing Youth Justice Service in Wales in this respect (out of 15). This is an improvement on 2 years ago when Flintshire was in 13th place. This has been as a result of the continued partnership working with our colleagues in schools and colleges to support young people in maintaining educational placements despite sometimes challenging behaviour or other difficulties.

! Flintshire Youth Justice Service (YJS) performed well in the most recently published Youth Justice Board data young people age 16+ in education and training - 1st out of 15 other services across Wales. However the number engaged in full time education, training or employment remains low and requires further joint work between the YJS and Education. Of particular concern are those young people leaving custody. The service works with these young people prior to their release date to ensure that there is education provision for them upon release including vocational qualifications (Agored Cymru) and skills to increase their employability in the future.

4. Continuing to implement Band A of the 21st Century Schools Programme.

What we did:

✓ The construction projects at Coleg Cambria (Deeside 6th and at Holywell Learning Campus) were completed in August 2016. A revised Strategic Outline Programme for the remainder of the agreed funding envelope for Band A has been presented and approved in principal by Welsh Government (WG). Proposed Capital projects at Connah's Quay High School and Penyffordd were approved in October 2016 and now form the remainder of the Band A programme. Remaining projects within Band A are being progressed in line with programme timelines. A combined Strategic Outline Case and Outline Business Case has been submitted and approved in principal by WG for the proposed project at Penyffordd. Wynne Construction have been engaged through the North Wales Construction Framework.

5. Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century School (Band B) programme.

What we did:

✓ 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, which is expected to be programmed between 2019 and 2024. Local Authorities in Wales are awaiting further confirmation and detail from WG. Preparatory work is in progress for options for Band B.

6. Securing a sustainable strategy for repairs and maintenance of school buildings.

What we did:

! Repair and Maintenance backlog is a long term programme linked to the School Modernisation Programme. Business cases for capital improvement and Repairs and Maintenance (R & M) projects in schools continue to be submitted for consideration. The annual R&M allocation together with the continuation of the Council's capital programme through two funding streams will support a sustainable strategy for repairs and maintenance (i.e. will reduce backlog maintenance); and provide an efficient school estate. Funding is limited and prioritisation of need is a constant challenge.

7. Securing a sustainable set of transport policies and efficient delivery practices.

What we did:

✓ Expert consultants were engaged to provide options for efficiencies for home to school transport. The Cabinet considered recommendations from a School Transport Task & Finish Group. The decision was not to proceed at this point.

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

What we did:

- ✓ The Welsh Government (WG) programme of reforms for Additional Learning Needs (ALN) continues to develop. Person Centred Planning (PCP) is the only area of the reforms that has been confirmed and funding allocated by Wales Government to support a training programme. Full implementation of Wales Government reforms is not anticipated before 2018.
- ✓ The projects commissioned through the use of WG ALN Innovation Funding were completed by 31st March 2017. Additional funding has been allocated by WG for further projects in the 2017/18 financial year. The findings of the previous work undertaken has formed the basis for this work including a focus on developing effective transition using the Person Centred Planning approach and the development of an Additional Learning Needs Co-ordinator's Handbook and support network.
- ✓ Flintshire's Education Psychology Service have developed and implemented a training programme to ensure all schools have accessed initial training by July 2016. The next stage of the programme has been to identify Beacon schools who are fully embracing and embedding PCP into their practice.
- ✓ Flintshire is above the Wales and regional average for the percentage of Key Stage 3 learners achieving improved outcomes in Mathematics. We are ranked 5th in Wales which is 1 place above our benchmark of 6th. At Key Stage 2 we have improved by 2.2% points to be at the highest level in the North Wales region and improved the local authority ranked position from 11th to 6th in Wales.
- ⚠ Performance of Key Stage 4 learners in Mathematics has remained static for 2016/17 against 2015/16 actuals.

Safe	Progress	Satisfactory	Outcome	Medium
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1. During 2016/17 we said we would develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan by:

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

What we did:



The North Wales Safer Communities Board Plan for 2016/17 was approved and regional priorities have been embedded within the local 'People are Safe' delivery plan under the guidance of the Public Services Board.



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

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

What we did:



The aim of the Multi Agency Risk Assessment Conference (MARAC) is to reduce repeat victimisation to those individuals at serious risk of harm. During 2016/17 there were lower incidents of repeat victimisation. 14% of high risk repeat victims were referred to the Flintshire MARAC indicating a 6% point reduction from the previous year and a 50% point reduction against target.




The number of completed treatments provided to those with substance misuse problems has fluctuated throughout the year. The overall average for 2016/17 is 77.69% which is below the 2015/16 rate of 78.91%.

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


- Agreement of a forward plan for the resilience of the control room (location and technology renewal).
- Agreement of a new business and funding plan for the future service.

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

What we did:

 The feasibility study is complete and the consultant's report has been received to inform decision making.

 Consultation with Town & Community Councils and other Stakeholders is now complete.

 Relocation of the CCTV control room has been postponed. Progress to Stage Two has not been finalised however the consultancy brief included 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. The procurement of re-deployable cameras (where possible) will be made to complement the static CCTV camera scheme.

Poverty	Progress	Good	Outcome	High
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1. During 2016/17 we said we would provide advice and support services to help people protect their income by:
 - Assisting Flintshire residents to claim additional Social Security and Tax Credits to which they are entitled.
 - Assisting people with Welfare Reform changes through the effective application of the Council's Discretionary Housing Payment Policy.
 - Supporting Flintshire residents to better manage their financial commitments.
 - Monitoring the speed of processing of Housing Benefit claims: i) new claims ii) change of circumstances.

What we did:

- ✓ For the period 2016/2017, the successful outcomes from welfare rights interventions with Flintshire households generated additional benefit income of £1,579,380 for the year.
- ✓ During the year the demand from residents for access to advice and support providers was managed by the Advice and Housing Support Referral Gateways. As the Universal Credit full service is introduced within Flintshire from the beginning of 2017/18 support is being concentrated on residents who will become Universal Credit claimants.

! The Council continues to provide advice and support services to help residents maximise their household income through accessing the correct entitlement of social security benefits and managing their debts. The total number of residents supported to better manage their financial commitments was 21 during 2016/17 due to there being more limited advisory capacity.



! Performance was affected during the first half of the year due to recruitment and retention issues. Although the Council's performance target was been missed, we did achieve the Department for Work and Pensions (DWP) target of 24 days.

2. Helping people get closer to work and / or be work ready through a range of Government and European funded programmes:
 - The numbers of local people getting closer to work or becoming ready to enter work having benefitted from accessing Government or European funded programmes.

What we did:

✓ The Council and third sector providers have delivered support packages to households to enable them to get closer to work through the Supporting People Programme. During 2016/17 439 people engaged in education or learning opportunities and 610 people engaged in employment or volunteering opportunities.

✓ Communities First has a number of initiatives ensuring people enter employment from weekly job clubs to annual jobs fairs. To date we have been supported 99 people into full and part time employment.

✓ Communities First have worked with clients to enable them to be as work ready as possible, by supporting them through a number of courses including Health and Safety. 247 clients gained a qualification in 2016/17.

3. Deliver energy efficient measures to homes in Flintshire by:

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

What we did:

✓ The Council secured £35k of Welsh Government Warm Homes funding for Whole-House Assessments. The funding was used to provide solid wall insulation, efficient heating, and other energy efficiency improvements.

✓ The Gas Infill projects remain on track, and further opportunities for next financial year are being explored together with Capital Works. The pilot project utilising air source heat pumps, solar technology and battery storage installations are now complete.

✓ The Affordable Warmth and Healthy Homes Healthy People projects continue to help those most vulnerable in our communities. Overall this year we have completed 1,247 measures in 877 properties, saving tenants £288k annually for the lifetime of the measures, and a lifetime carbon savings of 33,000 tonnes.

✓ We have allocated the full grant amount of £325k from National Energy Action's (NEA) Warm and Healthy Homes. The domestic energy retrofit framework for Wales is now live which should deliver further savings.



Environment	Progress	Good	Outcome	Good
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1. During 2016/17 we said we would use available grant funding to support Council priorities for accessing employment, health, leisure and education by:

- Submission of successful funding bids to Welsh Government for local transport funding.
- Successfully delivering schemes funded through the Local Transport Fund - infrastructure.
- Preparing the existing route map and integrated network map for “Active Travel”
- Securing funding via the Rural and Community Development Fund – community transport.

What we did:



During 2016/17 Welsh Government funding was received for Road Safety Grant Schemes. Those completed include the A5026, Lloc - Junction Improvement, A5104 Penymynydd to Warren Hall and, Liverpool Road/Alltami Road.



Welsh Government did not deliver the revised mapping system that was to be used for capturing Active Travel proposals by all Local Authorities during 2016/17 therefore it was decided to use our current mapping system to develop the proposals to enable the agreed timetable to be achieved. Active Travel proposals were presented at the Community and Town Councils Forum in June, followed by commencement of the Statutory 12 week consultation period in July. Informal engagement events were managed with the Flintshire Disability Forum, Schools and the Local Access Forum



Several community transport schemes were discussed at working groups and drop in events during May and June. Close working with communities has enabled local innovative schemes to be developed. One Community Transport Hub has been established and 5 other schemes have been developed through working with stakeholders including the Community Councils that are due to commence in 2017/18

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 by:

- Monitoring the condition of the highway’s infrastructure
- Undertaking inspections to ensure reinstatements meet the required standards and raise the standard of works on Flintshire’s network.

What we did:

✓ Part 1 of the scheduled programme of work was completed between April and October 2016 which included carriageway surface dressing and resurfacing. Carriageway 'patching' was also completed during the year.

✓ Performance for the percentage of street work inspections undertaken to ensure the reinstatement of road conditions met the required standards was 15% for 2016/17 exceeding the target of 12.5%. The inspections undertaken have a threefold effect in (1) ensuring standards remain at an acceptable level (2) reducing repeat reinstatements and (3) reducing repeat site revisits.

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

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

What we did:

✓ Scanner Surveys of road conditions were made available to the Council in November 2016 for A, B, and C roads considered to be in overall poor conditions. The results show an improvement from 4.02% in 2015/16 to 3.35% during 2016/17.

✓ 34 road safety initiatives aimed at high risk older drivers were completed for the year against a target of 27. There was an increase in the latter part of the year due to a change in local advertising.


! The yearly total of 29 road safety initiatives aimed at newly qualified young drivers shows an increase in the latter half of the year due to the actions undertaken following advice from the Young Persons Steering Group. However the outturn is lower than the predicted target of 44. Attendance on the Pass Plus Cymru course has been in decline in previous years. The Young Persons Steering group is continuing to consider alternative promotions with Flintshire to support an increase in uptake.


✓ Welsh Government funding was 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. In addition to the BikeSafe workshop, a First Bike On Scene (FBOS) First Aid for Riders course was also made available to residents of Flintshire. 65 courses were delivered during the year which included residents from outside the area undertaking the training within North Wales.

4. Work closely with communities to develop, innovate and, sustain community transport schemes by:

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

What we did:


 Working groups were set up within the 21 communities that signed up to development of innovative and sustainable community transport schemes. Group meetings took place throughout August and September 2016. The purpose of the working groups was to organise public drop-in events to identify the demand within each area. A series of drop-in events were held across the County with the wider community and stakeholders to explain how people could get involved in the project.


 Only 1 Community Transport Hub was introduced during 2016/17 in the Higher Kinnerton area. Communication has been maintained with the community and is ongoing to ensure the success and sustainability of the scheme. Work has been carried out within the communities; officers have attended Community Council meetings, and facilitated drop in sessions to help develop community transport schemes. Several potential community transport schemes have been identified and several schemes are due to commence in 2017/18. Promotion of the schemes and close working with communities has enabled innovative schemes to be identified and developed.

Sustainable Development & Environmental Management	Progress	Good	Outcome	High
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1. During 2016/17 we said we would 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) by:
 - Gaining approval to the grant submission.
 - Establishing a Single Environment Group.
 - Monitoring progress and claiming the equivalent grant funding.

What we did:

 The Single Environment Working Group (SEWG) was established in June and has met twice since.

 The Group has successfully co-ordinated the actions of the two portfolios to meet the aims of the Single Environment Grant Claim (SEG) claim. SEWG are tracking the latest position on 2017/18 SEG level.

2. Agree the Local Development Plan’s (LDP) vision and objectives, and options to accommodate growth by:

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

What we did:

- ✓ Consultation on strategic options was completed in December 2016 and feedback reported to the Planning Strategy Group at its February 2017 meeting where the growth and spatial option was agreed.
- ✓ Council Members considered a draft of the emerging Preferred Strategy at the March 2017 Planning Strategy Group meeting and endorsed the emerging plan, including the vision, objectives, selected growth and spatial option, and draft strategic policies.
- ✓ Officers were given delegated powers to proceed to complete the draft Preferred Strategy including the preparation of supporting documents ready for consideration in the summer, following the Council elections.

3. Reducing our Carbon footprint by:

- Creating two solar farms on Flintshire County Council land.
- Installing an electricity link between Brook Hill Landfill site and Alltami Depot or agree a virtual private network with Scottish Power to fully utilise the energy generated and reduce costs
- Securing planning approval for the introduction of a waste transfer station in Greenfield.
- Creating a waste transfer station in Greenfield
- Improving recycling performance
- Reducing our carbon emissions

What we did:

- ✓ Overall energy consumption figures show a reduction for all fuel types as follows: Electricity -2.64 %, Gas -3.49%, Oil -38.72%, LPG -24.84%.
- ✓ A reduction in carbon emissions of 3.69% (weather corrected figure) with overall reduction for the County's carbon emissions of 4.78% (non-weather corrected) compared to 2015/16 figures
- ✓ Activities completed during the year were lighting refurbishment at Greenfield Business Centre and Hawarden Village School LED lighting, and 3 photo voltaic installations at Derwen School, Mynydd Isa Infants and Broughton CP.

✓ We created a waste transfer station at Greenfield which became operational at the end of April 2017. Kerbside collection rounds will started to tip there 3 days a week In August 2017.

4. Reviewing the Flood Risk Management Strategy by:

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

What we did:

✓ Preparation of a pre-consultation Draft Flood Risk Management Plan (FRMP) is complete. Following consultation the final approved Flood Risk Management Plans are expected to be published in autumn 2017.

✓ Following flooding incidents in June 2016, officers undertook a significant number of site investigations that were subsequently used to inform funding bids to Welsh Government. This funding has enabled emergency works at locations throughout Bagillt and Greenfield

5. Reducing the occurrence and impact of environmental crime. by:

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

What we did:

✓ During 2016/17 over 3900 Fixed Penalty Notices (FPN) were issued. The success of the pilot will be assessed.

✓ Informal consultation with elected members led to the approval by Cabinet of the introduction of a Public Space Protection Order (PSPO). This will give the enforcement team further powers to enforce against fouling and dog control offences. The introduction of the PSPO will allow the enforcement team to enforce dog exclusion zones in sensitive areas such as children’s play grounds and sports pitches.

Modern and Efficient Council	Progress	Satisfactory	Outcome	Medium
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1. During 2016/17 we said we would develop the community and social sector through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business by:
 - Monitoring the number of new social enterprises developed.
 - Monitoring the number of social enterprises supported to thrive and prosper.
 - Monitoring community benefits delivered by new social enterprises.

What we did:



During the year 11 new social enterprises were developed compared with 5 in 2015/16, these include:

- Holywell Leisure Centre, Toe to Toe, and Connah's Quay Nomads which formed a new social enterprise to take on Connah's Quay Youth Centre.
- Buckley Boxing Club formed a new social enterprise to take on Bistre Youth and Community Centre, and Flintshire Counselling was established to provide affordable counselling services to citizens who cannot access mainstream provision.
- Beyond the Boundaries, a beauty salon was developed specifically to create work and training opportunities for young people with disabilities.
- Emotional Learning Foundation was developed to change the way in which education is delivered with primary schools in order to educate young people to accept and deal with their emotions, both positive and negative.
- Art and Soul Tribe was developed to address the issue of bullying and use an alternative fashion show to convey their messages.
- Cambria Band provide the opportunity for local people to learn to play instruments and become involved with social activities relating to the celebration of local events and activities.
- Pepperpot Childcare is an inclusive 'wrap around' childcare venture operating in Deeside. It will create 19 jobs, as well as training and work placement opportunities.
- Trelogan Community Centre manage a community building in the centre of the community for the benefit of local residents.



✓ A wide range of business support, advice and guidance was provided to 24 social enterprises operating within Flintshire over the last year compared with 12 during 2015/16, the beneficiaries of this support include:

- Holywell Leisure Centre
- Toe to Toe
- Connah's Quay Nomads
- Buckley Boxing Club
- RainbowBiz
- West Flintshire Community Enterprises
- Groundwork North Wales
- Flintshire Counselling CIC
- Mold Rugby Club
- The Clocktower
- Beyond the Boundaries CIC
- Emotional Learning Foundation CIC
- Amser Babi Cymraeg
- BREW
- Parkfields community Centre
- Neighbourhood Economics
- Art and Soul Tribe CIC
- Cambria Band CIC

2. Encourage volunteers and active citizens by:

- Monitoring the impact of the local volunteering policy.

What we did:

! Encouraging volunteers and active citizens is a longer-term programme. The volunteering policy has been shared with the Public Services Board (PSB) and work is in progress with public sector partners under the "community resilience" priority of the Board.

3. Ensure community benefit through our commissioning of goods and services by:

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


What we did:

! The Community Benefits Board is concentrating on Academy Apprenticeships so its wider impacts are limited. Since the introduction of the new Contract Procedure Rules (CPR's) and Commissioning Form in November 2016, all projects above £1m now include Community Benefit clauses. The Commissioning Forms are being reviewed by the Corporate Procurement Team for all projects above £25k - therefore the inclusion of Community Benefits in contracts will be increasing.

4. Design and implement Alternative Delivery Models (ADMs) to sustain important services to meet future need by:

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

What we did:

 An activity plan for 2016/17 was developed with a key group of social enterprises that aimed to provide leadership and further support to the sector. The plan included:


- Two specific contracts targeted at the sector
- Business support and Dragons Den sessions
- A new business award in business week specific to the social enterprise sector; and
- 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 two thirds of the way through and on target.

5. Empower communities to run and manage facilities in their locality through the Community Asset Transfers (CAT) by:

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

What we did:

 During 2016/17 19 Community Asset Transfers were either complete or nearing legal completion. These are:

- Argoed community centre and library (Café Isa);
- Bistre Youth and Community Centre;
- Connah's Quay Swimming Pool (Cambrian Aquatics);
- Connah's Quay Youth Club;
- Connah's Quay Allotments (Mill Lane);
- Connah's Quay Scouts Building;
- Connah's Quay Cricket Club;
- Former Registrar's Office, Holywell;
- Greenfield Bowling Club;
- Gwernaffield Village Hall;
- Hope Library;
- Holywell library (Toe to Toe);
- Holywell Leisure Centre;
- Mancot Library;
- Maes Pennant Playing Field, Mostyn;
- Mold RFC;
- Mosytn Bowling Club,

- Scout Groups, various;
- Trelogan Community Centre.

! To support existing transfers 4 monitoring visits have been completed with the remainder planned early in 2017/18.

6. Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services by:

- Monitoring the achievements of the Armed Forces Covenant Action Plan.

What we did:

! Flintshire has been active during the year to ensure that the Armed Forces community are not disadvantaged when accessing Council services. We have been awarded the Ministry of Defence's Bronze award of Employee Recognition Scheme and are pursuing the Silver award. Regional funding from the Ministry of Defence has been secured and will support two 2 year co-ordinator positions working across six authorities to support the delivery of the Covenant's objectives.

Improving Resource Management	Progress	Good	Outcome	Medium
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1. During 2016/17 we said we would develop and implement a renewed three year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making by:

- Revising our plan to meet the £38m funding gap.
- Matching our priorities with revenue and capital investment.
- Achieving our efficiency targets.

What we did:

! The Medium Term Financial Strategy (MTFS) was adopted by the Cabinet. The amber outcome rating is due to uncertainty over future funding settlements. The provisional Local Government settlement was received on 19th October 2016 and was more favourable than 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%. The annual budget was developed and agreed in three stages between September and February.





! Total efficiency achieved for 2016/17 was £9.557m against a target of £10.521m – an achievement rate of 91%


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


- Participation in the Flintshire Academies Training and Development Programmes.
- Monitoring the impact of people performance management.
- Monitoring the impact of the new Employee Development and Talent.
- Management of employee retention
- Monitoring the impact of the People Strategy in service portfolios


What we did:

 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 the top organisational needs including service reviews, efficiency led service model changes, the transition to Alternative Delivery Models, and workforce scale and cost reduction programmes.

 Participation in the Flintshire Academies Training and Development Programmes was a new measure for 2016/17 and, refers to a place of study or learning which covers Leadership & Management, general and/or Role specific personal development, Equality and Diversity, Welsh Language, Health & Safety, First Aid, and ICT. During the year 868 employees attended some form of training.

 65% of employees received an annual appraisal during 2016/17. Work is ongoing to ensure that annual appraisals take place in a timely way for all employees and are recorded on iTrent.


 Sickness absence has reduced to 9.87 working days per shift per full time equivalent employee during 2016/17 compared with 10.5 in 2015/16.

 The percentage of employee turnover during 2016/17 was 12.36%. This shows a change from the comparative figures for 2015/16 (10.64%) as is due, in part, to the inclusion of Community Playworkers and employees within services included in Alternative Service Models where services have been transferred out.

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

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

What we did:

 The Council's corporate accommodation is being rationalised through reducing floor space, 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. The relocation of

services from Phase 4 to Phases 1 and 2 has freed up an additional 3,571 square metres within County Hall. The cumulative total vacated space is 5,579 square metres.

✓ During this year the running costs of the remaining corporate accommodation was £1,324,861. This equates to a 31% reduction from the baseline figure. The equivalent figure for 2016/17 is a reduction of £604,139.

✓ The percentage of employees working in an agile way within County Hall was 87% which denotes a ratio of 819 workspaces to 944 employees.

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

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

What we did:

✓ During the year progress has been made in delivering purchasing efficiencies through the use of regional and national procurement collaborations as a result of working with the National Procurement Service, and identifying joint collaborative opportunities with Denbighshire County Council.

✓ The largest spend service areas have continued to engage and make use of the Proactis Portal for day to day tendering activities resulting in greater compliance with the Contract Procedure Rules as well as delivering process efficiencies.

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 by:

- Increasing the number of transactional services online and via the Flintshire App.
- Increasing the take up of online services.
- Responding to customer feedback to ensure information is accessed at the first point of contact online.

What we did:

✓ The new Customer Service Strategy was approved by Cabinet and sets out the Council's plan to transform customer



access to Council services over the next five years; this will include a review of how customers currently access Council services and opportunities to modernise all face to face, telephone and digital access channels.

✓ The number of online digital transactions increased with 11,142 customers choosing to correspond with the Council online via the website. There was also a 19% increase in the number of people using the Council's website. Customer Support Services continue to work closely with ICT to prioritise services for transformation.

✓ During 2016/17 the number of digital enquiries i.e. website, e-forms, Mobile App and Live Chat increased each quarter with over 31,000 online enquiries received during the year. The final quarter saw the highest increase with 11,809 enquiries received compared to 7,460 to the previous quarter. There was also a rise in the number of people browsing the NEW Homes website with 1,421 users choosing to explore housing opportunities online.

✓ During 2016/17 website usage was consistent, over 765,000 people visited Flintshire's website during the year. On average this equated to over 191,000 visitors each quarter. Over 4.7 million web pages were viewed during the year. There was an increase in the number of users to the Council's website in quarter 4 with 214,196 users visiting the website. Each user visited 2.29 on average times during the quarter. Over 1.3 million web pages were viewed meaning that website users looked at around 6 pages during their visit to our website.

Section 3

Equality

The Council takes seriously its duty to promote equality, eliminate discrimination and foster good relations through all its activities. The Council published an updated Strategic

Equality Plan in 2016; this is being incorporated into CAMMS (Performance management system) to ensure that progress and achievements can be monitored more effectively and regular updates provided.

✔ We are developing an electronic system for integrated impact assessments. This is scheduled to be in place by autumn 2017. It will ensure equality and Welsh language impact assessments are systematically undertaken as part of business and policy decisions to inform decision-making.

✔ We participated in the first Diversity Festival for Flintshire promoting the Council's commitment to equality and increasing access to services.

✔ We completed an Equal Pay audit which will be published on our website. The audit concentrated on the pay difference between men and women but future pay audits will include other protected groups.

! Progress continues to remain inconsistent across service portfolios, incorporating the Strategic Equality Plans within the Council's new business planning process will contribute to more efficient reporting. A key area of improvement is the collation of baseline data to identify areas of significant inequality where we need to target our resources to improve outcomes for our customers.

We need to accelerate the employee diversity audit to ensure that a detailed equal pay audit can be undertaken in September 2017.

Welsh Language Standards (WLS)

The Council is committed to meeting the Welsh Language Standards ensuring that we can provide high quality services in both English and Welsh. We have undertaken several activities during the past 12 months to identify the profile of Welsh language skills across the organisation and to raise the visibility and audibility of the language:

✔ The percentage of employees who completed the Welsh language skills audit increased from 42% to 82% during 2016/17. Identifying the language skills of employees helps managers plan to deliver bilingual services. We aim to achieve 100% completion rate by 31st March 2018.

✔ We supported Menter Iaith to celebrate a successful St David's Day in Flint town. There are plans to continue supporting celebrations of St David's Day in the community.

✔ The Council's Welsh Language Network has been involved in initiatives to raise the profile of Welsh language within the Council.

✔ In partnership with Menter Iaith and Coleg Cambria we promoted the Welsh language to local businesses as part of Business Week activities.

! We can only deliver excellent services in Welsh if there are sufficient numbers of employees with the appropriate Welsh language skills at each service delivery point and in each workplace where there is contact with the public. We need to review

our Human Resource Management policies to ensure we can attract and retain Welsh speakers and ensure that we are able to provide opportunities for employees to develop and maintain their Welsh language skills.

Link to detailed year end [Welsh Language Annual Report](#) .

Sustainable Development

The Well-being of Future Generations (Wales) Act 2015 is about improving the social, economic, environmental and cultural well-being of Wales. The Act recognises that Wales faces a number of challenges now and in the future, such as climate change, poverty, health inequalities, jobs and growth. It also recognises the need to work together and think about the long term impacts of decisions in order to tackle these issues.

✓ Within the Council work has been undertaken during the year which has focused on securing vital services for the future. This has been evidenced earlier in the report through, for example:

- Our own change in operational model and integration of business units
- Increased collaborative and partnership working
- Greater levels of consultation with local people e.g. Our Flintshire, Our Future
- Continuous development of alternative service delivery models.

✓ Our work to sustain services continues into 2017/18 and is evident in our [Council Plan](#) for 2017/18 particularly in sections such as 'Developing Communities' where we support communities to become more resilient and self-sufficient.

Partnership and Collaboration Activity

Flintshire has a longstanding and proud track record of partnership working. The communities it serves expect the statutory and third sector partners to work together, to work to shared priorities and, through collective effort, to get things done. The Public Services Board, is at the heart of promoting a positive culture of working together and concentrates energy, effort and resources on some of the big social issues of today.

The Flintshire Public Services Board was established on 1st April 2016 as a result of the "Well-being of Future Generations (Wales) Act" coming into effect. The Flintshire PSB is made up of senior leaders from a number of public and voluntary organisations: Flintshire County Council, Betsi Cadwaladr University Health Board, Natural Resources Wales, North Wales Fire & Rescue Services (statutory members), North Wales Police, Public Health Wales, Flintshire Local Voluntary Council, Coleg Cambria, Glyndwr University, Wales Community Rehabilitation, National Probation Services Wales, Police & Crime Commissioner and Welsh Government (invited PSB members). Together these organisations are responsible for developing and implementing the Well-being Plan for Flintshire which is due to be published in May 2018.

Whilst the PSB realise there is much that could be done to add value to public services and to the communities of Flintshire they have identified a number of priorities for 2017/18

that support the seven goals of the “Well-being of Future Generations (Wales) Act”. These being:-

- Well-being and Independent Living
- Safe and Resilient Communities
- Community Safety
- Economy
- Environment

Regulation, Audit and Inspection

The Council is regulated by a number of organisations throughout the year. These include, amongst others the Wales Audit Office (WAO), Estyn for Education and the Care and Social Services Inspectorate (CSSIW).

The WAO publish an annual report on behalf of the Auditor General for Wales in 2016/17 called the Annual Improvement Report. This report summarises the outcomes of all work that the WAO have undertaken during the year. The Auditor General has not made any statutory recommendations with which the Council must comply. Four advisory proposals for improvement have been made which are listed in table 3 below:

The Council has responded with an action plan against which progress is regularly monitored.

Table 3

Issue date	Brief description	Conclusions	Proposals for improvement
Governance			
May 2017	<p>Good governance when determining service changes</p> <p>Review of the Council’s governance arrangements for determining service changes.</p>	<p>The Council’s governance arrangements for determining significant service change are generally effective with some opportunities to further strengthen its approach. We came to this conclusion because:</p> <p>The Council has a clear vision and strategic approach for determining service change;</p> <p>Governance and accountability arrangements for service change decision-making processes are clear, comprehensive and well-understood;</p> <p>Options appraisals relating to service change are robust, transparent and wide-ranging;</p> <p>The Council has effective arrangements to engage</p>	<p>The Council’s governance arrangements could be strengthened by:</p> <p>P1 Clearly defining the role of Scrutiny Committees in reviewing the impact of individual service changes, and by encouraging committees to reflect this role in their Forward Work Plans</p> <p>P2 Ensuring that Equality Impact Assessments associated with service change are of a consistently high quality.</p> <p>P3 Ensuring that internal reviews of its governance arrangements – such as the Annual Governance Statement – explicitly consider governance in relation to decisions about service change.</p>

		<p>with, and inform, stakeholders about</p> <p>service change proposals, their potential implications and the processes involved in reaching a decision;</p> <p>Corporate arrangements for monitoring the impact of service change are generally clear, but there is scope to clarify the role of scrutiny; and</p> <p>The Council continues to review and refine its governance and decision-making arrangements and responds positively to external audit feedback.</p>	
Use of resources			
November 2016	<p>Annual audit letter 2015-16 Letter summarising the key messages arising from the Auditor General's statutory responsibilities under the Public Audit (Wales) Act 2004 and his reporting responsibilities under the Code of Audit Practice.</p>	<p>The Council complied with its responsibilities relating to financial reporting and use of resources</p> <p>The Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources; and</p> <p>Work to date on certification of grant claims and returns has not identified significant issues that would impact on the 2015-16 accounts or key financial systems.</p>	None
January 2017	<p>Savings planning Review of the Council's financial savings arrangements, including how well it is delivering the required savings and whether it has robust approaches to plan, manage and deliver budget savings, at a pace that supports financial resilience.</p>	<p>The Council has a sound financial planning framework and it continues to strengthen its financial planning to better support future financial resilience. We came to this conclusion because:</p> <p>Savings achievement 2015-16</p> <p>The Council has reported achievement of 83% of its planned 2015-16 savings in year and can demonstrate that individual savings have been delivered.</p> <p>Financial planning</p>	P1 Strengthen financial planning arrangements by ensuring that all savings proposals are sufficiently developed before the start of the financial year in which they are to be implemented.

		<p>arrangements The Council has an effective corporate framework for financial planning and plans to lengthen the term of the MTFS to five years to address the current lack of indicative plans for future years.</p> <p>Savings Plan 2016-17 The Council forecasts that it is will achieve 90% of its 2016-17 revised planned savings but some of its savings proposals are not sufficiently well developed when the budget is approved.</p>	
Improvement planning and reporting			
July 2016	<p>Wales Audit Office annual improvement plan audit Review of the Council's published plans for delivering on improvement objectives.</p>	The Council has complied with its statutory improvement planning duties.	None
November 2016	<p>Wales Audit Office annual assessment of performance audit Review of the Council's published performance assessment.</p>	The Council has complied with its statutory improvement reporting duties.	None
Reviews by inspection and regulation bodies			
No reviews by inspection and regulation bodies have taken place during the time period			

Corporate Health and Safety

The Council is committed to its duties and responsibilities as an employer for health and safety. The management of workplaces that are safe to the health of all Council employees, sub-contractors, stakeholders and members of the public is one of our main priorities. To meet this priority we plan to meet the requirements of the Health and Safety at Work Act 1974 and other associated legislation as far as is reasonably practicable.

✓ The Council continues to provide a robust system for accident/incident/near miss reporting and all accidents that are reported under RIDDOR to the Health & Safety Executive (HSE) are investigated. All statistical data is gathered by Corporate Health and Safety and provided to the relevant portfolios/services for detailed trend analysis.

✓ The Corporate Health and Safety Steering Group continue to meet on a quarterly basis playing a major part in identifying risk management priorities and demonstrating health and safety leadership. Each Portfolio have presented the group with annual health and safety reports, reviewed and updated health and safety action plans, detailed accident/investigation statistics and claims data for 2016/17.

✓ All Portfolio's support the Council priorities with regard to health and safety and include health and safety within formal meetings, meeting regularly to discuss health and safety issues ensuring they are part of the strategic and operational planning process and that strategic business decisions within their Service(s) are subjected to systematic hazard and risk analysis.

✓ A comprehensive programme of health and safety training continues to be made available. Relevant health and safety training needs are identified through learning and development appraisals and delivered both internally and externally.

✓ Initiatives for 2016/17 have included:

- Development of new accident/incident reporting system which will provide an electronic form and compatibility with new ICT systems – to be rolled out end of 2017
- Continue to raise awareness of the importance of completing the e-learning programmes to complement agile working
- Programme of Asbestos & Legionella Awareness Training for premises managers
- Hand Arm Vibration training and programme of monitoring
- Development of formal health and safety service level agreements to support the Alternative Delivery Models and Schools.

✓ It is important that employees and managers ensure health and safety management arrangements are reviewed and/or maintained and monitored through periods of change. The Corporate Health and Safety Steering Group and Chief Officers Team will continue to seek assurances from each of the Portfolios of these arrangements and the Corporate Health and Safety Team will continue to monitor effectiveness of health and safety arrangements through a rolling programme of inspection/accident investigations and audits.

Appendices

Appendix A – Improvement Plan 2016/17 Risk Register

Appendix B – Improvement Plan Measures Data Table

Appendix C – National Indicators Data Table

Appendix D – Glossary of Terms

Feedback and how to Obtain Further Information

There are a number of related documents which support this Annual Performance Report. These can be obtained through the following links:

- Flintshire County Council Improvement Plan 2016/17
- National Performance Bulletin 2016/17
- Flintshire Social Services Annual Performance Report 2016/17

- Annual Strategic Equality Plan Report 2016/17
- Welsh Language Monitoring Report 2016/17

Thank you for reading our Annual Performance Report for 2016/17

A public summary of this report will be published before December and will be available on the Council's website and via our e-magazine.

Your views and suggestions about how we might improve the content and layout of the Annual Performance Report for future years are welcome.

In addition, should you wish to know more about our priorities for 2017/18 onwards please read our Council Plan 2017/23. Again, your views about future priorities, plan content and layout are welcome.

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Integrated Risk Manager
A CAMMS SOLUTION

Strategic Risk Report 2016-17

Flintshire County Council

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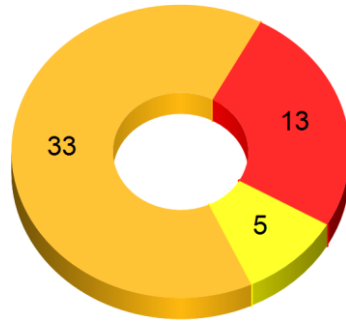


Print Date: 26-May-2017

Risk Summary

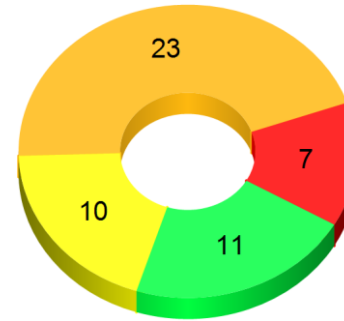
Strategic Risks

Initial Risk Assessment



Minor 9.80% (5)
Moderate 64.71% (33)
Major 25.49% (13)




Current Risk Assessment



Insignificant 21.57% (11)
Minor 19.61% (10)
Moderate 45.10% (23)
Major 13.73% (7)

Strategic Risks

1 Housing




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.1R1	Homelessness will remain a growing area of demand due to the current economic climate.	Strategic Risk	Katie Clubb - Community Support Services Manager	Suzanne Pemberton - Supporting People Manager				Open

Potential Effects: An increase in demand by potentially homeless clients would have an impact on capacity within the service. The lack of available housing to meet this demand would result in an increase for temporary housing.

Lead Supporting Officer Comments: 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: 15-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST99	The supply of affordable housing will continue to be insufficient to meet community needs.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Denise Naylor - Customer Services Manager, Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager				Open

Potential Effects: Impact would increase pressure on housing solutions and homelessness services.

Lead Supporting Officer Comments: The Council's Strategic Housing And Regeneration Programme (SHARP) continues to progress, with the first scheme of 12 new Council homes completed on the site of the former Custom House School site, Connah's Quay. Work also commenced on The Walks, Flint which will deliver 92 Council (30) and affordable homes (62) and 40 properties at smaller sites at Connah's Quay, Leeswood and Mold. In March 2017, Cabinet approved site feasibility and investigation works on a further 22 site across Flintshire which will potentially deliver a further 363 Council and affordable properties. With these properties, the total programme will comprise 507 homes which includes 277 Council properties, 157 affordable rent properties and 73 affordable purchase properties.


The Housing Programmes Team is a statutory consultee to planning applications and ensures the delivery of affordable housing provision on market led schemes in line with planning policy and local needs. This includes developers providing gifted units for affordable rent through NEW Homes Ltd or through Shared Equity where we currently have 285 properties (which excludes those that have been sold).

The Council also oversees the delivery of the Social Housing grant (SHG) with local housing association partner.

NEW Homes continues to grow with a further 14 affordable properties transferred to the management of the company. A further 12 are scheduled for 2017/18.

Affordable properties delivered through the planning system during 16/17 was 46.

Last Updated: 25-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST100	The increased work programme to deliver the Welsh Housing Quality Standard (WHQS) will not be met due to the scale of the programme.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Sean O'Donnell - Contract Surveyor	Amber	Amber		Open

Potential Effects: Contractors under performing against targets may have an adverse effect on budgets

Lead Supporting Officer Comments: The risk remains low as both Year 1 and Year 2 of the capital programme were delivered in full.

Year 3 surveys / scoping works have already commenced and the majority of contracts have now commenced the delivery works onsite.




All work streams are progressing well with many of the contracts anticipated to be completed and finalised in Quarter 3.

A review of the journey to date is to be undertaken by the Capital Works Manager with the Programme being refreshed to capture and incorporate any Acceptable Fails (Tenant Refusals etc.) thus further improving the delivery programme in terms of completing the works as soon as possible rather than resulting in a large 'pepper pot' programme later in the final year.

A revised structure has also been approved with the recruitment progress currently at 90% with only 5 positions left to advertise and fill.

Last Updated: 24-May-2017




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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ST102	Council funding for adaptations and home loans will not be sufficient to meet demand.	Strategic Risk	Niall Waller - Enterprise and Regeneration Manager					Open
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Potential Effects: Adaptations are a statutory duty for the Council. Demand in excess of current budgets would create a financial pressure on the Capital Programme.

Lead Supporting Officer Comments: Demand for DFG funding has increased as the delivery of DFGs has increased in speed. Although demand has exceeded budget provision savings in other areas of the service have offset this.




Last Updated: 28-Apr-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST103	Financial assistance available to repair homes is not taken up by residents.	Strategic Risk	Niall Waller - Enterprise and Regeneration Manager					Open

Potential Effects: Available resources will not be fully utilized and the programme may not realise its full impact in bringing quality homes into Flintshire.

Lead Supporting Officer Comments: The budget for repairs to homes has been fully utilised this year.

Last Updated: 28-Apr-2017




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST104	Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources.	Strategic Risk	Niall Waller - Enterprise and Regeneration Manager					Open

Potential Effects: The Council has a statutory duty to deliver Disabled Facilities Grants (DFGs) and failure to do so in a timely manner risks challenge and reputational impact.

Lead Supporting Officer Comments: 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.

Last Updated: 28-Apr-2017

2 Living Well




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST105	Fragility and sustainability of the care home sector.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning				Open

Potential Effects: Reduced quality of care, increased difficulties with recruitment and retention of staff, and reduced capacity in the care home sector.

Lead Supporting Officer Comments: 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. Monthly follow up sessions are taking place in North East Wales to take forward the agreed actions. Providers are involved in these discussions and, fee setting is ongoing. The project manager has undertaken initial research and identified both 'quick wins' and medium to long term opportunities to support the sector, and is working with new providers to support their entry into the Flintshire market. 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: 25-May-2017


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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST107	The quality of care home services will not meet required standards.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Performance Lead ' Social Services				Closed

Potential Effects: Negative impact on reputation of the Council.

Lead Supporting Officer Comments: 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. This risk has been mitigated to Green and is now closed.


Last Updated: 27-Apr-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST108	Children and vulnerable families are not fully supported where multi-agency services and partners do not move toward an early intervention and prevention approach	Strategic Risk	Craig Macleod - Senior Manager, Children's Services & Workforce	Ray Dickson - Children's Fieldwork Services Manager	Amber	Amber		Open

Potential Effects: High re-referral rates, statutory requirement to provide Information, Advice and Assistance not met, escalation of needs and high cost intervention, duplication of effort across agencies

Lead Supporting Officer Comments: Project arrangements for developing an Early Intervention Hub are in place with appropriate governance and delivery infrastructure. 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. Additional funding has been identified through the Intermediate Care Fund to facilitate support to children, young people and families with complex needs, through targeted support to help prevent their problems from escalating.




Last Updated: 24-Apr-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST109	Demand and aspirations for independent living will not be met.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services	Amber	Green		Open

Potential Effects: Insufficient capacity within existing extra care provision

Lead Supporting Officer Comments: Flint Extra Care scheme ' to be known as Llys Raddington ' is under construction and remains on track to complete in the spring of 2018. The site is at the heart of the town and will provide 73 apartments, with a mix of 1-bed and 2-bed apartments. There is specific provision for people living with dementia. The development of a new Extra Care scheme in Holywell is now progressing well. A preferred site has been identified at the vacant Ysgol Perth y Terfyn school near the town centre. The Council are working closely with Wales & West Housing Association to complete outline designs and prepare a full planning application by July 2017. Successful planning processes will enable construction to commence with a target completion in the first half of 2019. With positive progress on both projects, this risk is now decreasing.

Last Updated: 08-May-2017




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST110	Funding between Health and the Council does not transfer smoothly e.g. Continuing Health Care (CHC), Intermediate Care Funds (ICF), and Primary Care Funds.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services				Closed

Potential Effects: Increased costs to the Council

Lead Supporting Officer Comments: £227K has been reclaimed as a result of the work on tracing Continuing Healthcare Care (CHC) funding. 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. This risk is now closed.

Last Updated: 25-May-2017

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST111	Service provision is not co-ordinated/integrated.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services				Open

Potential Effects: Ineffective joint services

Lead Supporting Officer Comments: Betsi Cadwaladr University Health Board (BCUHB) successfully recruited to two key management positions within the organisation which has created some collaborative stability this year.




There is BCUHB management attendance at the Health, Wellbeing and Independence Board which meets every quarter. The BCUHB/FCC Strategic Partnership continues to meet quarterly chaired by Flintshire County Council (FCC) Chief Executive.

Partnership Friday is held monthly and is attended by BCUHB managers and FCC Chief Officers; BCUHB managers also attend Heads meetings as relevant to discuss specific issues. 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: 08-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST112	Safeguarding arrangements do not meet the requirements of the Social Service and Well-being (SSWB) Act.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Yellow	Green	↓	Open
<p>Potential Effects: Criticism from Regulator</p> <p>Lead Supporting Officer Comments: A specific module on safeguarding in line with the act has been delivered to employees in Social Services. Safeguarding procedures are being amended in line with the Act, and training will be delivered on these. E-learning modules on Safeguarding are now available on Flintshire Acadami. Interactive half day workshops will be delivered June 2017.</p> <p>Last Updated: 25-May-2017</p>								

3 Economy and Enterprise




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST113	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.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager, Rachael Byrne - Enterprise Manager				Open

Potential Effects: If a significant growth deal package is agreed for Cheshire / Warrington area then it will bring the local partners the ability 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 and to enable the maximum benefits from economic growth to reach local people.

Lead Supporting Officer Comments: 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.

Last Updated: 28-Apr-2017




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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST114	Infrastructure investment does not keep pace with needs and business is lost to the economy.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager				Open

Potential Effects: 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.

Lead Supporting Officer Comments: 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. Welsh Government has announced major road infrastructure investment in Flintshire and is developing a North Wales Metro which will modernise transport infrastructure in the region.




Last Updated: 28-Apr-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST115	Support for businesses in Flintshire does not meet needs and fails to encourage investment.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager, Rachael Byrne - Enterprise Manager				Open

Potential Effects: i) Lower level of investment ii) Lower level of employment iii) Failure to realise wider benefits to the county from business investment

Lead Supporting Officer Comments: 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. Despite the small size of the Flintshire service responses and support from businesses is very positive.

Last Updated: 28-Apr-2017


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST116	Devolved powers in Wales do not match those in England.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager				Open

Potential Effects: 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.

Lead Supporting Officer Comments: There has been considerable progress in the development of a growth bid for North Wales and positive discussions with both UK and Welsh Government about the next steps in its development. Cross border partnership working is extremely strong and Welsh Government have welcomed the development of cross border elements for the vision.

Last Updated: 28-Apr-2017

4 Skills and Learning


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST117	Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future	Strategic Risk	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Senior Manager - School Improvement	Amber	Amber		Open

Potential Effects: Flintshire residents are not appropriately skilled to meet the labour market requirements.

Lead Supporting Officer Comments: 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


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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST118	Training places will not match current or future employer aspirations and needs	Strategic Risk	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Senior Manager - School Improvement	Amber	Amber		Open

Potential Effects: Flintshire residents will not have access to a suitable range of qualifications which will facilitate successful recruitment within the local area.

Lead Supporting Officer Comments: 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.




Last Updated: 29-Nov-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST119	Timescales of European Social Fund (ESF) programmes will not meet local targets and requirements.	Strategic Risk	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Senior Manager - School Improvement	Amber	Amber		Open

Potential Effects: 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).

Lead Supporting Officer Comments: 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.




Last Updated: 17-Feb-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST120	Schools do not receive and/or make best use of the support they need from the Council and Gwasanaeth Effeithiolrwydd (GwE)	Strategic Risk	Claire Homard - Senior Manager - School Improvement	Jeanette Rock - Principal Education Officer Inclusion				Open

Potential Effects: 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.

Lead Supporting Officer Comments: Schools considered to pose a risk because there is evidence they are not making best use of the support provided by the Council or GwE will be targeted as part of the School Performance Monitoring Group and challenged to engage. Persistent failure to engage could result in the issuing of a Warning Notice by the Chief Officer to the school under the Schools Causing Concern guidance from Welsh Government


Last Updated: 26-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST121	Numbers of school places not matching the changing demographics.	Strategic Risk	Damian Hughes - Senior Manager, School Planning & Provision	Claire Homard - Senior Manager - School Improvement				Open

Potential Effects: Higher teaching ratios, unfilled places, backlog maintenance pressures

Lead Supporting Officer Comments: 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.

Last Updated: 17-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST122	Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Strategic Risk	Damian Hughes - Senior Manager, School Planning & Provision	Claire Homard - Senior Manager - School Improvement	Red	Red		Open

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Potential Effects: Schools unable to operate effectively, potential school down time, negative impact on curriculum delivery


Lead Supporting Officer Comments: Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also:

- i) Support a reduction of unfilled places
- ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership
- iii) Ensure that the condition and suitability of the school estate is improved.




Additionally, in future years capital business cases for improvement and repairs, and maintenance projects in schools will be submitted via the Council's business case process for consideration.

Last Updated: 17-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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ST123	Leadership capacity does not match school needs	Strategic Risk	Claire Homard - Senior Manager - School Improvement	Jeanette Rock - Principal Education Officer Inclusion	Amber	Amber		Open
<p>Potential Effects: Flintshire learners do not leave with suitable qualifications to enable them to progress into further education or employment. Overall school standards decrease with an increase in schools entering into an Estyn category and requiring significant levels of intervention to improve.</p> <p>Lead Supporting Officer Comments: 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.</p> <p>Last Updated: 19-Dec-2016</p>								




5 Safe Communities

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST124	Lack of sustainable funding to deliver nationally determined community safety priorities.	Strategic Risk	Sian Jones - Public Protection Manager					Open

Potential Effects: Unable to deliver services

Lead Supporting Officer Comments: All external grants were received during 2016/17 and appropriate financial claims and monitoring information were provided to the funders.

Last Updated: 16-May-2017


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST125	Retention of experienced and skilled staff due to the short term grant funding regime.	Strategic Risk	Sian Jones - Public Protection Manager					Open

Potential Effects: Staff shortages may impact on service delivery.

Lead Supporting Officer Comments: The Community Safety Partnership received continued funding during 2016/17 that enabled the services they commission to be continued.

Last Updated: 03-May-2017


6 Poverty

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST126	Demand for advice and support services will not be met.	Strategic Risk	Katie Clubb - Community Support Services Manager	Pam Davies - Housing Options Team Leader	Yellow	Yellow		Open

Potential Effects: 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.

Lead Supporting Officer Comments: From October 2016, the Council's Welfare Rights Team have been based in the Citizen Advice Flintshire Mold office. The collaboration with Citizen Advice Flintshire was introduced to maximise the efficient use of service resources and increase the number of households helped to access correct entitlement of social security benefits. In addition, the Advice and Housing Support Gateways have continued to help providers to manage demand from households experiencing social welfare problems as a result of the ongoing transformation of the social security system.

Last Updated: 15-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST127	Debt levels will rise if tenants are unable to afford to pay their rent.	Strategic Risk	Katie Clubb - Community Support Services Manager	Jen Griffiths - Benefits Manager	Amber	Amber		Open

Potential Effects: In 2018, the reductions to the financial support provided by welfare benefits to help low-income tenants pay their housing costs and the expansion of the Universal Credit Full Service across Flintshire will increase the number of households accruing rent arrears. In addition, some households, e.g., single people aged under 35, will find that wef April 2018; their social housing property is no longer an affordable housing option.

Lead Supporting Officer Comments: Due to the continued, slow introduction of Universal Credit within Flintshire in 2016/17, the number of claimants who are also tenants remains low and there was little increase in the number of Universal Credit claimants during the year. The Advice and Housing Support Gateways refer cases to the Specialist Debt Officer where necessary and the personal budgeting service delivered by Citizen Advice Flintshire has coped with the demand from Universal Credit claimants.

Last Updated: 15-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST128	The local economy will suffer if residents have less income to spend.	Strategic Risk	Katie Clubb - Community Support Services Manager	Jen Griffiths - Benefits Manager	Amber	Yellow	↓	Open

Potential Effects: The welfare reforms will reduce income levels in Flintshire by an average of £500 per working age adult pa by 2018. This will have a wider knock-on effect for the Flintshire economy given households (particularly lower-income households) will have less money to spend on local goods and services.

Lead Supporting Officer Comments: In 2016/17 Flintshire residents received specialist advice and support to access ongoing social security benefits worth £1,579,380 increasing the spending power of these households within the local economy.




Last Updated: 15-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST129	Residents do not take up the energy efficiency measures available.	Strategic Risk	Niall Waller - Enterprise and Regeneration Manager		Amber	Yellow	↓	Open

Potential Effects: i) Available resources not used to their full potential ii) Household energy bills higher than needed iii) Fuel poverty remains higher than needed

Lead Supporting Officer Comments: There has been a strong level of demand for energy efficiency measures and in particular for the external wall insulation offered in Deeside. All available resources have been fully used.

Last Updated: 28-Apr-2017


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST130	Available funding for energy efficiency measures may fall short of public demand.	Strategic Risk	Niall Waller - Enterprise and Regeneration Manager					Open

Potential Effects: 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.

Lead Supporting Officer Comments: 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.

Last Updated: 28-Apr-2017

7 Environment


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST131	Sufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Barry Wilkinson - Highways Networks Manager	Amber	Amber		Closed

Potential Effects: A lack of sufficient funding would result in a worsening condition of the highway infrastructure across Flintshire.

Lead Supporting Officer Comments: Preventative and corrective work has been completed across a number of improvement and maintenance schemes of the highest ranked sites within the network as planned, in accordance with received funding.

Last Updated: 26-May-2017

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST132	Sustainable transport options do not remain attractive to users.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager	Amber	Amber		Open

Potential Effects: Increase in individual car usage. Increase in deterioration of the highway. Not meet the requirements of the Active Travel Wales bill.

Lead Supporting Officer Comments: 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.

Last Updated: 17-Feb-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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ST133	Sufficient funding will not be found to continue to provide subsidised bus services.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager				Open
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Potential Effects: Decrease in bus services to residents, particularly in rural areas.

Lead Supporting Officer Comments: 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.

Existing supported bus services are operating within current financial levels for 2016-2017.




Last Updated: 17-Feb-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST134	Reduction of the Single Environment Grant.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment					Open

Potential Effects: Potential reduction in future service provision

Lead Supporting Officer Comments: Reduction of the Single Environment Grant remains a risk as Welsh Government have continued with a reduced settlement for 2017-18. This has been raised as a budget pressure for 2017-18.

Last Updated: 19-May-2017


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST135	Recycling programmes are not supported by the public and employees.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager				Open

Potential Effects: Decreasing income from resale of recyclates. Increased infraction charges. Carbon reduction targets not met.

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Lead Supporting Officer Comments: 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 Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST136	Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment		Amber	Amber		Open

Potential Effects: Unable to generate power through FCC controlled renewables sources. Continue to pay market prices for energy.

Lead Supporting Officer Comments: A list of potential sites has been generated in partnership with the Green Growth Wales team, these are being reviewed and a programme for each will established during 2017-18.

Last Updated: 19-May-2017




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST137	Funding will not be secured for priority flood alleviation schemes.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment		Red	Red		Open

Potential Effects: Flood schemes will not be delivered

Lead Supporting Officer Comments: Grant availability continued to be monitored throughout 2016-17 and a capital bid to potentially address flood risk schemes was also developed. The Mold scheme has been 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: 19-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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ST138	Customer expectations around the delivery of flood alleviation schemes are not effectively managed.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment					Open
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Potential Effects: Flood schemes will not be delivered

Lead Supporting Officer Comments: The customer expectation (which is improving) is that flood risk can be eliminated or managed through the delivery of flood alleviation schemes by the Local Authority. This may not always be possible due to technical, environmental, financial or other constraints. Potential schemes must be able to demonstrate positive benefit cost ratios and then be considered and prioritised on a national risk based approach. Considering the current pressures on public funding, the money available for addressing flood risk is unlikely to be adequate and pressures will only increase with the rising future risk brought about by further development and a changing climate. As such flood risk management and local resilience will need to be improved by everyone working together and by those at risk from flooding taking responsibility to protect and help themselves.

Last Updated: 19-May-2017

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST139	Environmental crime programmes are not supported by the public and employees.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager				Open

Potential Effects: Continued problems with littering, graffiti and loss of environmental quality

Lead Supporting Officer Comments: 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 FPNs 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

8 Modern and Efficient Council

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST140	The capacity and appetite of the community and social sectors.	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Amber	Green	↓	Open

Potential Effects: 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.

Lead Supporting Officer Comments: For 2016/17 we have ten Community Asset Transfers that are either complete or nearing legal completion (plus an additional 3 that are not quite at this stage but will be soon and an additional 2 that have been completed with schools and communities as Transfer of Control Agreements rather than Asset Transfers, if these are included it makes a total of 15 in 2016/17). In addition 5 services have now been agreed by Cabinet to progress into 3 Alternative Delivery Models. This demonstrates the capacity and appetite of the community and social sectors to work with the council to sustain important services for local communities.




Last Updated: 26-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST141	The willingness of the workforce and Trade Unions to embrace change.	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Red	Green	↓	Open

Potential Effects: Organisational change objectives cannot be met.

Lead Supporting Officer Comments: Detailed work has taken place with staff and trade unions on the asset transfers and the five services that are establishing Alternative Delivery Models. In each case an agreed position has been reached with staff and trade unions which demonstrates their appetite to work co-operatively on this agenda.

Last Updated: 26-Apr-2017




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST142	Market conditions which the new alternative delivery models face.	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open

Potential Effects: New Alternative Delivery Models will see a decrease in income and ultimately be un-sustainable.

Lead Supporting Officer Comments: Final diligence on all 5 services establishing ADM's is nearing completion. This has included final market assessments which demonstrate each of the three new ADM's can compete and co-operate in the markets they are entering.

Last Updated: 25-Apr-2017

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST143	Limitations on public funding to subsidise alternative models.	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open

Potential Effects: Alternative Delivery Models become unsustainable as it cannot meet costs with reduced funding from the Council..

Lead Supporting Officer Comments: Final diligence work for each of the three new Alternative Delivery Models shows that the level of public funding available in the foreseeable future is adequate to support the new companies.

Last Updated: 26-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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ST144	Procurement regulations stifling our ability to develop local community and third sector markets	Strategic Risk	Arwel Staples - Strategic Procurement Manager					Closed
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Potential Effects: Unlikely increase in spend with Small and Medium Enterprises (SMEs) and third sector suppliers




Lead Supporting Officer Comments: 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.

The introduction of the Commissioning Form will also facilitate consideration of SME and Third Sector friendly procurement initiatives for individual projects. As a result there should be greater opportunities for the local and third sector markets due to relevant lotting of tenders as well as making tender documents more market friendly.

Last Updated: 18-Apr-2017




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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST145	Newly established Social Enterprises fail in their early stages of development	Strategic Risk	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				Open

Potential Effects: New social enterprises are not sustainable and go into liquidation

Lead Supporting Officer Comments: Work on Alternative Delivery Models and Community Asset Transfers will result by early 2017 in four new large social enterprises operating in Flintshire. These include: Cambrian Aquatics, Holywell Leisure Centre, Flintshire Leisure and Libraries, HF Trust. These organisations strengthen the social enterprise sector in Flintshire and will enable through their learning and sharing of co-operative practice the sector to deal with issues in early stages of social enterprise start up. This will add to the work of the social enterprise sector working group which has a plan to support the sector during 2017.




Last Updated: 26-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST146	Newly established Community Asset Transfers fail in their early stages of development	Strategic Risk	Neal Cockerton - Chief Officer - Organisational Change 2	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open

Potential Effects: New social enterprises are not sustainable and go into liquidation

Lead Supporting Officer Comments: Monitoring of Community Asset Transfer (CAT) achievements in their first year has started. This includes meeting with each organisation discussing their financial situation and achievement of community benefits. At this stage no significant risks of failure has been identified.




Last Updated: 15-May-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST147	The scale of the financial challenge.	Strategic Risk	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Finance Manager				Open

Potential Effects: The Council does not have sufficient funding to meet it's priorities and obligations.

Lead Supporting Officer Comments: 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.

Last Updated: 24-Apr-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST148	The capacity and capability of the organisation to implement necessary changes.	Strategic Risk	Sharon Carney - Lead Business Partner					Open




Potential Effects: Organisational change objectives cannot be met.

Lead Supporting Officer Comments: Organisational change programmes are broadly on time and on budget.

Last Updated: 29-Nov-2016

Risk Action Title	Lead Officer	Start Date	End Date	Percentage Complete	Progress Comments
Detailed workforce plans for each portfolio	Sharon Carney- Lead Business Partner	03-Apr-2017	31-Mar-2018	80	Each portfolio has completed a high level workforce plan for their senior management teams and the next two or three tiers. The next step is for portfolio's to assess the future broader workforce requirements taking into account any future changes that will impact upon the staffing within the respective service areas.

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST149	The pace of procurement collaborations and our limited control over their development.	Strategic Risk	Gareth Owens - Chief Officer - Governance	Arwel Staples - Strategic Procurement Manager				Open

Potential Effects: Procurement efficiencies will not be realised.

Lead Supporting Officer Comments: 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: 18-Apr-2017

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST150	Public attitude to accessing services on-line.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Rebecca Jones - Customer Services Team Leader	Yellow	Yellow		Open

Potential Effects: Targeted efficiencies to be achieved through people switching to accessing services will not be met.

Lead Supporting Officer Comments: The new Customer Service Strategy has been approved by Cabinet and sets out the Council's plan to transform customer access to Council services over the next five years; this will include a review of how customers currently access Council services and opportunities to modernise all face to face, telephone and digital access channels. In quarter 4, the Council continued to see the number of online digital transactions rise with 11,142 customers choosing to correspond with the Council online via the website. There was also a 19% increase in the number of people using the Council's website. Customer Support Services continue to work closely with ICT to prioritise services for transformation.

Last Updated: 10-May-2017

Appendix B - Improvement Plan Measures Table

Priority Housing: Appropriate and Affordable Homes					
Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
The number of new Council and affordable homes through the SHARP programme	N/A - new measure	12	12	G	Not Applicable
The number of new affordable homes provided through the planning system	N/A - new measure	35	42	G	Not Applicable
The number of affordable homes provided through the Social Housing Grant (SHG) programme	N/A - new measure	21	24	G	Not Applicable
Number of housing enquiries resolved at first point of contact	N/A - new measure	N/A - baseline to be established	2130	Not Applicable	Not Applicable
HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	98.3%	87%	54%	R	Downturned
Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan	23	40	14	R	Downturned
PSR/009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.	521 days	316	249	G	Improved
PSR/009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults.	348.4	247	248.55	G	Improved

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
IPH2M1 - Number of empty homes brought back into use	34	35	25	A	Downturned
Capital Works Target - Roofs & Associated Components	N/A - new measure	210	131	R	Not Applicable
Capital Works Target - Windows	N/A - new measure	42	131	G	Not Applicable
Capital Works Target - External Doors	N/A - new measure	42	131	G	Not Applicable
Capital Works Target – Heating Upgrades	192	190	123	R	Downturned
Capital Works Target – Kitchen Replacements	1393	1030	1266	G	Downturned
Capital Works Target – Smoke Detectors	508	500	566	G	Improved
Capital Works Target – Bathroom Replacements	1688	1398	1792	G	Improved
Capital Works Target - Electrical Systems	N/A - new measure	50	69	G	Not Applicable

Priority: Living Well

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Monitoring numbers of agency staff used	N/A - new measure	18	18	G	Not Applicable
Number of care homes which are a 'Service of Concern'	3	12	5	G	Improved
Number of care homes in 'Escalating Concerns'	0	1	1	G	Downturned
Number of adults who received advice or assistance from the information, advice and assistance service during the year and have not contacted the service again (New National Outcomes Framework for Social Services)	N/A - new measure	N/A - baseline to be established	983	Not Applicable	Not Applicable

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Number of adults who received a service provided through a social enterprise, co-operative, user led service or third sector organisation during the year (New National Outcomes Framework for Social Services)	N/A - new measure	N/A - baseline to be established	620	Not Applicable	Not Applicable
Achievement of outcomes for people with a learning disability	N/A - new measure	N/A - baseline to be established	No Data	Not Applicable	Not Applicable
The number of communities committed to becoming 'Age-Friendly'	N/A - new measure	N/A - baseline to be established	2	Not Applicable	Not Applicable
Stability of school placements	13.38	10	11.9	A	Improved
Timeliness of health assessments	68.35	68	61.48	A	Downturned
Educational attainment of looked after children	248.22	270	310.64	G	Improved

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
The percentage of identified carers of adult service users who access the 'Bridging the Gap' respite and report it having a positive impact on their caring role.	N/A - new measure	N/A - baseline to be established	86	Not Applicable	N/A
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.	89%	82%	93.85%	G	Improved

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
The rate of delayed transfers of care for social care reasons (SCA/001)	3.4	2	3.01	A	Improved
Number of Looked After Children (LAC) waiting to access CAMMS	N/A - new measure	N/A	2	Not Applicable	Not Applicable
Average waiting time for Looked After Children (LAC) accessing CAMMS	N/A - new measure	N/A	4	Not Applicable	Not Applicable

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Number of events aimed at raising awareness of dementia across the county	N/A - new measure	N/A	38	Not Applicable	Not Applicable
Embedding safeguarding awareness and procedures within appropriate policies (policy reviews)	N/A - new measure	N/A	1	Not Applicable	Not Applicable
Increased referral rates from services other than Social Services	N/A - new measure	N/A	3	Not Applicable	Not Applicable
SCA/019 The percentage of adult protection referrals where the risk was managed	100%	98%	100%	G	Maintained
SCA/014 The percentage of initial child protection conferences held within 15 days of the strategy discussion	86%	95%	74%	R	Downturned
SCC/034 The percentage of child protection reviews completed within timescales	99.3%	98%	98.10%	G	Downturned

Priority: Economy and Enterprise					
Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Delivery of supply chain development events	0	8	10	G	Improved
Number of new jobs in Flintshire	2139	1200	1480	G	Downturned
Percentage of enquiries converted to investment in Flintshire	74.2%	N/A	87%	Not Applicable	Improved
Number of jobs created and sustained in Flintshire	2,139	1,200	1480	G	Downturned
Number of jobs created as a result of large capital programmes (Welsh Housing Quality Standard)	43	36	42	G	Downturned
Number of jobs created as a result of large capital programmes (Strategic Housing and Regeneration Programme)	0	N/A	393	Not Applicable	Improved
Number of town private sector investment proposals supported	N/A - new measure	N/A - baseline to be established	3	Not Applicable	Not Applicable
Number of new ambassadors created	0	15	15	G	Improved

Priority: Skills and Learning

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Number of training and apprenticeship opportunities: Apprenticeships	N/A - new measure	N/A - baseline to be established	12	Not Applicable	Not Applicable
Number of training and apprenticeship opportunities: Traineeships	N/A - new measure	N/A - baseline to be established	32	Not Applicable	Not Applicable
Increase number of training and apprenticeship opportunities through Futureworks Flintshire Apprenticeships Academy and our major capital programmes (WHQS & SHARP)	12	10	5	A	Downturned
The number of entrepreneurs supported through the Flintshire BEN 119	N/A - new measure	N/A - baseline to be established	64	Not Applicable	Not Applicable
Improved local skills base to improve employability and earning prospects through improved qualifications: Number of Flintshire residents qualified to NVQ Level 2	N/A - new measure	N/A - baseline to be established	76.3%	Not Applicable	Not Applicable
Improved local skills base to improve employability and earning prospects through improved qualifications: Number of Flintshire residents qualified to NVQ Level 3	N/A - new measure	N/A - baseline to be established	51.5%	Not Applicable	Not Applicable

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Improved local skills base to improve employability and earning prospects through improved qualifications: Number of Flintshire residents qualified to NVQ Level 4	N/A - new measure	N/A - baseline to be established	29.2%	Not Applicable	Not Applicable
Increased numbers of learners achieving the Level 1 threshold	96.2%	97.1%	95.3%	A	Downturned
Securing high levels of 16 years olds in education, employment and training	98.7%	98.8%	96.3%	A	Downturned
Reducing the percentage of 18 – 24 year olds claiming Jobseekers Allowance	5.0%	5.10%	3%	G	Improved
(European Social Fund TRAC) Number of people gaining a qualification or work relevant certification	Measures discontinued from April 2016				
(European Social Fund TRAC) Number of people completing a work experience placement or volunteering opportunity					
(European Social Fund Adtrac) Number of people gaining a qualification or work relevant certification					
(European Social Fund Adtrac) Number of people completing a work experience placement or volunteering opportunity					
(European Social Fund Opus) Number of people gaining a qualification or work relevant certification					

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
(European Social Fund Opus) Number of people completing a work experience placement or volunteering opportunity	Measure discontinued from April 2016				
(Communities 4 work) Number of people gaining a qualification or work relevant certification	N/A - new measure	N/A - baseline to be established	2	Not Applicable	Not Applicable
(Communities 4 work) Number of people completing a work experience placement or volunteering opportunity	N/A - new measure	N/A - baseline to be established	2	Not Applicable	Not Applicable
The percentage of learners achieving the Foundation Phase Indicator	87.0%	87.9%	86.9%	A	Downturned
IPSL1M1 - The percentage of learners achieving GCSE grade C or above in Mathematics	69.4%	74.4%	69.4%	A	Maintained
IPSL1M2 - The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in Mathematics	92.0%	93.8%	92.7%	A	Improved
IPSL1M3 - The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in Mathematics	90.9%	87.9%	92.3%	G	Improved
Percentage of Foundation Phase learners achieving improved outcomes in Mathematics	90.2%	88.4%	90.2%	G	Maintained
IPSL1M4 - The percentage of learners achieving GCSE grade C or above in English	72.2%	88.4%	71.6%	A	Downturned

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
IPSL1M5 - The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in English	91.4%	93.0%	91.1%	A	Downturned
IPSL1M6 - The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in English	90.1%	87.3%	91.2%	G	Improved
Percentage of Foundation Phase learners achieving improved outcomes in English	89.0%	86.2%	88.4%	G	Downturned
Percentage of Key Stage 4 learners achieving improved outcomes in Welsh (first language)	54.6%	74.7%	68.0%	A	Improved
Percentage of Key Stage 2 learners achieving improved outcomes in Welsh (first language)	86.4%	85.4%	84.3%	A	Downturned
Percentage of Key Stage 3 learners achieving improved outcomes in Welsh (first language)	80.0%	92.1%	96.8%	G	Improved
Percentage of Foundation Phase learners achieving improved outcomes in Welsh	91.2%	85.6%	88.1%	G	Downturned

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
EDU/003 – The percentage of learners achieving the Core Subject Indicator at Key Stage 2	87.9%	87.0%	89.82%	G	Improved
EDU/004 - The percentage of learners achieving the Core Subject Indicator at Key Stage 3	87.1%	86.5%	88.3%	G	Improved
Improvement of outcomes in Capped Wider Points score, including an increasing proportion of A* and A grades	342.1	362.7	343.3	A	Improved
EDU/017 - The percentage of learners achieving the Level 2 Threshold inclusive of Mathematics and English and/or Welsh 1 st Language	60.6%	69.9%	61.9%	A	Improved
IPSK1M7 - Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 1 Indicator (Five GCSE passes A* to G or vocational equivalent)	92.1%	96.6%	94.1%	A	Improved
IPSK1M8 - Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 2+ Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1 st Language)	35.2%	43.9%	33.6%	R	Downturned
IPSK1M9 - Improve performance of cohort of learners entitled to Free School Meals (FSM) in The Capped Points Score indicator. (Points achieved in best eight course outcomes)	308.1	338.7	308.4	A	Improved

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achievement of the Core Subject Indicator at Key Stage 3	71.3%	76.5%	76.20%	A	Improved
The percentage of young people of school age in the youth justice system that are offered 25 hours ETE	80.0%	40.0%	71%	G	Downturned
The percentage of young people of school age in the youth justice system that are offered 16+ ETE	75.0%	55.0%	58%	G	Downturned
Priority: Safe Communities					
Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
The percentage of high risk repeat victims of domestic abuse referred to the Flintshire MARAC	20.0%	28.0%	14.3%	G	Improved
Monitoring the number of formal consultations for public space protection orders (PSPOs)	New Measure	N/A - baseline to be established	No Data	Not Applicable	Not Applicable
IPSC1M4 - Achieve a waiting time of less than 20 days from referral to treatment (KPI 2)	90.9%	80.0%	85.1%	G	Downturned
IPSC1M5 - Substance Misuse Treatment Completes (KPI 6)	78.9%	80.0%	77.7%	A	Downturned

Priority: Poverty

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	£2.1m	£1.5m	£1.5m	G	Downturned
Speed of processing Housing Benefit claims - new claims	81	80.0	84.06	A	Downturned
Speed of processing Housing Benefit claims - change of circumstances	32.9	32.0	23.4	G	Improved

The following indicators are provided for information and monitoring only and are not suitable for setting targets against					
Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Amount of monthly discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes	£290,694	N/A	£434,668	Not Applicable	Improved
Number of residents supported to better manage their financial commitments	168	N/A	21	Not Applicable	Downturned
(European Social Fund TRAC) Number of people entering employment	Measures discontinued from April 2016				
(European Social Fund Adtrac) Number of people entering employment					
(European Social Fund Opus) Number of people entering employment					

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
(European Social Fund Communities 4 Work) Number of people entering employment	N/A - new measure	N/A - baseline to be established	4	Not Applicable	Not Applicable
(Families First) Number of people gaining a qualification or work relevant certification	Measures discontinued from April 2016				
(Families First) Number of people completing a work experience placement or volunteering opportunity					
(Flying Start) Number of people entering employment					
(Flying Start) Number of people gaining a qualification or work relevant certification					
(Flying Start) Number of people completing a work experience placement or volunteering opportunity					
(Communities First) Number of people entering employment	N/A - new measure	N/A - baseline to be established	99	Not Applicable	Not Applicable
(Communities First) Number of people gaining a qualification or work relevant certification	N/A - new measure	N/A - baseline to be established	247	Not Applicable	Not Applicable
(Communities First) Number of people completing a work experience placement or volunteering opportunity	N/A - new measure	N/A - baseline to be established	59	Not Applicable	Not Applicable
(Supporting People) Number of people recording a positive outcome under the outcome measure 'Engaging in education and learning'.	N/A - new measure	616.0	1034	G	Not Applicable

(Supporting People) Number of people recording a positive outcome under the outcome measure 'Engaging in employment / volunteering opportunities'.	N/A - new measure	N/A - baseline to be established	1049	Not Applicable	Not Applicable
Number of private homes receiving energy efficiency measures	1,356	800	877	G	Downturned
Overall annual fuel bill reduction for residents	£296,030	£150,000	£288,000	G	Downturned

Priority: Environment					
Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
THS/012 - The percentage of principal (A) roads, non-principal (B) roads and non principal (C) roads that are in overall poor condition*	4%	7%	3.35%	G	Improved
Percentage of inspections undertaken to ensure reinstatements meet required standards so as to improve the standard of works undertaken on Flintshire's network	N/A - new measure	12.5%	15.0%	G	Not Applicable
Road safety initiatives to reduce the risk of collisions of high risk groups: older drivers	24	27	34	G	Improved
Road safety initiatives to reduce the risk of collisions of high risk groups: Newly qualified young drivers	43	44	29	R	Downturned
Road safety initiatives to reduce the risk of collisions of high risk groups: Motorcyclists	63	63	65	G	Improved

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Number of community transport hubs developed within available funding	N/A - new measure	N/A - baseline to be established	1	Not Applicable	Not Applicable
EEFLM1 - Carbon Reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non domestic portfolio)	1.1%	5%	3.69%	A	Improved

Priority: Modern and Efficient Council

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Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
The number of new social enterprises developed	5	3	11	G	Improved
The number of social enterprises supported to thrive and prosper	12	7	24	G	Improved
Number of volunteers in volunteering placements	541	N/A - baseline to be established	548	Not Applicable	Improved
Percentage of contracts awarded in the financial year over £1m with community benefit clauses included in contract documents	N/A - new measure	N/A - baseline to be established	100%	Not Applicable	Not Applicable
Percentage of contracts awarded in the financial year under £1m with community benefit clauses included in contract documents	N/A - new measure	N/A - baseline to be established	100%	Not Applicable	Not Applicable

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
The level of efficiencies alternative delivery models (ADMs) have supported	N/A - new measure	N/A - baseline to be established	No Data	Not Applicable	Not Applicable
The number of services sustained through delivery via alternative models	N/A - new measure	N/A - baseline to be established	No Data	Not Applicable	Not Applicable
The number of public assets transferred to the community	N/A - new measure	15	10	A	Not Applicable
The amount of efficiency targets achieved	£10.6m	£10.5m	£9.5m	A	Downturned
Number of participants in Flintshire Academy Training and Development Programme	N/A - new measure	N/A - baseline to be established	868	Not Applicable	Not Applicable
Increase percentage of staff that receive an annual appraisal	N/A - new measure	N/A - baseline to be established	65	A	Not Applicable
Percentage of employee turnover (excluding early retirement and voluntary redundancy)	0.00%	8%	12.36%	R	Not Applicable
CHR/002 – The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence.	10.50	10.00	9.87	G	Improved

Achievement Measures	2015/16 Baseline Data	2016/17 Target	2016/17 Outturn	Performance RAG	Performance Trend
Reduction in square meters of occupied office accommodation	22.0%	25%	34%	G	Improved
Reduction in the running costs of corporate accommodation	19.9%	25%	31%	G	Improved
Agile working - desk provision as a percentage of staff (County Hall)	98%	89%	87%	G	Improved
IPM4M3 - Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	£1,822,470	£400,000	£640,596	G	Downturned
Efficiencies achieved through the use of end to end electronic purchasing	Measure discontinued from April 2016				
Increase the number of transactional services online and via the Flintshire app	N/A - new measure	N/A	50853	Not Applicable	Not Applicable
Increase the take up of online services	N/A - new measure	N/A	1317256	Not Applicable	Not Applicable

A	R	Improved	Downturned	Maintained	
Indicator	Annual Outturn 2015/16	Annual Target 2016/17	Year End Outturn 2016/17	RAG	Performance Trend
Organisational Change					
LCL/001(b): The number of visits to Public Libraries during the year, per 1,000 population - Annual PI	4,535 Visits per 1,000	5,000	3935 per 1,000	R	Downturned
LCS/002(b): The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	9501 Visits per 1,000	9,739	8,740	R	Downturned
Social Services					
PSR/002: The average number of calendar days taken to deliver a Disabled Facilities Grant	307.74 days	247	248	G	Improved
PSR/004: The percentage of private sector dwellings that had been vacant for more than 6 months at 1st April that were returned to occupation during the year through direct action by the local authority - Annual PI	8.8%	8.76%	9.05%	G	Improved
PLA/006(b): The number of additional affordable housing units provided during the year.	20.7%	N/A	24.65%	N/A	Improved
Planning & Environment					
PPN/009: The percentage of food establishments which are 'broadly compliant' with Food Hygiene standards	96.5%	93%	96.55%	G	Maintained
Streetscene & Transportation					
STS/005(b): The percentage of highways inspected of a high or acceptable standard of cleanliness - Annual PI	93.2%	95%	94.40%	A	Improved
STS/006: The percentage of reported fly tipping incidents cleared within 5 working days	97.8%	95%	96.50%	G	Improved
WMT/004(b): The percentage of municipal Waste collected by local authorities sent to landfill	7.38%	20%	0.52%	G	Improved
WMT/009(b): The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycling	58.5%	59%	68.20%	G	Improved
THS/007: The percentage of adults aged 60+ who hold a concessionary bus pass	78.8%	80%	81.60%	G	Improved

Indicator	Annual Outturn 2015/16	Annual Target 2016/17	Year End Outturn 2016/17	RAG	Performance Trend
THS/012: The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition - Annual PI	4.02%	7%	3.40%	G	Improved
THS/012a: The percentage of principal (A) roads that are in overall poor condition - Annual PI	4%	7%	3.35%	G	Improved
THS/012b: The percentage of non-principal (B) roads that are in overall poor condition - Annual PI					
THS/012c: The percentage of non-principal (C) roads that are in overall poor condition - Annual PI					
People & Resources					
CHR/002: The number of working days / shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	10.5 days / shifts	10	9.87	G	Improved
CAM/037: The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 sq metres	3.00%	2.33%	2.70%	A	Improved
Education & Youth					
EDU/002(i): The percentage of all pupils (including those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification - Annual PI	0.0%	N/A	0%	N/A	Maintained
EDU/002(ii): The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification - Annual PI	0.0%	N/A	0%	N/A	Maintained
EDU/003: The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment - Annual PI	87.91%	87%	90.10%	G	Improved

Indicator	Annual Outturn 2015/16	Annual Target 2016/17	Year End Outturn 2016/17	RAG	Performance Trend
EDU/004: The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher - sassessment - Annual PI	87.11%	86.5%	88.40%	G	Improved
EDU/006(ii): The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3 - Annual PI	5.5%	N/A	3.90%	N/A	Downturned
EDU/011: The average point score for pupils aged 15 at the preceding 31 Aug, in schools maintained by the local authority - Annual PI	541.8 Points	558.6 Points	521.4 Points	A	Downturned
EDU/015(a): The percentage of final statements of special education need issued within 26 weeks including exceptions - Annual PI	89.7%	90%	96.30%	G	Improved
EDU/015(b): The percentage of final statements of special education need issued within 26 weeks excluding exceptions - Annual PI	98.6%	100%	100%	G	Improved
Indicator	Annual Outturn 2015/16	Annual Target 2016/17	Year End Outturn 2016/17	RAG	Performance Trend
EDU/016(a): The percentage of pupil attendance in primary schools - Annual PI	94.7%	94.9%	94.70%	G	Maintained
EDU/016(b): The percentage of pupil attendance in secondary schools - Annual PI	94.2%	94.3%	94.30%	G	Improved
EDU/017: The percentage of pupils aged 15 at the preceding 31st August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics - Annual PI	60.61%	69.90%	60.90%	A	Improved

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Appendix D - Glossary

Term	Definition
21st Century Schools	A Wales Government programme of funding to improve school buildings and environments
Adaptations	Changes to a person's home to enable her/him to live as independently as possible
Affordable Housing	Covers a range of tenure options for renting and purpose
Agile Working	Working across locations in a flexible way with the use of technology
Capital	Money spent on assets (e.g. buildings, equipment and land)
Carbon footprint	The amount of Carbon Dioxide that enters the atmosphere through the activities of the Authority
CCTV	To prevent and respond to crime and disorder
Coastal Communities Fund	Money from the Big Lottery Fund provided to encourage the economic development of UK coastal communities by giving funding to create sustainable economic growth and jobs
Communities First programme	A Welsh Government Programme to tackle poverty in the most disadvantaged areas in Wales
Community Asset Transfers	Transfers of land or buildings into the ownership or management of a Voluntary / Community Sector organisation or statutory body
Community benefit clauses	Benefits to local communities from major procurements e.g. training and employment opportunities, community facilities. This incorporates social value by taking wider impacts and benefits into account other than price
Deeside Enterprise Zone	Deeside Enterprise Zone is one of the first to be created in Wales and covers over 2000 hectares that will provide space for new and existing businesses to grow
Disabled Facility Grant	A grant available for larger adaptations to a person's home
Efficiency Targets	Financial savings we aim to achieve within a given period of time through specific actions
Enterprise Zones	A Welsh Government initiative to stimulate growth and support business in designated areas
Equal pay	Equality legislation prohibits less favourable treatment between men and women in terms of pay and conditions of employment. Where there has been a potential historical pay gap between men and women, Equal Pay claims may be brought

Term	Definition
Flintshire Business Entrepreneurship Network	Employers working together to support Entrepreneurship Programmes
Homelessness Prevention	Take reasonable steps to prevent homelessness for anyone at risk of homelessness within 56 days
Infrastructure	Facilities, systems, sites and networks that are necessary for the County to function
Intermediate Care Fund (ICF)	Funding provided by Welsh Government to avoid unnecessary hospital admissions, inappropriate admission to residential care, and delayed discharges from hospital
Local Development Plan	The Council's land use planning document that will guide development until 2030
Looked After Child/ren	A child aged 0-18 who is under the care of the Local Authority
Medium-term Financial Strategy	The Council's plan forecasts funding levels and resource requirements over the medium term, identifies the gap between the two with specific actions identified to balance the budget and manage resources
Mersey Dee Alliance (MDA)	a partnership that supports strategic economic activity spanning the North Wales/North West England border
North East Wales Ambassadors programme	a partnership between the Local Authority and tourism businesses aimed at maintaining high standards for visitors
Pre-deposit Plan	The name for the draft of the Local Development Plan (LDP) before it is formally submitted to Wales Government
Procurement collaborations	Ways of procuring goods and services within agreed terms and conditions
Public Accountability Measures (PAMs)	Information collected from every Local Authority in Wales to measure and compare performance
Renewable energy schemes	Schemes designed to use energy from a source that is naturally replenished e.g. sunlight
Social business model	The way in which we run the Council as an accountable and ethical organisation operating in a business world. This incorporates social value; the importance of the overall quality of the outcomes
Social Enterprises	Businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community
Social Housing Grant (SHG)	A grant given by Welsh Government to provide new affordable homes or low cost home ownership

Term	Definition
Strategic Housing Regeneration Programme (SHARP)	A programme of building new affordable homes across Flintshire
Substance Misuse	The continued use of drugs or alcohol despite negative consequences to the individual using, their friends, family and the community
TRAC project	An EU funded project supporting young people aged 11-24 who are disengaging with education and at risk of not being in education, employment or training
Universal Credit	New benefit which replaces the current means tested benefit for working age claimants.
Vibrant and Viable Places	Welsh Government's regeneration framework launched in March 2013 with the vision that everyone in Wales should live in well-connected, vibrant, viable and sustainable communities with a strong local economy and good quality of life
Wales Housing Quality Standard	Welsh Government's physical quality standard for modern social housing
Welfare reform	A range of measures being introduced by Central Government to reform the Welfare Benefits system
Young Entrepreneur Programme	An opportunity for young people to work with mentors on their business ideas

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CABINET

Date of Meeting	Tuesday, 24 th October 2017
Report Subject	Flintshire Public Services Board review and Well-being Plan development
Cabinet Member	Leader of the Council and Cabinet Member for Finance Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

This report provides an overview of the work of the Flintshire Public Services Board (PSB) to date and the development of the Well-being Plan.

The Public Services Board was formed in April 2016, as a statutory responsibility of the Well-being of Future Generations (Wales) Act 2015. Its work to date has focused on the production of the Well-being Assessment and the development of the Well-being Plan which is to be published by May 2018.

In addition the PSB has continued work on the priorities from the former Local Services Board (LSB) and also maintains its statutory role of the Community Safety Partnership.

This report also provides a brief overview of the strategic partnerships which report into the PSB.

RECOMMENDATIONS

1	That Members are assured of the level of progress that the Flintshire Public Services Board (PSB) has made to date.
2	That the PSB themes/priorities for the Well-being Plan are supported.
3	That Members support the level of progress of the various strategic

	partnerships.
4	That Members note the next steps outlined and the timeframe around delivery.

REPORT DETAILS

1.00	FLINTSHIRE PUBLIC SERVICES BOARD
1.01	Flintshire has a longstanding and proud track record of partnership working. The communities it serves expect statutory and third sector partners to work together with shared priorities. The Flintshire Public Services Board (PSB) is at the heart of promoting a positive culture of working together and concentrates energy, effort and resources on providing efficient and effective public services.
1.02	The high level aim of the Flintshire PSB is to “protect, sustain and improve the economic, social, environmental and cultural well-being of Flintshire through collaborative working as a single public service”.
1.03	Since the introduction of the Well-being of Future Generations Act (Wales) 2015, the Flintshire PSB has made much progress towards achieving the main duties of the Act.
1.04	In fulfilling its roles and activities the Board will contribute to the seven national well-being goals.
1.05	Public sector partners work together to achieve these goals. The first step required of public sector partners, as a new statutory duty, has been to complete and publish a detailed analysis of the conditions of ‘well-being’ in the communities they serve by using all available data-sets of demographics, deprivation etc. This is known as the Well-being Assessment. The second step is to agree and publish a Local Well-being Plan for collective action on a set of locally derived priorities.
	Well-Being Assessment
1.06	A Well-being Assessment for Flintshire has been produced and published in line with statutory requirements. This presents a contemporary picture of life and well-being in Flintshire.
1.07	Three of the PSBs in North Wales (the joint Conwy/Denbighshire PSB, the Wrexham PSB and the Flintshire PSB) engaged a single research team to develop their assessments. These three assessments have similar structures and have been developed using similar information and data sources. This was an effective use of resources to reduce work and cost.
1.08	The draft Flintshire Assessment was sent to both the Welsh Government and the Future Generations Commissioner for comment. Their feedback was considered by the PSB at its meeting in April where it was agreed that

	the majority of the feedback could be used for future editions of the Assessment. There was little time to amend the Assessment before the statutory publication date.
The Well-being Plan for Flintshire and PSB Priority Themes	
1.09	The Well-being Plan is a requirement of the Well-being of Future Generations (Wales) Act and needs to be produced and published by May 2018. Work is on-going, the first significant step has been the production and publication of the Well-being Assessment as outlined above. Work is now underway around the development of the Well-being Plan as the second step.
1.10	The Well-being Plan will have a number of priorities which have been chosen as the themes where the PSB can add most value. Working together to add value and a greater impact on these priorities is the collective aim of the Flintshire PSB.
1.11	<p>The Flintshire PSB has selected and endorsed five themes and a number of priorities as outlined below. These include two themes which continue from former Local Service Board priorities, a newly developed priority and two new additional themes:</p> <p><u>Theme: Well-being and Independent Living (former LSB priority)</u></p> <ul style="list-style-type: none"> • Provide information and support for people to take responsibility for their own health and that of their families. • Targeted interventions where individual and families have the most to gain. • Deliver more services closer to home. • Build and strengthen the care sector. <p><u>Theme: Community Safety (former LSB priority)</u></p> <ul style="list-style-type: none"> • Delivering safer neighbourhoods. • Domestic abuse and sexual violence. • Drugs and alcohol. • Reduce re-offending. <p><u>Theme: Resilient Communities (newly developed priority)</u></p> <ul style="list-style-type: none"> • Enable and inspire communities across Flintshire to develop into confident, cohesive, and forward thinking communities. • Develop and coordinate an approach across public services that ensures when any public service is working with a community that additional skills and capacity are left with that community. This approach will start with tackling sedentary behaviour amongst children and adults, by enabling individuals to make positive changes to their lifestyles and improvements to their overall health. • Co-ordinate an approach across public service delivery that maximises the impact of community benefits. • Further develop community ownership models including Community Asset Transfers (CAT), micro social enterprises and

	<p>community shares.</p> <p><u>Theme: Economy and Skills (new priority)</u></p> <ul style="list-style-type: none"> • Strategic sites (employment and housing). • Transport infrastructure and services. • Business growth and innovation. • Skills, worklessness and social reform. <p><u>Theme: Environment (new priority)</u></p> <ul style="list-style-type: none"> • Green Infrastructure • Environmental Protection and Enhancement • Flood Protection • Climate Change
1.12	<p>The PSB held two workshops in September 2017. One workshop was arranged to further develop the new Environment theme and the other was to review the emerging PSB themes/priorities for the Well-being Plan before endorsement.</p>
1.13	<p>The PSB held an additional meeting on 28 September 2017, to:</p> <ol style="list-style-type: none"> endorse the PSB themes, priorities and sub-priorities for the Plan; discuss the outline of the Plan and proposed format; and agree the timeline for Plan development and publication <p>The PSB themes and priorities/sub-priorities were adopted by all PSB members and work is underway to develop information about each theme for public consultation.</p>
1.14	<p>Explanations of why a priority has been chosen, its intended impacts, actions and commitments have been worked up for each theme. The following, using the Economy and Skills theme as an example, provides an indication of the thinking.</p> <p>Why is this a priority for the partners?</p> <ul style="list-style-type: none"> ✓ The North Wales economy is at risk of lagging behind other regions of the UK. Major investments are needed in the region by Governments - the partners need to help make the case to secure those investments; ✓ Flintshire is the highest performing local economy in North Wales. We need to retain our competitive edge for the wider regional economy to grow and develop; and ✓ The partners are major employers and buyers of goods and services. We have influence over job creation and local business development. <p>What is the evidence behind this story?</p> <ul style="list-style-type: none"> • The key sub-regional business sectors of advanced manufacturing, automotive, aerospace, food production and energy have proved to be resilient during the past decade but now face an uncertain future with political developments in Europe.

- Flintshire is the highest performing county in the region for Gross Added Value (GVA) - but the region as a whole lags well behind the UK average.
- UK Government investment in regional growth in England could be a threat to securing investment and trade in North Wales, as those regions become more competitive.
- There are skills gaps forecast for the region – to both grow our key business sectors and to help employers with an aging workforce replace experienced employees over time.
- There are labour supply shortages in the region for the needs of employers - with the challenge to bring as many 'economically active' people into employment as possible.
- Research tells us that employment is a key contributor to health and well-being.

What are we committed to doing?

- ✓ The North Wales Region is about to present a North Wales Economic Growth Deal Bid to the UK and Welsh Governments - we will support this Bid;
- ✓ We will take local action to support the Bid in the areas of sites and premises, transport infrastructure and services, business growth and innovation, and skills and worklessness; and
- ✓ The Regional Skills Partnership has set out the current and future needs of employers for a skilled and ready regional workforce. We will support this strategy as employers.

What specific actions will we take to support these commitments?

- ✓ Assist the development of strategic employment and housing sites in Flintshire
- ✓ Review our land asset strategies to support the release of land for employment or housing development
- ✓ Support the case for investment local transport services such as the North East Wales Metro
- ✓ Review our own transport policies to encourage employees to use public transport to get to work, and work more agilely, to reduce traffic congestion
- ✓ Review our own procurement policies to secure community benefits for local and sub-regional suppliers of goods and services
- ✓ Protect and develop our own apprenticeship programmes as employers
- ✓ Work with the Careers Service, schools, further and higher education, and employers to give young people the widest range of career options to help meet the needs of employers for recruitment

Where should we see an impact?

- ✓ levels of unemployment locally
- ✓ numbers of local apprenticeship places
- ✓ numbers of access to employment schemes
- ✓ supporting inactive people to move into employment
- ✓ access to and the quality of careers advice for people making career choices
- ✓ local business being confident and able to secure their futures
- ✓ business growth and new business investments on key employment sites

	<ul style="list-style-type: none"> ✓ improved transport services connecting communities to places of work ✓ the numbers of people choosing public transport to get to work ✓ house building programmes for people to live locally for local jobs ✓ reduction in avoidable health inequalities
1.15	As part of the Act, there is a requirement to have a 14 week consultation period around the Well-being Plan with the Commissioner which is to take place prior to any public consultation. This process started in July and will conclude in October 2017 with an advisory report.
Well-being Objectives and Alignment to the Council Plan	
1.16	The Council as a statutory member of the PSB has a duty to set and publish their own Well-being Objectives to show how they will work to achieve the vision for Wales and make sure that they meet the objectives that are set. The Council together with its partners will support the health and well-being of both the current and future generations through following these objectives.
1.17	A set of Well-being Objectives for Flintshire County Council has been formally adopted. Please refer to Appendix item 1 for a copy of the Well-being Objectives for Flintshire.
1.18	The Well-being Objectives have been integrated into the Council Plan 2017-23. These are defined within the Plan as impact statements, and the measures are aligned to monitor progress outcomes towards these.
1.19	The Council Plan also has clearly identified commitments for 2017/18 of working with our partners to achieve our priorities e.g. as part of our poverty, social and health and community resilience commitments.
Next Steps	
1.20	The 12 week public consultation period will commence in October 2017 and conclude at the end of January 2018. The public engagement events around the budget that are taking place in October and November will form part of the statutory public consultation.
1.21	As part of the consultation process, both Cabinet and Scrutiny will be invited to endorse the Plan, structure and overview content.
1.22	A Workshop for Members will take place in early February 2018 with the outcomes of the workshop and wider public consultation going to Corporate Resources Overview and Scrutiny Committee in February 2018.
1.23	Feedback received as part of the consultation will be taken into account when finalising the Plan. The final Plan is to be endorsed by the PSB in March 2018. Following endorsement, each PSN member body will present the Plan for approval within their respective governance structures. The Cabinet and County Council will endorse the Plan in April 2018.
Strategic Partnerships – Progress Updates	

1.24	<p>The Strategic Partnerships consist of the following Boards:</p> <ul style="list-style-type: none"> • Health, Well-being and Independence Board • People are Safe Board • Youth Justice Board • Voluntary Sector Compact <p>These Boards focus on their specific PSB priority work in addition to considering innovations and other related opportunities.</p>
1.25	<p>Since April 2017, all of these Partnerships have completed a Partnership Self-Assessment to assess the effectiveness of strategic partnership working within their Partnerships. This Self-Assessment enables a rapid appraisal or “health check” of a partnership that can be used to further develop a partnership or diagnose difficulties or areas of conflict for action. Copies of these were shared with the PSB at their meeting in July. A detailed analysis of the findings is currently being prepared and will be presented to the PSB in October 2017.</p>
1.26	<p>Progress updates for these Partnerships are outlined below:</p>
1.27	<p><u>Health, Well-being and Independence Board</u></p> <p>Work in ongoing and good progress has been made. Since April, the work of the Health, Well-being and Independence Board has continued with a priority on revisiting and revising the priorities set within the “People Enjoy Good Health and Well-being” chapter within the new framework for PSB priorities. The focus for the Board will therefore, become the “Well-being and Independent” Living Theme.</p> <p>The Board has completed a Partnership Self-Assessment as part of the revised process with areas for further development noted.</p> <p>The Board last met in June where the proposed set of revised priorities were agreed in preparation for submission to the PSB as detailed below:</p> <ol style="list-style-type: none"> i. Provide information and support for people to take responsibility for their own health and that of their families. ii. Targeted interventions where individuals and families have the most to gain. iii. Deliver more services closer to home. iv. Build and strengthen the Care Sector. <p>These proposals have been shared with the PSB Members for their comment prior to the PSB Workshop which took place on 15th September 2017. Following the workshop and endorsement of these priorities, the Board will undertake more detailed work to develop key objectives and measures of success against each of those priorities. The next meeting of the Board is scheduled to take place on 4th October 2017.</p> <p>Senior representatives from the partner organisations on the Board also meet regularly to discuss progress and strategic issues relating to health and social care outside the Board meetings themselves. This provides further opportunities to address issues, discuss agendas and agree priorities.</p>

1.28

People are Safe Board

Work is on-going, good progress has been made. The Board has met twice since 1st April 2017, and has agreed a work programme for 2017/18. The basis of work programme reflects areas for improvement identified as part of the self-assessment process, a review of the 2016/17 Work Programme and incorporates the key priorities identified the North Wales Safer Communities Board.

The intention of the work programme is to respond to the issues affecting Flintshire and the focus is as follows:

i. Prevent Crime and Anti-Social Behaviour

- Reduce victim based crime
- Reduce Anti-Social Behaviour (ASB)
- Increase the reporting of Hate Crime
- Support vulnerable people to prevent them from becoming victims of crime
- Reduce repeat incidents of victim based crime and ASB for victims and perpetrators
- Work with MARAC to reduce the levels of repeat high risk victims of Domestic Abuse
- Deal effectively with high risk cases of Domestic Abuse.
- Increase the confidence in reporting Domestic Abuse and Sexual Violence
- Increase awareness amongst young people of domestic abuse and sexual violence

ii. Reduce harm and the risk of harm

- Reduce substance misuse
- Reduce drug and alcohol use
- Community Tension Monitoring

iii. Deliver an Effective Response

- Reduce reoffending
- Understand and address migration impacts on the community safety agenda

Some of the key activities that have been identified to support these priorities are as follows:

- Look at how Online Watch Link (OWL) can use other forms of Social Media to reach the wider community.
- Work with the Police and Crime Commissioner's 'victim hub' to ensure an enhanced service to victims of crime.
- Maintain the multi-agency intelligence led approach to tackle ASB through monthly tasking and ad hoc professionals meetings.
- Raise awareness of violence against women by supporting the International White Ribbon Campaign on a local and regional level.

	<ul style="list-style-type: none"> • Implementation of The violence against Women, Domestic Abuse and Sexual Violence (Wales) National Training Framework. • Establish a virtual network to disseminate information and advice on substance misuse appropriately. • Implementation of recommendations emerging from the Harm Reduction and Drug Poisoning Review Group. • Implementation of alcohol brief intervention training as per the alcohol demand reduction work stream. • Target repeat offenders (adults) via an Integrated Offender Management (IOM) process. Identifying those who cause the most harm (prolific offenders) and addressing their re-offending behaviour. • Targeting young offenders to reduce offending and re-offending by implementing the Flintshire Youth Justice Service Plan. <p>Progress to date is good and the level of confidence in achieving these activities during the year is high.</p> <p>Corporate Resources Overview and Scrutiny Committee received a detailed progress update at a recent meeting.</p>
1.29	<p><u>Youth Justice Board</u></p> <p>Governance of the Youth Justice Service is provided by the Executive Management Board reporting into the North Wales Safer Communities Board Partnership. During 2016 the Youth Justice Executive Management Board commissioned an independent review of its operation and a number of recommendations/areas for improvement were highlighted as a result of this review. These are listed below:</p> <ul style="list-style-type: none"> • Review of current membership to include new strategic partners, voluntary and third sector organisations, • Ensuring the Board took further consideration to the views of children and young people, • Improve the consistency and seniority of the attendance of Board Members, • Revisit the expectations, induction and roles of Board Members, • Continue to build knowledge about each agency's contribution to the principle aim to reduce offending by children and young people, • Explore further integration with neighbouring local authorities within the region. <p>Since April 2017, two half day workshops (May and July 2017) have taken place to review the current membership of the board, the roles and responsibilities of the Board to include its Terms of Reference, and the expectations and contributions of the Board and its members. The Board will meet again in October 2017.</p> <p>The Board has also identified key priorities that will form the three year Youth Justice Plan for 2017-2020. The Youth Justice Plan is pending approval and should be ratified by all Executive Management Board Members later this month.</p> <p>In addition, the Board has implemented changes to ensure better scrutiny,</p>

	<p>ownership and performance of the local delivery Plan through the creation of a local Delivery Group that is made up of strategic partners who meet quarterly to ensure the Youth Justice Service and its partners are delivering on the local Plan.</p> <p>The Executive Management Board will meet twice yearly and reports will be made available from the Operations Manager (who will sit on the Delivery Group), Performance Manager and Senior Manager for Integrated Youth Provision.</p>
1.30	<p><u>Voluntary Sector Compact</u></p> <p>The Flintshire Voluntary Sector Compact continues to share knowledge and intelligence around strategic issues affecting the voluntary sector and their integration with the Council and Health Board. The self-assessment has been undertaken and has shown that whilst the partnership itself is strong, it could be further improved with the adoption of a more focused work programme to which all partner agencies can equally contribute.</p> <p>This work will be complete for the next meeting of the Compact in November.</p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>Administrative support for the Board is provided by Flintshire County Council. This includes:</p> <ul style="list-style-type: none"> • Ensuring the Board meets regularly • Preparing the agenda and commissioning papers for meetings • Co-ordinating the annual governance assessment of the Board and its sub groups • Inviting participants and managing attendance • Co-ordinating the development and publication of the Well-being Plan • Production of the annual report • Preparation of evidence for scrutiny. <p>This arrangement will be reviewed annually.</p>
2.02	<p>Resource implications to deliver the PSB priorities will be considered on an ongoing basis via the current arrangements that are in place to support the Flintshire PSB.</p>

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>The Flintshire Public Services Board has engaged with both key partners and also, the general public, in the preparation of the Assessment of Well-being for Flintshire.</p>
3.02	<p>The PSB will also engage with key partners in the area who have an interest in the well-being of Flintshire in the preparation, implementation and delivery</p>

	of the Well-being Plan.
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4.00	RISK MANAGEMENT
4.01	The identification of any risks and the actions required to mitigate risk will be considered through the governance and reporting arrangements of the PSB.

5.00	APPENDICES
5.01	Appendix Item 1 - Well-being Objectives for Flintshire.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
	<p>Flintshire Public Services Board and the Well-being of Future Generations Act (Wales) 2015 – Report that went to County Council in June 2017 http://modgov:9070/documents/s43386/Councils%20Well-being%20Objectives.pdf</p> <p>Assessment of Local Well-being for Flintshire – Summary Document http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-Being-Assessment-Summary-English.pdf</p> <p>Assessment of Local Well-being for Flintshire - Full Assessment http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-being-Assessment-Full-English.pdf</p> <p>Assessment of Local Well-being for Flintshire – Area Profiles http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-being-assessment-Area-Profiles-English.pdf</p> <p>Flintshire Public Services Board (PSB) Link to the Flintshire PSB Webpage: http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Flintshire-Public-Services-Board.aspx</p> <p>Well-being of Future Generations (Wales) Act 2015 Link to the relevant page on the Welsh Government Website: http://gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en</p> <p>Shared Purpose: Shared Future: Statutory Guidance Link to the relevant page on the Welsh Government Website: http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en</p> <p>Contact Officer: Sam Perry, Corporate Business and Communications</p>

	<p>Support Officer Telephone: 01352 701476 E-mail: sam.perry@flintshire.gov.uk</p>
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7.00	GLOSSARY OF TERMS
7.01	<p>Public Services Board - The Flintshire Public Services Board (PSB) is a statutory body which was established on 1st April 2016 following the introduction of the Well-being of Future Generations (Wales) Act 2015. The Flintshire PSB replaces the former Flintshire Local Service Board (LSB). The Board has a membership made up of both statutory members (prescribed by law) and invited members.</p> <p>Sustainable Development - The process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals. Sustainable development is a way of doing things rather than an end in itself.</p> <p>Well-being of Future Generations (Wales) Act 2015 - Legally binding common purpose for national government, local government, local health boards and other specified public bodies. The act details the ways in which the specified public bodies must work, and work together to improve the well-being of Wales.</p>



FLINTSHIRE COUNTY COUNCIL

Date of Meeting	Tuesday, 20 June 2017
Report Subject	Flintshire Public Services Board and the Well-being of Future Generations Act (Wales) 2015
Report Author	Chief Executive

EXECUTIVE SUMMARY

To provide an overview of the Well-being of Future Generations (Wales) Act 2015 and the roles and responsibilities of both the Council and the Flintshire Public Services Board (PSB).

This report covers:

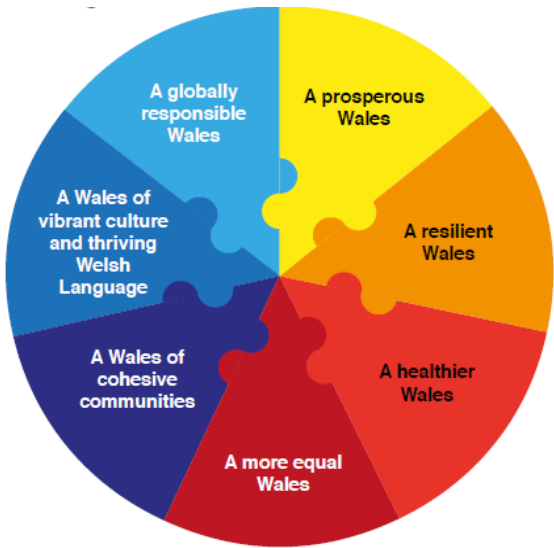
- Overview of the Public Services Board
- Well-being of Future Generations Act (Wales) 2015 Act and Principles
- Roles of Public Services Board and Local Authorities
- Well-being Assessment
- Current and emerging Flintshire PSB Priority Themes
- Future Strategy – Well-being Plan
- Role of the Future Generations Commissioner for Wales
- Well-being Objectives

RECOMMENDATIONS

1	To note the statutory duties under the Well-being of Future Generations Act and recognise the role of the Public Services Board in meeting them.
2	To re-adopt the Well-being Objectives presented to the previous Cabinet and Corporate Resources Overview and Scrutiny Committee in the pre-election period.

REPORT DETAILS

1.00	Flintshire Public Services Board
1.01	Flintshire has a longstanding and proud track record of partnership working. The communities it serves expect statutory and third sector partners to work together with shared priorities. The Flintshire Public Services Board (PSB) is at the heart of promoting a positive culture of working together and concentrates energy, effort and resources on providing efficient and effective public services.
1.02	The Flintshire PSB is a statutory body which was established on 1st April 2016 following the introduction of the Well-being of Future Generations (Wales) Act 2015. The Flintshire PSB replaces the former Flintshire Local Service Board (LSB). The Board has a membership made up of both statutory members (prescribed by law) and invited members.

2.00	Well-Being of Future Generations Act (Wales) 2015 Act and Principles
2.01	The Well-being of Future Generations Act (Wales) 2015 is a piece of major legislation of the Welsh Government. It is recognised internationally as ground-breaking and is unique to Wales as a devolved nation. The legislation aims to improve further the social, economic, environmental and cultural well-being of Wales now and in the future.
2.02	<p>The Act is underpinned by seven 'well-being' goals:-</p> <ul style="list-style-type: none"> • A prosperous Wales • A resilient Wales • A healthier Wales • A more equal Wales • A Wales of cohesive communities • A Wales of vibrant culture and thriving Welsh Language • A globally responsible Wales 
2.03	Public sector partners work together to achieve these goals. The first step required of public sector partners, as a new statutory duty, is to complete and publish a detailed analysis of the conditions of 'well-being' in the communities they serve by using all available data-sets of demographics, deprivation etc. This is known as the Well-being Assessment. The second step is to agree and publish a Local Well-being Plan for collective action on a set of locally derived priorities.

3.00	Roles of Public Services Boards and Local Authorities
3.01	The high level aim of the Flintshire PSB is to “protect, sustain and improve the economic, social, environmental and cultural well-being of Flintshire through collaborative working as a single public service”.
3.02	<p>The PSB has set itself five principal roles:</p> <ul style="list-style-type: none"> • To discharge the duties of a Public Services Board including producing and working to a Local Well-being Plan; • To identify and prioritise the contemporary challenges where collective leadership and problem-solving is called for, and common issues as both providers or services and as employers where collective action is called for; • To ensure consistent and effective governance and performance across the strategic partnership which supports the Public Services Board; • To promote collaboration in the design and provision of local public services and to make best economic use of local partners and resources in the fulfilment of common aims and priorities; and • To promote and maintain effective and trusting partnership relationships amongst local public service leaders in support of the above roles.
3.03	<p>The principal activities of the Public Services Board are:</p> <ul style="list-style-type: none"> • To prepare and publish an assessment of the state of economic, social, environmental and cultural well-being of Flintshire; • To prepare and publish a Local Well-being Plan for Flintshire setting out local objectives and the steps we propose to take to meet them; • To continue to performance manage the adopted priority work-streams of the Board in pursuit of the outcomes we aspire to; • To oversee the other local strategic partnerships and ensure that their aims and performance are complementary; and • To prepare and publish an annual report that sets out the Board’s progress in meeting the aims and objectives.
3.04	In fulfilling its roles and activities the Board will contribute to the seven national well-being goals as set out in 2.02 above.
3.05	<p>Sustainable development is an under-pinning principle of the PSB. This means thinking, planning and acting in a way where the needs of the present are met without compromising the future or limiting the opportunities for the generations to follow. When making decisions we are challenged to think, plan and act for the long-term, preventatively, through integration and collaboration, and by being inclusive and involving.</p> <p>The Well-being Act also requires that the sustainable development principle applies to local authorities and other designated public bodies.</p>

4.00	Well-Being Assessment
4.01	A Well-being Assessment for Flintshire has been produced and published in line with statutory requirements. This presents a contemporary picture of life and well-being in Flintshire.
4.02	Three of the PSBs in North Wales (the joint Conwy/Denbighshire PSB, the Wrexham PSB and the Flintshire PSB) engaged a single research team of to develop their assessments. These three assessments have similar structures and have been developed using similar information and data sources. This was an effective use of resources to reduce work and cost.
4.03	The draft Flintshire Assessment was sent to both the Welsh Government and the Future Generations Commissioner who provided feedback. The feedback was considered by the PSB at its meeting in April where it was agreed that the majority of the feedback could be used for future editions of the Assessment. There was little time to amend the Assessment before the statutory publication date.
4.04	The Assessment is helping to inform the priorities for inclusion in the Well-being Plan. Other sources of information, and observations from the PSB members, will also inform the final selection of priorities within the Plan. The draft plan will be presented to each of the PSB member bodies for approval within their respective governance structures.

5.00	Current and Emerging Flintshire PSB Priority Themes
5.01	Priorities are chosen as the themes where the PSB can add most value. Working together to make an impact on these priorities is the collective aim of the Flintshire PSB for collective gain.
5.02	The PSB's current priorities are as follows: <ul style="list-style-type: none"> • Supporting Independent Living • Vulnerability, Intervention and Prevention • Community Resilience • Physical Activity and Sedentary Behaviour • Supporting Families with Complex Needs
5.03	Work is currently underway, albeit in its early stages, to recommend the renewed PSB priorities and themes that will support the seven goals of the Well-being of Future Generations (Wales) Act and could underpin the Well-being Plan for Flintshire. Emerging themes include: <p><u>Theme: Well-being and Independent Living</u></p> <ul style="list-style-type: none"> • preventative initiatives including older people • innovation in primary care including supported housing options • the early help hub project in children services • Mental Health, Learning Disability and alignment to the regional strategy,

	<ul style="list-style-type: none"> • increasing care home capacity and options <p><u>Theme: Safe and Resilient Communities</u></p> <ul style="list-style-type: none"> • resilient communities • vulnerability and safeguarding • community safety (noting that the PSB is also the Community Safety Partnership) <p><u>Theme: Economy and Skills</u></p> <ul style="list-style-type: none"> • skills planning • access to work • worklessness and income maximisation • public sector employer initiatives • Local Development Plan - site planning and use of public sector assets <p><u>Theme: Environment</u></p> <ul style="list-style-type: none"> • green transport • green energy • flood protection • air quality
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6.00	Future Strategy – Well-being Plan
6.01	The Well-being Plan is a requirement of the Well-being of Future Generations (Wales) Act and needs to be produced and published by the PSB by May 2018. The first significant step has been the production and publication of the Well-being Assessment as outlined above. Work is now underway around the development of the Well-being Plan as the second step.

7.00	Role of the Commissioner
7.01	The Future Generations Commissioner for Wales acts as an advocate for the interests of future generations in Wales, and to support the public bodies listed in the Act to work towards achieving the well-being goals.
7.02	The Future Generations Commissioner for Wales has a range of roles: <ul style="list-style-type: none"> • The Commissioner can provide advice to public bodies and Public Services Boards and promote and encourage them to work to meet their well-being objectives • The Commissioner may carry out research including into the wellbeing goals, the national indicators and milestones, and the sustainable development principle and how public bodies apply it • The Commissioner can make recommendations to a public body

	<p>about the steps it has taken or proposes to take to set and then meet its wellbeing objectives</p> <ul style="list-style-type: none"> • The Commissioner must publish, a year before an Assembly election, a report containing the Commissioner's assessment of the improvements public bodies should make to achieve the well-being goals • The Commissioner is supported by an Advisory Panel. The Panel includes the other Wales Commissioners, the Chief Medical Officer for Wales, a representative of Natural Resources Wales, Wales TUC and Welsh business.
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8.00	Well-being Objectives
8.01	<p>The Council as a statutory member of the PSB has a duty to set and publish their own Well-being Objectives to show how they will work to achieve the vision for Wales and make sure that they meet the objectives that are set. The Council together with its partners will support the health and well-being of both the current and future generations through following these objectives.</p>
8.02	<p>Cabinet adopted the following set of objectives for Flintshire prior to the elections, and consulted Corporate and Resources Overview and Scrutiny Committees, accepting that the Objectives would need be re-adopted for the term of the new Council:</p> <p><u>Ambitious Council</u></p> <ul style="list-style-type: none"> • 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 <p><u>Achieving Council</u></p> <ul style="list-style-type: none"> • 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 <p><u>Caring Council</u></p> <ul style="list-style-type: none"> • 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

	<p>maximising their employability</p> <ul style="list-style-type: none"> • Giving equal opportunity to all to fulfil their lives • Protecting people from the risk of any form of abuse • Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour <p><u>Connected Council</u></p> <ul style="list-style-type: none"> • 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 <p><u>Green Council</u></p> <ul style="list-style-type: none"> • 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 waste <p><u>Learning Council</u></p> <ul style="list-style-type: none"> • 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
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9.00	RESOURCE IMPLICATIONS
9.01	<p>Administrative support for the Board is provided by Flintshire County Council. This includes:</p> <ul style="list-style-type: none"> • Ensuring the Board meets regularly • Preparing the agenda and commissioning papers for meetings • Co-ordinating the annual governance assessment of the Board and its sub groups • Inviting participants and managing attendance • Work on the annual report • Preparation of evidence for scrutiny. <p>This arrangement will be reviewed annually.</p>

10.00	CONSULTATIONS REQUIRED / CARRIED OUT
10.01	The Flintshire Public Services Board will engage with key partners in the area who have an interest in the well-being of Flintshire in the preparation, implementation and delivery of the Well-being Plan.

11.00	RISK MANAGEMENT
11.01	The identification of any risks and the actions required to mitigate risk will be considered through the governance and reporting arrangements of the PSB.

12.00	APPENDICES
12.01	None.

13.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
	<p>Assessment of Local Well-being for Flintshire – Summary Document http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-Being-Assessment-Summary-English.pdf</p> <p>Assessment of Local Well-being for Flintshire - Full Assessment http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-being-Assessment-Full-English.pdf</p> <p>Assessment of Local Well-being for Flintshire – Area Profiles http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-being-assessment-Area-Profiles-English.pdf</p> <p>Flintshire Public Services Board (PSB) Link to the Flintshire PSB Webpage: http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Flintshire-Public-Services-Board.aspx</p> <p>Well-being of Future Generations (Wales) Act 2015 Link to the relevant page on the Welsh Government Website: http://gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en</p> <p>Shared Purpose: Shared Future: Statutory Guidance Link to the relevant page on the Welsh Government Website: http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en</p> <p>Contact Officer: Sam Perry, Corporate Business & Communications Support Officer Telephone: 01352 701476 E-mail: sam.perry@flintshire.gov.uk</p>

14.00	GLOSSARY OF TERMS
	<p>Public Services Board The Flintshire Public Services Board (PSB) is a statutory body which was established on 1st April 2016 following the introduction of the Well-being of Future Generations (Wales) Act 2015. The Flintshire PSB replaces the former Flintshire Local Service Board (LSB). The Board has a membership made up of both statutory members (prescribed by law) and invited members.</p> <p>Sustainable Development The process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals. Sustainable development is a way of doing things rather than an end in itself.</p> <p>Well-being of Future Generations (Wales) Act 2015 Legally binding common purpose for national government, local government, local health boards and other specified public bodies. The act details the ways in which the specified public bodies must work, and work together to improve the well-being of Wales.</p>

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CABINET

Date of Meeting	Tuesday, 24 th October 2017
Report Subject	Corporate Safeguarding Policy
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Wales Audit Office (WAO) published a report in July 2015: 'Review of Corporate Safeguarding Arrangements in Welsh Councils'. The WAO identified eight recommendations for councils, including ensuring there is "a corporate county wide policy on safeguarding covering all council services". Corporate Safeguarding is now included for priority attention in the Council Plan 2017/18.

Safeguarding is everybody's business in every service within the Council. Whilst Social Services is the lead Service within the Council for dealing with enquiries regarding allegations / concerns that children and adults may be suffering significant harm, everyone, whatever their role in the authority, has a responsibility to safeguard the well-being of children, young people and adults.

The purpose of this report is to set out the work being undertaken to ensure that the Council fulfils its safeguarding responsibilities, identify areas for improvement and present the Corporate Safeguarding policy (attached as an appendix) for approval prior to publication. The Corporate Safeguarding policy provides a framework to safeguard and protect children and adults. The policy describes the roles and responsibilities expected of every employee, as well as the role of elected members, volunteers and contractors. It includes information on the types of abuse, recognising abuse and how to report any concerns.

RECOMMENDATIONS

1	Cabinet is assured that work is being undertaken to improve corporate arrangements for safeguarding children and adults.
2	Cabinet to approve the Corporate Safeguarding policy for publication and implementation.

REPORT DETAILS

1.00	EXPLAINING THE CORPORATE SAFEGUARDING POLICY
1.01	Safeguarding is the responsibility of all services across the Council, not just those that work directly with children and vulnerable people. It is everybody's responsibility. The Council's responsibilities for safeguarding is set out in legislation including the Social Services and Well-being (Wales) Act 2014. This Act was implemented in April 2016 and created a duty on all local authority employees, elected members and relevant partners to report any actual or suspected incidents of abuse or harm.
1.02	In 2015, the WAO examined the corporate assurance arrangements within councils and the extent to which they are operating, effective management and assurance processes and controls for safeguarding children. The WAO found that many of the corporate safeguarding responsibilities within local authorities across Wales needed to be improved. The report by the WAO identified eight recommendations for councils, including ensuring there is "a corporate county wide policy on safeguarding covering all council services".
1.03	A Corporate Safeguarding Panel was established in December 2015 to ensure that there are robust arrangements for protecting children, young people and adults. The Panel will ensure that the Council fulfils its safeguarding duties corporately and in partnership with other statutory agencies. It is jointly chaired by the Chief Officer, Social Services and Chief Officer, Education and Youth and comprises a designated Safeguarding Lead from every Portfolio. The Cabinet Member, Social Services and Cabinet Member, Corporate Management are senior members of this Panel.
1.04	<p>The Corporate Safeguarding policy is attached as an Appendix and provides a framework to safeguard and protect children and adults. The policy describes the roles and responsibilities expected of every employee, as well as the role of elected members, volunteers and contractors. It includes information on the types of abuse, recognising abuse and how to report any concerns.</p> <p>The policy does not replace existing arrangements within Social Services to safeguard children and adults; however, it sets out the duty for the Council as a whole organisation, making clear the responsibilities at all levels, regardless of their area of work. Social Services will remain responsible for co-ordinating investigations into any concerns.</p>
1.05	The implementation of the policy will be measured through the following

	<p>performance indicators:</p> <ul style="list-style-type: none"> • % of employees receiving safeguarding training as they receive induction • % of relevant employees attending safeguarding training • % of councillors attending safeguarding training • Referral rates from services other than Social Services • % of adult protection Referrals completed where the risk has been managed • % of reviews of children on the Child Protection register due in the year that were carried out within the statutory timescales • % of initial child protection conferences that were due in the year and were held within 15 working days of the strategy discussion.
1.06	<p>To support the implementation of the Policy a summary document and a set of Frequently Asked Questions will be published and made available to employees. Two e-learning programmes for safeguarding children and safeguarding adults are already available for employees to complete.</p> <p>AFTA Thought, an organisation specialising in training through drama, delivered four Safeguarding training sessions in May and June which brought to life different safeguarding issues. These sessions were attended by almost 300 employees across a range of portfolios.</p> <p>Presentations about safeguarding will be made to Scrutiny Committees during the next few months to raise their awareness.</p>
1.07	<p>A safeguarding clause is being incorporated into the Council's Contract Procedure Rules. Some services such as Transport and Housing have included specific safeguarding clauses into contracts which require contractors to receive safeguarding training.</p>
1.08	<p>To maintain the profile of safeguarding across the workforce a Corporate Safeguarding newsletter will be published periodically. This will reinforce the importance of recognising and reporting concerns and will highlight current issues.</p>
1.09	<p>Areas for improvement include:</p> <ul style="list-style-type: none"> • implementing a Council wide training programme to ensure all employees receive appropriate safeguarding training; • ensuring all new employees receive safeguarding training as part of their induction; • reviewing contracts to identify those where safeguarding clauses need to be incorporated. <p>Internal Audit are undertaking a review of corporate safeguarding arrangements; the outcome of this review will inform the work programme of the Corporate Safeguarding Panel.</p>
1.10	<p>An Annual Corporate Safeguarding Report 2016/17 will be produced which will summarise the actions that have been taken to progress safeguarding.</p>

	This will be presented to Cabinet in November 2017 for approval, prior to publication.
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2.00	RESOURCE IMPLICATIONS
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2.01	There are resource implications for rolling out a training programme to ensure employees have the skills and knowledge for the Council to identify potential safeguarding issues and know how to make a referral. This will be managed within existing budgets.
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	Chief Officers, and the Corporate Safeguarding Panel have been consulted on this policy, and it has been circulated to services through the Corporate Safeguarding Panel. The draft policy has also been considered by Corporate Resources Overview and Scrutiny Committee.
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4.00	RISK MANAGEMENT
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4.01	The work programme of the Corporate Safeguarding Panel supports the Council to meet its statutory obligations in the safeguarding of all children, young people and adults. Not having appropriate, clear policies and procedures in place, and lack of awareness and knowledge of safeguarding within the organisation, could put children, young people and adults at risk.
4.02	An equalities impact assessment has been undertaken. No negative impacts have been identified; the policy aims to protect children and adults across all protected groups particularly those who may be more vulnerable.

5.00	APPENDICES
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5.01	Appendix 1: Corporate Safeguarding Policy Appendix 2: What we mean by safeguarding
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	Contact Officer: Fiona Mocko Strategic Policy Advisor Telephone: 702122 E-mail: fiona.mocko@flintshire.gov.uk
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7.00	GLOSSARY OF TERMS
7.01	Safeguarding: is about protecting children and adults from abuse or neglect and educating those around them to recognise the signs and dangers.

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Flintshire County Council

Corporate Safeguarding Policy

Policy owner for review	Strategic Policy Advisor
Date implemented	
Date of last amendment	
Version	
Date of next review	October 2021

Flintshire County Council Corporate Safeguarding Policy

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1.0 Introduction

1.1 Safeguarding adults, young people and children is a priority for the Council; the Council take seriously its responsibilities to keep people safe. The Corporate Safeguarding Policy provides a framework for all Council services to safeguard and protect children and adults. This document outlines Flintshire County Council's policy on identifying and responding to concerns regarding the safeguarding and protection of children and adults.

1.2 "Safeguarding" is a wider concept than the protection of children and adults and deals with the promoting of: -

- Physical, emotional and mental health
- Protection from harm and neglect
- Education, training and leisure
- Contribution to society
- Social and economic well-being

It includes everything a Council can do to keep people safe, including minimising the risk of harm and accidents, taking action to tackle safety concerns and ensuring people grow up and live in safe circumstances.

1.3 Keeping children and adults safe is everyone's business, we all share a responsibility both corporately and individually to safeguard and promote the welfare of children and adults and protect them from others who may abuse them. Whilst Social Services is the lead Service for dealing with enquiries regarding allegations /concerns that children and adults may be suffering significant harm, everyone has a responsibility to safeguard the welfare of children, young people and adults whatever the role of the individual.

1.4 All Council employees, elected members, contractors and volunteers who come into contact with children or vulnerable adults in the course of their work have a duty of care to safeguard and promote their welfare and to work to prevent, detect and report neglect and abuse. This policy applies to Flintshire County Council employees, councillors, volunteers and organisations commissioned to provide services on behalf of the Council. It also applies to organisations who receive grants from the Council.

1.5 Schools are required to develop their own Safeguarding policies to include their own employees, contractors and volunteers.

2.0 Legislative Context

2.1 The Council's responsibilities to keep adults and children safe is set out in a variety of legislation and Codes of practice, these are set out in Appendix 1. The policy is supported by the following internal policies and procedures:

[Customer Service Policy](#)

[Diversity and Equality Policy](#)

[Disclosure and Barring Service \(DBS\) policy](#)

[Internet Usage Policy](#)

[Managing Inappropriate Behaviour Policy](#)

[Recruitment and Selection Policy](#)

[Safeguarding Policy \(Schools\)](#)

[Safe Texting Policy](#)

[Social media Policy](#)

[Whistle blowing Policy](#)

3.0 Objectives and Principles of this policy

3.1 The following are the objectives of the Safeguarding Policy and Guidelines: -

- To provide a framework to prevent, detect and report neglect and abuse.
- Ensure that appropriate steps are implemented to deal with any allegation or concern.
- To ensure Services are planned or delivered in a way which safeguards children and adults.
- Employees are able to conduct themselves safely.
- To highlight how Flintshire County Council undertakes its legal commitments in the field of safeguarding children and adults.
- To give assurance to members of the public, service users, councillors, employees and people working on behalf of the Council that there are clear arrangements in place to safeguard and protect children and adults.
- To provide Council employees and councillors with clear guidelines to identify when a child or adult may be at risk of harm.

3.2 The principles underpinning this policy and its application are:

- We believe that every child and adult (whatever their background, culture, age, disability, sex, ethnicity, religious belief, marital status, sexual orientation and transgender status) has a right to participate in a safe society without any violence, fear, abuse, bullying, exploitation and discrimination.
- We believe every child and adult has the right to be protected from harm, exploitation and abuse.
- We will put the welfare of children and adults at the heart of our policies and procedures.
- We will work closely in partnership with children, their parents, carers and adults and other agencies to safeguard and promote the welfare of children and adults.
- We will respect the rights, wishes, feelings and privacy of children and adults by listening to them and minimising any risks that may affect them.

- We will invest in preventative work and early intervention and try to avoid situation where abuse or allegations of abuse or harm may occur.
- We want to ensure a working environment where our employees feel confident to raise any concerns about any perceived malpractice within the Council.

3.3 Outcomes

We will measure the effect regularly and achieve the following high level outcomes:

- There is a clear understanding amongst employees, councillors, partner agencies and others working on behalf of the Council of the policies and guidelines for safeguarding children and adults.
- Robust corporate and service procedures are in place to ensure compliance with the policy.
- There will be consistency between this policy and the all-Wales procedures and associated local protocols for safeguarding children and adults.
- Employees and councillors attend appropriate safeguarding training.
- Children and adults are safeguarded.

4.0 Roles and Responsibilities

4.1 Every councillor, every employee, every volunteer and every contracted service provider has a responsibility to adhere to the procedures and guidance set out in this policy. By following the correct procedures and guidance, it is possible to ensure that the appropriate steps are implemented to deal with any allegation or concern, services are planned and delivered in a way which safeguards children and adults and employees are able to conduct themselves safely.

4.2 Every Portfolio within the Council has a key role to play and has to take full ownership of safeguarding. Every Portfolio needs to understand where safeguarding issues are most likely to arise in their particular service and ensure that employees receive appropriate training and are aware of this policy.

4.3 The Chief Executive has the general responsibility for ensuring that there is an effective safeguarding policy and procedures for children and adults in place and that they are implemented. However, there are some key officers who have specific responsibilities for safeguarding.

4.4 Chief Officer Social Services, Statutory Director (Social Services)

In line with the Code of Practice on the Role of Directors of Social Services under Part 8 (Social Services Functions) of the Social Services and Well-being (Wales) Act 2014, the Chief Officer Social Services is responsible for the following:

- Safeguarding children and adults at risk of abuse or neglect is everyone's responsibility. However, the director of social services must show leadership to ensure effective safeguarding arrangements are in place both within the local authority and by relevant partners.
- The director of social services must oversee and report to councillors, on a consistent basis, regarding the operation, monitoring and improvement of child and adult safeguarding systems within the local authority.

- Defined arrangements with other officers within the local authority, particularly the head of adult services and head of children services, must be clear in relation to delegation and reporting arrangements related to safeguarding issues.
- Both Safeguarding Children Boards and Safeguarding Adult Boards must include a representative with a sufficient level of seniority from each local authority within the Board's area. This includes, but is not limited to, the director of social services. In the absence of the director, another officer who is acceptable to the director and of sufficient seniority may attend in their place.
- Each partner has equal responsibility for the exercise of functions of Safeguarding Boards, rather than being a specific local authority function. The director of social services must support effective partnership working and ensure safeguarding duties are effectively discharged collaboratively by Safeguarding Boards. These include in relation to:
 - contributing to the review and development of policies and procedures to safeguard children and adults at risk;
 - raising awareness of abuse, neglect and harm in a Board's area;
 - regularly reviewing the effectiveness of local safeguarding measures;
 - undertaking and ensuring lessons are learnt from Child Practice Reviews and Adult Practice Reviews;
 - disseminating information about safeguarding best practice and learning;
 - ensure practitioners across all safeguarding partners are receiving or have access to appropriate safeguarding training; and
 - ensuring there are effective, understood and publicised arrangements for the reporting of children and adults suspected of being at risk of abuse or neglect.

Whilst every employee has a responsibility to safeguard and promote the welfare of children and adults, the Chief Officer, Social Services, is the Senior Officer in the Council with the final and indivisible accountability for this.

4.5 Chief Officer, Education and Youth

The Chief Officer, Education and Youth, is jointly responsible for chairing the Corporate Safeguarding Panel alongside the Chief Officer, Social Services.

Key tasks of the Chief Officer- Education and Youth include working to:

- improve the well-being of children and young people in the area;
- safeguard and promote the welfare of children and young people;
- ensure effective working between Public Service Board partners;
- promote strategic change for children and young people in the area;
- create a collaborative culture for decision making and improving performance; and
- promote the values of the United Nations Convention on the Rights of the Child.

4.6 Designated Safeguarding Lead within each Portfolio

Every Portfolio within the Council will be required to nominate a "Designated Safeguarding Lead" who will be responsible for:

- being familiar with national safeguarding legislation (such as Safeguarding Children: Working Together under the Children Act 2004); the Council's Corporate Safeguarding Policy; the All Wales Child Protection Procedures and the Policy and Procedure for the Protection of Vulnerable Adults.
- representing their Service on the Council's Corporate Safeguarding Panel and contributing to the business of the Panel as required.
- attending the relevant training and development activities for "Designated Safeguarding Leads".
- ensuring all employees within their area have had the relevant information / training;
- ensuring that safeguarding remains a 'live' issue within the service.
- co-ordinating a service wide assessment and audit of safeguarding practice and processes.
- keeping abreast with key developments within national, regional and local fora that have a safeguarding element e.g. North Wales Safeguarding Board activities and developments.
- raising relevant issues at the Corporate Safeguarding Panel.

The Designated Safeguarding Lead for each Portfolio are as follows:

Portfolio	Contact
Community and Enterprise	Katie Clubb
Corporate Services	Fiona Mocko/Karen Armstrong
Education and Youth	Claire Sinnott/Claire Homard
Organisational Change 1	Kate Leonard
Organisational Change 2	Gill Chapman
People and Resources	Sharon Carney
Planning and Environment	Siân Jones
Social Services	Neil Ayling/Jane Davies/Jayne Belton
Streetscene and Transportation	Kate Wilby

4.7. Chief Officers

4.7.1 All Chief Officers, through their Management Teams, will be jointly responsible for ensuring that all the statutory requirements in terms of safeguarding and promoting the welfare of children and adults receive due consideration. This includes the quality, content and frequency of training provided and maintaining sufficient employee training records.

4.7.2 All Chief Officers must ensure that their employees are appropriately checked through the Disclosure and Barring Service (DBS) procedures and that employees conform to the DBS policy and guidelines for Safeguarding Children and Adults. All Chief Officers must ensure that records are kept of every check that is made by the Disclosure and Barring Service.

4.7.3. All Chief Officers are will ensure that employees are aware of this policy and receive appropriate safeguarding training.

4.8 Line Managers

Every Line Manager is responsible for ensuring that the employees for whom they are responsible receive the training which they need, proportionate to their responsibilities. A Training Strategy will be prepared setting out which employees should receive safeguarding training and to what level. A priority will be the training of Designated Safeguarding Lead in each Portfolio.

4.9 Employees and Volunteers

All employees and volunteers are responsible for undertaking their duties in a manner which safeguards and promotes the welfare of children and adults. They must also act in a way which protects them against false allegations of abuse as far as possible and in accordance with this policy. They must bring issues of concern regarding the safety and welfare of children and adults to their manager who will notify Social Services. It is not an individual's responsibility to decide whether a person has been abused or not- it is the responsibility of Social Services to co-ordinate investigations.

4.10 Contractors, Sub-contractors or other Organisations funded by or on behalf of Flintshire County Council

Contractors, sub-contractors or other organisations funded by or on behalf of the Council are responsible for arranging checks through the Disclosure and Barring Service and the Independent Safeguarding Authority. They are also responsible for ensuring that their employees comply with regulatory and contractual arrangements relating to safeguarding children and adults. Some organisations are also required to undertake an annual self-assessment of safeguarding arrangements, and to report outcomes, as part of contract monitoring arrangements. It is expected that this will apply to more organisations over time. Contractors are also responsible for informing relevant managers of the Council about any concerns they may have and to refer any adult or child protection concerns.

4.11 A copy of "Signs of Abuse and Modern Slavery" is attached in Appendix 2 and the "Code of Conduct and Safe Working Practices" at Appendix 3.

5.0. Role of Elected Members

5.1 It is a requirement that every councillor attends training on safeguarding children and adults. A register will be kept of those attending and this will be reported as part of the performance monitoring arrangements co-ordinated by the Corporate Safeguarding Panel. The training will raise awareness amongst Flintshire councillors of this policy and guidelines and increase their understanding of the safeguarding procedures which exist within the Council and ensure that they recognise signs of abuse and know how to refer concerns to Social Services.

5.2 The Cabinet Member for Social Services and the Cabinet Member for Corporate Management will be standing members of the Corporate Safeguarding Panel.

5.3 Members of the Corporate Resources and Overview Scrutiny Committee will receive information regarding the work of the Corporate Safeguarding Panel through the Annual Report. This will provide an opportunity for Members to scrutinise and challenge the Corporate Safeguarding Panel. Members of the Scrutiny Committee will receive information regarding the work programme of the Corporate Panel, the progress against this work programme and the main messages stemming from the performance management arrangements. The observations of the Scrutiny Committee will steer and influence the priorities of the Corporate Safeguarding Panel's work programme.

5.4 A copy of the "Good Practice Guidelines for Councillors- Safe Contact with Children and Vulnerable Adults" is in Appendix 4.

6.0. The Referral Process

6.1. Recognition and Referral

Suspicion about abuse may take the form of 'concerns' rather than 'known facts'. Safeguarding concerns can arise in many different contexts, including when they are already known to Social Services. While concerns will not necessarily trigger an investigation, they help to build up a picture, along with concerns from other sources, which may indicate that the individual may be suffering harm.

6.2 Allegations of potential abuse against a colleague, carer, volunteer, agency or any other individual must be reported to Social Services. Employees with concerns regarding the safety of an individual, or the behaviour of a colleague towards children or an adult or who receive allegations of potential abuse against a colleague, carer, volunteer or agency should inform their manager who will notify Social Services. Councillors should report concerns direct to Social Services.

6.3 Concerns should be shared with Social Services as soon as a problem, suspicion or concern about a child or adult becomes apparent, and certainly within 24 hours. This will ensure the risks are managed and appropriate action is considered. It is not an option to 'wait and see' or to dismiss the concern as not relevant. Failure to report suspicions / allegations of harm or abuse in a timely or appropriate manner will be treated seriously and may be investigated in accordance with the Council's disciplinary policy. Sharing the right information, at the right time, with the right people, is fundamental to good practice in safeguarding children and adults. The employee should keep a written record:

- What was observed
- What was heard
- What was disclosed / said to you
- Date incident took place
- Time incident took place

- People involved
- Location
- Sign and date record

This record should be stored in line with the Data Protection Act. Further information on recording is set out in Appendix 5

6.4 Social Services contact details:

Children- During office hours contact Social Services on 01352 701000

Adults - During office hours contact Social Services on 01352 803444

Outside of office hours, please telephone the Duty Social Worker on: 0345 0533116

Contact the police directly if it is believed that a crime has been committed. Telephone 101 or 999 in an emergency

6.5 Social Services will follow their own internal procedures on receipt of a referral to ensure that the right agencies and people investigate the abuse and that the adult or child is safe.

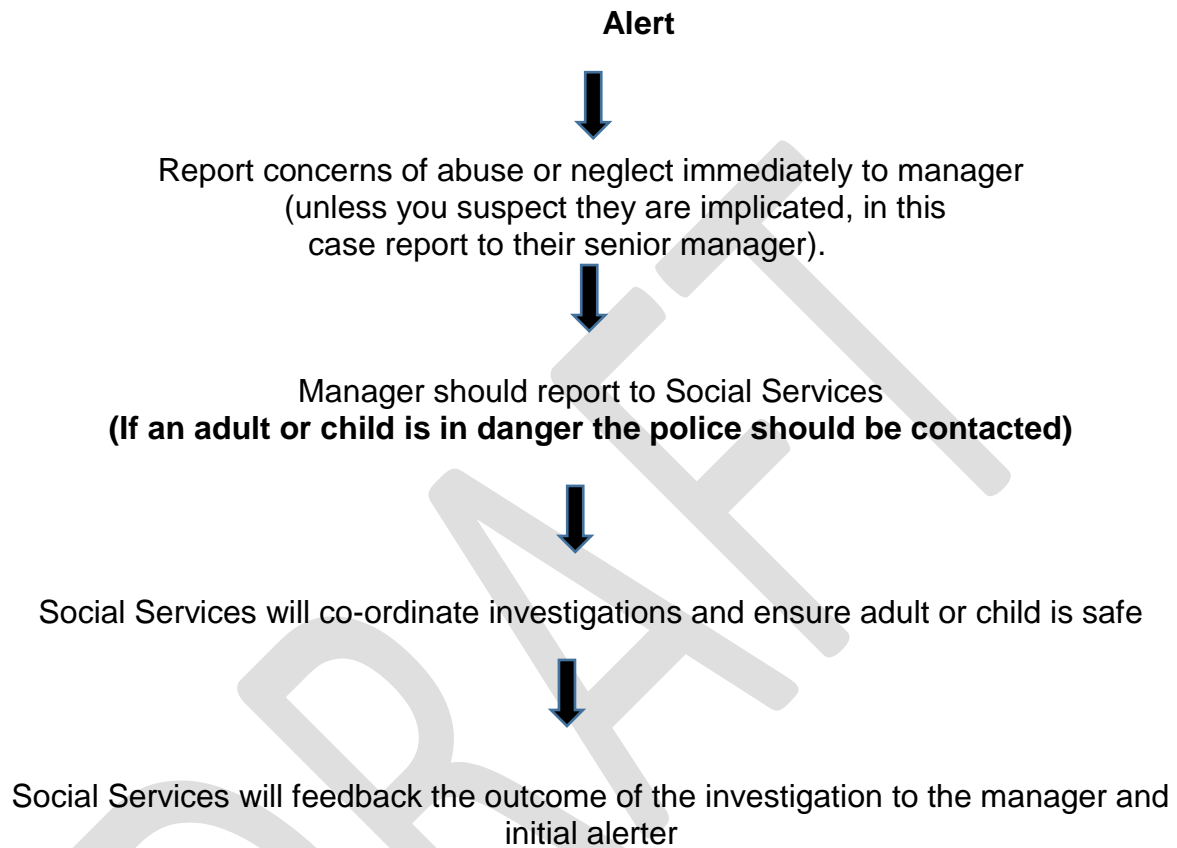
6.6 Employees must **not**

- investigate or ask leading questions
- agree to keep it a secret or promise confidentiality- but should give assurances that information will be shared on a need to know basis only so that the matter can be investigated in order to keep other children/adults safe
- touch or clear away evidence
- make assumptions or offer alternative explanations
- contact the alleged abuser
- talk to other employees, councillors, friends or service users about the information that has been shared with you.

The Police must be contacted immediately if the child or adult is in danger.

6.7 Any employees affected by safeguarding issues should in the first place speak to their line manager. Help and support is available from Occupational Health; this service can be accessed by a self- referral or manager's referral. Employees can contact Social Services Duty Team on the above number if they feel they are a victim of abuse. All calls will be treated confidentially.

Flow chart



7.0. Communication

7.1 The Corporate Safeguarding Panel will develop an annual communication plan to raise awareness and understanding of safeguarding both internally and externally to ensure employees recognise the signs of abuse and neglect and know how to report concerns. Key safeguarding messages will be disseminated to the workforce following meetings of the Corporate Safeguarding Panel.

7.2 This policy will be cascaded widely to all employees and relevant partners.

8.0 Corporate Governance Arrangements

8.1 Corporate Safeguarding Panel

The purpose of the Safeguarding Panel is to

- ensure that “Safeguarding” is everybody’s business in every Service within the Council working on the premise that “Safeguarding” is a wider concept than the protection of children and adults and deals with the promotion of:
 - Physical, emotional and mental health;
 - Protection from harm and neglect;
 - Education, training and leisure;
 - Contribution to society
 - Social and economic well-being.
- ensure that the Council has in place, and is operating, effective management and assurance processes and controls for safeguarding children and vulnerable adults and fulfils its duties corporately and in partnership with other statutory agencies.
- consider matters referred to the Panel within its terms of reference and to drive forward improvements in safeguarding.

The full Terms of Reference for the Corporate Safeguarding Panel is in Appendix 6.

8.2 This Panel will receive information regarding the working practices and procedures of every Service in the Council, providing assurance that the Services are meeting their duties in accordance with the Corporate Safeguarding Policy and Guidelines. In addition, the Panel will receive information regarding the performance management arrangements of every Service, to show that they are discharging their duties in a manner which safeguards children and adults.

8.3 The Corporate Safeguarding Panel will report to Cabinet on an annual basis. Every Cabinet Member will receive assurance from the Panel, that a clear work programme is in place and that the Council’s policies and procedures are robust in the safeguarding field. In the Annual Report, there will also be an opportunity for the Corporate Safeguarding Panel to highlight any obstacles or concerns they may have in terms of the response or performance of any Portfolio in the Council. Any lessons from Adults/ Child Practice Reviews will also be identified to Cabinet as part of the Annual Report. Safeguarding will also be included within quarterly Improvement Plan reports.

8.4 The Chief Officer Team will also receive the annual report, with more frequent reporting as and when required. This provides assurance to the Chief Executive that safeguarding is receiving its due attention within the Council.

8.5 The Panel complements the role of the Regional Adult/ Children Safeguarding Children Board. These focus on ensuring that robust multi-agency arrangements are in place to safeguard children and vulnerable adults and that key partners have appropriate safeguarding systems in place. The role of the Flintshire Corporate Safeguarding Panel is to ensure effective oversight of safeguarding across the wide range of services which the Council provides and commissions.

9.0. Reporting, Monitoring and Reviewing

9.1. The Corporate Safeguarding Panel Annual Report will draw attention to the Council's performance in complying with the Corporate Policy and Guidelines. The Annual Report will be submitted to the Chief Officer Team, the Cabinet and to the Corporate Resources Overview and Scrutiny Committee. In addition, on behalf of the Council as a whole, the Safeguarding Panel will report to the Regional Safeguarding Board as part of requirements under section 28 of the Children Act 2004.

9.2. It is proposed to submit the Annual Report every June. Specific attention will be given initially to the following Performance Indicators. It is anticipated that this dataset will evolve over time to better capture the breadth of safeguarding activity:

- Percentage of employees receiving safeguarding training as they receive induction
- Percentage of councillors attending safeguarding training
- Referral rates from services other than Social Services
- The percentage of adult protection enquiries completed within 7 days
- Percentage of reviews of children on the Child Protection register due in the year that were carried out within the statutory timescales
- Percentage of initial child protection conferences that were due in the year and were held within 15 working days of the strategy discussion

9.3. The Corporate Safeguarding Panel will undertake half yearly monitoring and review of relevant performance indicators. The Regional Safeguarding Children Board already receives core data on a regular basis. Any concerns regarding under performance/slippage will be a potential "line of enquiry" in service challenges and will require a clear action plan to respond to the concerns.

This Safeguarding Policy will be reviewed every three years or if any amendments occur in legislation or in consideration of changes in working practices which may stem from incidents or allegations.

APPENDIX 1

Children Act 1989 and 2004 - places a statutory duty on a range of organisations to make arrangements to ensure that their functions, and services provided on their behalf, are discharged having regard to the need to safeguard and promote the welfare of children.

[Working Together under the Children Act 2004](#)

The Welsh Assembly Government's "Safeguarding Children: Working Together under the Children Act 2004" provides a framework for Education and Youth Services' safeguarding work and a basis for inter-agency and multi-disciplinary co-operation in referral, assessment, care planning, intervention and review processes. Education and Youth Services must also be compliant with:

- Safeguarding Vulnerable Groups Act 2006: Controlled Activities
- All Wales Child Protection Procedures 2008;
- National Assembly for Wales Circular 34/02 Child Protection: preventing unsuitable people from working with children and young people in the education service; and
- Safeguarding Children in Education: WAG circular 05/08.

All Wales Child Protection Procedures 2008 - help safeguard children and promote their welfare

Counter Terrorism and Security Act 2015 - identifies that children and adults may be vulnerable to ideologies that place them, their families and the general public in danger should they be enticed to act upon extremist beliefs. Identifying individuals at risk of radicalisation and determining what action is necessary to support them is complemented by the 'Channel' multi-agency intervention process which deters continued involvement.

Prevent is one of four strands of the government's counter terrorism strategy and aims to stop people becoming terrorists or supporting terrorism. Prevent works at the pre-criminal stage by using early intervention to encourage individuals and communities to challenge extremist and terrorist ideology and behaviour.

Part 5 of the Act creates a 'general duty on specified authorities, when exercising its functions, to have due regard to the need to prevent people from being drawn into terrorism'. The Council is a specified authority. Safeguarding and promoting the welfare of children and vulnerable adults is central to the implementation of the Prevent strategy.

Crime and Disorder Act 1998 –this Act places a duty on the Council to ensure that every reasonable step is taken to protect adults and prevent crime and disorder when it undertakes its functions.

Education Act 2002- Statutory Guidance Keeping People Safe in Schools, sets out the legal duties that must be followed to safeguard and promote the welfare of children and young people under the age of 18 in schools and colleges.

Equality Act 2010- Protects people from discrimination in employment and wider society. The Act places a duty on public bodies to:

- eliminate discrimination
- advance equality of opportunity
- foster good relations between different people when carrying out their activities

European Convention Rights of the Child- is an international treaty to meet the needs of children, the rights in the treaty include protect the child from all forms of physical or mental violence, injury or abuse, neglect or negligent treatment, maltreatment or exploitation

Human Rights Act 1998- sets out the fundamental rights and freedoms that everyone in the UK is entitled they include Freedom from torture and inhuman or degrading treatment and Freedom from slavery and forced labour. The Act places legal duties on public authorities to respect human rights in their decisions and actions, they include right not to be tortured or treated in an inhuman way.

Licensing Act 2003 - The Act sets out four licensing objectives which must be taken into account when a local authority carries out its functions. They are:

1. the prevention of crime and disorder,
2. public safety,
3. prevention of public nuisance, and
4. the protection of children from harm

Modern Slavery Act 2015 aims to eradicate modern slavery, which encompasses human trafficking, slavery, forced labour and servitude.

Social Services and Well Being Act 2014 introduces a strengthened, robust and effective partnership approach to safeguarding. It requires local authorities to arrange preventative services, including in relation to contributing towards preventing people from suffering abuse or neglect. Each professional and organisation must do everything they can, to ensure that children and adults at risk are protected from abuse. The Act includes Statutory Guidance [Working together to Safeguard people](#)

Violence Against Women and Sexual Violence (Wales) Act 2015 aims to improve:

- (a) arrangements for the prevention of gender-based violence, domestic abuse and sexual violence;
- (b) arrangements for the protection of victims of gender-based violence, domestic abuse and sexual violence;

(c) support for people affected by gender-based violence, domestic abuse and sexual violence.

APPENDIX 2

Signs of Abuse and Modern Slavery

Children in Need

Abuse and neglect are forms of maltreatment of a child. Somebody may abuse or neglect a child either directly by inflicting harm, or indirectly, by failing to act to prevent harm. Children may be abused in a family or in an institutional or community setting; by those known to them; or, more rarely, by a stranger. They may be abused by an adult or adults, or another child or children.

There are four types of child abuse. They are defined in the All Wales Child Protection Procedures and Welsh Government guidance *Safeguarding Children: Working Together Under the Children Act 2004* as follows:

Physical abuse

Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating, or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or carer fabricates the symptoms of, or deliberately induces, illness in a child.

The physical signs of abuse may include:

- unexplained bruising, marks or injuries on any part of the body
- multiple bruises- in clusters, often on the upper arm, outside of the thigh
- cigarette burns
- human bite marks
- broken bones
- scalds, with upward splash marks
- multiple burns with a clearly demarcated edge.

N.B. Most children will collect cuts and bruises as part of the rough-and-tumble of daily life. Injuries should always be interpreted in light of the child's medical and social history, developmental stage and the explanation given. Most accidental bruises are seen over bony parts of the body, e.g. elbows, knees, shins, and are often on the front of the body. Important indicators of physical abuse are bruises or injuries that are either unexplained or inconsistent with the explanation given, or visible on the 'soft' parts of the body where accidental injuries are unlikely, e.g. cheeks, abdomen, back and buttocks.

Changes in behaviour that can also indicate physical abuse:

- fear of parents being approached for an explanation
- aggressive behaviour or severe temper outbursts
- flinching when approached or touched
- reluctance to get changed, for example in hot weather
- depression or withdrawn behaviour

- running away from home.

Emotional Abuse

Emotional abuse is the persistent emotional maltreatment of a child such as to cause severe and persistent adverse effects on the child's emotional development. It may involve conveying to children that they are worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person. It may feature age or developmentally inappropriate expectations being imposed on children. It may involve causing children frequently to feel frightened or in danger, or the exploitation or corruption of children. Some level of emotional abuse is involved in all types of maltreatment of a child, though it may occur alone.

Changes in behaviour which can indicate emotional abuse include:

- neurotic behaviour e.g. sulking, hair twisting, rocking
- being unable to play
- fear of making mistakes
- sudden speech disorders
- self-harm
- fear of parent being approached regarding their behaviour
- developmental delay in terms of emotional progress

Sexual Abuse

Sexual abuse involves forcing or enticing a child or young person to take part in sexual activities, not necessarily involving a high level of violence, whether or not the child is aware of what is happening. The activities may involve physical contact, including assault by penetration (for example, rape or oral sex) or non-penetrative acts such as masturbation, kissing, rubbing and touching outside of clothing. They may also include non-contact activities, such as involving children in looking at, or in the production of, sexual images, watching sexual activities, encouraging children to behave in sexually inappropriate ways, or grooming a child in preparation for abuse (including via the internet).

The physical signs of sexual abuse may include:

- pain or itching in the genital area
- bruising or bleeding near genital area
- sexually transmitted disease
- vaginal discharge or infection
- stomach pains discomfort when walking or sitting down
- Pregnancy

Changes in behaviour which can also indicate sexual abuse include:

- sudden or unexplained changes in behaviour e.g. becoming aggressive or withdrawn
- fear of being left with a specific person or group of people
- having nightmares
- running away from home
- sexual knowledge which is beyond their age, or developmental level
- sexual drawings or language
- bedwetting

- eating problems such as overeating or anorexia
- self-harm or mutilation, sometimes leading to suicide attempts
- saying they have secrets they cannot tell anyone about
- substance or drug abuse
- suddenly having unexplained sources of money not allowed to have friends (particularly in adolescence)
- acting in a sexually explicit way towards adults

Neglect

Neglect is the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development. It may involve a parent or carer failing to provide adequate food, shelter and clothing, failing to protect a child from physical harm or danger, or the failure to ensure access to appropriate medical care or treatment. It may also include neglect of, or unresponsiveness to, a child's basic emotional needs.

The physical signs of neglect may include:

- constant hunger, sometimes stealing food from other children
- constantly dirty or 'smelly'
- loss of weight, or being constantly underweight
- inappropriate clothing for the conditions.

Changes in behaviour which can also indicate neglect may include:

- complaining of being tired all the time
- not requesting medical assistance and/or failing to attend appointments
- having few friends
- mentioning being left alone or unsupervised

These definitions and indicators are not meant to be definitive, but only serve as a guide to assist you. It is important too, to remember that many children may exhibit some of these indicators at some time, and that the presence of one or more should not be taken as proof that abuse is occurring. There may well be other reasons for changes in behaviour such as a death or the birth of a new baby in the family or relationship problems between parents/carers. In assessing whether indicators are related to abuse or not, Social Services will always want to understand them in relation to the child's development and context.

Adults in Need of Protection

Categories of Abuse

There are many ways in which a vulnerable person may be abused. It is not unusual for an abused adult to suffer more than one kind of abuse. Accordingly, the impact of abuse and its seriousness for the individual must be evaluated in every case.

In safe Hands identifies five main categories of abuse:

Physical
 Sexual
 Financial
 Emotional or Physiological
 Neglect

Physical Abuse

Physical abuse is the unnecessary infliction of any physical pain, suffering or injury by a person who has responsibility, charge, care or custody of, or who stands in a position of or expectation of trust to, a vulnerable person. Physical abuse may also be perpetrated by one vulnerable adult upon another.

Sexual Abuse

Adult sexual abuse refers to the direct or indirect involvement of a vulnerable adult in sexual activity to which they are unwilling or unable to give informed consent, or which they do not fully comprehend, or which violates the social taboos of family roles, such as incest. Sexual abuse may also be perpetrated by one vulnerable adult upon another.

Any sexual activity that is not freely consenting is criminal. Where there is an abuse of trust, sexual activity may appear to be with consent, but is unacceptable because of the differences in power and influence between the people involved.

Sexual abuse includes the involvement in prostitution or 'sex trafficking' of adults at risk.

Emotional or Psychological Abuse

Emotional or psychological abuse is the infliction of mental suffering by a person in a position or expectation of trust upon a vulnerable person. Emotional / psychological abuse may also be perpetrated by one vulnerable adult upon another.

Emotional and psychological abuse includes bullying, which is typically deliberate, hurtful behaviour repeated over time, which can include physical abuse but often is verbal (name-calling and threats). It can undermine self-confidence, may cause the victim to become more isolated and sometimes leads to self-harm.

Emotional and psychological abuse, including **bullying and harassment**, can be very subtle, for example taking the form of ignoring or excluding the victim. Such abuse may be direct, such as by not responding to the person, or indirect, such as by giving unfair preference to another person.

Emotional and psychological abuse may be cumulative, possibly building up over months or even years. It may involve one or more person and may be part of the culture within any institution, organisation or service.

Another example of psychological abuse is when a vulnerable adult is incited, induced or exploited to commit a crime or abuse. Examples of this include inciting to steal, to perform acts of violence and commit sexual crimes. There have also been examples of vulnerable adults being exploited to commit acts of radical extremism. In determining whether emotional and psychological abuse has taken place, it is the impact on the vulnerable adult that counts. Individual actions may not seem significant and may even be a one-off, but if they are part of a wider pattern of abuse experienced by the vulnerable adult the impact on them may be significant.

Therefore, the wider context in which action is experienced by the vulnerable adult must always be considered in determining whether or not abuse has occurred.

Financial or Material Abuse

Financial or material abuse is any theft or misuse of a person's money, property or resources by a person in a position of, or expectation of, trust to a vulnerable person. Common forms of financial abuse are misuse by others of a vulnerable adult's state benefits or undue pressure to change wills. Financial / material abuse may also be perpetrated by one vulnerable adult upon another.

Neglect

Neglect is the failure of any person for whom there is an expectation of trust and /or the responsibility, charge, care or custody of a vulnerable person to provide that degree of care which a reasonable person in a like position would provide. Neglect may be criminal or non-criminal. It may also be as a result of intentional or non-intentional acts or omissions.

Modern Slavery

Modern slavery encompasses slavery, servitude, forced and compulsory labour and human trafficking. Traffickers and slave drivers coerce, deceive and force individuals against their will into a life of abuse, servitude and inhumane treatment. Victims may be sexually exploited, forced to work for little or no pay or forced to commit criminal activities against their will. Victims are often pressured into debt-bondage and are likely to be fearful of those who exploit them, who will often threaten and abuse victims and their families. All of these factors make it very difficult for victims to escape. There is no typical victim of slavery – victims can be men, women or children of all ages and nationalities. Many victims are foreign nationals who are brought to the UK specifically so they can be abused and exploited for the benefit of others. Some are tricked into believing they are simply paying others to facilitate their journey to the UK, or that they are being smuggled here. Many often do not find out that they are destined for a life of abuse and servitude until after they arrive.

Not all victims of modern slavery are trafficked across the border. We know that the internal trafficking of victims to other parts of the country takes place, and other forms of modern slavery take place that involve no movement of the victim at all

Types of slavery include:

Child trafficking Young people (under 18) are moved either internationally or domestically so they can be exploited.

Forced labour/debt bondage Victims are forced to work to pay off debts that realistically they never will be able to. Low wages and increased debts mean not only that they cannot ever hope to pay off the loan, but the debt may be passed down to their children

Forced Labour Victims are forced to work against their will, often working very long hours for little or no pay in dire conditions under verbal or physical threats of violence

to them or their families. It can happen in many sectors of our economy, from mining to tarmacking, hospitality and food packaging.

Sexual exploitation Victims are forced to perform non-consensual or abusive sexual acts against their will, such as prostitution, escort work and pornography. Whilst women and children make up the majority of victims, men can also be affected. Adults are coerced often under the threat of force, or another penalty.

Criminal exploitation Often controlled and maltreated, victims are forced into crimes such as cannabis cultivation or pick pocketing against their will.

Domestic servitude Victims are forced to carry out housework and domestic chores in private households with little or no pay, restricted movement, very limited or no free time and minimal privacy often sleeping where they work. As it takes place in private households it is a deeply hidden form of exploitation.

Signs and symptoms

- Victims may show signs of physical or psychological abuse, look malnourished or unkempt, or appear withdrawn.
- Victims may rarely be allowed to travel on their own, seem under the control, influence of others, rarely interact or appear unfamiliar with their neighbourhood or where they work.
- Victims may be living in dirty, cramped or overcrowded accommodation, and / or living and working at the same address.
- Victims may have no identification documents, have few personal possessions and always wear the same clothes day in day out. What clothes they do wear may not be suitable for their work.
- Victims have little opportunity to move freely and may have had their travel documents retained, e.g. passports.
- They may be dropped off / collected for work on a regular basis either very early or late at night.
- Victims may avoid eye contact, appear frightened or hesitant to talk to strangers and fear law enforcers for many reasons, such as not knowing who

to trust or where to get help, fear of deportation, fear of violence to them or their family.

APPENDIX 3

CODE OF CONDUCT AND SAFE WORKING PRACTICES

1. This code of conduct is a statement and is a description of the professional standards of practice that are required from all Council employees when undertaking their day-to-day duties.

2. The code of conduct reflects current practice and it is expected that employees can identify the following standards as those which they aim to emulate daily.

3. It is anticipated that this code of conduct provides a better understanding for members of the public using Council services of what is expected of the Council's employees and the manner in which the employer supports its employees to undertake work effectively and in a manner respectful of the needs of individuals.

4. Every employee should give a good example in terms of behaviour to ensure that children and adults are protected and safeguarded. The following guidelines provide details of examples of good practice which must be used, along with specific codes of conduct (e.g. Flintshire County Council codes of conduct), which could be relevant to roles, activities or specific events.

- You should always be open for the public to scrutinise you when working with children and adults and you should avoid situations where a councillor, employee, volunteer or service provider is with a child or children or vulnerable adult alone without anyone else to observe him or her.
- You should follow the required process for reporting incidents, e.g. an incident of health and safety importance.
- Children and adults have a right to privacy, equality, respect and dignity and a safe and positive environment.
- councillors, employees, volunteers and contracted service providers must give priority to the welfare and safety of the child or adult before concerns for performance.
- If a child or adult arrives at an activity or service exhibiting signs or symptoms which cause you concern, you must act appropriately and follow the procedures outlined in the policy.
- Be aware of the need to ensure safe practices when meeting children and adults.

YOU SHOULD

- Work in accordance with this safeguarding policy. If in doubt, contact the Designated Safeguarding Lead in your Portfolio.
- Work in an open environment (e.g. you should avoid private situations or those which cannot be observed and encourage an open environment, i.e. no secrets); Treat every child and adult fairly with respect and dignity.
- Put the welfare of each child and adult first.

- Ensure a safe and appropriate distance with participants (e.g. it is not appropriate to have a close relationship with a child or an adult).
- Create an equal relationship based on trust which empowers children and adults to share in the decision making process.
- Get the most current information about training and safeguarding issues.
- Be an excellent example – this includes not smoking, drinking alcohol or swearing in the company of children and adults.
- Make sure that photographic or filming equipment is used appropriately and a parent or carer of the participants has given their permission.
- Keep a record in writing of any injury which is sustained, along with any treatment administered in accordance with Council policy.
- Report any concerns immediately to your manager or to their manager if allegations have been made against him/her.

YOU SHOULD NOT

- Touch or allow inappropriate touching in any way, use force or inappropriate language or make suggestive sexual comments.
- Make a child cry as a means of controlling him / her, or use any behaviour control techniques not authorised by the Council's policy and procedures.
- Ignore allegations made by a child or adult. All allegations or disclosures of abuse by a child or vulnerable adult should be reported immediately to Social Services or the Police.
- Undertake tasks of a personal nature for children or adults which they could do for themselves.
- Invite or permit children or an adult to come to your home where they will be alone with you.
- Enter areas that have been specifically set-aside for the other sex.
- Use the internet, an electronic device or a telephone to access child pornography sites.
- Access any form of child pornography including printed material
- Investigate reports of abuse.
- Promise to keep secrets or confidentiality.
- Make assumptions or offer alternative explanations.
- Contact alleged abusers.
- Spread confidential information concerning individual cases to anyone unless through recognised reporting procedures.

5. An employee who breaches any condition of the above code of conduct will face an investigation and could face disciplinary steps which could lead to dismissal and the possibility of a criminal investigation if there is evidence of illegal activity.

6. Volunteer services that breach the code of conduct will be suspended immediately. If there is evidence of illegal activity, the name of the volunteer will be drawn to the attention of the relevant authorities and he /she could face a criminal investigation.

APPENDIX 4 Good Practice Guidelines for Councillors – Safe Contact with Children and Vulnerable Adults

1. These guidelines are a statement and description of the standards of conduct expected from all members of the Council when having contact with children or vulnerable adults *in their office as a councillor.
2. The guidelines are supplementary to, and do not replace, the Members' Code of Conduct. The Members' Code of Conduct remains relevant whenever a member acts in his / her role as elected member, and also at any time in relation to not bringing the office or the Council into disrepute.
3. Some of the requirements of the Code are: -
 - To show respect to others and be mindful of them
 - To address equal opportunity for everyone, regardless of their gender, race, disability, sexual orientation, age or religion
 - Not to disclose confidential information without consent
 - Not to behave in a manner which would bring your office or the Council into disrepute
 - To report any behaviour likely to be criminal by another member or employee to the appropriate authority
 - Not to use your position inappropriately to cause someone advantage or disadvantage.
4. Members may come into contact with children and vulnerable adults through their position on a committee or working group, or through their role as local member. They may also come into contact with them when representing the Council on external bodies or taking part in events arranged by the Council. Every member of the Council has a corporate parent responsibility for looked after children, and every member also has a responsibility to follow good practice for safeguarding children and vulnerable adults.
5. The aim of these guidelines is to reflect current practice and it is expected that members identify the following standards as those which they aim to reach daily.
6. It is expected that these guidelines give a better understanding to members of the public of what is expected by councillors when they come into contact with them.
7. Every councillor should give a good example in terms of behaviour to ensure that children and vulnerable adults are protected and safeguarded. The guidelines below give details of examples of good practice that must be used

YOU SHOULD

- Become familiar with the Council's safeguarding policies and guidelines and the current procedures for reporting incidents etc.
- Attend training on safeguarding children and vulnerable adults.
- Reporting concerns or allegations immediately to Social Services.
- Be open to public scrutiny at all times when working with children and young people, and try and avoid situations where you are alone with a child or children or vulnerable adult, with nobody to observe you.
- Respect children and adults' right to privacy, equality, respect and dignity and a safe and positive environment.
- Place the child or adult's welfare and safety above other considerations.
- Create an equal relationship based on trust which empowers children and adults to share in the decision-making process.
- Be an excellent example for children and vulnerable adults.

YOU SHOULD NOT

- Touch or allow inappropriate touching in any way, use force or inappropriate language or make suggestive sexual comments.
- Ignore allegations made by a child or adult; all allegations or disclosures of abuse by a child or adult should be reported immediately to Social Services of the Police.
- Invite or allow children or a vulnerable adult to come to your home where they will be alone with you.
- Enter areas in the Council's buildings that have been specifically allocated for the opposite sex.
- Use the internet, electronic device or telephone to access child pornography sites.
- Spread confidential information concerning individual cases to anyone unless through recognised reporting procedures.
- Investigate allegations of abuse.
- Contact the alleged abuser.

APPENDIX 5 Record Keeping

Top tips for good records

- Factual information e.g. times, dates, names, witnesses
- All contacts i.e. face to face, telephone, correspondence
- Contact with other agencies
- Decisions made
- Records must be a clear, accurate record what people said using their own words
- Keep objective
- List actions in correct order
- Date and sign your record
- Use a ball point pen - black ink preferable
- Legible hand writing
- Keep a copy for future reference

What to record

- What was observed
- What was heard
- What was disclosed / said to you
- Date incident took place
- Time incident took place
- People involved

- Location
- Sign and date record

Information should be shared when:

- Risk to individual or others
- A law has been broken

How to share information

- Gain consent if possible, if not, let the person know you will have to tell someone
- Need to know basis
- Secure sharing – no faxes, messages on answer machines. If you can't verify identity of person, not over the phone
- Record actions
- If in doubt, ask the manager

Data Protection Act

The law expects that all records are:

- Accurate, honest, and fair
- Kept securely
- Have a genuine purpose for being kept
- Relevant to their purpose

Appendix 6

FLINTSHIRE COUNTY COUNCIL CORPORATE SAFEGUARDING PANEL TERMS OF REFERENCE

1. Purpose

1.1 To ensure that “Safeguarding” is everybody’s business in every Service within the Council working on the premise that “Safeguarding” is a wider concept than the protection of children and adults and deals with the promotion of:

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

1.2 To ensure that the Council has in place, and is operating, effective management and assurance processes and controls for safeguarding children and vulnerable adults and fulfils its duties corporately and in partnership with other statutory agencies.

1.3 To consider matters referred to the Panel within its terms of reference and to drive forward improvements in safeguarding.

2. Responsibilities of the Panel

2.1 To take an overview of the Council’s (and partner agencies) responsibilities towards safeguarding and examine ways in which the Council as a whole and partner agencies can secure the safeguarding and wellbeing of children and vulnerable adults in the area.

2.2 To ensure that the Council and its departments are fully compliant with legislation and policy pertaining to safeguarding.

2.3 To ensure there are good joint working arrangements between Council departments and partner agencies, including working arrangements with the North Wales Safeguarding Boards

2.4 To monitor and scrutinise the performance of safeguarding activities across the Council supporting good practice and challenging and holding to account poor practice

2.5 To ensure that positive practices are maintained, lessons are learnt and changes made in the areas that require improvements.

2.6 To develop and oversee implementation of a Council wide safeguarding policy.

2.7 To develop and oversee implementation of a corporate Safeguarding Workforce Development Strategy and Training Plan

2.8 To develop and oversee implementation of an annual work programme for the Panel

2.9 To maintain a strategic overview of all developments, plans, policies and strategies for safeguarding and to make appropriate recommendations for action.

2.10 To produce an annual safeguarding report (that will link with the requirements for an annual report through the North Wales Safeguarding Board)

2.11 To ensure safe recruitment processes are implemented and adhered to across the Council

2.12 To ensure that thematic safeguarding issues are actively addressed across the Council e.g. human trafficking/ modern slavery/ child sexual exploitation.

2.13 To ensure Members are regularly updated on issues relating to safeguarding practice

3. Membership

3.1 Membership of the group will include:

- Chief Officer Social Services (Chair)
- Chief Officer Education and Youth (Vice Chair)
- Senior Manager for Safeguarding in Social Services
- Designated Safeguarding Leads from each Council Portfolio (see Appendix 1)
- Human Resources Service representative
- Corporate Services
- Elected member

3.2 In exceptional circumstances a Portfolio representative must be identified to attend a meeting if the named representative is unable to attend.

3.3 Additional members can be co-opted onto the Panel with the approval of the Chair.

3.4 According to the agenda individuals that are not part of the Panel may be invited to attend meetings to discuss and/or present key items.

4. Governance Arrangements

4.1 The group will meet on a quarterly basis (or more frequently if required)

4.2 Business support will be provided through Corporate Services

4.3 Designated Safeguarding Leads will be responsible for disseminating and obtaining information back into their service areas and will be accountable for the completion of actions and tasks attributed to their service area.

4.4 The corporate safeguarding group will report key risks, issues and performance to the Chief Officer Team on a quarterly basis and will act as the corporate conduit to the North Wales Safeguarding Boards for adults and children's.

4.5 Reporting to Scrutiny Committees and Cabinet

- Corporate Resources and Overview Scrutiny AND Cabinet will receive information regarding the work of the Corporate Safeguarding Panel through an Annual Safeguarding report. This will provide an opportunity for Members to scrutinise and challenge
- Reports detailing the specific work within individual Portfolios will be reported through the relevant Scrutiny Committee in accordance with the agreed forward work programme.
- Members of the Scrutiny Committee and Cabinet will receive information regarding the work programme of the Corporate Safeguarding Group, the progress against this work programme and the main messages stemming from the performance management and quality assurance arrangements;
- The observations of the Scrutiny Committee and Cabinet will be considered when determining the priorities of the Panel's future work programmes.

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What we mean by Safeguarding

Safeguarding is about protecting children and adults from abuse or neglect and educating those around them to recognise the signs and dangers. Abuse can take place anywhere:

- in someone's own home
- a care home
- a public place

Anyone can be an abuser:

- a family member or partner
- a neighbour
- a health or social care worker
- another professional worker, for example a financial advisor or solicitor
- a volunteer worker
- a friend
- a service user

Abuse comes in many forms and more than one type of abuse may be happening at the same time. The following are some examples of abuse:

Criminal exploitation Often controlled and maltreated, victims are forced into crimes such as cannabis cultivation or pick pocketing against their will.

Domestic servitude Victims are forced to carry out housework and domestic chores in private households with little or no pay, restricted movement, very limited or no free time and minimal privacy often sleeping where they work. As it takes place in private households it is a deeply hidden form of exploitation.

Financial abuse: having money or property stolen, being pressured into giving people money or changing a will, misuse of benefits, not being allowed access to money.

Forced Labour: are forced to work against their will, often working very long hours for little or no pay in dire conditions under verbal or physical threats of violence to them or their families.

Neglect: ignoring medical or physical care needs, withholding food or drink, not allowing access to appropriate health or social services, being left in wet or dirty clothes.

Physical abuse: being hit or slapped, being given the wrong medication on purpose, being locked in or force-fed.

Psychological abuse: being threatened, not being given choices, being bullied or isolated from other people.

Radicalisation: involves the exploitation of susceptible people who are drawn into violent extremism by radicalisers often using a persuasive rationale and charismatic individuals to attract people to their cause. The aim is to attract people to their reasoning, inspire new recruits and embed their extreme views and persuade vulnerable individuals of the legitimacy of their cause.

Sexual abuse: being touched or kissed when it is not wanted, being made to touch or kiss someone else, being raped, being made to listen to sexual comments or forced to look at sexual acts, or materials. forced to perform non-consensual or abusive sexual acts against their will, such as prostitution, escort work and pornography.

Trafficking being moved either internationally or domestically so they can be exploited.

September 2017



CABINET

Date of Meeting	Tuesday, 24 th October 2017
Report Subject	Strategic Review of the Care Sector
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Strategic

EXECUTIVE SUMMARY

Social Services are delivered within a context of rapidly changing social, demographic and environmental demands, and the department needs to be able to respond to those demands whilst at the same time continuing to meet the needs of its service users and their carers within an agreed budget, whilst aligning practice to the Social Services and Well-being (Wales) Act 2014.

Many of our external providers (domiciliary, nursing and residential homes supporting elders and people living with dementia) are facing huge pressures and are concerned about the sustainability of their businesses.

In order to support the local sector, Flintshire County Council agreed to fund a 12 month post looking at the key factors that are influencing the fragility of the care sector in Flintshire. A programme plan has been developed to address key priority areas of this work. The project will also support the evidential case being made in Flintshire regarding the fragility of the sector and help us to address some of the pressing issues providers and commissioners are raising. This report is the result of that work.

The report will be shared with Welsh Government to support the case for more investment in the social care sector. The report will also be published on our website and shared with partners.

RECOMMENDATIONS

1	Cabinet to accept the report.
2	Cabinet to agree publication
3	Cabinet to agree the approach to Welsh Government for them to respond to the needs of the care sector.

REPORT DETAILS

1.00	EXPLAINING THE STRATEGIC REVIEW OF THE CARE SECTOR
1.01	<p>The Council need to provide services within a context of rapidly changing social, demographic and environmental demands, and needs to be able to respond to those demands whilst at the same time continuing to meet the needs of its service users and their carers within an agreed budget.</p> <p>Our social care providers are facing pressures and are concerned about the sustainability of their businesses. This project has identified innovative ways to support the sector and makes the political argument regarding the fragility of social care providers in Flintshire.</p>
1.02	<p>Wales is aging faster than any other UK nation. Flintshire's older population (+80) is predicted to rise by 23% in the next 4 years with the number of older people with significant health and social care needs predicted to rise by 22% during the same period (Source: Flintshire Residential Care Review). During this period there is a clear risk that the care sector will be unable to sustain itself if no action is taken. Through this work we aim to develop a plan which will identify priorities, short term medium term and long term plans which will help us move toward addressing some of the most pressing issues.</p>
1.03	<p>The first sections of the document pull together key points from research and relevant literature to set the scene for the work. This includes the factors affecting local providers, the support already in place from the Council, work taking place at a regional level, existing community based approaches and information on work undertaken by Health colleagues.</p> <p>The report includes a number of areas for further consideration that could be explored in the medium to long term based on project examples from across the county and wider that contribute to this agenda.</p> <p>The report concludes with key recommendations.</p>
1.04	<p>Actions have been progressed where possible during the development of the report with guidance from the steering group we are progressing a number of initiatives locally to support the work. Project briefs have been developed which detail the background, evidence of where services work well.</p>

1.05	This report, which sets out the need for increased funding, workforce improvements and recognition of the full needs of the sector will inform our evidence base for national case-making.
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2.00	RESOURCE IMPLICATIONS
2.01	A Planning & Development Officer in Social Services has been developing this report since 1 st April on a secondment basis, and has now returned to her substantive post.
2.02	Colleagues in IT are supporting with the development of a Provider Portal, which will also be the central hub for a local marketing and recruitment campaign for the care sector.
2.03	The development and implementation of the short, medium and long term initiatives identified will require further work in the Social Services Planning and Development Team. This will be managed from existing resources.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	A steering group has been established to oversee the work, which met for the first time in 3 rd May. The group has a diverse membership and includes Registered Managers of Care Homes and Domiciliary Care providers, officers within the Council and partners from the Thirds Sector. The meetings have driven the direction of the work.
3.02	<p>Between June and September 2017, Osterley Associates offered a business diagnostic to providers across the residential and nursing sectors who were based within Flintshire on behalf of the Council. Osterley Associates is an independent consultancy which was established in 2014 to provide business sustainability support to community based businesses and stakeholders. Often the businesses in these groups are micro or family run and as such do not access mainstream support.</p> <p>Owners and managers from 18 homes were interviewed by an experienced business adviser and a diagnostic review was completed, 2 homes declined the offer and 4 were unable to schedule an interview in the timescale.</p> <p>The feedback received has mainly focused on the issue of recruitment and retention in the sector and the purchase of consumables, utilities, equipment and waste services.</p>

4.00	RISK MANAGEMENT
4.01	An exit strategy has been developed and partners are engaged with progressing the work identified.
4.02	The risk of inaction for the care sector in Wales is potentially critical. By acting responsibly, Flintshire is seeking to mitigate the implications of failures in the sector, to protect and ultimately develop the provision.

5.00	APPENDICES
5.01	Appendix 1 – Summary report

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Neil Ayling Telephone: 01352 702500 E-mail: neil.j.ayling@flintshire.gov.uk</p> <p>Strategic Opportunity Review – The Care Sector in Flintshire.</p> <p>L:\FCC Fileshare Multipath\Chief Executives Documents\HOUSE KEEPING\Chief Officers\Neil Ayling\Meetings\Cabinet.Scrutiny\Formal Cabinet\Strategic Opportunity Review for publication V1.pdf</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Social Services and Well-being (Wales) Act 2014: The Act provides the legal framework for improving the well-being of people who need care and support, and carers who need support, and for transforming social services in Wales.</p> <p>Regulation & Inspection of Social Care (Wales) Act 2016: The Act builds on the success of regulation in Wales and places the quality of services and improvement at the heart of regulation. It strengthens protection for those who need it, establishes a regulatory system that is in-line with the Social Services and Well-being (Wales) Act 2014 and creates a regulatory system that is centred around people who need care and support, and the social care workforce.</p> <p>Third Sector: These are community associations, self-help groups, voluntary organisations, charities, faith-based organisations, social enterprises, community businesses, housing associations, cooperatives and mutual organisations. They display a range of institutional forms, including registered and unregistered charities, companies limited by guarantee (which may also be registered charities), Community Interest Companies, Industrial and Provident Societies and unincorporated associations. Each organisation has its own aims, distinctive culture, set of</p>

	values and way of doing things, but they all share some important characteristics in common, being:
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- Independent, non-governmental bodies;
- Established voluntarily by citizens who choose to organise;
- 'Value-driven' and motivated by the desire to further social, cultural or environmental objectives, rather than simply to make a profit; and
- Committed to reinvesting their surpluses to further their social, cultural or environmental objectives.

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Strategic Opportunity Review

The Care Sector in Flintshire

Summary

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1. Introduction

Social Services are delivered within a context of rapidly changing social, demographic and environmental demands, and the department needs to be able to respond to those demands whilst at the same time continuing to meet the needs of its service users and their carers within an agreed budget, whilst aligning practice to the Social Services and Well-being (Wales) Act 2014.

Many of our external providers (domiciliary, nursing and residential homes supporting elders and people living with dementia) are facing huge pressures and are concerned about the sustainability of their businesses.

In order to support the local sector, Flintshire County Council agreed to fund a 12 month post looking at the key factors that are influencing the fragility of the care sector in Flintshire in depth and develop a programme plan in line with priority areas to work on to address these factors. The project will also support the political argument being made in Flintshire regarding the fragility of the sector and help us to address some of the pressing issues providers and commissioners are raising. This report is the result of that work.

The report will be shared with Welsh Government to support the case for more investment in the social care sector. A copy of the letter we have submitted can be found in appendix 1 of the full report.

Throughout this report, our case to Welsh Government for increased resources for the sector will be highlighted in the Green boxes.

The work has been overseen by a Steering Group made up of providers from the sector, officers within the Council and Third Sector representatives, who's knowledge and experience have been invaluable in the development and implementation of some of the work streams. We have also engaged with the wider sector through provider meetings.

Some of the issues affecting the sector are well documented, but a brief overview of each will be included here for context. Several useful documents are available, which have been reviewed alongside this work and may be referenced in other chapters. Some useful regional and national sources of information are outlined below.

One of the key principles behind this work however, is that a solution developed for one provider or community may not be appropriate to another. We must consider multi-stranded approaches to this work and focus on the principles of co-production to ensure that work undertaken in the future is done so in partnership with the sector, key stakeholders and citizens.

“Instead of developing 1 solution you may use 100,000 times, develop 100,000 solutions you may use once”.

Anon

1.1 The Older People's Population of Flintshire

The population of older people in Wales grew by 77,176 people between 2009-10 - 16 and formed 20.2% of its population in mid-2015. A 2016 OECD (Organisation for Economic Co-operation and Development) report confirms that although the burden of chronic and complex conditions associated with increased life expectancy is increasing across the UK, it is higher in Wales than England.

Another key indicator, the levels of poverty (linked with ill health), is also higher in Wales than the other UK countries. On current population projections, Wales would need to be spending at least an additional £129 million by 2020-21 (at 2016-17 prices) to bring the per capita spend on local authority social services for over-65s back to 2009-10 levels (Luchinskaya, 2017).

Flintshire's older population (+80) is predicted to rise by 23% by 2020, with the number of older people with significant health and social care needs predicted to rise by 22% during the same period (Flintshire County Council, 2016). The Welsh Government's Future Trends (2017) report predicts that if current rates persist, there will be an increase in dementia sufferers across Wales. By 2025 there could be '50,000 people aged 65 or over living with dementia in Wales, with nearly a quarter of them aged 90 or over'. The North Wales Population Needs Assessment (2017) states from the data available, the number of people living with dementia in North Wales is between 4,600 and 11,000 and that this figure is anticipated to rise with approximately 3,700 people living with dementia in Flintshire alone by 2030.

Table 1: Number of people aged over 65, population projections 2014 to 2039

	2014	2019	2024	2029	2034	2039
Anglesey	17,000	18,000	20,000	21,000	22,000	23,000
Gwynedd	27,000	29,000	31,000	33,000	35,000	35,000
Conwy	30,000	33,000	35,000	38,000	41,000	42,000
Denbighshire	22,000	23,000	25,000	27,000	29,000	30,000
Flintshire	30,000	34,000	37,000	40,000	44,000	46,000
Wrexham	25,000	28,000	30,000	33,000	36,000	39,000
North Wales	150,000	170,000	180,000	190,000	210,000	210,000

Numbers have been rounded so may not sum

Source: 2014-based population projections, Welsh Government within North Wales Population Needs Assessment (2017)

If we are to look in a preventative way as part of this work, we must not constrain ourselves by looking for solutions within the social care sector alone, and look at the broader range of resources and partners available. As part of this work, consideration will be given to how we can work with others to meet the changing needs of our ageing population, the workforce and local providers.

Flintshire County Council has developed a local Ageing Well Plan. This action plan begins to outline the work to take place in Flintshire over the next five years against each of the five national priority areas, which are:

- Age-Friendly Communities

- Falls Prevention
- Dementia Supportive Communities
- Opportunities for Learning and Employment
- Loneliness and Isolation

A summary of the plan can be found [here](#).

Loneliness and isolation presents a significant challenge for people as they get older. The Welsh Government's Ageing Well in Wales Programme (NWPNA, 2017) goes on to say that 'having strong social networks of family and friends and having a sense of belonging to the local community is important in order to reduce social isolation and loneliness for people who need care and support and carers who need support'.

Research suggests that loneliness and isolation have significant effects on the mental and physical health of people in our communities and has been likened to smoking 15 cigarettes a day (Holt-Lunstad, 2015 via Campaign to End Loneliness). By putting in measures to tackle this issue, the need for social care services may be reduced.

The assets available in a person's community are just as important as the care they received at home or within a residential care setting for maintaining health and wellbeing. Through consultation in local communities to gather information for the local Ageing Well plan, older people who attend 50+ Action Groups identified a number of factors that would contribute towards an 'age friendly' community. Older people expressed concern over access to transport and social activities alongside feeling safe in their community. One person expressed "getting out is important, otherwise you can become isolated".

Flintshire County Council is committed to supporting people with Dementia. In partnership with NEWCIS, the Council employs an officer to lead on the development of Dementia Friendly Communities, Intergenerational projects, Memory Café's, research and programmes aimed at supporting people living with dementia. This successful partnership working has created:

- 10 memory Cafes
- Dementia Friendly Communities
- Steering groups ready for the next steps
- 30 Dementia Friendly Businesses and Organisation and more on the way
- Dementia Friends Schools with 5 more on the way
- 12 Care Home working together

1.2 Funding Pressures

In Flintshire, the Social Services portfolio total 2016/17 budget figures are:-

Net budget	£60,551m
Income budget	£13.782m
Gross expenditure budget	£74.333m

The Welsh Local Government Association which represents councils, has called upon the Welsh Government to ‘recognise and address the immediate funding pressures facing the social care sector’ (WLGA, 2016) and to invest more in the preventative services as the ‘sustainability of the NHS is intertwined with the sustainability of other public services, most crucially social care’.

If costs in Wales rose in line with the projections for England, there would be an increase in net local government spending on social care for older people of around 55 per cent by 2025, with a further large increase in the five years to 2030 taking to the total increase to 101 per cent. There would be an increase in local authority net expenditure from £510 million in 2010-11 to around £794 million in 2025 (Wales Public Services 2025, 2016).

In 2016/17, the total net spend on Purchased Domiciliary Care for Older People was £6,051,176 which was made up of the following elements:

Payment to external care providers	£,202,484
Direct payments	£1,154,960
Income*	<u>(£306,268)</u>
Total:	£6,051,176

In 2016/17, the total net spend on Purchased Residential and Nursing Care for Older People was £5,747,368 which was made up of the following elements:

Residential Care Payments	£5,257,863
Nursing Care Payments	£2,572,198
Income**	<u>(£2,082,693)</u>
Total:	£5,747,368

*The income is made up of a mixture of joint funding contributions from BCUHB, service user contributions, and recoupments of over payments in relation to direct payments. There is also a recharge of £53,053 to BCUHB in respect of their contribution to our costs of supporting service users with early on set dementia.

** The income covers £500k from ICF towards the cost of residential care, £535k Free Nursing Care from BCU, £25k BCU CHC, £141k Client Contributions, £859k Property Income.



We urge Welsh Government to increase the funding available to Local Authorities to provide social care. We echo the concerns raised by the WLGA in November 2016, and call on Welsh Government to look to invest more. Wales Public Services 2025 have projected, based on information from England, that there would be an increase in local authority net expenditure from £510 million in 2010-11 to around £794 million in 2025.

Wales is aging faster than any other UK nation. In turn, Flintshire's older people's population (+80) is predicted to rise by 23% by 2020 with the number of older people with significant health and social care needs predicted to rise by 22% during the same period. We are currently not equipped to satisfy this demand. Since 2011, Flintshire County Council have achieved £70 million saving across the Authority, but still have £11million in savings to make. We are determined to sustain the high levels of social care we have achieved throughout austerity and welcome the announcement of the Welsh Assembly's enquiry in to the cost of social care to support the case for additional support.

We also call on Welsh Government to recognise the social care sector as an area of business growth. The North Wales Regional Skills and Employment Plan (North Wales Economic Ambitions Board, 2016) has identified social care as an area for growth, but this needs to be nurtured, with care providers being seen as SMEs with access business expansion support. Whilst we are linking providers to the support available via Business Wales, more capacity within this service is essential and we suggest bespoke investment in support directed towards the care sector.

2. Factors Affecting Care Providers

Between June and September 2017 Between June and September 2017, Osterley Associates offered a business diagnostic to providers across the residential and nursing sectors who were based within Flintshire on behalf of the Council. Osterly Associates is an independent consultancy which was established in 2014 to provide business sustainability support to community based businesses and stakeholders. It specialises in working with SMEs in groups and sectors that are vulnerable to political change or facing challenges that are outside normal business modelling. Often the businesses in these groups are micro or family run and as such do not access mainstream support.

Owners and managers from 18 homes were interviewed by an experienced business adviser and a diagnostic review was completed, 2 homes declined the offer and 4 were unable to schedule an interview in the timescale.

The diagnostic tool to conduct the interviews were designed to structure the interview but allow for a personal conversation so as to ensure that the individual circumstances were accommodated (Osterly Associates, 2017).

Summary Findings of the Business Diagnostics

General description of business

The group owned care homes were able to provide varying degrees of back of house support and many administrative tasks were conducted on a central basis. This allowed the registered manager to concentrate more on the delivery of care than worrying about the day to viability of the business.

Smaller independent homes were more reliant on the capability of the registered manager and time pressures and work load were more noticeable in these homes.

Client/Patient Base

The differing factors between private and Local Authority (LA) sponsored patients were investigated and at no time was any discrimination noted in valuing patients. Because of financial pressures most of the homes are now requesting top up fees from LA sponsored patients. The business advisers observed care and innovative methods adopted by the homes to care for the patients. The level of activities with the patients were high, the care assistants were engaged with the patients and communication between the managers and staff appeared to be positive.

Staff

The availability of local transport has an impact on some of the homes and those on good bus routes were more likely to be able to staff their homes than those off a main bus route. All of the homes interviewed paid at or above the living wage but recognised that this would be difficult in the future as wages increase above the income streams. Group owned homes had central HR services available to them and several of the family owned homes contracted with external HR agencies such as Peninsula to manage their HR issues.

Sickness and absence rates are high in comparison to other industries but it is accepted as one of the negatives of the sector. The most common causes of absence is sickness and diarrhoea. The impact is for a short term need to replace staff and the added costs associated with this. All homes operated a statutory sickness policies.

When asked directly about the difficulties of recruiting staff there was a variance in replies. Several homes stated that more should be done to increase the image of the sector and that very often potential recruits were unaware and unprepared for the nature of the job. The variation in replies came when some homes stated that they had difficulty in finding suitable candidates and others stated that they had waiting lists. Others suggested that the NHS "poached" the experienced members of staff and several homes were proud of the fact that majority of their staff had been employed by them for many years. It was concluded that the difference is likely to be effected by the size of the home and the way that the home is managed. The fact is that there is a need to attract new entrants into the sector

and increases in the living wage will add to the financial pressures on owners in the future.

Training

All homes visited were very proud of their training record and acknowledged the value of the Flintshire County Council training vouchers. The homes owned by a group have their own training programmes in place and often used external training providers. They recognise the value of career progression and remarked that this policy often assisted in staff retention rates. Smaller family owned homes found the cost element to be more of a handicap but still recognised the need. There was a willingness for managers to broaden their management skills but stated that time to train was a major barrier in them not proceeding.

Premises

Many homes are converted Victorian merchant houses or country homes and several had recently expanded the premises. Many are old and difficult to alter. Many of the older buildings are not energy efficient and the ability to meet the new care standards is beginning to take effect. One home interviewed had a genuine concern about the prospect of having to decommission 4 rooms which would reduce their income by £100,000 per annum. Others spoke about the cost of heating the buildings with one example of a monthly oil bill of £1,400. Other businesses have used as much of the outside space as practical thus restricting future growth. Homes that are located in an urban area tended to be restricted for future expansion and in the sample we visited, there seemed little capacity for new growth. However, homes located in more rural Flintshire have significant space, excellent outside space but are less convenient to access.

Sales and Marketing

When asked "What is the breakeven figure for the number of patient's resident in the home to make the business viable?" No home could answer this. However, they were fully aware as to whether they were losing money or not. Almost all of the homes were fully occupied and several had waiting lists for rooms. This negated the need to advertise the homes to attract residents.

Asset Management

A recent grant from Flintshire County Council for asset purchase has had a significant effect on the sector and was broadly welcomed by all homes. There is a general acceptance that a good standard of assets is an important part of providing a quality service and all homes stated that they regularly review and upgrade assets. A common comment amongst all homes was the wish that an asset library be established where equipment that is expensive to purchase and only used on occasion could be sourced and a rental scheme for larger equipment be considered.

Environmental and Energy. The cost of utilities was highlighted as an issue and there was a distinct difference between group owned and privately owned homes. The group owned homes had a central utilities policy and the purchasing decisions were not made by the registered manager, but the privately-owned homes were very conscious of the cost implications. Heating costs were the biggest concern and many of the businesses had signs of being very inefficient. Several homes

suggested that they would be interested in a joint procurement project to give themselves a stronger buying power. The value of a robust Waste policy is an area that is becoming more topical and most homes indicated that if we were able to provide support in this area, it would be welcomed.

Finance

All of the homes are reporting that the financial viability of the business is getting more challenging. The majority of the homes require a top up to LA sponsored fees and need a proportion of private patients to survive. The impact of the new care standards will add to cost in the short term but the biggest threat to the sector will be the cost of employing suitable staff. The increase in the living wage, a general reduction in unemployment rates, increase in employment and the unknown impact of Brexit suggests that the pool of candidates will get smaller. Profit margins are tight and any increase in interest rates plus increases in other overheads such as business rates, fuel costs and food costs will have an impact on the long term sustainability of the sector.

Compliance

The new care standards are very much at the forefront of the planning of all of the homes. Each home had their own needs to address on compliance but they have accepted that the intention of the care standard is for “increasing standards” and they prioritise these issues.

Growth

Many of the homes have either recently increased their capacity or are intending to increase their capability. There is limited opportunity for some of the homes visited to extend due to restricted outside space and one home is for sale, so there are no plans for growth. Several of the privately owned homes indicated that they would be prepared to meet a growth adviser in the future.

The feedback received has mainly focused on the issue of recruitment and retention in the sector and the purchase of consumables, utilities, equipment and waste services.

We would ask Welsh Government to introduce equipment subsidies for independent care providers. Funding has been made available to the Farming sector for a 40% contribution towards the purchase of equipment and we would like the Welsh Government to consider a similar scheme for the care sector. This will enable settings to respond to the needs of residents and members of the community within their settings.

2.1 Common Factors Affecting All Providers

Recruitment and retention issues are reported as the most significant issue affecting the sector locally. However, providers have identified that people in the workforce don't necessarily leave the sector, but move around within it and when they do leave,

move on to employment in other caring roles such as within the NHS. Our challenge is to increase the number of people entering the sector.

There are difficulties here. Colleagues at Job Centre Plus report that they are not encountering many who are seeking work in the sector, and those who have expressed an interest are looking for 9-5 hours, which is not conducive with working patterns in care. Provider assistance has also been removed in recent years, including apprenticeships funding for people aged over 25 leading to difficulties in staff gaining the relevant qualifications, staff having to pay the fees themselves leading to providers finding it difficult to meet the current requirement that 50% of staff to be qualified to QCF level 2, unless they support with funding the training themselves.

Apprenticeships present a real opportunity in the sector to engage with people who can develop a career in the care sector. Business Wales' website states that 'delivery of apprenticeships will be driven by the needs of the Welsh economy and communities', and this is surely one of the biggest areas of need across Wales at present. We support the request to reinstate the apprenticeship funding for over 25s to undertake the Qualifications and Credit Framework Health and Social Care Diploma (QCF) at levels 2 and 3.

Further changes affecting recruitment and retention in the sector are expected with the implementation of the regulations of the Regulation & Inspection of Social Care (Wales) Act 2016, some of which are explored further in section 2.3.



We have engaged with providers throughout this work. One of the main issues identified by providers through our work, and reflected in reports nationally, is the difficulties surrounding recruitment and retention in the sector. 66% of respondents to the Welsh Government consultation on recruitment and retention in domiciliary care cited low wages as a reason people did not join the sector. Enabling providers to increase staff wages will allow them to compete with the local retail sector and with NHS recruitment drives.

Whilst we recognise that some of the issues around non-guaranteed hours contracts and travel are being consulted on and will become part of regulations under the Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA), more money needs to be invested in the sector to enable providers to draw good, dedicated people in to the available posts and to reflect the working conditions and the value of the work they do in supporting our older population.

The recently drafted North Wales Care and Community Health Workforce Strategy outlines that in 2016 surveys showed that 38% of domiciliary care workers and 36% of the residential care are unqualified. This is a significant number of workers that will need training in order to meet the new registration requirements, with increased resource implications for the sector. Concerns have been raised about the number of assessors available to meet the increased demand, which may have implications on provider's ability to comply with regulations.

We welcome the drive on improving standards and professionalising the workforce, but the costs of this cannot sit at the door of care providers alone. We are encouraged by the commitment of Social Care Wales to make additional funding available to fill this training gap, but are at this point, unsure of levels and distribution across Wales. Funding should be made available to train those who have been part of the company for a long time as well as those who have recently been employed.

2.2 Factors Affecting the Nursing and Residential Care Sector

A review in to Flintshire's Residential Care sector (2016) outlines the challenges and some potential options as we move forward, but highlights a number of strategic issues that 'would impede efforts by any local authority to strengthen their residential care market. National coordination and action will be needed to minimise the impact of these factors, which include;

1. The effect of the National Living Wage on the sustainability of independent care providers.

2. Reported lack of financial resources available to improve the state of repair of independent care homes, and a decreasing appeal for potential new investors to the sector.
3. Retention and recruitment rates of care staff, with a perceived unclear career pathway and unappealing job conditions, specifically registered managers.
4. A national concern of poorly performing nursing homes.
5. Increasing demand for services with decreasing budgets’.
6. Brexit

We would like to draw Welsh Government’s attention to the need for Care providers to be able to access national affordable capital borrowing to enable improvements to be made to existing facilities. Providers are concerned about the investment needed to maintain and develop ageing buildings in the next 2-5 years, to include the updating of heating systems and building maintenance to ensure residents are warm and safe in their own home. Providers across the region are also reporting that accessing mortgages is difficult for properties with less than 30 beds.

It is essential that Welsh Government lead on the collection of information across the social care workforce on EU nationals and monitor the effects on the workforce of Brexit.

On a local level, Flintshire have been working in partnership with providers and others to support local providers and transform commissioning and provision of care. Flintshire are embedding “Creating a Place Called Home – Delivering What Matters” to deliver ‘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’ (Flintshire County Council, 2017).

As part of this, Flintshire, have developed the ‘Progress for Providers’ Programme in Care Homes. This is a self-assessment tool for managers to use with their staff to check how they are doing in delivering personalised support for people living in care homes, tailoring support to the individual and enabling them to have as much choice and control over their service and life as possible. Using person-centred thinking tools and approaches helps staff to provide the best support that they can in ways that reflects what is important to the person.

Bronze, Silver and Gold accreditation will help managers check their own progress over time and demonstrate publically that they are making continued progress along the road to truly person centred care. Those who have achieved the accreditation will be listed on Flintshire County Council’s website.

Further issues include those centred around the workforce within homes. Shortages in nursing staff are presenting a problem across the UK (Public Policy Institute for Wales, 2015). In 2017, Welsh Government began to consult on the Phase 2 regulations for the Regulation & Inspection Act Wales 2016. Within this, a proposal

was outlined that there would no longer need to be 24 hour nursing care on site for as long as it can be proven that the provision meets the needs of the individual. This may have an impact on those setting who have a low need for nursing care, as they can look at how they can meet these needs in a more flexible way. However, for homes where high levels of nursing care are required, the issue is still present.



2.3 Factors Affecting the Domiciliary Care Sector

Much has been written on the issues surrounding recruitment and selection in the Domiciliary Care workforce. In March 2016, Welsh Government published a research report on the 'Factors that affect the recruitment and retention of domiciliary care workers and the extent to which these factors impact upon the quality of domiciliary care' (Atkinson et al, 2016). The research, undertaken by Manchester Metropolitan University sought to identify factors that influence whether people choose to 'become and remain working as domiciliary care workers'.

There are approximately 15,000 domiciliary care staff employed by commissioned care providers in Wales (Care Council for Wales, 2015). Welsh Government's consultation in to the Domiciliary Workforce (2016) recommends that work take place to recognise those working in the sector as skilled professionals to counter some of the negative media, as this puts people off joining or staying in the sector.

The key factor highlighted by this consultation included:

- Low wages
- Work pressures
- Unsociable hours
- Poor terms and conditions
- 'Zero hours' or 'non-guaranteed hours' contracts deterring people from joining the sector, as there were no guaranteed hours
- Some call times not enough to address the needs of the individual

- Lack of training and career development opportunities
- Seen as a low status job compared to healthcare

The Phase 2 consultation on the draft regulations for the Regulation & Inspection of Social Care (Wales) Act 2016 took place during summer 2017. The consultation included limiting the use of non-guaranteed hours contracts; the delineation of care time and travel time; and extending the Social Care Wales register of Social Care Workers to include domiciliary support workers. This workforce-related consultation also invited stakeholders to explore solutions to the current shortage of registered social care managers in Wales. An event hosted by the Council in August with Domiciliary Care providers enabled them to discuss these elements and feed them in to the Council's response. In addition to this, consultation also took place on the fees required for registration and the qualification requirements by Social Care Wales through 'Transforming Care in the 21st Century'.

The feedback received raised a number of areas of concern which have been fed back to Welsh Government and Social Care Wales. These centre around that the additional requirements for registration, to pay a fee to do so and the need for a social care workers to achieve a certain level of qualifications may have a negative impact on the sector which is already struggling to recruit and retain staff. In addition to this, gaining the qualifications needed to register may be prohibitive to older staff, who may then leave a void of good, experienced staff. This has led to fears in some providers that the quality of care will be in jeopardy.

Providers have also reported concerns around the HR implications of new regulations and where this will lead in terms of existing staff who do not want to register or work towards qualifications. Providers do not have the resources and capacity to carry out consultations with staff, manage many differing contracts and invest in the additional training.

There are concerns that some staff would not wish to study to gain new qualifications, which is a daunting at any age, as they may not feel equipped to do so if they may not have undertaken formal study for a number of years. We, along with providers are fearful that this could lead to a sharp drop in experienced carers as they leave for other sectors where the pressures and requirements are not so great, leaving a void. Additionally, the impact of these regulations could lead to employment tribunals.

Moving forward, we must be mindful of the quick pace of change within the sector on a national and local level. Alongside the changes in legislation, North Wales will be moving towards a regional framework for the commissioning of Domiciliary Care.

We urge Welsh Government to also introduce further support for training social care staff given the pressures imposed on the sector through the introduction of new regulations under the RISCA and through the proposed changes in the 'Transforming Care in the 21st Century' consultation from Social Care Wales.

The recently drafted North Wales Care and Community Health Workforce Strategy outlines that in 2016 surveys showed that 38% of domiciliary care workers and 36% of the residential care don't have formal qualifications. This is a significant number of workers that will need training in order to meet the new registration requirements, with increased cost and resource implications for the sector. Concerns have been raised about the number of assessors available to meet the increased demand, which may have implications on providers ability to comply with regulations.

2.4 Support for Local Providers

Over the years, Flintshire have been working to develop strong relationships with those who provide services for Flintshire's residents. The Council support providers in a number of ways.

- Regular Provider Meetings, open to all Care Providers in Flintshire, which include updates, Care Forum representative feedback, workshops and information sharing. These events are valued and enable two way communication between Provides and the Local Authority. These events are also used to develop a coordinated response to national consultations. The Local Authority can then submit responses that includes the voice of the local sector alongside out own.
- Information is circulated on a regular basis to Providers via email.
- Training is available via the Council's Workforce Development Team and number of Providers attend the Workforce Strategy Meetings.
- Providers are supported to achieve accreditation through Progress for Providers Programme as described in section 2.2
- The Council has developed a template for Providers to produce a 'Welcome Pack' for new residents. The pack, tailored to each home, outlines information on rights and entitlements, staff, what's available locally and person-centred practices.
- The Contracts Monitoring Team provide support for settings who may be facing difficulties or in need of improvement.
- Through the Council's dementia work, free activities are provided to Care Homes via a 'buy one get one free' as part of the Dementia Friendly Communities programme, coordinated through a private Facebook group.
- Providers are offered support with National Care Home Open Day.
- Flintshire County Council provided packs containing hoists, a mattress, chair, commode, bath lift, scales and other equipment to all Care Homes in 2017.
- The Social Care Workforce Development Programme (SCWDP) training voucher scheme gives independent and voluntary sector social care staff

access to mandatory or core training from a small number of approved local training providers.

3 Regional Work Streams

Alongside the work undertaken on a local level to support providers, it is important to take in to consideration and support the work taking place on a regional basis. Further details on each can be found in the full report, but these include:

- North Wales Workforce Strategy
- Social Value Forum
- North Wales Domiciliary Care Framework

4 Community Based Approaches

Community based approaches play a key role in keeping people living independently for longer which may reduce, delay or prevent the need for formal social care. These may be delivered by a number of partners, including the Third Sector, private sector and Local Authority. These approaches put people at the heart of the work, and focuses on what matters to the individual and the community.

The Flintshire Public Services Board are implementing an 'Inspiring Resilient Communities Framework'. High levels of resilience enable communities to prosper and thrive and supports individuals to fulfil their potential. This leads to a reduction in demand for public services. The framework recognises that community based work is essential if communities are to be engaged and empowered to solve the issues they face and that any approach has to be 'co-designed with communities and partners, and has to evolve and adapt based upon the results and learning' (Flintshire Public Services Board, 2017).

There are a number of initiatives across the UK and wider that develop community capacity to support people to live independently for longer. These put the person at the heart of their care and focusing on what matters to the individual. Further details can be found in the full report.

Flintshire benefits from a strong third sector presence and networks and a positive relationship between the Council and Flintshire Local Voluntary Council (FLVC). The Wellbeing Team in FLVC and AVOW (Association of Voluntary Organisations Wrexham) supports the third sector and statutory partners in a number of ways.

The Social Services and Wellbeing (Wales) Act 2014 encourages new approaches including co-operatives and social enterprise. The Welsh Government funded organisation Wales Co-operative Centre are able to provide support to services moving to this model.

5 Current Approaches within Health

Make Every Contact Count (MECC) - Making Every Contact Count is an approach developed by the NHS to encourage positive behaviour change through the millions of day to day interactions that organisations and individuals have to support them in making positive changes to their physical and mental health and wellbeing

Well North Wales - The approach for Well North Wales has been developed from the 'Well London' Programme which involved community development work with a health focus. The needs are raised by the community and actions are then developed to address them. The programme looks more holistically in to the needs of the community and instead of focusing directly on health needs, can look more widely at other issues which will have an effect of a person's health, such as debt and housing.

Eirias Park - The Health Care and Wellbeing Precinct, based at Colwyn Leisure Centre within Eirias Park is a collaboration between a number partners and sees Health, Social Care and Leisure professionals working together to improve the health of people by applying physical activity to manage chronic disease conditions and to assist rehabilitation from acute or chronic ill health.

Care Closer to Home - Through the 'Care Close to Home' Programme, the NHS were looking at a range of options to modernise care. These included new technologies, providing care in community settings, and systems to direct patients to the right teams to provide care rather than via a GP.

Care Home Response Teams - This approach, whereby multi-disciplinary practitioners would be based within a team, but be able to available to provide the right care to individuals in care homes at the right time is supported

Vanguard Sites in England - 50 Vanguard sites have been chosen across England to develop new innovative care models under three categories. 'Integrated primary and acute care systems join up GP, hospital, community and mental health services, whilst multispecialty community providers move specialist care out of hospitals into the community. Enhanced health in care homes offer older people better, joined up health, care and rehabilitation services' (NHS England, 2016).

6. Overview of Work Streams

The following areas have been explored in more details and project briefs developed. Work is currently underway on each of these work streams working with partners and the information given is up to date at the time of writing this report.

Marketing and Recruitment Campaign and Implementation Plan

This is a large area of work, raised as a priority by providers at the steering group and the through sector provider meetings. It includes the development of a Portal which will act as the hub of a local marketing and recruitment campaign for the sector. This area also covers employment initiatives currently underway.

Community Proposal

A project brief is currently in development looking at a mixed model to include elements of community agents, community circles and Local Area Coordination. We are joined in this work by the Co-production who have a number of links in this area.

Micro-care Enterprises

Working with the Business Development Team, the opportunities to look in to Micro-care provision are being explored. These operate on a small scale, usually employing less than 5 people, and focus on a small group of clients. This model could be an advantage to the rural areas and a feasibility study in to the need in Flintshire is being developed.

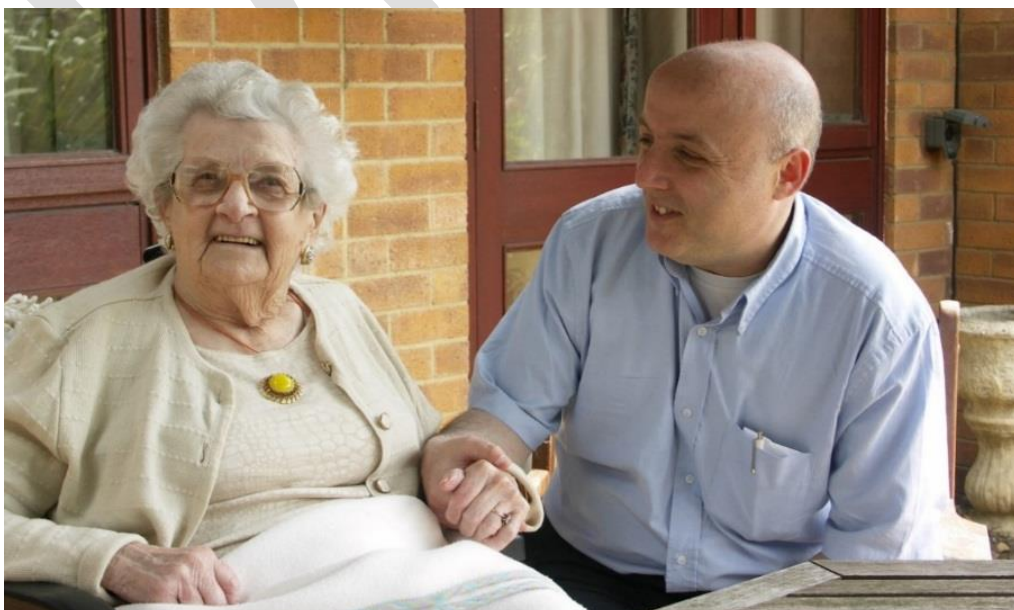
7. Areas for Further Consideration

This section in the full report explores other possible actions that could be considered for the medium to long term. For each area, the information below is outline:

- Background
- Examples
- Potential local application

Shared Lives
Homeshare
Support for Unpaid Carers
Staff Benefits, Well-being and Support
Nurseries in Care Homes
Purchasing Consortiums
Care Associations
Technologies
Older People as Part of the Workforce
Transport

Housing
Co-operatives and Alternative Business Models
Supporting Social Workers
Efficiencies/ Income Generation Teams
Reablement
Trusted Assessors
Direct Payments
Personal Assistants
Intermediate Care



8. Recommendations

8.1 Immediate attention

- A letter to Welsh Government updating on the work to be sent.
- Learning from this report to be shared with other Local Authorities and partners.
- To continue to involve our Social Care Partners in the development of our local approaches to support the sector.
- Further data is needed on current business models in social care (including social enterprise models such as community interest companies, and third sector ownership). This information is not currently collected. Flintshire County Council to lobby CSSIW and Social Care Wales to collect this data in light of the emphasis put on these through the Social Services and Wellbeing (Wales) Act 2014.
- The Council to support the development of apprenticeships and placements in independent providers and to lobby Welsh Government to introduce further support for training social care staff given the pressures that may be imposed on the sector through the introduction of new regulations.
- Lobby the Data Unit to collect information across the workforce on EU nationals working in social care and monitor the effects of Brexit.
- Feasibility studies to be undertaken exploring:
 - Micro-care
 - Purchasing Consortiums
 - Assets Library
- The Council to work with the Third Sector Well-being Network to develop opportunities for Third Sector Health and Social Care Services to feedback to the Council on any issues arising and solutions to enable better communication.
- The Council continue to work with the Third Sector Well-being Network and other partners to map and understand the current local use of Social Prescribing models.
- Flintshire County Council to explore extending the provision of Blue Badges to Community Transport Operators.

8.2 Medium-term attention

- Flintshire County Council to give further consideration to the programmes outlined in section 7.
- Continue to support the local Marketing and Recruitment Campaign
- The Council to consider investing in the recruitment of a marketing graduate to develop the campaign for the social care sector further with allocated budget.
- A clear understanding of the complexities of the commissioning arrangements for social care to be developed in partnership with Procurement, so all parties have an understanding of the sector, co-production and person-centred thinking.
- To develop an approach where MECC and What Matters Conversations are aligned, and to develop a public information campaign to share these tools to people in the community, who can then signpost and support citizen to access support to meet their needs.
- To establish a network or joint training group to develop training opportunities across Local Authorities, the Local Health Board and the Third Sector, reducing duplication and maximising the skills and expertise of all partners.
- The Council to develop a survey for the whole local social care workforce to feed in issues, concerns, solutions and examples of innovative practice.
- To develop and review our local Market Position Statement. Consultation on the regulations related to this are expected in summer 2018 as part of the Phase 3 consultation on the regulations for the Regulation and Inspection of Social Care Act (Wales) 2016.
- To annually review the current state of the residential and domiciliary care markets and to monitor any issues arising with providers over, looking to provide support where we can.
- Flintshire County Council to develop an update report taking in to account changes in legislation, funding and support in 12-18 months.

8.3 Long Term attention

- Support providers, if appropriate, to consider developing a Local Care Association to include a purchasing consortium and a celebration of the achievements of the sector.

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CABINET

Date of Meeting	Tuesday 24 th October 2017
Report Subject	Income Generation Policy
Cabinet Member	Leader of the Council and Cabinet Member for Finance Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Organisational Change)
Type of Report	Strategic

EXECUTIVE SUMMARY

The County Council aims to recover income for the provision of services to its citizens in Flintshire wherever possible. The mechanisms and legal framework and powers for doing so are quite wide ranging

The Income Policy has a number of key objectives and principles that this report proposes are adopted by Cabinet to assist in the setting of appropriate and benchmarked fees and charges together with the mechanism for regular reviews and monitoring.

RECOMMENDATIONS

1	That Members note and approve the Income Policy attached to this report.
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REPORT DETAILS

1.00	IMPLEMENTATION OF THE COUNCILS INCOME GENERATION POLICY
1.01	<p>The County Council recovers income for the provision of services to its citizens in Flintshire the mechanisms and legal framework and powers for doing so are quite wide ranging and include the following:-</p> <ul style="list-style-type: none"> • Local Authorities (Goods and Services) Act 1970; • Section 139, Local Government Act 1972; • Civic Restaurants Act 1947; • Section 45, Road Traffic Act (MOT Testing); • Section 32 Local Government (Miscellaneous Provisions) Act 1976; • Section 97 Building Act 1984 (works);
1.02	<p>In considering the Councils wider approach and position in relation to fees and charges there has been a longstanding requirement to develop a policy which brings together all fees and charges in one place as well as reviewing their methods of calculation and application, it was also felt important that all of this information should be brought under one Cabinet report in the future.</p>
1.03	<p>In refreshing the Councils Medium Term Financial Strategy (MTFS) the Council has been aware of the need for a challenging strategy which acknowledges the Councils position on fees and charges and at the same time responds positively and constructively to any challenge which may seek to erode or weaken the Councils 'low funded Council' argument. As such, work was undertaken to procure external support and advice in relation to our current fees and charging methodology and fee levels so as to place us in a stronger position of knowledge and to ensure we more fully understand our overall position when compared to Wales generally and the wider United Kingdom.</p>
1.04	<p>A review of the Councils charging levels has been undertaken and this work has sought to benchmark those Council services who already charge with a wide range of comparator authorities. The study concluded that, in a number of areas, the Council was charging an appropriate amount for the provision of a service when compared against comparable services in the UK, in other services there needed to be a review undertaken to bring fees and charges up to a level which recovered cost as a minimum requirement. In some areas there were opportunities to recover income which, based on other local authorities activity, could legitimately be recovered but which was not currently being recovered at this moment, and finally, there was exploration of opportunities around 'premium service' charging scenarios.</p>
1.05	<p>The Council currently has no Income Generation Policy and as part of this overall review, one has been developed and is attached at appendix A. As well as the Policy document there was a need to consider the presentation</p>

	<p>of income information, in reflecting on current practice, which relies on individual delegated reports being submitted but using the current Portfolio Programme Boards to review fees and charges. Information flowing from Programme Boards would then assuming acceptable, be authorised through a process of delegated reports issued annually the timing of which did not necessarily have to be linked to the commencement of a new financial year.</p>
1.06	<p>Within the Income Policy there are a number of key objectives which are submitted for consideration, these are set out below:-</p> <ul style="list-style-type: none"> • Maximise revenue generation with full cost recovery wherever possible; • Ensure that charges reflect the ability to pay; • Comparability with our own sector and market; • Adopt differential pricing for some specific services where warranted; • Put in place a consistent process and governance structure; • Ensure that a clear and consistent set of principles and criteria underpin all decisionmaking; <ul style="list-style-type: none"> • Take into account any competition to deliver the service from the public, private or voluntary sectors; • Set prices as part of the approach to marketing the service; • Ensure that fees and charges are set in a way that complements the Council's wider policy goals; and • Collected as efficiently as possible, in advance of the point of delivery and provides customers with as many ways as possible to pay.
1.07	<p>In addition to the objectives the proposed Policy sets out a set of key principles these are outlined below:-</p> <p>Flintshire County Council fees and charges should:</p> <ul style="list-style-type: none"> • Maximise the level of income generated from the service within the appropriate legal framework which governs those charges; • Ensure charges are transparent and communicated to users with reasonable notice; • Take into account the nature of demand for the service and any market intelligence available; • Complement the Council's wider policy goals and objectives; • As a minimum, increase in line with inflation each year, unless there is a clear rationale for not doing so or for reducing the level of the fee in real terms; • Take into account equality and diversity need and obligations;

	<p>As well as considering all areas of cost recovery, potential areas of charging that would have maximum impact on income levels, but would require concessionary pricing to mitigate the impact on certain groups of individuals may need to be considered. Such areas could include waste collection and transport.</p> <p>Section 4 in the Income strategy gives further details on concessions and the principles that would need to be considered when determining the need for a concession.</p> <p>It is acknowledged that a number of these principles are contradictory in nature and that there should be a clear mechanism for deciding the prevailing priorities for each instance where conflicts arise.</p>
1.08	<p>In terms of monitoring fees and charges the mechanism suggested is that this is undertaken through the Councils programme boards. These boards are already in place and one of their functions and roles is to monitor progress in relation to Council efficiencies and the MTFs. It would therefore appear logical that income development and progress should also sit within programme boards.</p>
1.09	<p>The process for setting fees and charges is clearly set out within the Income Policy and is a six step process. However, occasionally there may be instances during the financial year where fees and charges need to be varied upwards or downwards. The Councils Constitution provides Chief Officers, in conjunction with their respective Cabinet Portfolio Member, a mechanism to set fees and charges in accordance with any policy or strategy approved by Cabinet or Council (i.e. the Income Policy). With prior approval therefore charges can be varied on an in year basis to manage demand by raising or lowering prices, ensuring active demand management.</p>
1.10	<p>As part of our financial plans we have set a recurring income target of £500,000. At the moment we are not achieving this target and our ability to do so will, unless we adopt a more rigorous and challenging approach to fee and income recovery, will remain position going forward.</p> <p>Councils generally have gone through or are currently going through similar reviews as we are, however, in some cases we are some way behind in our application and approach to fees and charges.</p>
1.11	<p>In the context of next steps clearly the adoption of the Policy will provide the strategic framework and consistency to address fees and charging issues within the Council. On adoption of the Policy fees and charges will be increased, in some cases these will be based on existing statutory/regulatory frameworks in others there will be an inflationary increase. As noted within the report there may also be cases where, due to the significant gap between the charge and full cost recovery there will need to be an incremental approach taken so that full cost recovery is achieved over a longer time period.</p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>The Council currently receives around £10.5m from its services in relation to fees and charges and this report seeks to ensure that this income stream is regularly reviewed and that as a minimum those services move to recover their costs for the services they provide in the next 12 to 24 months and thereafter are subject to annual inflationary increases.</p> <p>The Council will need to continue pursue all opportunities for charging for services in order to maximise its external income for the future.</p>
2.02	<p>Within our financial plans we have set a target of £500,000 in increased income, this is a recurring amount which is proving challenging to deliver.</p>

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>Consultation has been undertaken with all Portfolio service areas and Cabinet Members.</p>

4.00	RISK MANAGEMENT
4.01	<p>If not implemented then there is a risk that the Council will fall further behind other Councils and benchmarking organisations in its fees and charging levels and in doing so will lose valuable sources of income. The overarching strategy which will mitigate this is that services seek to fully recover the costs of their services and that there are regular reviews of fees and charges through programme boards.</p>

5.00	APPENDICES
5.01	<p>Income Policy.</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>NA</p> <p>Contact Officer: Neal Cockerton, Chief Officer, Organisational Change Telephone: 01352 – 703169 E-mail: neal.cockerton:Flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Medium-term Financial Strategy - a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet</p>

	its priorities, duties and obligations.
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Flintshire County Council

Income Generation Policy

DRAFT 02

February 2017

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DRAFT 02

1 Objectives and Approach

1.1 Objectives

The objectives of this policy are as follows:

- Maximise revenue generation with full cost recovery wherever possible;
- Ensure that charges reflect the ability to pay;
- Comparability with our own sector and market;
- Adopt differential pricing for some specific services where warranted;
- Put in place a consistent process and governance structure;
- Ensure that a clear and consistent set of principles and criteria underpin all decision making;
- Take into account any competition to deliver the service from the public, private or voluntary sectors;
- Set prices as part of the approach to marketing the service;
- Ensure that fees and charges are set in a way that complements the Council's wider policy goals; and
- Collected as efficiently as possible, in advance of the point of delivery and provides customers with as many ways as possible to pay.

1.2 Approach

The Council provides a range of services to residents, the community and visitors for which it can levy a fee or charge and generate income accordingly.

It establishes the process by which fees and charges will be set and the key principles that should be used in setting them.

The Council's high level aim is to maximise income generation wherever possible. This will contribute towards and support the delivery of key front line services. Setting fees and charges must be linked to the Council annual budget planning and the Councils medium term financial planning process in order to create a strategic and coherent approach.

Any approach to income generation will by necessity need to be flexible, as this is a complex area. For example, maximising income generation may not always involve increasing fees and charges. In areas where there is competition for council services, it may be more appropriate to reduce fees and charges to gain a greater share of the market.

The Council may choose to offer subsidies to promote access to services for those who otherwise could not afford the service. Such subsidies must be transparent, properly understood and have a clear rationale. As each time a service user is not paying the full cost of a service, the council tax payer is providing a subsidy.

By strategically using charging and concessions, councils can influence the behavior of its residents in line with wider Council policy goals. The Council can also demonstrate the value of its services and discourage the abuse of such services.

This document aims to support Council Members and Officers to strike the appropriate balance between these conflicting pressures and priorities.

2 Principles

This section sets out the overarching principles that should be applied when setting fees and charges across the Council.

Flintshire County Council fees and charges should:

- Maximise the level of income generated from the service within the appropriate legal framework which governs those charges;
- Ensure charges are transparent and communicated to users with reasonable notice;
- Take into account the nature of demand for the service and any market intelligence available;
- Complement the Council's wider policy goals and objectives;
- As a minimum, increase in line with inflation each year, unless there is a clear rationale for not doing so or for reducing the level of the fee in real terms;
- Take into account equality and diversity issues;

It is acknowledged that a number of these principles are contradictory in nature and that there should be a clear mechanism for deciding the prevailing priorities for each instance where conflicts arise.

3 Process for setting fees and charges

3.1 Overview

This section of the policy sets out the process for the setting of fees and charges across the Council.

It aims to put in place a transparent process that will take place annually or where necessary more frequently based on changed circumstances, ensuring that all areas of the Council are taking into account the same principles and criteria in making decisions on the level of fees and charges.

3.2 Monitoring Income and Governance

Most importantly, a governance structure is required to standardise the process of setting fees and charges and ensure that service areas are consistently basing their decisions on the appropriate criteria.

For this purpose income generation will be monitored through current portfolio programme boards.

Specifically in relation to income management the programme board will:

- Receive proposals for adjusting fees and charges on an annual basis. This may be undertaken as part of the budget setting process or at any other appropriate time during the year. Whenever it takes place the process will be considered in light of the Councils overarching Medium Term Financial Strategy (MTFS);
- Review these proposals to ensure that the appropriate criteria underpin the proposals; and
- Recommend the appropriate process for approval.

Programme Boards will not have the authority to approve the setting of fees and charges. The responsibility for this will lie with individual Chief Officers in consultation with their respective Cabinet Member under the process of delegated powers and or Cabinet, Full Council, where necessary.

The Board will also monitor the income generation performance of services against preset targets.

The Board should also be used as a gateway to review income-related business case investment and new proposals to introduce fees and charges.

3.3 Process

The process for setting fees and charges will consist of the following steps.

As a minimum each portfolio service area will undertake the process on an annual basis.

Step 1

In conjunction with the budget planning cycle, service areas will be required to review current levels of fees and charges for all chargeable services.

The output of this review should be an Income Statement outlining the service's proposals for adjusting fees and charges and introducing any new charges for the next financial year.

The Income Statement should demonstrate how the service has taken into account the following checklist of important areas for consideration:

- Intelligence on the nature and elasticity of demand;
- Benchmarking with other local authorities;
- An understanding of the market for the provision of the service, including alternative service providers from the private, public and voluntary sectors;
- An appreciation of the full costs of providing the service, including overheads;
- The implications of the level of fees and charges on the total income generated by the service, and the impact of this on the service and Council budget;
- The impact of any increase on service users;
- Whether a concession to service users should be continued, including:
 - The rationale for providing a concession to service users;
 - Evidence that the concession is promoting take up of the service and benefitting service users most in need and at risk; and
 - The financial implications of any concession
- The Council's wider policy goals, aims and objectives;
- The impact on communities; and
- Equality and diversity issues.

Proposals for income targets for future financial years should also be included.

These targets should include income generated from statutory fees and charges.

A template for the Income Statement is set out at section 5 of this policy. This seeks to ensure that all of the above items on the checklist are taken into account when fees and charges are reviewed.

The Income Statement will then be sent to the relevant Programme Board for consideration.

Step 2

The Programme Board will assess whether the right balance between competing interests has been struck given the wider financial context and will advise the service area on any changes that may be required.

The Programme Board will then determine whether the proposals should be sent for approval. In particular the Programme Board will expect that:

- As a minimum, the value of fees and charges should be maintained in real terms over time and increased annually in line with inflation;
- Any discretionary services that are not achieving full cost recovery will explain why they are operating at a deficit and more importantly how they will achieve full cost recovery with a plan for doing so; and
- All concessions will be justified, with evidence that the concession is benefitting the target community, and the financial implications of the concession for the wider service budget made clear.

Step 3

When proposals have been supported in principle by the Programme Board, the Board will recommend whether the proposals should be sent for approval under the process of delegated powers.

The following principles and guidelines will apply here:

- The presumption should be that the proposal will be sent for approval under delegated powers as outlined in the Council's Constitution.
- If the proposal raises concerns that it will be politically controversial, it should, in the first instance, be referred to the Cabinet Member with responsibility for the Service in conjunction with the Chief Officer for further consideration and approval, who may choose subsequently to refer to Cabinet for approval.

All proposals will be sent for approval using the methods supported by the Programme Board and, if approved, will be enacted by services.

Income targets should be passed to Corporate Finance, agreed and factored into the final budget setting process/Medium Term Financial Strategy.

Step 4

The service areas should put in place arrangements to communicate clearly any changes in fees and charges to service users.

A segmented approach should be used to ensure that the right messages are communicated to the right stakeholders, which should include, where applicable:

- Council staff;
- Service users;
- Taxpayers;
- The media;
- Local businesses; and
- Community groups.

A corporate approach will be taken to managing and approving these communications, where considered necessary, in order to ensure consistency of message across the Council. This approach will include the following principles:

- All communications issued should make clear the reason for the change in the fee or charge (e.g. in line with inflation, increased costs).
- Where there is an increased fee or charge, communications should provide clear advice to service users on the concessions available (if any) to make sure those who are entitled to discounts receive them.
- The timing of communications should be coordinated in line with when the change is implemented. For example, changes to school meal prices will be best communicated in the months preceding the start of the school academic year.

Any communications proposed to be issued out in respect to this should be cleared by the respective portfolio Cabinet Member before being sent.

Step 5

It is vital that the Council receives payment for its chargeable services. Wherever possible, customers should be required to pay charges in advance of the delivery of services or at the point of delivery to minimise the risk of non-payment and to assist customers to manage their own liabilities to the Council.

To facilitate payment and provide a customer centered service, multiple payment methods should be available to the customer. E-payments and the setting up of direct debits should be promoted as the preferred method.

Each year a review should also be undertaken of the means by which payments are made to all services. Services should demonstrate every year as part of the Income Statement how payment is currently collected, and then set out clearly how it proposes to make the collection process more efficient using less expensive channels of payment, how it intends to promote and signpost. This work should be consistent with the objectives set out within the Councils Digital Strategy.

Step 6

Each year the Members, Chief Officers and Service Managers from across the Council should actively consider new opportunities for income generation, however, this process should not simply be viewed as an annual activity and opportunities to generate additional income should be explored proactively throughout the year.

The purpose of these reviews should be to go beyond the usual paradigms of service delivery and create a more commercial culture within the organisation, testing the boundaries of what is possible, and exploring new ideas. They should discuss individual services in turn, assess latest developments and best practice in income generation nationally, consider new ideas, and establish whether any can be taken forward.

If ideas are identified, Chief Officers and Service Managers will be tasked with their exploration, development and implementation.

In year changes

As noted above, the Council's Constitution provides Chief Officers, in conjunction with their respective Portfolio Cabinet Members, a mechanism to set fees and charges in accordance with any policy or strategy approved by the Cabinet or Council (i.e. this policy).

With prior approval charges can be varied on an in year basis to manage demand

by raising or lowering prices, ensuring active demand management.

4 Concessions

A concession is applied when a local authority chooses to set a charge below the actual cost of service provision.

Concession setting is a careful balancing act. The Council may wish to target certain services at specific groups of residents and in doing so it may decide to apply a concession. For example, it may wish to offer assistance to the elderly, or those on benefits. However, every time a service user is not paying the full cost of a service, the council tax payer is in effect providing a subsidy. It is therefore important that efforts are made to ensure that subsidies are targeted at those service users whom the Council has made a conscious policy decision to help.

Certain principles are therefore important when determining the need for a concession:

- The Council should be wary of extending concessions to those who may be able or willing to pay more for a service.
- Concessions should not be applied to services which are a lower priority for the Council.
- Concessions should be focused on those groups most in need and at risk.
- Concessions must be transparent, properly understood and have a clear rationale for their application.
- The implications of each concession for the Council's overall financial position must be understood.
- There should be evidence that the concession is promoting take up of the service and benefitting service users.
- Concessions should be non-discriminatory in nature and effect

Concessions are likely to exist on a service specific level. It is therefore important that when reviewing concessions a consistent approach has been taken. Programme Boards will undertake this role as a part of the process outlined in section 3 of this policy above.

As part of Step 2 of the process outlined in Section 3 above, Programme Boards will assess whether service proposals for concessions should be supported.

In order to do this the Board will:

- Collect the information available on subsidies provided for chargeable services from Income Statements.
- Ask Finance staff to map the overall financial consequences of current subsidies for the Council's budget.
- Assess the information provided by service areas and consider the financial consequences for the Council's budget submitted by Finance. The Board's presumption will be that all concessions need to be justified, and the financial implications of the concession for the wider service budget must be made clear.
- As part of this process the Board should compare the need for and cost of subsidies that exist in different services. To do this the Board should rate the chargeable services prioritising who should pay for the service by asking the following questions:
 - Should the council tax payer pay for the service (in which case the service is free to service users)?
 - Or should the service user pay for the service (in which case there will be no subsidy and the service user will be paying the full cost of the services)?
 - How much will each of these options cost the taxpayer?

Based on the above, the Board can decide which service proposals and subsidies should be approved.

- This process will enable the prioritisation of subsidies within a clear financial context, to feed into the Board's decision as to whether to send service proposals in Income Statements for approval.

The Council will undertake this process on an annual cycle.

5 Income Statement template

Each service area will be required to fill in the template below on an annual basis.

INCOME STATEMENT TEMPLATE

Please note the following:

- All sections must be completed fully.
- Please feel free to expand the size of each text box if you need more space.
- Please submit this document to *(insert staff name here)* by *(insert date here)*.
- If you have any questions about the process please contact *(insert staff name here)*.

SERVICE AREA NAME AND CONTACT DETAILS	
CURRENT FEES AND CHARGES	PROPOSED NEW FEES AND CHARGES FOR 2017/18 (including inflationary uplift) <i>Please make clear the % change figure above inflation and explain rationale for new charge level.</i>
PERFORMANCE AGAINST SERVICE INCOME TARGET IN 2016/17	PROPOSED SERVICE INCOME TARGET FOR 2017/18 <i>Please provide rationale for the target set.</i>
COSTS OF SERVICE	% OF COSTS RECOVERED THROUGH CHARGES <i>If this is less than 100%, please provide rationale, and outline the implications for the service budget and wider Council budget, e.g. will efficiencies and cost reductions make up for the shortfall in income.</i>
NATURE OF DEMAND FOR SERVICE	
<i>Please provide latest activity / demand figures with an indication of recent trends in the market.</i>	
BENCHMARKING WITH OTHER LOCAL AUTHORITIES	
<i>Please provide evidence of comparable prices charged by other local authorities both regionally and nationally.</i>	
INFORMATION ON ALTERNATIVE PROVIDERS	
<i>Please provide an indication of any competition to provide the service in the local area, with information on prices offered and share of the market if available.</i>	
FIT WITH COUNCIL'S POLICY GOALS	
<i>Please provide information on how the level of the charge supports any Council policy goals.</i>	

CONCESSIONS

Please provide information on any proposed or existing concessions; including:

- *The rationale for providing a concession;*
- *Evidence that the concession is promoting take up of the service and benefitting service users most in need and at risk, and that people who may be able or willing to pay are not receiving a concession; and*
- *The financial implications of any concession provided for the Council's overall position.*

IMPACT ANALYSIS

Please indicate how the changed level of charge will impact on:

- *Service users;*
- *Communities; and*
- *Equality and diversity issues.*

METHOD OF COLLECTION

Please indicate the channels by which fees are currently paid, and outline how this can be made more efficient in the upcoming year.

COMMUNICATION STRATEGY

Please indicate how any change in fees and charges will be communicated to key stakeholders, including service users, local businesses, staff, and the taxpayer.

PROGRAMME BOARD DECISION AND NEXT STEPS

After the Income Statement has been considered by the Programme Board, please record the final decision here, along with the recommended next steps in terms of approval or any requests for further work.

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CABINET

Date of Meeting	Tuesday, 24 th October 2017
Report Subject	Outcome of Active Travel Consultation Process
Cabinet Member	Cabinet Member for Streetscene and Countryside
Report By	Chief Officer (Streetscene and Transportation)
Strategic	Strategic

EXECUTIVE SUMMARY

A report was presented to Cabinet on 6th June 2017 outlining progress on the delivery of duties under the Active Travel (Wales) Act 2013 and also the consultation proposals on the draft Integrated Network Map (INM) which is a 15 year plan for delivering walking and cycling improvements.

A number of informal engagement events were held prior to the statutory consultation which ran between 3rd July and 24th September, 2017. As a result of consultation feedback a number of amendments have been made to the draft INM and schedule. Some requests for routes to be included on the INM were rejected due to various factors which did not satisfy the criteria for an Active Travel Route. There has also been several amendments made to the Existing Route Map (ERM) which also formed part of the online consultation.

The revised INM and Schedule and the revised ERM will be submitted to Welsh Government for approval on the 3rd November 2017. There is a requirement under the Act to resubmit the ERM and the INM to Welsh Government by 24th September 2020.

RECOMMENDATIONS

1	That Cabinet approves the content of this report and the submission to Welsh Government (WG).
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REPORT DETAILS

1.00	<u>EXPLAINING THE BACKGROUND TO THE ACTIVE TRAVEL PLAN</u>
1.01	<p>The report presented to Cabinet on 6th June 2017 provided progress on delivery of the Authorities duties under the Active Travel Act (Wales) 2013. It also outlined proposals for carrying out the statutory consultation process on the Integrated Network Map which has now closed. The consultation events are outlined in this report.</p>
1.02	<p>In the Autumn of 2016 Sustrans held an Active Travel Journey Planning workshop with pupils at Ysgol Glan Aber in Bagillt with support from a Streetscene officer. The pupils were provided with copies of the ERM for the Bagillt area and asked to identify on the Map where they lived and places they needed to visit in their community on a daily basis. They were also asked to identify areas they did not feel safe to travel and the reasons why. A number of routes were identified for improvement and were added to the INP for consultation.</p>
1.03	<p>On 24th April, 2017 Sustrans held an Active Travel Journey Planning workshop with pupils at Mold Alun School. Officers from Streetscene supported the event by producing questionnaires and working with groups of pupils at the workshop.</p> <p>A summary of the responses received to the group exercises is attached as Appendix A.</p>
1.04	<p>A series of informal engagement events were held with Flintshire Disability Forum to establish barriers faced by mobility users in making Active Travel Journeys. The Disability Forum was established to help and support all people with a physical disability in Flintshire and to promote services and practices that are positive about disability. The events were held between March and April at Mold, Buckley and Shotton.</p> <p>A summary of the responses received to the group exercises is attached as Appendix B.</p>
1.05	<p>An informal engagement event was held with the Local Access Forum on 5th May at Wepre Visitor Centre and the proposals on the INM were received positively.</p>
1.06	<p>Local Members and Community and Town Councillors were invited to come along to the Drop In Events at County Hall on the 30th and 31st May 2017. A summary of comments is attached as Appendix C.</p>
1.07	<p>A meeting was held with Planning Policy Officers in early June, 2017 to provide an overview of the Active Travel proposals. It was agreed that once Planning Policy are at Deposit Plan stage for the Local Development Plan we will review the INM to ensure we include new infrastructure improvements where new developments are proposed, where possible. An amended INM will be resubmitted to Welsh Government in September 2020</p>

1.08	The statutory consultation ran between 3 rd July and 24 th September 2017 and was made available on the Council's website and promoted through social media and press releases. Emails with a link to the online consultation were distributed to key stakeholders, Local Members, Town and Community Councils, Schools, internal departments and all those who requested to be consulted via Sustrans website. Drop In Events were held at Mold Town Hall, Holywell Connects Office, Deeside Leisure Centre and Flint Pavilion. A summary of comments from the Drop In Events and other consultation responses via emails is included as Appendix D. Sustrans INM consultation response is included as Appendix E.
1.09	In general the proposals contained on the INM were largely supported. We did receive several requests for additional routes to be included on the INM which have been considered in line with the principles laid down in the statutory Active Travel Design Guidance criteria and these were added to the INM where possible. An additional map and schedule was produced to show proposals to link the various settlements. This was referred to as the Connecting Settlements Map and Schedule and also formed part of the consultation process. The routes shown on this Map are aspirational, do not show precise alignment or design proposals and will require feasibility studies before a detailed alignment could be put forward for consideration. There was very strong support for these proposals which have now been transferred to the INM for submission to Welsh Government. For ease of reference, all amendments that have been made to the draft INM and Schedule and ERM are included in list form in Appendix F.
1.10	The final INM and Schedule and revised ERM will be submitted to Welsh Government on the 3 rd November for approval and will subsequently be published on the Council's Active Travel web pages.
1.11	Local Authorities must secure new and improved active travel routes and related facilities year on year and as such are required to resubmit both the ERM and the INM to Welsh Government showing further revisions by 24 th September 2020.
1.12	Whilst the consultation and duties within the Act specifically relate to active travel links to services and facilities, Flintshire recognises the benefit active travel brings in terms of leisure and the wellbeing of the community. Therefore, any comments received during the consultation process on the use of the Active Travel Network for this purpose have been considered as the plans for the strategic network are developed.

<u>2.00</u>	<u>RESOURCE IMPLICATIONS</u>
2.01	In 2016/17 Welsh Government provided £10,000 to Flintshire to create and consult on the active travel maps required as part of the duty in the Act. For 2017/18 a further £10,000 has been provided for development of the INM.
2.02	Staff resources used to deliver the active travel duties have significantly exceeded the funding allocated by Welsh Government to-date.

3.00	<u>CONSULTATIONS REQUIRED / CARRIED OUT</u>
3.01	Sustrans Active Travel Journey Planner Workshop held at Ysgol Glan Aber, Bagillt in the Autumn 2016.
3.02	Flintshire Disability Forum at Llys Jasmine, Mold on the 23rd March 2017.
3.03	Flintshire Disability Forum at Burntwood, Court Buckley on the 11th April, 2017.
3.04	Flintshire Disability Forum at Llys Eleanor, Shotton on the 19th April 2017.
3.05	Sustrans Active Travel Journey Planner Workshop held at Mold Alun School on 24 th April, 2017.
3.06	Local Access Forum at Wepre Visitor Centre on 5 th May, 2017.
3.07	Local Members and Community and Town Councils at County Hall, Mold on the 30 th and 31 st May.
3.08	Statutory 12 week consultation between 3 rd July and 24 th September 2017. The draft INM and schedule and the revised ERM was made available online and emails were sent to a wide range of stakeholders including Local Members and Town and Community Councils.
3.09	Mold Town Hall Drop In Event on 20 th July, 2017.
3.10	Holywell Connects Office Drop In Event on 3 rd August, 2017.
3.11	Deeside Leisure Centre Drop In Event on 8 th August, 2017.
3.12	Flint Pavillion Drop In Event on 5 th September, 2017

4.00	<u>KEY RISKS AND MITIGATION</u>
4.01	Risks 1. Meeting the deadline date for submitting the Active Travel INM and re-submitting the ERM to Ministers by 3 rd November 2017.
4.02	Mitigation 1. A Gantt Project Planner has been completed to monitor activities and timescales.
4.03	Raising public expectations without defined funding for the improvements required on the Active Travel Network. All areas of the Council will need to work together to gain maximum benefit from all funding sources to deliver the improvements necessary.

5.00	<u>APPENDICES</u>
5.01	<p>Appendix A - Summary responses for Active Travel Journey Planning workshop at Mold Alun School.</p> <p>Appendix B - Summary responses to Flintshire Disability Forum events.</p> <p>Appendix C - Summary of responses from County Councillors & Town/Community Council Drop In Events 30th and 31st May, 2017.</p> <p>Appendix D – Summary of responses to Consultation and Drop-In Events & FCC Feedback.</p> <p>Appendix E – Sustrans Consultation Response & FCC Feedback.</p> <p>Appendix F – List of amendments to the Integrated Network Map (INM) and schedule and the Existing Route Map (ERM).</p>

6.00	<u>SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972</u> List of Background Documents
6.01	<p>http://www.legislation.gov.uk/anaw/2013/7/contents http://gov.wales/docs/det/policy/141105guidanceen.pdf</p> <p>Contact Officer: Stephen O Jones Telephone: 01352 704700 E-mail: stephen.o.jones@flintshire.gov.uk</p>

7.00	<u>GLOSSARY OF TERMS</u>
7.01	<p>INM – Integrated Network Map</p> <p>ERM – Existing Route Map</p> <p>Sustrans – which stands for sustainable transport, are a civil engineering charity whose aim is to encourage people to walk and cycle more.</p>

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Appendix 1

Summary Responses to Sustrans Active Travel Journey Planner Workshop at Mold Alun School.

There were 33 groups filled that completed questionnaires at Ysgol Alun, Mold on April 24th with approximately 150 pupils participating in the workshop sessions.

In **Bold** are the thoughts/suggestions which at least 8 groups put forward.

Group Exercise 1.

Please list what you think are the benefits of walking and cycling to school/ sports club/ shops/ youth club etc, instead of travelling by car.

Comments	No. of Groups Responses
You get healthier/keeps you fit/less obese people/reduces risk of serious health issues	33
Learning about environment/See wildlife/Being "green"	11
Less pollution/emissions from cars	24
Gets you and about /Get to see your mates/Social/meet new people	15
Fresh air/vitamin D.	10
Less chance of casualties/car accidents/Safer	5
Less money spent on fuel/saves money	25
Less fossil fuels burnt/better for the environment/reducing carbon footprint	10
Stops traffic (congestion)/less traffic/roads less busy/more parking spaces are free	9
Wakes you up/helps you get up earlier /more alert for lessons/motivated	9
Cheaper for the council as they don't have to repair roads (as often)	2
get to know places/helps navigation/take in surroundings	2
good for mental health/feel good about yourself/calming/relieves stress/makes you happy/fun	9
More exercise in the end you'll feel less tired	2

Appendix 1

Summary Responses to Sustrans Active Travel Journey Planner Workshop at Mold Alun School.

If you ride a bike you get better at riding and it makes you enjoy it more	
It will encourage others	1
More independence	1

Group Exercise 2.

Please list the reasons that might put you off walking or cycling to school/
sports club/ shops/ youth club etc.

Comments	No. of Group Responses
Crashes/Cars/being run over/dangerous/Injuries/fall of your bike	19
Don't feel safe/Danger to yourself	6
Long distances	14
Takes longer/Got to wake up earlier /Not enough time/worry being late	16
Not enough paths to walk/cycle/lack of paths/not enough off-road cycling routes/lack of short direction (short cuts?)	10
Pavements and roads too narrow	3
Traffic - too fast/main roads /crossing busy roads/busy/lack of crossings or lollypop ladies	9
More effort/Tiredness/Tiring/ Aches your legs	19
Disabilities	1
Wastes time	1
Rough people/anti-social behaviour/smoking/Safety(strangers)/Bullies/unsafe neighbourhoods/types of people	12
Convenience (of car?)/Inconvenience	3
Light footways (?)/If it's dark	5
Weather/cold/rain	17
Embarrassment/Difference/made fun of/look stupid in your helmet	6
no friends/ alone	3

Appendix 1

Summary Responses to Sustrans Active Travel Journey Planner Workshop at Mold Alun School.

Air pollution/breathing in fumes	2
Pot holes in the pavement	1
Having bike stolen/not enough or no cycle parking/no secure bike parking	9
Getting lost on the way	1
Unresponsive traffic lights/needs more time to cross	1
Cyclists on the pavement	1
Visibility on country roads	1
Parking on pavements	1
Time of day/might be late	2
Hills	1
Not enough parking (not specified whether bikes/cars)	1
Not a bike (not owning one?)/ Not being able to afford one	3
Carrying books/shopping	1
Wastes money on your car	1
Sweat & smell	3

Group Exercise 3.

Please list what improvements would encourage you to make your journey by foot or cycle.

Comments	No. of Group Responses
More paths – cycle and walking, to schools/Make section for cyclists on the pavements/more off road tracks	16
Slow down traffic	1
More houses bought near busy roads	1
More speed cameras	1
Lower speed limits	2
More places you can only access with a bike/walking	1
More bike racks/Places to store bike/Bike lockers – including at school	7
Wider and better surfaced paths/Improved footways & paths/less potholes	13

Appendix 1

Summary Responses to Sustrans Active Travel Journey Planner Workshop at Mold Alun School.

Areas more suitable for pedestrians	1
Free food/incentives and prizes	1
Sponsored walks	1
Better/more street lights & brighter	9
Directions/maps 2	2
Crossings – bridges/lollypop/zebras	5
Better security – cameras./make people feel safer	2
Litter clean up/clean up dog mess 4	4
Direct routes/short cuts 6	6
meeting up with friends	1
Safer routes/Safer neighbourhood/get drugged up people off the streets/safety of the way to school	4
Better environment	2
More scenic routes	1
Bike hire/bike schemes(?)	3
Less cars on the road	2
Safer bikes	1
More publicised/prove that walking and cycling is a good thing/take an umbrella (promote use)/being talked to about it	4
Reduce the stigma amongst students	1
Alternative routes/more places to cycle	2
Bike shops	1
Getting zorbs instead of cars	1
Bus shelters	1

Other Comments

Connah's Quay & Treuddyn need better lighting

More bike paths around Mold

New routes at Padeswood and Caerwys

Walk where there isn't vehicles/traffic free routes

Appendix 1

Summary Responses to Sustrans Active Travel Journey Planner Workshop at Mold Alun School.

On Alun campus - <i>path to avoid buses</i>
Off road routes linking Northop/Buckley etc
Mold Rhydymwyn footway
Lack of streetlight
Excellent proposed cycle routes to school – much safer access
Glad dismantled railway getting done
Please can flower garden in skate park have lights on all the time
(Verbally)footway link between Lon Isaf and the Avenue (off Chester Road) could be promoted

Group Exercise 4

Pupils were provided with the INM's for comments

Support for:	No. of Group Responses
<p>Peripheral routes in Mold</p> <p>It will encourage people to ride bikes, especially traffic-free sections, helpful for people wanting to cycle to work</p>	8
<p>Maes Gwern Link Path into school</p> <p>Especially for the new houses, but need protection against bad people in cars</p>	11
Generally, both of these schemes were well received by students	

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Appendix 2

Summary of responses to consultation events with Flintshire Disability Forum

As part of the development of Flintshire County Council's Integrated Route Map a series of informal engagement events were programmed with Flintshire Disability Forum to establish barriers faced by mobility users in making Active Travel Journeys. The Disability Forum was established to help and support all people with a physical disability in Flintshire and to promote services and practices that are positive about disability.

The first event was at Llys Jasmine Mold on the 23rd March 2017 with thirteen forum members. The second event was held at Burntwood Court Buckley on the 11th April, 2017 with eight forum members and the third event was held at Llys Eleanor on the 19th April 2017 with fifteen forum members.

Attendees at the Forum Group were from various towns and villages throughout Flintshire and not confined to Mold, Buckley and Shotton and all had a range of disabilities

The events began with an explanation of the aim of Active Travel Act, what an Active Travel Journey is and who are Active Traveler's. This was followed with group exercises, below is a summary of all responses received

Group Exercise 1 - Please list the barriers that might put you off making Active Travel Journeys.

Mold Group

There is not enough room to maneuver when utilities are carrying out works, also on occasions barriers are not being placed around works to allow safe access

- A Frames preventing access for many mobility scooter users
- Paving slabs creating uneven surfaces
- Irregular kerb heights
- Lack of dropped kerbs at crossing points
- Cars parking on pavements reducing width
- Overhanging branches
- Obstacles on pavements outside some businesses
- Potholes in roads and lanes
- Lack of pavements or pavements not wide enough to cater for mobility users
- Bollards preventing access
- Hedges overgrowing into paths

Appendix 2

Summary of responses to consultation events with Flintshire Disability Forum

Buckley Group

- Parked Cars on footpaths
- Narrow paths and gradients
- Overgrown hedges
- Refuse sacks on collection days prevent mobility users to travel
- Lack of dropped kerbs
- As the elderly population is growing there are more mobility users and this needs to be recognised

Shotton Group

- Lack of dropped kerbs particularly in Saltney, Garden City and Sandycroft and Chapel Street, Connahs Quay
- Lots of pinch points creating access problems
- Parked vehicles on footways Phoenix Street, Sandycroft creating hazards for blind and mobility scooters
- Sandycroft has a high population of elderly people with mobility problems.

Group Exercise 2 - Please list what infrastructure improvements would encourage you to make Active Travel Journeys.

Mold Group

- Provide more resting places
- Lower buttons on signals to enable wheelchair users to reach
- Provide more dropped kerbs
- Widen pavements to accommodate pedestrians, prams, wheelchairs and scooters
- Better liaison between landowners, businesses and the Council regarding responsibilities to keep pavements clear and safe
- Better consultation with those who have special needs to remain safe and mobile
- Yellow Lines required at Bodlonfa as cars are blocking pavements by parking over them.
- There are no dropped kerbs on Clayton Road junction to cross over from the Dolphin to the other side.
- The kerb on the Pedestrian Crossing on New Street by Iceland is too high which causes difficulty in a wheelchair.
- There are no dropped kerbs to access the public toilets in the coop car park.

Appendix 2

Summary of responses to consultation events with Flintshire Disability Forum

- In Meadow Place car park the footpath that runs along the houses behind the pay machine has no dropped kerbs and there are no dropped kerbs to get down or on West View road.
- Crossing facility required at junction of King Street and Bryn Awelon
- Adjust the A Frames on the Bovril Path to allow mobility scooter access (cannot open gate at the side when on a mobility scooter).
- Meadow Place surface uneven, used by elderly from Carriageworks
- Provision of more dropped kerbs within Mold Bus Station to enable mobility users to cross through the centre
- Widen footway in front of Alyn Bank Terrace, King Street

Buckley Group

- Provide more cycle lanes as they would be good for mobility users
- Widen footway on Mill Lane by the Farm
- Improve gradients

Shotton Group

- Programme of dropped kerbs, particularly at elderly accommodation locations
- More dedicated cycle paths so that wheelchair users can get out and about
- Improve access to Wepre Park from Killins Lane entrance
- Provision of battery charging points at key locations would encourage mobility users to get out and about.
- Better enforcement of vehicles parked on footways causing obstructions for mobility users who are then having to use busy roads.
- H marking required at Riverside, Garden City to stop vehicles parking over dropped kerb

Group Exercise 3 - Using the Map provided, please tell us of any routes that you know that you think are good routes for mobility users.

Mold Group

The group used the maps to identify the problems that were raised in group exercise 1 and 2.

Buckley Group

The group were not interested in the maps and preferred to just discuss issues

Appendix 2

Summary of responses to consultation events with Flintshire Disability Forum

Shotton Group

The group used the maps and identified some issues raised in group exercise 1 and 2.

Appendix 3

Summary of responses from County Councillors & Town/ Community Council Drop In Events 30th and 31st May, 2017

Comment/Request	Action
Parking restrictions required at Ewloe Green Primary School.	Parking restrictions already in existence at Ewloe Green Primary School.
Request for footpath link between Gorsedd and Pantasaph.	The verge will not accommodate a footway to the standards required for an Active Travel Route.
Request for cycling link from proposed new development on Gwernaffield Rd, Mold to link with cycling proposals on INM.	Unable to accommodate a cycle route to Active Travel Design standards due to current layout and traffic speeds/ flows along Gwernaffield Road.
Request for cycle provision along Drury Lane.	Unable to accommodate a cycle route to Active Travel Design standards due to current layout and traffic speeds/ flows along Gwernaffield Road.
Request for footway along Rhyddyn Hill and TRO to restrict heavy vehicles.	<p>Site visit undertaken. Footway cannot be achieved along the whole length of Rhyddyn Hill due to limited or no verge and narrow carriageway widths. A Traffic Speed and Flow survey on Rhyddyn Hill shows there is some evidence of HGV's using the route, however it is minimal. Although the route is not suitable for HGV's it would not be appropriate to totally prevent HGV usage by a TRO as the properties along the road need to be served by delivery vehicles.</p> <p>Appropriate "unsuitable for HGV's" advance warning signs will be erected on the A550 and the B5373 and on both junctions of Rhyddyn Hill. "Pedestrians in Carriageway" warning signs will also be erected along those stretches of Rhyddyn Hill without a footway.</p>
Request to improve footway provision along the A5026 between Bagillt and Holywell.	Added proposal to INM.
Request for crossing facility on Ffordd Llanarth Connahs Quay.	Provision of a crossing facility at Ffordd Llanarth near Morrison's is already included as part of proposals for CQ 1/ 2.
Request for a cycling link between Mold and Wrexham.	Added to Connecting Flintshire's Settlement proposals. Will require feasibility study.
Request for cycling provision along Dirty Mile.	Added proposal to the INM prior to public consultation.
Antisocial behaviour at Mare Hey Lane	Reported to Community Safety.
Request for A Frame gate on Wats Dyke Path in Mynydd Isa.	Included as part of proposals for BU 6/ 2.
<p>General comments:</p> <p>Support for schemes to make it safer for walking and cycling.</p> <p>Disappointed that smaller communities have not been designated as Active Travel settlements.</p> <p>Requests for clarification on Active Travel terminology in schedules.</p> <p>Strong support for connecting Flintshire's settlements, particularly along the Dee Coast and into Broughton/ Saltney and beyond into Chester.</p>	

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Appendix D

Summary of responses to Consultation 3rd July – 24th September 2017

Comment/Request	Response
Mold Town Council 20th July	
Request for cycling provision between Mold and Wrexham	Added to INM and Schedule for future feasibility study.
Strong support for the link between Mold and Connahs Quay as there are a number of cyclists using the B5126 and the A5119 to travel between Mold and Connahs Quay which is a dangerous route.	Acknowledged.
A Frames on cycling routes are preventing access for many mobility users.	Flintshire County Council's Rights of Way Improvement Plan sets out the approach for dealing with furniture on the Public Rights of Way Network and the same approach is applied in dealing with cycle paths.
Appreciation of the aspirational proposals.	Acknowledged.
Request for cycle path between Mold and Deeside Industrial Park.	The INM includes proposals between Ewloe to DIP. Added a route to connect Mold to Ewloe to enable onward travel to DIP. However, the precise alignment and design options will need further investigation.
General support for proposals in Mold area specifically the proposal to link the Upper Bryn Coch area via Maes Gwern to Mold Alun School and into Town.	Acknowledged.
Investigate cycling route between Alltami and Sychdyn utilising bridleways.	Could be looked at with wider proposals to link settlements.
Holywell Connects Offices 3rd August	
Support for Greenfield Valley Cycle route	Acknowledged.
Request for connecting Greenfield Valley route to the Strand.	Added to INM, however, the precise alignment and design options will need further investigation.
Request for a pdf of Holwyell	Sent
Request for background issues on Greenfield to Funship cycle proposal.	Supplied.
Make HO 1/ 2 a priority.	Remains in the Medium timescale as this is a more realistic timeframe. All schemes are subject to funding availability.
Request for a route from new housing through LDP candidate site to join Nant y Coed.	Added a route through potential development site for LDP.
Request for improvements to Penymaes Road as it is a bus route.	Added a route through potential development site for LDP which will provide access from

Appendix D

Summary of responses to Consultation 3rd July – 24th September 2017

	Penymaes to coast road.
Request for footpath between Gorsedd and Carmel School.	Unable to achieve footway provision to Active Travel Design Standards.
Deeside Leisure Centre 8th August	
Upgrade Warwick path to cycle path.	This can be looked at when developing missing sections of the Dee Cycle Path.
Request for a route from Kent Road to Morrison's	Existing links already in situ.
Provide cycle access via side street into Morrison's	Dedicated cycle provision is proposed along Ffordd Llanarth. There are two side roads that carry low traffic speed and levels that can be used safely by cyclists.
General support for the proposals, particularly into DIP and between settlements.	Acknowledged.
Request to bring in a phased pedestrian crossing at New Brighton Traffic Lights as Sychdyn residents cross at this point to travel into Mynydd Isa for basic service needs.	The existing Active Travel Route BUC 12 through Mynydd Isa has been extended into New Brighton as it is a key route to access services and provisions in Mynydd Isa. This will be reviewed as part of this scheme – subject to funding.
Shotton 15 is missing from Schedule	Added to schedule.
Flint Pavilion 5th September	
FL1/1 Concerns of cycling proposals for Castle Dyke Street as it is the only route to the Castle and is used by vehicles over 7ft 6 inches. The improvement proposals at the Castle is expected to quadruple traffic on this road.	At present the design proposals are within the criteria for Active Travel Routes. Before implementing the measures a further analysis will be carried out to ensure the proposals still meet statutory design standards.
FL2 Incorrect reference to High Street in Schedule. It should read Church Street.	Amended in schedule.
Clarity required for proposals on Coleshill Street.	The description for FL2 in the schedule has been amended to include provision of shared use facility along Coleshill street.
Suggest traffic lanes on Coleshill Street at signals could be reduced in width to provide additional width for A548 bound traffic.	We will require additional road space and changes to traffic lanes to provide the shared use facility along this section. However, this can be looked at detailed scheme design.
Any proposal to remove cycle lane in Church street is negative for Active Travel Plans. Concerns about safety of alternative route along Earl Street, particularly as new development proposals will increase traffic in this area. Concerns how cyclists will connect with formal facility at Aber	Aspirations to make improvements for cycling in Church Street have been added to the INM and schedule. The existing contraflow needs to be widened with removal of the advisory cycle lane. Junction improvements will also be required for cyclists to cross the A548. Scheme need consideration within the wider Flint

Appendix D

Summary of responses to Consultation 3rd July – 24th September 2017

Road and A548/ Church Street signals. <i>NB* This is in reference to previous discussions with Flint Town Council and does not form part of the Integrated Network Map proposals.</i>	Regeneration Plan
What parking restrictions are envisaged for FL 3/3	Reference to parking restrictions removed from schedule.
FL 4/1 Advisory cycle lane will continually be filled with vehicles given the width of Chapel Street. The traffic lane width on Chapel Street for the signals could be reduced as it is too wide for present usage.	This can be looked into at detailed design stage.
FL 6/1 This will presumably reduce width of Duke Street thus the present 2 lane exit format will have to disappear, thus affecting junction exit throughout. Whilst acknowledging this plan is to discourage motorised users, the same level and more traffic will require road space and thus find less acceptable alternatives like Borough Grove and other side roads onto the A548. Few will use signposted route to Chester unless strangers to the area.	The two lane exit format will remain with on road cycling. The contraflow will be along one way system only. The route down Duke Street provides a more direct route onto Castle Dyke Street cycling proposals (current NCN route 5). The specifics of the scheme will be at detailed design stage.
Require dropped crossings at the former Rainbow Public House in Gwernymynydd as it is near impossible for mobility users to cross side road safely.	The request has been forwarded to the Trunk Road Agency as they are responsible for this route.
Email Responses	
Request for footway link between Gorsedd and Pantasaph	Unable to achieve footway provision to Active Travel Design Standards.
First of all I very much welcome some of the new cycle paths that are proposed especially that link in the new proposed housing development at Maes Gwern in Mold with the local secondary schools. Traffic around Mold Alun and Maes Garmon schools is chaotic in the morning and afternoons when the schools open and close and the addition of another 160 homes would exasperate already congested roads around the schools and increase pollution levels. These are marked as MO3/3, MO3/1, MO3/2, MO3/5 on the map. MO3/3 is already	Acknowledged.

Appendix D

Summary of responses to Consultation 3rd July – 24th September 2017

being used as a footpath to the schools by the pupils and members of the public to access the Sports Centre and has been for very many years.	
The big weakness in the plan is that there are no or very few cycle paths between the towns in Flintshire in the consultation. For example there is no cycle path or footpath linking Mold to Buckley, Sychdyn, New Brighton and Mynydd Isa	The proposals connecting settlements were shown on a separate Map which was available on the consultation page. These routes have now been added to the Active Travel Mapping system ready for submission to Welsh Government. The proposals are not detailed with no specific alignment as feasibility studies will be required to identify route options.
Request for path across Holywell High School field for residents of the Strand. Prior to construction of the new Holywell High School the public crossed the land to access Greenfield Valley and the coast.	This request has been ongoing since the new High School was built. Education have refused a formal path through the school grounds on safeguarding issues. A route connecting Penymaes to the Greenfield Valley has been added to the INM, however the precise line and design details needs to be investigated.
Request for a path from the Holway to Holywell	A route across open space has been added to the INM. The precise alignment and design will need further investigation.
Support for Greenfield Valley Path. Request for bridge over railway to connect railway path direct to Dock.	Unlikely to be able to provide a bridge over railway due to high costs and constraint issues. The current proposal is to link the cycle path to the coastal path along Dock Road.
Support for Greenfield Valley Path link to Coastal Path	Acknowledged.
Request for a link path between Rayon Road/ Glan Y Don Estate and new housing estate on the roundabout to link through proposed LDP candidate site up to Penymaes, Holywell for access to school and work.	Added a route through potential development site for LDP.
Support for BU14	Acknowledged
Request to amend Ffynnongroew spelling in schedule to Ffynnongroyw	Amended schedule.
Request for Greenfield Valley to remain as a nature trail and remove proposal from INM.	Through this consultation process there has been a lot of support for the proposal. Prior to the consultation we received many requests for cycling provision through the Valley to link the Coast with Holywell. It will also serve to improve disabled access through the valley.

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Summary of responses to Consultation 3rd July – 24th September 2017

Routes shown on Mold INM are generally welcomed. Especially inclusion of Mold railway path, and linked route around east (rear) of Synthite works from Maes y Dre – this will require a new (multi-user) bridge over the River Alyn (near stepping stones) to link to Blackbrook, but does open up possibility of future Mold –Sychdyn -? Flint cycle route via back lanes.	Acknowledged.
Near Mold Community Hospital –path 1 from Parkfields Centre to Pwill Glas is tarmacked, but steep and not street lit. It is however very well used as a link to town centre. (Not for bikes).	It is appreciated that this is well used, however, in order to promote it as an Active Travel Route we would need to improve it to the required standards set out in the Active Travel Design Guidance. In this instance due to land constraints we are unable to improve the route to meet the safety and comfort requirements due to steepness and restricted widths.
From Clayton Road, Mold via new footbridge at rear of Bowling Green new houses – construct new tarmac path/ cyclepath to link across recreation ground to skate park, perhaps also right angle link to Maes Bodlanfa (and route through lock up garages site to West View).	There is already a proposal on the INM from Clayton Road along the recreation field to link with Maes Bodlonfa and the Ruthin Rd.
Hendy road, Mold (lower southern part near Preswylfa Health offices to Ruthin Road) – already blocked off to through traffic and suitable as cycle route.	As traffic flows and speeds are low on many residential streets/ roads it is expected that people will utilise these to connect onto promoted cycle routes that are part of a network.
Add a side link into Nant y Coed, Mold to suggested route Ruthin Road south into Ffordd Dolgoed and St Mary’s area (path 10) - open space already there, needs gap in fence creating and path.	It is appreciated that the link path from Ffordd Dolgoed to Ruthin Road is well used, however, in order to promote it as an Active Travel Route we would need to improve it to the required standards set out in the Active Travel Design Guidance. In this instance due to land constraints we are unable to improve the route to meet the safety and comfort requirements due to steepness and restricted widths.
Upgrade and publicise path at extreme west edge of Mold Town from Ruthin Road up to Lon Cae Del and its spurs roads, and on to Hendy Road.	Added to INM.
Upgrade and publicise paths from Ruthin	Agreed this will be a good link. Once FCC has

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<p>Road in Mold south through St Mary's park estate and open spaces to Old gaol and Upper Bryn Coch – to link to Maes Gwern as a "South Western Fringe Route".</p>	<p>its Deposit Plan for the emerging LDP we will look at developing a south western fringe shared use route taking into consideration future development proposals in this area. This should be achieved in time for the resubmission of the INM in 2020.</p>
<p>Add path link from Ffordd Tywod, Mold (Stewart Milne recent development) into future Maes Gwern housing site, and cycle link to Maes Gwern turning roundel – see current planning application comments.</p>	<p>Included on INM.</p>
<p>If Kwiksave/Sainsburys/Rugby Club site in Mold is redeveloped, include a cycle path between Chester Road and riverside path 5 (and if possible across river and marshland eastwards to Bryn Awelon).</p>	<p>Added route along Leadmills between Bryn Awelon and Wylfa Roundabout to INM. A link across the former Kwiksave site to link with the cycling network proposals along Love Lane Car Park can be developed once FCC has its Deposit Plan for the LDP, we can explore more fully on how to develop the route utilising development sites. This should be achieved in time for the resubmission of the INM in 2020.</p>
<p>At Wylfa roundabout, Mold consider use of underpass (under A494 bypass) serving Dolgoed Hospital (footpath 45) to provide tarmac cycle link to new Starbucks site on petrol station and perhaps onto towards Buckley. (Private land agreement required for tiny section near bridge abutment, plus use of Trunk Road verge.) Crossing bypass at roundabout is currently dangerous for both walkers and cyclists!</p>	<p>A proposal to connect Mold to Ewloe has been included on the INM and Schedule. Reference F6. The precise route and design will be investigated as part of any feasibility study. Your suggestion will be considered as part of future feasibility work.(A494 is a trunk road)</p>
<p>Consider uphill cycle lane on Ruthin Road west of St Marys Park junction, Mold (with link into Bryn Coch Lane), then use of blocked off old road to avoid roundabout and uphill cycle lane or path on Gwernymynydd hill A494 (T).</p>	<p>As the A494 is a trunk road which carries high volumes of traffic and speeds it is not possible to introduce cycle lanes as this would not meet the statutory guidance for Active Travel. An off road facility would have to be provided. A link to Gwernymynydd can be looked into when a Mold South Western Fringe route is being considered.</p>
<p>Consider publicising "Wearie Willie" back lane from top of Hendy Road, Mold towards Plas Hafod hotel area as a "Quiet lane" (already restricted – " no motors except for access only"; also linking side</p>	<p>Would not satisfy Active Travel Criteria due to gradient of road.</p>

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track to Maes Garmon lane.	
Provide footway all way along Gwernaffield Road.	Added to INM.
Try, once again, to open up old railway line as a “Greenway” – north to Rhydymwyn, south to Padeswood and Penyffordd /Chester?	Added a route between Mold and Rhydymwyn to the INM. The proposal to connect Mold with Penymynydd, Ref F7 will look at various options including the dismantled railway.
Publicise path links that run from new Redrow estate, Penymynydd (Waters Green-former White Lion site) via path 9, estate path links running through eastern estates, (and to link to any development that might be allowed on appeal on eastern fringe eg Redrow recent site).	We can only promote as Active Travel Routes if they meet the Active Travel Design Standards. When the development was completed Public Footpath No.9 was not constructed to the required standards and is therefore not suitable to be promoted as an Active Travel Route. Bridleway No. 24 will be added onto the INM to be improved as a multi user route connecting to the cycle network proposals along Penymynydd Road.
There is now a spine path through the recent Taylor Wimpey estate “The Groves”, Penyffordd that extends further north than shown on “existing” map. Estate very nearly complete. A surfaced path diversion will link via bypass verge to Wood Lane – and then back into village centre. Promote use of this route. Also if any development occurs on next field north, secure spine path through middle to emerge near Spar shop.	Once the Estate is complete we can add the links to the Existing Route Map if they are constructed to the appropriate standards. Once FCC has its Deposit Plan for the emerging LDP we will look at developing a south western fringe shared use route taking into consideration future development proposals in this area. This should be achieved in time for the resubmission of the INM in 2020.
Improve safety for walkers/cyclists crossing bypass roundabout (A550) to railway station in Penyffordd.	Included on INM. Ref BU 7/1
Promote Alltami Road, across A494 at traffic Lights, then country lane to Sychdyn as cycle route.	Does not meet Active Travel Design Standards due to National Speed Limit on the lane.
Promote north – south walking route near Southdown school, Buckley parallel to and west Elfed Road (BUC15)	Route added to INM to investigate upgrading to cyclepath.

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Promote use of track from Flint Mountain to Flint (Coed Onn area) via Accra y Fan (long outstanding claim as bridleway since 1996) as a cycle/walking route between settlements	We need to undertake a feasibility study for a cycle route between Mold and Flint as large parts of the route are no longer compliant with Active Travel Design Standards. The route suggestion can be looked at as part of any feasibility for F4.
Consider promoting the use of existing path at rear of Tudor Court, Hope which links to new housing behind. (Currently rather narrow and some steps at south end, ongoing legal problem here - paths not correctly diverted at time of previous development.	Does not meet Active Travel design principles in terms of safety.
Promote use of Shotton Lane as an inter-settlement cycle route.	Included on the INM.
I thought there was an old railway line link from Ewloe to Aston Hall lane?	This is included on the INM.
I would have thought there could be more links promoted between the various estates in Ewloe area – to avoid Wood Lane and the spine road?	The Spine Road has wide verges, is well lit, attractive and provides access into employment sites. The proposal on the INM is to provide hybrid cycle track utilising the verge areas.
At Mold Road Ewloe A55/A494 junction improve links to cycle crossing of this junction to Ewloe Green etc. (especially if road improvement scheme?)	Due to the high speeds and flows along the A494/A55 careful consideration needs to be given to providing cycling links in this area. This can be looked at as part of future feasibility to link Mold to Ewloe, reference F6.
Promote use of existing path/cycle way at rear of Cherry Dale Road (near A55 bypass) and link to Community centre, shops and playing fields by a small bridge over stream	An alternative route is proposed to link Penyffordd to Broughton through the Warren and through the residential estates roads and playing fields to shops and beyond along Broughton Hall Road to Airbus.
MO 1/1 and MO 1/2- As Bromfield Lane already has outline planning permission for housing development this route should be a medium term objective.	According to Planning records the land has been put forward as a candidate site for the emerging Local Development Plan. FCC is not as Deposit Plan stage yet therefore there is no certainty of any candidate site at this stage. It may be some years before the site is developed, if at all.
MO 1/3 - This should be linked with routes	Agreed, the INM and schedule has now been

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MO 2/2, MO 2/3 and MO 3/1	amended.
MO 1/4 - Good	Acknowledged.
MO 1/5 - There should be a formal crossing point, not informal.	Amended schedule to remove the word informal.
MO 1/6 - Really welcome this measure as it links with the Town Councils Town Plan, but suggest it should be a medium term objective as it is linked with the Mold Green Band.	Amended.
MO 2/1, 2/2, 2/3 – All Good	Acknowledged.
MO 3/1 - This should read Upper Bryn Coch	Amended.
MO 3/2 - Good	Acknowledged.
MO 3/3 - This should be a short term objective to link with developers and encouraging developer to complete the work.	Amended in schedule.
MO 3/ 4 - Good	Acknowledged.
MO 3/5 - This should be a medium term objective as it links with the Green Band	Amended to short term in schedule.
MO 4 - This should be a medium term objective to link with the new development	Requires Trunk Road approval and there are planning and environmental issues to resolve. The INM is an aspirational strategy with no funding allocated to it. All proposals are subject to securing appropriate funding over a 15 year plan period. As such it is more realistic to keep this within the long term proposals.
MO 5/ 1- Good	Acknowledged.
MO 5/ 2 - Should be medium term objective	This proposal would be delivered with MO 5/1 as a link from the existing cycle facility at the bottom of Raikes Lane to the Bovril Path. Requires landowner approval and funding sources. As such it is more realistic to keep this within the long term proposals.
MO 6/ 1 - Good	Acknowledged.
MO 6/ 2 - Good	Acknowledged.
MO 6/ 3 - Good	As a result of the consultation response from Sustrans regarding too many proposals being in the short term which is unrealistic given that funding needs to be sourced together with more detailed planning, the scheme priority has been reviewed for all settlements. MO 6/3 has now been placed in the Medium timeframe.
MO 6/ 4 - Should be short term objective	The INM is an aspirational strategy with no

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	<p>funding allocated to it. All proposals are subject to securing appropriate funding over a 15 year plan period. Due to the need to source funding it is more realistic to place this in medium term.</p>
MO 6/ 5 - Good	<p>As a result of the consultation response from Sustrans regarding too many proposals being in the short term which is unrealistic given that funding needs to be sourced together with more detailed planning, the scheme priority has been reviewed for all settlements. MO 6/5 has now been placed in the Medium timeframe.</p>
MO 6/ 6 - Good	<p>Acknowledged.</p>
MO 6/ 7 - Good, but need to liaise with Streetscene services on existing walkway improvements already in hand.	<p>The proposal on the INM is in a different location to the scheme currently being looked at.</p>
MO 6/ 8 - Agree, but could consider the road being one way.	<p>Can be considered at detailed design stage. As a result of the consultation response from Sustrans regarding too many proposals being in the short term which is unrealistic given that funding needs to be sourced together with more detailed planning, the scheme priority has been reviewed for all settlements. MO 6/8 has now been placed in the Medium timeframe.</p>
MO 7/ 1 - Agree but needs re-prioritising	<p>Refer to MO 1/1 response as this proposal is in the same parcel of land.</p>
MO 7/ 2 - This should be a short term objective because of the existing parking problems.	<p>The INM is an aspirational strategy with no funding allocated to it. All proposals are subject to securing appropriate funding over a 15 year plan period. Due to the need to source funding and obtain landowner agreement it is more realistic to place this in long term.</p>
MO 8 - Very good	<p>Acknowledged.</p>
MO 9 - Good	<p>As a result of the consultation response from Sustrans regarding too many proposals being in the short term which is unrealistic given that funding needs to be sourced together with more detailed planning, the scheme priority has been reviewed for all settlements. MO 9 has now been placed in the Medium timeframe.</p>
MO 10 - Would be good if Tyddyn Street could be adopted.	<p>Acknowledged.</p>

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MO 11 - The Town Council believed this was not possible due to the amount of traffic, but would welcome options.	The schedule has been revised to take account of other safe cycling options such as 20 mph limits.
MO 12 - Good	Acknowledged.
Gwernaffield Road – Look at traffic flow to see if cycling measures into the town are feasible.	Any road with speeds above 40mph require cycle tracks to be built to meet Active Travel Standards. In this instances there is not enough available verge width for a cycle track. A proposal to improve the route for walking will be added to the INM.
Ruthin Road – Wider parts link to Kendrick’s Field give way into town	Acknowledged
Consider pedestrian crossing above entrance into Bryn Coch Lane.	Road Safety will assess, score and prioritise any potential scheme in accordance with the Authorities Safety Scheme Matrix with the highest scoring schemes being put forward within the Authorities annual grant submission to Welsh Government for Safer Routes in the Community Funding.
Need safer routes into Broughton which is not via Buckley, but via Llong and Padeswood. Also needed are access routes to train stations for work.	A proposal to connect Mold to Broughton via Penymynydd is now included on the INM. The precise route will be determined at feasibility stage.

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Feedback to Sustrans Consultation Response



Sustrans INM Consultation response

Sustrans believes facilitating and encouraging Active Travel as an alternative means to motorised transport for the purpose of making everyday journeys is key to building a healthier, more sustainable way of getting around in our everyday lives and changing the way we travel.

It's important because Wales is facing a number of serious challenges that active travel can help to address. Many of these challenges feature in the goals of the Well-being of Future Generations Act including: health; the environment; prosperity; equality and community cohesion.

Approach

Sustrans believes that the Integrated Network Map (INM) approach under the Active Travel Act (ATA) offers the opportunity to deliver safe, attractive places to live, where for short journeys and that routes for cycling are clear, coherent and connected.

The INM process represents an opportunity to change how streets, roads and urban spaces are designed and advocates an approach that places pedestrians and cyclists on an equal, if not preferential footing, to motorised modes. Delivery of the INM is an opportunity to identify where and how this can happen.

Sustrans strongly endorses optimising the approach to the INM development through defining key network aims at the outset, which will in turn determine how available data is used to identify trip generation and destination points and journey planning to generate desire lines. For example, prioritisation of routes to school will require different data sets and network considerations than a town centre or transport interchange.

Sustrans recognises that the delivery of schemes within the broad aim needs to fit with wider strategic priorities and consider appropriate resources for delivery within identified timescales. We are also aware that this is the first iteration of the authority's INM and that further routes and priorities can be established with later revisions and developments as part of the ongoing ATA process.

Common elements

Although each individual local authority's INM will vary with specific local considerations and priorities, there are elements which should form part of any

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effective INM approach such as:

- Setting overarching targets and Key Performance Indicators to achieve strategies and plans. Eg. An ambition to double the number of cycling trips from defined baseline and for 60% of journeys to be made by sustainable transport by 2026
- Developing a collaborative approach between local authority departments and with external agencies to mainstream delivery and promotion of infrastructure. This approach to active travel is essential to maximising the benefits from development and implementation of the INM. This should also include defining the ambitions for INM development in terms of achieving high standards under ATA design guidance as well as innovative approaches to solving problems and influencing future development.

In terms of infrastructure, key elements should include:

- **Routes reviewed and developed in line with the underlying principles** - Coherent, Direct, Safe, Attractive and Comfortable.
- **Continuous routes between key points** –continuous linkages between trip generation and destination points for identified routes. Broken routes defined by infrastructure type or pass/fail criteria are unlikely to be effective for a public-facing INM.
- **Existing Routes** – all upgraded to ATA Design Standards, including routes that 'Passed' pedestrian & cycle audit.
- **Time delays at signalised crossings** – need to minimise as a general approach. This is often cited as a key issue for pedestrians.
- **Comfort** – dropped (flush) kerbs, smooth surfaces. Generally good practice and in line with ATA Design guidance to ensure consistency.
- **Desire lines** – need to be catered for and linked to any local demand and evidence from consultation data. Redevelopment of signalised junctions should include all red phases to allow diagonal crossings for pedestrians, and ideally cyclists if possible.
- **Access controls** – reduce or remove wherever possible. Need to link provision to evidenced or known activity rather than general approach. Needs to be site specific solution and compliant with latest guidance.
- **Pavement parking and other route obstructions** – Obstruction of footways and existing Active Travel infrastructure is a significant problem and a strong deterrent to usage. Civil enforcement should consider opportunities to address persistent problems and councils should review procedures where other services may be impacting on infrastructure. Eg waste collection and obstruction by domestic bins.
- **Signing** – needs to be consistent and relevant to level of infrastructure. Eg Wayfinding strategy for local urban areas aimed at Pedestrians, Strategic direction signing for National Cycle Network and primary routes within urban areas. Statutory instructional signing should confirm to current ATA design standards and updated Transport Signs Regulations and General Directions (TSRGD) guidance, avoiding negative signing such as 'cyclists dismount' and 'route end'.

Active Journeys and Schools

Our **Active Journeys** programme is an initiative for schools who wish to see more of their pupils choosing an active and healthy journey to school.

Increasing the number of children who regularly walk, cycle or scoot to school has numerous benefits including:

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- increased physical activity levels resulting in improved health and wellbeing
- reduced congestion around schools
- improved relations with the local community
- improved academic performance and attendance rates
- increased road safety awareness
- increased confidence, self-esteem and independence for young people.

Generally we would expect a 20mph zone to be established in a wide area around all schools, with parking restrictions and good walking and cycling facilities included.

Flintshire County Council's INM Consultation 2017

Overall a good network development plan has been prepared by Flintshire CC and this should be acknowledged.

The main area or facility that is missing is the connection of routes through central areas of the main towns and communities. Whilst we understand that reducing capacity for motor vehicles can be a local issue, developing networks that reach all the key destinations is vital if the ambitions of the Active Travel Act are to be realized.

Whilst any new routes should be designed and constructed to the current Active Travel Act Design Guidance, it is also important that any existing routes are upgraded to the same standard and there are no details on how existing routes are to be improved. The key elements highlighted on Page 2 of this response should be considered in detail and picked up for improvements following the audit process of the Existing Routes.

It is impressive to see so many schemes included under the Short timescale (under 2 years), but we would ask if this is realistic considering lead in times for planning, design & consents and the availability of delivery funding?

In terms of any routes or links that we believe are missing then please see the table below. This list does include some links between settlements which we believe are vital to improve usage of active modes and provide a full network.

FCC Response:

All comments made in Approach, Common Elements and Active Journeys and Schools are duly noted. With regard to comments received on Flintshire County Council's INM Consultation 2017 the response is as follows:

Paragraph 2 - it is agreed that network development should include links to all key destinations, where it is possible to do so. Any proposal to reduce capacity for motor vehicles would need site specific traffic studies and trials together with full engagement with Members/ Town and Community Councils and the public. If you would like to put forward any particular sites, these can be looked at before the submission of the next INM in 2020.

Paragraph 3 - Comments are acknowledged. All of our Existing Routes have been re-audited and are held in the form of a schedule of improvements to be carried out through our maintenance programme and/or other funding sources that become available.

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The INM schedule has been reviewed in light of your comment and it is agreed the number of schemes falling within the short term timescale is unrealistic. Therefore, the following changes have been made:

Routes moved from Short Term to Medium Term:

Broughton - BR 4/1, BR 4 /2

Buckley - BU 5/1, BU 5/2, BU 6/1, BU 6/2, BU 6/3, BU 7/1, BU7/2, BU 8, BU 9, BU 11

Flint - FL 1/1, FL 1 /2, FL1/3, FL 3/1, FL 3/2, FL 3/3, FL 3/ 4, FL 6/1, FL 6/2

Holywell - HO 3

Mold - MO 6/3, MO 6/5, MO 6/8, MO 9, MO 10

Saltney - SA 2/1, SA 2/2, SA 2/3, SA 22, SA 23

Sandycroft – SAN 16, SAN 17, SAN 18, SAN 23, SAN 24, SAN 25/ 1, SAN 25/ 2, SAN 26

Queensferry – QU 13/1, QU 13/2

Routes moved from Medium Term into Short Term due to locality of schools:

Flint - FL 8, FL 9, FL 7/1, FL 7/2

Local route improvements and schemes that Sustrans believes should be included within the INM are:

Designated Settlement Name	Scheme	Key Destinations	Notes	FCC Response
Bagillt	BA 2/1	School	Extend improvements along A5026 to Riverbank and Sunnyside Close.	The route proposal has been extended into Holywell as a result of a request at the Consultation Drop In Event at Holywell.
Buckley	Central area & A549	Retail/ schools/ employment	Include cycle links on or near this direct alignment	Added a cycling route through Town Centre connecting BU 7/1 to BU 11 and BU 10/2 & 3. The A549 forms part of the principle network connecting Buckley with adjacent settlements. The AADF of Traffic is in excess of 15000, therefore cycle tracks would need to be provided. In this instance it is not possible to provide such due to land and road width constraints.

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Designated Settlement Name	Scheme	Key Destinations	Notes	FCC Response
Buckley	BU 6/2	-	Do not include A-frame at such an early design stage	The schedule has been amended to remove reference to A Frame and include removal of existing kissing gate. Exact provision can be resolved at detailed design stage.
Flint	FL 5/1 & 5/2	-	Schemes as highlighted are not part of the Croes Atti housing development, though there is benefit in these new routes.	Consulted with Planning and the proposal on the INM is not possible due to the road design layout having detailed planning permission. The INM and schedule have been amended to include Flag directional signage along through roads into Prince of Wales Avenue and Englefield Avenue.
Flint	Prince of Wales Av/ Englefield Drive	Retail/ schools/ employment	Upgrading of existing footpath to shared use would provide a direct link between residential areas.	Agreed and added to INM and schedule.
Flint	FL 6/1 & 6/2	-	Provision of unsegregated contraflow is noted, but we are concerned it is not the correct facility for a fairly busy road and a fully segregated cycle lane should be considered.	Agreed. The schedule has been amended to ensure at detailed design stage the first option should be a segregated contraflow cycle lane.

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Designated Settlement Name	Scheme	Key Destinations	Notes	FCC Response
Flint	FL 11	-	Potential to also use adjacent road (Trelawny Avenue) as part of a wider 20mph zone – shared use paths on A548 could connect school and residential areas to Dee Cottages link below.	Agreed. The INM and schedule have been amended to include these connections.
Flint	A548/Dee Cottages	Schools/employment	New crossing on A548 (near Trelawny Avenue) and contraflow cycle facility on rail bridge to Dee Cottages & NCN5/employment area.	Agreed. The INM and schedule have been amended to include these connections.
Flint	Access to Flint Station	Retail/employment/station	Improved walking and cycling connections to Flint Station – connecting existing and proposed routes.	Extended FL 6/2 to Castle Dyke Street and Train Station Car Park. Need to investigate improved crossing point and cycling provision for the short section on the A548.
Flint	Allt Goch	Retail/ schools/employment	Amend Allt Goch to one-way traffic flow plus contraflow cycle facility to provide direct access to town centre and connect FL6 & 8.	This was considered on initial network development. Restricted road width (3m at point point) and steep gradient make this road unsuitable for a cycle route. FL 7/2 is a suitable alternative.
Flint	Swinchard Brook (Cornist	Retail/ schools/employment	Upgrade footpath alongside brook to provide direct access.	Agreed. The INM and schedule have been amended to include these connections.

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Designated Settlement Name	Scheme	Key Destinations	Notes	FCC Response
Flint	Starkey Lane / Northop	Schools/ employment	Concern over new residential access road and connections to Coed Onn Rd & Starkey Lane as this could lead to 'rat-running'. Potential to limit access to active modes only.	The outline planning consent for this development was granted by committee back in 2004. This obviously predated the introduction of the legislation in Active Travel. The TA accompanying the application would have assessed vehicular access to the site via three points. If one or more of these access points were limited to pedestrian and cycle access only this may have resulted in a capacity issues and may have resulted in a recommendation of refusal of the application.
Holywell	Central area	Retail/ schools/ employment/ hospital	20mph/shared space facility in central area to connect proposed routes.	This can be investigated for the next submission of the INM in 2020.
Holywell	Pen y Maes / Strand	Schools/ employment	Connect residential areas & schools via link within school site.	Added to INM and Schedule. Precise route not defined. Feasibility required to determine route options.
Hope	Caergwle Station	Station/ employment	Provide cycle route to station – via Derby Road / Castle St.	This can be investigated for the next submission of the INM in 2020.
Mold	Central area	Retail/ schools/ employment	20mph/shared space facility in central area to connect proposed routes.	This can be investigated for the next submission of the INM in 2020.
Mold	MO4 / MO11	Retail/ schools/ employment	Connect routes via Wrexham Rd to provide direct links.	This can be investigated for the next submission of the INM in 2020.

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Designated Settlement Name	Scheme	Key Destinations	Notes	FCC Response
Mold	Rhydymwyn Link	Retail/ schools/ employment	Community desire to link to Mold (Long term option)	This can be investigated for the next submission of the INM in 2020.
Mold	A541/St Davids Lane	Retail/ schools/ employment	Improve links and crossing (A541) to provide direct access from residential area towards schools/town centre.	Agreed. The INM and schedule have been amended to include these connections.
Mold	Clayton Rd/ Ruthin Rd/ Bryn Coch Lane	Schools/ employment/ leisure centre	Develop improved walking & new cycle route along this alignment to connect destinations. Include improved crossing facility on New Street / Ruthin Rd.	New crossing on Ruthin Rd/ New Street is proposed as part of MO 6/5. Further investigation required to link Parc Hendy area to schools.
Penyffordd	PE 1/3	Schools	Extend link along Corwen Rd to Hawarden Rd, including link to Abbots Lane school	Extended PE ½ to Corwen Road on INM.
DEZ/WYG study Hawarden/ Saltney	BR 19	-	One-way hybrid cycle track – 3 different types of facility within short distance, recommend a consistent approach	BR 19, 20 & 21 covers 5.5 km approximately. The study looked at maintaining consistent design principles for ease of use. Constraints dictated type of facility to be provided. Sustrans have now been provided with the preliminary design plans.

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Designated Settlement Name	Scheme	Key Destinations	Notes	FCC Response
DEZ/WYG study Hawarden/Saltney	BR 20	-	Two-way cycle track – 3 different types of facility within short distance, recommend a consistent approach	BR 19, 20 & 21 covers 5.5 km approximately. The study looked at maintaining consistent design principles for ease of use. Constraints dictated type of facility to be provided. Sustrans have now been provided with the preliminary design plans.
DEZ/WYG study Hawarden/Saltney	BR 21	-	Shared use path – 3 different types of facility within short distance, recommend a consistent approach	BR 19, 20 & 21 covers 5.5 km approximately. The study looked at maintaining consistent design principles for ease of use. Constraints dictated type of facility. Sustrans have now been provided with the preliminary design plans.
DEZ/WYG study Connah's Quay	CQ 2/3/5 & CQ 2/6/1	-	Extend routes to High Street area to connect to key destinations	CQ 2/3/5 Gradient Constraints. CQ 2/6/1 Route to Health Centre Car Park with proposed safe cycle storage. High Street is a short stroll from cycle parking provision.
DEZ/WYG study Shotton	SH 2/7/5	-	Extend routes to High Street area to connect to key destinations	Extended on INM.
DEZ/WYG study Mancot	MA 2/13 & MA 2/15	-	Extend routes to Hawarden central area to connect key destinations	This was looked at as part of proposals for this area but constraints, speeds and traffic flows proved difficult to find a solution. This can be revisited for the next submission of the INM in 2020.

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Designated Settlement Name	Scheme	Key Destinations	Notes	FCC Response
DEZ/WYG study Mancot	MA 2/14	-	Additional link along A550 to A494 roundabout to connect to existing overbridges and network	Agreed. The INM and schedule have been amended to include these connections.
DEZ/WYG study DIP	DIP1	-	No details in schedule	Added details to schedule.
DEZ/WYG study DIP	DIP6	-	No details on mapping	Added route to INM.
DEZ/WYG study SAN	SAN26	-	Consider shared use path or addition of segregated footpath as walking route is popular	This does include a segregated footpath. Design Standard. DEO32.
Connecting Settlements - Flint	F3	Flint/ Connah's Quay	More detail on this route should be included within the INM. Some existing sections need upgrading and a preferred alignment is available. Additional details should assist in drawing down suitable funding at the appropriate time	Amended INM and schedule to include a proposed route alignment in accordance with Sustrans ongoing Feasibility study. Please note routes shown on Connecting Settlements Consultation Map have now been added to the Active Travel Mapper for submission to Welsh Government.

Appendix E

Feedback to Sustrans Consultation Response

Designated Settlement Name	Scheme	Key Destinations	Notes	FCC Response
Connecting Settlements	F4	Mold to Flint	No facility exists between Sychdyn and Northop at present. Additional details on potential routes could be provided on the Flintshire Central and Flintshire Central East consultation maps, supported by further information in the Connecting Settlements document	<p>Schedule amended to reflect there is no route from Sychdyn to Northop. Feasibility is required to fully examine route options for non-compliant sections and missing gap at Northop and Northop Interchange.</p> <p>Please note routes shown on Connecting Settlements Consultation Map have now been added to the Active Travel Mapper for submission to Welsh Government.</p>
Connecting Settlements	F5	Mold to Northop Hall	This connection could be reduced to Northop – Northop Hall as location of A55 will prevent a direct alignment	<p>This will be identified in future feasibility work. The Map does not contain precise detail or alignment of route. It is to show there is a need to connect settlements. As the F4 proposal is connecting Mold to Northop it may well be that this proposal will link to Northop Hall via Northop if no other direct route can be achieved.</p> <p>Please note routes shown on Connecting Settlements Consultation Map have now been added to the Active Travel Mapper for submission to Welsh Government.</p>

Appendix E

Feedback to Sustrans Consultation Response

Designated Settlement Name	Scheme	Key Destinations	Notes	FCC Response
Connecting Settlements	F6	Buckley to Ewloe	Buckley to Ewloe is picked up within the Designated Settlements details (various BU, HA & EW references)	<p>Amended. This should read Mold via Buckley to Ewloe.</p> <p>Please note routes shown on Connecting Settlements Consultation Map have now been added to the Active Travel Mapper for submission to Welsh Government.</p>
Connecting Settlements	F6A	Mold to Buckley	A direct AT route between Mold and Buckley should be included. We accept this is at an early stage but this link to the Buckley to Ewloe proposals (and on to Deeside) could provide a full connection. (F6 & F7 seem to miss the direct alignment)	<p>The Map does not contain precise detail or alignment of route. It shows a need to connect settlements. Future feasibility work will identify the detail. See comment above regarding amendment to Schedule to Mold to Ewloe via Buckley.</p> <p>Please note routes shown on Connecting Settlements Consultation Map have now been added to the Active Travel Mapper for submission to Welsh Government.</p>

Appendix F

List of Changes to INM Consultation Map and approved ERM

Integrated Network Map and Schedule amendments as a result of consultation responses	
Scheme Reference	Description
F1	Route transferred to INM from Connecting Settlements Map. Amended spelling of Ffynnongroew to Ffynnongroyw in schedule.
F2	Route transferred to INM from Connecting Settlements Map.
F3	Route transferred to INM from Connecting Settlements Map. The alignment has been shown in accordance with feasibility study being undertaken by Sustrans.
F4	Schedule amended to reflect there is no existing route from Sychdyn to Northop. Route transferred to INM from Connecting Settlements Map.
F6	Amended schedule to read Mold via Buckley to Ewloe. Route transferred to INM from Connecting Settlements Map.
F7	Route transferred to INM from Connecting Settlements Map.
F8	Route transferred to INM from Connecting Settlements Map and has extended to Wrexham County Boundary at Llay.
F9	Previous F9 amended to include a route proposal between Mold and Wrexham
BA 2/1	Extended route into Holywell
BU 7/2	Added route proposal between Bilberry Grove and Linden Avenue.
BU 5/1, 5/2	Amended timescale from short term to medium term
BU 6/ 1, 6/2, 6/3	Amended timescale from short term to medium term
FL 6/1 & 6/2	Amended schedule to include segregated contraflow cycling
BU 6/2	Amended schedule to remove reference to A Frame
BU 7/1, 7/2	Amended timescale from short term to medium term
BU 8	Amended timescale from short term to medium term
BU 9	Amended timescale from short term to medium term
BU 10/4	Added route along Knowle Lane, Buckley.
BU11	Amended timescale from short term to medium term
BU 15	Added route proposal through centre of Buckley

Appendix F

List of Changes to INM Consultation Map and approved ERM

Integrated Network Map and Schedule amendments as a result of consultation responses	
Scheme Reference	Description
BR 4/1, 4/2	Amended timescale from short term to medium term.
DIP 1	Amended schedule to include proposals.
DIP 6	Added to INM as was omitted in error, but included in schedule.
FL 1/1, 1/2	Amended timescale from short term to medium term
FL 2	Amended in the Schedule to read Church Street, not High Street and to include provision of shared use facility along Coleshill Street, Flint.
FL 3/1, 3/2, 3/3, 3/4	Amended timescale from short term to medium term
FL 3/3	Reference to parking restrictions removed from schedule
FL 5/1 & 5/2	Amended scheme detail from shared use facility to on road cycling with flag directional signing.
FL 5/3	Added route proposal between Prince of Wales Avenue and Englefield Avenue.
FL 6/1, 6/2	Amended timescale from short term to medium term
FL 6/2	Extended route proposals to Castle Dyke Street, Flint
FL 7/1, 7/2	Amended in timescale from medium term to short term
FL 8	Amended in timescale from medium term to short term
FL 9	Amended in timescale from medium term to short term
FL 11/2 & 11/3	Added route proposals at Trelawny Ave and A548, Flint
FL 13/1	Added route proposal along Church Street, Flint to bring the existing cycle facility up to Active Travel Design Standards.
FL 14/1, 14/2	Added route proposals to Flint Castle
FL 15	Added route proposals along Swinchiard Brook, Flint.
HO 3	Amended timescale from short term to medium term
HO 4/1	Added route proposal between Penymaes and the Greenfield Valley, Holywell. Requires a future study to assess its feasibility, route and design options.

Appendix F

List of Changes to INM Consultation Map and approved ERM

Integrated Network Map and Schedule amendments as a result of consultation responses	
Scheme Reference	Description
HO 4/2	Added route proposal between Greenfield Valley and the Strand, Holywell.
HO 5	Added route proposal between Nant y Coed and Penymaes.
HO 6	Added route proposal between the Holway and Holywell Town.
MA 2/15	Added route proposal from Queensferry roundabout to cycling proposals at Clay Hill Lane.
MO 1/6	Amended timescale from long term to medium term.
MO 2/2, 2/3	Amended to include cycling improvements.
MO 3/3, 3/5	Amended timescale from medium term to short term.
MO 6/3, 6/5, 6/8, 9, 10	Amended timescale from short term to medium term
MO 13	Added route proposal from Gwernaffield to Gwernaffield Road, Mold Added to INM.
MO 14	Added a route proposal between Mold and Rhydymwyn along the dismantled railway.
MO 15/1, 15/2	Added route proposals between Leadmills fields and cycling proposals at Love Lane Car Park, Mold.
MO 16	Added route proposal between Hendy Road and Ruthin Road, Mold. Added to INM.
PE 1/ 2, 1/3	Extended PE 1/ 2 to Corwen Road, Penyffordd.
PE 2	Added route proposal to upgrade Bridleway No. 24 in Penyffordd as multi user route.
SA 2/1, 2/2, 2/3, 22, 23	Amended timescale from short term to medium term
SA 22	Amended timescale from short term to medium term
SA 23	Amended timescale from short term to medium term
SAN 17	Amended timescale from short term to medium term
SAN 18	Amended timescale from short term to medium term
SAN 23	Amended timescale from short term to medium term
SAN 24	Amended timescale from short term to medium term
SAN 25/1, 25/1	Amended timescale from short term to medium term
SAN 26	Amended timescale from short term to medium term
SH 2/7/5	Extended route to B5129 Deeside Corridor.
QU 13/1, 13/2	Amended timescale from short term to medium term

Appendix F

List of Changes to INM Consultation Map and approved ERM

Existing Route Map and Schedule amendments since approval		
BUC 12	Extended route through Mynydd Isa to New Brighton.	Requested at INM consultation. Well used route for residents of New Brighton accessing services and facilities in Mynydd Isa
BUSA1	Extended Link over Queensferry roundabout omitted in error.	Link along Belvedere Close constructed early 2017. All completed schemes will be added to ERM as and when for promotional purposes.
FLBA3	Walking route added along Victoria Rd, Bagilt	As a result of the Active Travel Journey Planning Workshop held by Sustrans at Ysgol Glan Aber
BUC15	Added spur to Elfed School, Buckley	Omitted in error
FLG2	Added walking route in Carmel	Identified at Task Group stage of INM Planning
FLH5	Removed	Was access to local library which has now closed
Hope 2	Two sections removed	Unnecessary triangular link, shorter link is included



CABINET

Date of Meeting	Tuesday 24 th October 2017
Report Subject	Adoption of Zone 3 Deeside Industrial Park
Cabinet Member	Cabinet Member for Streetscene & Countryside
Report Author	Chief Officer (Streetscene & Transportation)
Type of Report	Strategic

EXECUTIVE SUMMARY

Zone 3 of Deeside Industrial Estate (DIP) was constructed in the 1990's by Welsh Government however the roads around the estate still remain un-adopted by the Council, due to land ownership issues. Over the past 6 months the land issues have been resolved and the Council is now in a position to adopt the roads and footways in the area into the Adopted Highway Network.

On adoption, Welsh Government (WG) has committed to provide the Council with a commuted sum, which is equivalent to the cost of reconstructing some of the carriageways and footways in the area up to an adoptable standard. This report recommends reallocation of the funding in a more constructive manner in order to upgrade the footpaths to provide a dedicated cycle network around Zone 3, which is in line with the Council's aspiration to improve Active Travel Links throughout the DIP. The proposal is also aligned with the aspirations of the Deeside Plan and the wider vision for a North East Wales integrated transport "Metro" concept.

There are significant parking issues within Zone 3, which have created access problems and incidents of antisocial behaviour which are associated with the drivers of heavy goods vehicles, which park on some of the roads overnight. The proposals suggested in this report will help provide a solution to both of these issues.

RECOMMENDATIONS

1.	That Cabinet approves using Section 228 of the Highways Act as a mechanism to adopt the highways within Zone 3 of Deeside Industrial Park
2.	That Cabinet approves reallocating the commuted sum funding which is being proposed by WG, to improve the footways to provide a fully integrated cycle network serving each business located within Zone 3.

REPORT DETAILS

1.00	BACKGROUND TO THE ADOPTION OF ZONE 3
1.01	Zone 3 on DIP was constructed by Welsh Government in the 1990's and is now occupied by a number of large businesses and many local people are employed in this area of the Industrial Park.
1.02	The roads serving the site have remained un-adopted, due to land ownership issues particularly relating to the fact that ownership details (in respect of a number of parcels of land within the zone) could not be identified. This matter has now been resolved, following direct contact with the businesses and land owners by staff from FCC and WG.
1.03	Consequently the Council as Highway Authority can now use Section 228 Highways Act 1980 to adopt the roads within Zone 3 as "Highways maintainable at the public expense". This will involve posting notices on site, inviting any objection from interested parties to the proposal. If the Council does not receive any valid objections within one month of posting the notices, the roads will become adopted.
1.04	There are significant issues and concerns created by inconsiderate on street parking around Zone 3, to the extent that some of the larger businesses have been unable to gain access into their sites for delivery of their raw materials and to dispatch their finished products. There are also safety concerns at some key junctions which have also been created by uncontrolled parking.
1.05	There is a significant stretch of the strategic cycle network missing through the zone and cyclists are currently required to travel on the road network or to use footpaths through this busy area in order to link the two "ends" of the existing strategic cycleway network. Businesses have reported a number of 'near misses' between cyclists and motor vehicles at the entrances to their plants.
1.06	<p>The carriageway is in a reasonable condition and whilst it requires some remedial work to the signage, kerbing and footways, the majority of the area is in an acceptable condition, from a future maintenance liability perspective. The commuted sum is intended to bring the road to a standard which is required for adoption) however, it is recommended that the funding should be reallocated to the following:</p> <ul style="list-style-type: none">• Undertaking the essential remedial works on the kerbing, signage and street lighting - to ensure the road is at an adoptable standard.• Upgrading all of the footways around Zone 3 to include a cycle provision, which will provide a complete Active Travel network around the zone. This will also then complete the missing link on the strategic cycle network through this area of DIP.• Providing a one way system around the zone, which will allow the Council to introduce a series of Traffic Orders to regulate on-street parking and remove the current congestion and safety concerns.
1.07	Once the road has been adopted the Traffic Orders can be advertised following a local consultation event with the businesses on the park.

1.08	The route of the missing section of the cycle link will pass through the area currently being used as an overnight parking area for heavy goods vehicles visiting the estate. The implementation of the Traffic Order and the provision of a cycleway through the area will prevent the vehicles from parking in the areas intended for adoption and this will assist in removing some of the antisocial behaviour which is currently being experienced in the area.
1.09	The heavy goods vehicles which currently park in this area will obviously be displaced to other locations and this will require further action, if the parking becomes a problem. The proposal for a 'Truck stop' on the line of the preferred route of the A494/A55 will provide a long term solution to this problem.
1.10	The total cost of the improvement works on Zone 3 are estimated to be in the region of £731k. The total value of the commuted sum to be provided by WG for the adoption works is estimated to be £470,814.26. The balance of the funding will be provided from WG Transport Grant funding which has been received by the Council following the successful "Community Transport Hubs" and "Access to employment opportunities bids" in 2017-18.

2.00	RESOURCE IMPLICATIONS
2.01	The highway network within Zone 3 will become the responsibility of Flintshire County Council, once the network has been adopted.
2.02	Staff from the S&T portfolio will design and manage the construction of the new facilities.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	With Businesses - in respect of land ownership issues. (completed)
3.02	Formal notification of the Councils intention to adopt the highway network will be advertised on the site and in the local press.
3.03	Further consultation is required in respect of the Traffic Order which will be undertaken in the form of a local drop in event for all businesses.
3.04	A formal consultation process will be required prior to the introduction of the Traffic Order.

4.00	RISK MANAGEMENT
4.01	The Council will take responsibility for the maintenance of the highway network, once the adoption has been completed.

4.02	In the event that objections are received which cannot be overcome under delegations, the road will remain un-adopted and will remain the responsibility of WG. In this event WG will not provide FCC with the commuted sum for the adoption works.
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5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Stephen O Jones – Chief Officer – Streetscene & Transportation</p> <p>Telephone: 01352 704700</p> <p>E-mail: Stephen.o.jones@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>DIP – Deeside Industrial Park</p> <p>WG – Welsh Government</p>



CABINET

Date of Meeting	Tuesday, 24 th October 2017
Report Subject	Community Resilience and Community Benefits Strategy
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Officer (Organisational Change) Chief Officer (Community and Enterprise)
Type of Report	Strategic

EXECUTIVE SUMMARY

A key priority of the Council Plan is 'A Connected Council' with a sub priority being 'Resilient Communities'. The Flintshire Public Services Board has developed a priority around 'Resilient Communities'. This report provides a brief overview of the work being done in this area building on previous work to grow the social sector through social enterprise development including Community Asset Transfers and Alternative Delivery Models.

Specifically the report proposes the agreement of a Community Benefits Strategy (see Appendix 1). This strategy defines for the first time a set of community benefits that can be used in all types of procurement contracts but can also be used to assess the level of community benefit an organisation is delivering. If agreed it is proposed to launch this strategy as a Council, engage with the private and social sectors about use of this strategy, and engage with Public Service Board about all public sector partners in Flintshire signing up to the elements of the strategy that they are able to implement.

RECOMMENDATIONS

1	To agree the Community Benefits Strategy detailed in Appendix 1.
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REPORT DETAILS

1.00	BACKGROUND INFORMATION
1.01	<p>For the last three years much work has been undertaken to grow the social sector through Social Enterprise Development, Community Asset Transfers and Alternative Delivery Models. This has resulted in a growth in size in the social sector which is a key requirement if communities are going to be able to be more resilient and solve their own problems. It means that communities have more organisations and individuals to go to for support. A key element of this growth has been to develop social enterprises that are of a significant scale and can support the development of other social enterprises e.g. Aura Leisure and Libraries, Cambrian Aquatics, Holywell Leisure Centre.</p>
1.02	<p>In summary 24 social enterprises / social organisations operating within Flintshire over the last year were the beneficiaries of Council support to help their development including the following:</p> <ul style="list-style-type: none">• Holywell Leisure Centre• Toe to Toe• Connah's Quay Nomads• Buckley Boxing Club• RainbowBiz• West Flintshire Community Enterprises• Flintshire Counselling CIC• Mold Rugby Club• The Clocktower• Beyond the Boundaries CIC• Emotional Learning Foundation CIC• Amser Babi Cymraeg• BREW• Parkfields community Centre• Neighbourhood Economics• Art and Soul Tribe CIC• Cambria Band CIC <p>This work along with the Community Asset Transfer programme has resulted in the following assets being transferred to (or being in the last stages of transfer to) social enterprises / community organisations:</p> <ul style="list-style-type: none">• Mynydd Isa community centre and library (Café Isa);• Bistre Youth and Community Centre;• Connahs Quay Swimming Pool (Cambrian Aquatics)• Connahs Quay Youth Club;• Connahs Quay Allotments (Mill Lane);• Connahs Quay Scouts Building;• Connahs Quay Cricket Club;• Former Registrar's Office, Holywell;• Greenfield Bowling Club;• Gwernaffield Village Hall,

	<ul style="list-style-type: none"> • Hope Library; • Holywell library (Toe to Toe); • Holywell Leisure Centre • Mancot Library; • Maes Pennant Playing Field, Mostyn; • Mold RFC; • Mosytn Bowling Club, • Scout Groups, various; • Trelogan Community Centre. <p>The results of this work both developing organisations and enabling them to take on assets and services results in a stronger social sector working at a community level. For the first time this year it is anticipated that there will be a significant social enterprise presence at the Flintshire Business Awards with a number of social enterprises being applicants for Business Awards.</p>
1.03	<p>With an increase in the number and size of organisations in the social sector it enables future work to build on this stronger social sector base and for the sector to be recognised as valuable and business like. It also encourages a raised awareness across the public, private and social sectors about the delivery of social objectives or community benefits.</p>
1.04	<p>Attached at Appendix 1 is a draft Community Benefits Strategy that for the first time provides a policy for, and ways of using, the following community benefits that are proposed as the priority community benefits that Flintshire wants to see delivered.</p> <p style="text-align: center;"><u>Economic</u></p> <p>I. Targeted recruitment</p> <ul style="list-style-type: none"> • Providing shared apprenticeship opportunities using our Apprenticeship Academy; • Creating job opportunities for unemployed people from Flintshire's Community First areas; • Providing work placements and training opportunities to local unemployed people, to help them gain work experience to aid their job search; • Providing work experience to students to help them make career choices. <p>II. Supporting procuring from Flintshire based businesses (where possible) to provide goods and services in the delivery of the contract;</p> <p style="text-align: center;"><u>Environmental, health and social</u></p> <p>III. Working with schools and colleges to contribute to their curriculum and help to promote a socially inclusive society;</p> <p>IV. Where deemed appropriate, small community-focused contributions can be made including actual resources such as staff time to provide assistance / support to local community groups. This would be administered through the Economy and</p>

	<p>Regeneration team to ensure appropriate use.</p> <p>V. Provide a financial sum (where appropriate) or equivalent non-financial benefit to deliver the strategic priorities as identified by Flintshire Council including but not exclusively:</p> <ul style="list-style-type: none"> • Housing quality and renewable technologies as part of any new build development; • Housing energy measures which will address fuel poverty; • Promoting energy efficiencies and environmental awareness with tenants; • Delivery of environmental initiatives including: <ul style="list-style-type: none"> <input type="checkbox"/> micro-energy generation; <input type="checkbox"/> reduced waste to landfill; <input type="checkbox"/> recycling of eligible materials; <input type="checkbox"/> reduced water consumption; and <input type="checkbox"/> managing business mileage. <p>VI. Reductions in demand for public services including health and social care and community safety by:</p> <ul style="list-style-type: none"> • increasing the people supported to live independently; • reducing permanent admissions to residential or nursing care; • reducing avoidable hospital admissions; and • reducing anti-social behaviour and crime. <p>VII. Increasing the impact of volunteers in delivering public and community services by:</p> <ul style="list-style-type: none"> • increasing the number of new volunteers; • increasing the number of volunteers placed with community groups; and • increasing the number of young volunteers <p>VIII. Increasing the impact of community businesses in delivering public and community services by:</p> <ul style="list-style-type: none"> • increasing the number of new community businesses established; • increasing the number of constituted groups developing into community businesses; and • increasing the number of community assets sustained. <p>Agreeing this strategy will enable the Council to maximise community benefit delivery across contracts and services and work with other public sector partners and the social and private sectors to maximise their delivery of community benefits.</p>
1.05	<p>There are a range of other projects and programmes that are building on the good initial work to maximise increases in community resilience and that grow the social sector. A number of key initiatives include:</p>

	<p>(1) Social Prescribing Programme – To be launched in October with the aim of signposting people with health issues to community or activity base interventions rather than health treatment.</p> <p>(2) Area Based Work – Revision of Communities First and work in areas such as Flint, Shotton and the Holway which are all now aimed at leaving skills in communities rather than solving problems for people. The food poverty work in Flint aims to leave people with the skills and resources to cook nutritional meals.</p> <p>(3) Anti-Poverty Work – A more focussed approach from this partnership supporting the development of digital skills, financial skills and enabling people to cope with in work and out of work poverty.</p> <p>(4) Philanthropy and Corporate and Social Responsibility (CSR) – Bringing together the private and social sectors to talk about how private sector organisations through their CSR might support the development of the social sector and community benefits.</p> <p>(5) Community Shares – The issuing of shares by social organisations to help fund raise and create ownership of assets and services at a community level. This approach is being considered by a number of organisations.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	No additional implications.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultations have bene undertaken as part of both the development of the Council Plan and the development of the Public Service Board priorities.

4.00	RISK MANAGEMENT
4.01	<p>Key Risks and Mitigation</p> <p>(1) The lack of strength of the social sector to be seen as credible and business like – continued support and development with business support and Community Asset Transfer work.</p> <p>(2) The lack of buy in by public sector partners – continued development of this work through the Public Services Board.</p> <p>(3) The lack of ownership by the private sector – engagement with the sector on the Community Benefits Strategy and Philanthropy and CSR work.</p>

5.00	APPENDICES
5.01	Appendix 1 – Community Benefits Strategy.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None</p> <p>Contact Officers: Ian Bancroft / Clare Budden Telephone: 01352 704511 E-mail: ian.bancroft@flintshire.gov.uk / clare.budden@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Community Asset Transfer – The transfer of a building to a community organisation with a 27 year lease and peppercorn rent.</p> <p>Social Enterprise – An organisation that has social objectives and uses any profit made for delivery of these social objectives.</p> <p>Corporate and Social Responsibility – Part of the private sectors approach to governance that often results in the delivery of social outcomes and community benefits.</p>

1. Introduction and Purpose (Leader of the Council)

- 1.1. This Community Benefits Strategy has been developed to align with all of Flintshire's Capital and Services procurement and the authority's existing approaches to delivery of Community Benefits within its contracts and service provision. An innovative approach is required to ensure delivery of community benefits, which helps to deliver the greatest economic, social or environmental wellbeing benefit to local communities.
- 1.2. The public sector in Wales spends £5.5bn per year on external goods and services, and Welsh Government is committed to capturing and retaining as much of the local investment in the local area through their Community Benefits Policy. The Community Benefits Strategy supports the Welsh Government's vision that sustainable development will be the central organising principle for Wales. It also contributes to other policy areas such as the Wales Infrastructure Investment Plan, tackling poverty in Wales and adding to the resources for training and skills development.
- 1.3. The Wales Procurement Policy Statement sets out the procurement practices and actions required of all public sector organisations in Wales. Value Wales helps the Welsh public sector realise improved value for money through 'smarter procurement' by:
 - increasing savings through collaboration;
 - improving process efficiency especially through use of technology;
 - protecting the economy by encouraging smaller and more local suppliers and seeking re-investment in local communities; and
 - building procurement capability.
- 1.4. A key policy driver is the Well-being of Future Generations (Wales) Act 2015 and its 7 goals including 'A Prosperous Wales' and 'A More Equal Wales'.
- 1.5. At a local level, the Flintshire Public Service Board is developing new approaches to Inspiring Resilient Communities and the Community Benefits Strategy will play apart in the delivery of this.
- 1.6. The Community Benefits Strategy will help to deliver the Flintshire County Council's Council Plan by contributing to:
 - supporting people to manage the ongoing impact of Welfare Reform through helping people to claim the benefits to which they are entitled;
 - helping people to manage their financial commitments;
 - reducing the impact of rises in fuel costs through energy efficiency measures;
 - developing programmes in partnership with the social and third sector to work towards addressing food poverty;
 - reducing demand for public services;
 - growing the role of the social enterprise sector;
 - increasing the impact of the voluntary sector
 - contributing to the scale and quality of apprenticeship and work experience provision; and
 - Increasing the use of community benefit clauses in procurement.

- 1.7. The Community Benefit Strategy aims to support the delivery of these strategic policy areas by ensuring that the procurement and delivery of capital and service contracts contributes to the delivery of sustainable outcomes. The Council procured £145m of works, goods and services in 2016/2017.
- 1.8. Specific community benefit requirements will be incorporated into future procurement and contracts providing a clear direction of the key priorities identified in this Strategy and the issues to be addressed in Flintshire at the time of the contract. These will be progressed through the Contractor and the Procurement and Enterprise and Regeneration Teams within the Council, working collaboratively with local communities, other partners and stakeholders.

2. Aim and objectives of the Community Benefits Strategy

Aim

- 2.1. The aim of the strategy is to ensure greater value for money with regard to securing a return on the expenditure Flintshire County Council is making each year through service contracts and capital programmes.

Objectives

- 2.2. To provide a framework which ensures the inclusion of realistic and achievable community benefit via contractual clauses in all applicable capital programme and service contracts.
- 2.3. To provide a joined up approach to the identifying and monitoring of community benefits across Flintshire, ensuring maximum value for money of spend on the Capital programme and service budgets.
- 2.4. Create an internal infrastructure to avoid duplication of effort, share best practice, maximise opportunities for leveraging community benefits from suppliers and provide a more common and consistent experience for suppliers.
- 2.5. To ensure compliance within legislative framework when incorporating community benefits into the contracts and agreements.
- 2.6. Through guidance and the application of agreed approaches, deliver real and lasting benefits to our stakeholders and to grow the Flintshire economy, including the delivery of sustainable employment outcomes for residents.

3. Delivery approach

- 3.1. As part of the procurement process tenderers will be asked to set out how they will contribute to the community benefit objectives and will be assessed as part of the tender evaluation. This will include areas such as:
 - the steps to be taken to deliver community benefits;
 - how these steps will ensure benefits are realised; and
 - the benefit that each step will deliver to communities.
- 3.2. All contractual community benefits form part of the contract and suppliers have a contractual obligation to deliver these commitments. Appropriate contract conditions will be included to provide a remedy for failure to deliver contractual community benefits.
- 3.3. Community benefits will be delivered through specific requirements stipulated within the specification. This will be done in one of three ways.

- (i) Through contract clauses;
 - (ii) Through specifying as outcomes and outputs core to the contract for a contractor to tender against;
 - (iii) Through specifying as ways of working associated with the contract for a contractor to tender against.
- 3.4. Proportionality will be applied in relation to the level of Community Benefits to the value of the contract. As a guide Flintshire Council would expect for contracts of a value of £1m or more:
- 1 Apprenticeship per £1m spend.
- 3.5. On award of the contract Flintshire Council's Enterprise and Regeneration Team will manage the delivery of the Community Benefit, including where appropriate receipt of any financial sums and subsequent expenditure in line with the Council's strategic priorities, and the co-ordination of wider community benefit delivery.
- 3.6. Flintshire County Council will apply the benchmarks set by Value Wales toolkit and use the principles for measuring the impact.

4. Priorities

- 4.1. All community benefits should aim to provide as wide an impact as feasible both in terms of geography and beneficiaries. The priority for community benefits are set out below.

Economic

I. Targeted recruitment and training:

- Providing shared apprenticeship opportunities;
- Creating job opportunities for unemployed people from Flintshire's Community First areas;
- Providing work placements and training opportunities to local unemployed people, to help them gain work experience to aid their job search;
- Providing work experience to students to help them make career choices.

II. Supporting procuring from locally based businesses (where appropriate and this enables better value for money delivery of the contract) to provide goods and services in the delivery of the contract;

Environmental, health and social

III. Working with schools and colleges to contribute to their curriculum and help to promote a socially inclusive society;

IV. Where deemed appropriate, small community-focused contributions can be made including actual resources such as staff time to provide assistance / support to local community groups. This would be administered through the Economy and Regeneration Team to ensure appropriate use.

V. Provide a financial sum (where appropriate) or equivalent non-financial benefit to deliver the strategic priorities as identified by Flintshire Council including but not exclusively:

- Housing quality and renewable technologies as part of any new build development;

- Housing energy measures which will address fuel poverty;
- Promoting energy efficiencies and environmental awareness with tenants;
- Delivery of environmental initiatives including:
 - micro-energy generation;
 - reduced waste to landfill;
 - recycling of eligible materials;
 - reduced water consumption; and
 - managing business mileage.

VI. Reductions in demand for public services including health and social care and community safety by:

- increasing the people supported to live independently;
- reducing permanent admissions to residential or nursing care;
- reducing avoidable hospital admissions; and
- reducing anti-social behaviour and crime.

VII. Increasing the impact of volunteers in delivering public and community services by:

- increasing the number of new volunteers;
- increasing the number of volunteers placed with community groups; and
- increasing the number of young volunteers

VIII. Increasing the impact of community businesses in delivering public and community services by:

- increasing the number of new community businesses established;
- increasing the number of constituted groups developing into community businesses; and
- increasing the number of community assets sustained.

5. Allocation, Monitoring and Reporting

- 5.1. To ensure fairness and consistency across the whole county, the level of contributions will be managed through the contracting process and monitored by the Procurement Team.
- 5.2. The Enterprise and Regeneration Team will be responsible for monitoring the delivery of the community benefits either through the Contractor or the intermediary responsible for delivery, working closely with the Council's Contract Programme Manager.
- 5.3. All performance indicators relating to Contractor Community Benefits will be monitored and reviewed by Cabinet on an annual basis.
- 5.4. This Strategy will be reviewed on an annual basis to ensure it continues to evolve with the service contracts and capital expenditure.



CABINET

Date of Meeting	Tuesday, 24 th October 2017
Report Subject	Welsh in the Workplace Policy
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Welsh Government (WG) is committed to strengthening Welsh language provision in public services, particularly in health and social services where language is an integral part of service user safety, dignity and respect.

The Welsh Language Measure (Wales) 2011 enables the Welsh Ministers to specify Standards relating to the Welsh language. These Standards replace Welsh Language Schemes. The aim of the Standards is to:

- improve the services Welsh-speakers can expect to receive from organisations in Welsh;
- increase the use people make of Welsh-language services
- make it clear to organisations what they need to do in terms of the Welsh language; and
- ensure that there is an appropriate degree of consistency in terms of the duties placed on bodies in the same sectors.

Standard 98 requires public bodies to develop a policy for using Welsh in the Workplace. The purpose of this report is to present the Council's draft Welsh in the Workplace policy for adoption by Cabinet prior to publication and provide an overview of progress to meeting the Standards.

RECOMMENDATIONS

1	To be assured that work is being undertaken to comply with the Welsh Language Standards.
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2	To adopt the Welsh in the Workplace policy.
3	To receive annual reports on work carried out to meet the Welsh Language Standards.

REPORT DETAILS

1.00	EXPLAINING THE WELSH IN THE WORKPLACE POLICY
1.01	<p>The WG's commitment to the Welsh language is set out in various legislation:</p> <ul style="list-style-type: none"> • The Well-being of Future Generations Act 2015 identifies seven well-being goals, one of which includes "A Wales of vibrant culture and thriving Welsh language." • Welsh Medium Education Strategy – WG's commitment to continuing the growth of Welsh medium and Welsh language education. • More than Words Framework - the WG framework to strengthen Welsh language services in health, social services and social care. • One million Welsh speakers by 2050 – WG strategy encouraging more people to speak and use Welsh in their daily lives including the workplace. • The Welsh Language Measure 2011 – imposed Welsh Language Standards on public bodies. Welsh Language Standard 98, requires public bodies to develop a policy for using Welsh in the Workplace.
1.02	<p>The purpose of the Welsh in the Workplace policy is to:</p> <ol style="list-style-type: none"> i) Promote positive attitudes and encourage employees to take pride in the Welsh language and Welsh culture. ii) Increase the number of Welsh speaking employees and provide opportunities for employees who are already fluent Welsh speakers and those who are learning to use Welsh both in work and at work. iii) Encourage a bilingual working environment in which employees have the freedom and support to work through the medium of Welsh. <p>The commitments in the attached policy reflect the requirements for promoting and implementing the Welsh Language operational Standards, in particular in relation to employment.</p>
1.03	<p>Implementing this policy will support the Council, over the long term, to develop bilingual services and comply with Welsh Language Standards. Amongst other things it will:</p> <ul style="list-style-type: none"> • reduce our dependency on Translation and Interpretation translation facilities; • contribute towards "normalising" Welsh in the workplace and help to

	<p>attract and retain Welsh speaking employees;</p> <ul style="list-style-type: none"> • support the Council’s Welsh in Education Strategic Plan, sending a clear message, internally and externally, that the Welsh language is valued outside of the school environment and is an asset in employment; and • support colleagues in Social Services and their progress implementing More Than Words Framework and will underpin the Council’s Customer Services Strategy.
1.04	<p>Offering more opportunities for employees to see, hear, use and practice Welsh at work, will support them to become more confident and proficient, improving the quality of Welsh medium services to the public. The more people are immersed in a new language the more quickly they will learn. Increasing the number and proportion of employees who speak Welsh will in turn lead to further use of Welsh in the workplace, strengthening the Council’s ability to provide bilingual services in the future. Recognising and responding to customer’s language preference is an integral part of customer care.</p>
1.05	<p>The policy is focussed on:</p> <ul style="list-style-type: none"> • fostering positive attitudes towards the Welsh language; • encouraging employees to use Welsh whatever their skill level; • supporting employees, particularly in customer facing roles, to be able to develop some Welsh language skills; • encouraging employees to make an “active offer” to Welsh speaking customers; • providing more support to Welsh learners enabling them to practise newly acquired skills; • supporting employees who wish to use Welsh in the workplace; • building on good practice developed by individual employees and services such as the Panad a Sgwrs, conversation group initiated by Social Services; and • setting out more clearly for employees and potential employees the Council’s commitment to the Welsh language and culture.
1.06	<p>The Council’s ability to deliver bilingual services is challenged by the difficulty in recruiting to Welsh essential posts. The process is being reviewed will include:</p> <ul style="list-style-type: none"> • simplifying the Welsh Language Skills Assessment (WLSA) which determines the level of language skills required for a given post; • using practical and user friendly wording to describe the level of Welsh skills required for posts. Employers who use specific examples of the levels of skill required rather than stating a job is “Welsh essential” have reported more success in recruiting Welsh speakers. For example, using descriptions such as “ the ability to conduct a simple conversation in Welsh with customers” rather than stating “Welsh essential”; • using Welsh media to advertise posts; and • developing alternative solutions if suitable Welsh speaking applicants cannot be recruited e.g. introducing a requirement to learn Welsh to a specified level in a set time or training a Welsh speaker to fulfil other

	requirements of a post.
1.07	<p>Regular workforce news items have been published to remind employees and managers of the requirement to comply with the Welsh Language Standards. Resources to support managers and employees are available on a dedicated intranet page. These resources relate to:</p> <ul style="list-style-type: none"> • Advertising/publicity/public documents; • Audio announcements and signage; • Correspondence; • Consultation and research; • Education courses for the public; • Meetings; • Promoting Welsh medium services; • Telephones; and • Tenders and contracts.
1.08	<p>The front page of the intranet is also now available in Welsh to comply with the Standards. A page will be developed which will provide resources for Welsh learners.</p>
1.09	<p>To support the implementation of the Standards a Welsh Language Network has been developed comprising representatives from each Portfolio. Their role is to be the main point of contact for their service in supporting them implement the new Welsh Language Standards and enhancing and promoting a Welsh language culture across the Council.</p>
1.10	<p>A report describing progress to meeting the Welsh Language Standards will be published annually; information will include:</p> <ul style="list-style-type: none"> • The number of new and vacant posts which were categorised as posts where: <ul style="list-style-type: none"> i) Welsh language skills were essential ii) Welsh needed to be learnt when appointed iii) Welsh desirable iv) Welsh language skills were not necessary • Number and percentage of employees who have completed the Welsh language skills audit. • Profile of Welsh language skills of employees. • Number of employees attending Welsh language skills training by level of training. • Number and percentage of employees who have completed the Welsh language awareness e-learning training. • Number of employees who attended courses through the medium of Welsh.
1.11	<p>Progress will be monitored through the Chief Officer Team, Cabinet and relevant Overview and Scrutiny Committees. An implementation plan to meet the Standards has been prepared and will be incorporated into the Council's performance management system which will help monitor compliance.</p>

2.00	RESOURCE IMPLICATIONS
2.01	A corporate budget is in place to support employees attend Welsh language skills training. Developing an understanding and support of the policy will be important; the launch of the policy will need to be supported by awareness sessions which will also dispel misunderstanding and preconceptions about the Welsh language.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation has been undertaken with the workforce, the Council's Welsh Language Network and with Chief Officers.

4.00	RISK MANAGEMENT
4.01	The Performance Management System, CAMMS, will help us to monitor compliance where appropriate. Implementation of the Welsh in the Workplace policy will enhance the profile of Welsh language and support the Council meet the needs of Welsh speaking customers.

5.00	APPENDICES
5.01	Welsh in the Workplace policy.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Welsh Language Standards Contact Officer: Fiona Mocko Strategic Policy Advisor Telephone: 01352 702122 E-mail: Fiona.mocko@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Compliance Notice: specifies the exact standards with which each organisation should comply and also the date by which they are required to comply with a standard.</p> <p>More Than Words Framework: A Welsh Government strategic framework to strengthen Welsh language services in health, social services and social care. It includes the principle of the "Active Offer" where customers are offered services in Welsh as opposed to having to request them.</p> <p>Welsh in Education Strategic Plan: The Council's plan to increase the number of fluent Welsh speakers within the county.</p>

<p>Welsh Language Measure: Welsh Language (Wales) Measure 2011 confirms the official status of Welsh, creates a new system of placing duties on bodies to provide services through the medium of Welsh and creating the post of Language Commissioner with enforcement powers.</p>

<p>Welsh Language Standards: specify standards of conduct in relation to the Welsh language.</p>



Flintshire County Council

Welsh in the Workplace Policy

Policy owner for review	Strategic Policy Advisor
Date implemented	
Date of last amendment	
Version	
Date of next review	October 2021



Welsh in the Workplace policy

The policy applies to all Flintshire County Council employees and will support the Council to meet its statutory duties as set out in the Welsh Language Standards Compliance Notice.

Welsh language is an important part of Flintshire's cultural identity, it is part of our heritage and our future. We have recognised the importance of offering language choice to our customers and are committed to treating the Welsh and English languages on a basis of equality. We provide services to the most vulnerable people in our communities, where accessing services in an individual's first language is especially important. The use of the Welsh language is as valid internally as it is in the conduct of our public business. Encouraging a culture which values and supports the use of Welsh internally will contribute towards the delivery of high quality services in both Welsh and English.

The purpose of this policy is to:

- i) promote positive attitudes and encourage employees to take pride in the Welsh language and Welsh culture.
- ii) increase the number of Welsh speaking employees and provide opportunities for employees who are already fluent Welsh speakers and those who are learning to use Welsh both in work and at work.
- iii) encourage a bilingual working environment in which employees have the freedom and support to work through the medium of Welsh.

The policy applies to employees, volunteers and elected members.

To promote positive attitudes and encourage our workforce to take pride in the Welsh language and Welsh culture

- Celebrate the achievements of Welsh learners by awarding "Welsh learner of the year" as part of Flintshire Learning and Development Awards
- Provide a section on the Infonet to promote Welsh culture and resources to support learners and promote the use of Welsh in the workplace and externally.
- A "bilingual day of the week" will be promoted to encourage employees to use Welsh, whatever their level, in the workplace.
- Shwmae/Su'mae day, St David's day and other events in the Welsh calendar will be celebrated at work and in the community.
- Promote the role of the Welsh Language Network and develop an action plan to progress their work.
- Essential criteria on posts that are not assessed as Welsh essential will include a standard requirement: **Empathy with the Welsh Language and culture.**



To increase the number of Welsh speaking employees and provide opportunities for employees who are already fluent Welsh speakers and Welsh learners to use Welsh both in work and at work

Recruitment

- The language requirements of new and existing posts will be assessed and records maintained of that assessment.
- Welsh language will be seen as a valuable skill in recruitment and this will be promoted on the Council website and in job advertisements.
- Job vacancies will be advertised bilingually and Welsh essential jobs will be advertised through Welsh media.
- Applicants for jobs will be able to submit their application in Welsh and choose to use Welsh during interviews.
- Apprentices will be expected to attend Welsh language skills training.

New Employees

- Employee induction will include Welsh Language awareness training.
- New employees who do not have any Welsh skills will attend a one day Welsh in the Workplace courses as part of their induction, to equip them with basic Welsh skills.
- New employees will be asked whether they would like their contract to be provided in Welsh and managers will make arrangements for contracts to be available in Welsh.

Existing Employees

- The Council will provide “Panad a Sgwrs” at locations around the county offering the opportunity for Welsh speakers and learners to use their Welsh language skills in a supportive environment outside of formal learning sessions.
- The range of Welsh language training courses available will be actively promoted and actively encouraged.
- Employees will update their Welsh language skills assessment as part of the appraisal process. Managers will provide paper copies of the assessment for employees who do not have access to iTrent.
- Assessment of the need for Welsh language skills training will be undertaken during appraisal.
- The annual audit of Welsh language skills will be used to develop a Welsh language skills training strategy.
- Managers will be supportive of employees who request Welsh language training. Employees will be given time to attend Welsh language training as they would with other work related training.
- Managers will keep a record of employees who wish to receive personally addressed business correspondence in Welsh.
- Language choice (English/Welsh) will be available for employees when dealing with employment related matters, this includes correspondence and meetings relating to complaints and disciplinary investigations.
- All employees will be provided with access to Cysill and Cysgeir, Welsh grammar, spell checker and dictionary software.



- The principle of the “Active Offer” will be implemented across all Council services.
- Employees in public facing posts will be supported to attend Welsh language skills training.

To encourage a bilingual working environment in which employees have the freedom and support to work through the medium of Welsh

- All training courses for employees provided or commissioned by the Council will be opened and closed bilingually.
- The Council power point presentation template will include bilingual phrases to open and close events.
- Employees will be encouraged to use bilingual presentations
- Meetings will be opened and closed bilingually (Phrases for meetings are set out in Appendix 1).
- Every Welsh speaking employee will be given lanyards and badges to show they are Welsh speakers and employees will be encouraged to invite correspondence in Welsh (via e-mail signature).
- All signs and notices in Council offices, depots and other buildings will be bilingual - Welsh must be positioned to be read first, i.e. to the left or above the English.
- The home page of the Infonet will be available in English and Welsh.
- Email signatures and out of office messages (internal and external) will be bilingual.
- Email addresses will highlight whether the individual speaks Welsh or is learning Welsh by using the Iaith Gwaith email footer.
- Employees will be able to receive documents relating to appraisal, annual leave, absences and flexible working in Welsh, if they so wish.
- Specific HR Policies as required by the Welsh Language Standards will be published in Welsh on the Infonet.
- Training in Welsh will be available on:
 - Recruitment;
 - Performance management;
 - Induction;
 - Dealing with the public; and
 - Health and safety
- Training will be provided in Welsh on using Welsh effectively in:
 - Meetings;
 - Interviews; and
 - Complaints and disciplinary procedures
- Managers will receive training on using Welsh language in their role.



Implementation

The successful implementation of the policy lies with every individual and managers taking personal responsibility in the practical application of this policy. Further information providing guidance with the Welsh Language Standards in employment and service delivery is available on the Infonet. The policy will be implemented as part of the Council's Welsh Language Standards Implementation Plan.

Monitoring and Review

The Policy will be reviewed periodically to ensure that it is consistent with the Welsh Language Standards and current legislation. Actions and measures have been incorporated within the Council's performance management system and progress will reported to Cabinet annually and as when needed. A report describing progress to meeting the Welsh Language Standards will be published annually; information will include:

- The number of new and vacant posts which were categorised as posts where:
 - i) Welsh language skills were essential
 - ii) Welsh needed to be learnt when appointed
 - iii) Welsh desirable
 - iv) Welsh language skills were not necessary
- Number and percentage of employees who have completed the Welsh language skills audit.
- Profile of Welsh language skills of employees.
- Number of employees attending Welsh language skills training by level of training.
- Number and percentage of employees who have completed the Welsh language awareness e-learning training.
- Number of employees who attended courses through the medium of Welsh.

Progress will be monitored through the Chief Officer Team, Cabinet and relevant Overview and Scrutiny Committees.

Appendix 1



Useful phrases for meetings

Croeso'r i'r cyfarfod	Welcome to the meeting
Ymddiheuriadau	Apologies
Gai' i gyflwyno...?	May I introduce...?
Dan ni wedi derbyn ymddiheuriadau gan...	We have received apologies from...
Gadewch i ni fynd trwy gofnodion y cyfarfod diwethaf	Let's go through the minutes of the last meeting
Oes' na faterion yn codi?	Are there any matters arising?
Yr eitem cyntaf ar y agenda...	The first item on the agenda
The first item on the agenda	The next item
Gohebiaeth	Correspondence
Adroddiadau	Reports
Diolch am yr adroddiad	Thanks for the report
Unrhyw fater arall	Any other business
Oes gennoch chi gwestiynnau?	Do you have questions?
Dyddiad y cyfarfod nesa'	Date of next meeting
Diolch i chi am ddod	Thank you for coming



CABINET

Date of Meeting	Tuesday, 24 th October 2017
Report Subject	Armed Forces Covenant Annual Report
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

This is the first Annual Report of Flintshire County Council's Armed Forces Covenant.

The Armed Forces Covenant is a promise from the nation that those who serve or have served in the armed forces, and their families, are treated fairly. The Covenant is a national responsibility involving government, businesses, local authorities, charities and the public, encouraging local communities to support the Armed Forces in their area and to promote understanding and awareness.

The Council is committed to supporting the Armed Forces Community by working with a range of partners who have signed our Covenant, including Flintshire Local Voluntary Council and the Royal British Legion. The North Wales Fire and Rescue Service will also be joining the Armed Forces Covenant and will sign the Flintshire Covenant on 24th October 2017. The purpose of the Flintshire Covenant is to encourage support for the Armed Forces Community who work and/or live in Flintshire and to recognise and remember the sacrifices made by members of this Armed Forces Community.

RECOMMENDATIONS

1	Endorse the positive progress made in meeting the Armed Forces Covenant and support the commitments for further improvement.
2	Approve the Armed Forces Annual Report prior to approval by full Council and publication on the Council's website.

REPORT DETAILS

1.00	EXPLAINING THE ARMED FORCES COVENANT
1.01	<p>The Armed Forces Covenant aims to recognise the sacrifices made by the Armed Forces community within the County and help provide support for them and their families ensuring they do not face disadvantage because of military service. The Armed Forces Community includes in-Service and ex-Service personnel, families and widow(er)s. The Covenant is a two-way arrangement and the Armed Forces Community is encouraged to do as much as they can to support their community.</p> <p>The Council proudly hosted the North Wales Armed Forces Day in June 2013 and signed the Covenant in July 2013.</p>
1.02	<p>The Covenant covers issues affecting the Armed Forces Community such as housing, education and welfare support after military service has ended.</p>
1.03	<p>A multi-agency steering group has been established with members:</p> <ul style="list-style-type: none"> • Flintshire County Council employees who are veterans • Representatives of key Council services, including Benefits, Education, Housing, Social Services, • Soldiers, Sailors, Airmen and their families Association (SSAFA) • Royal British Legion (RBL) • A representative of the Armed Forces • Flintshire Local Voluntary Council. <p>Councillor Andrew Dunbobbin is the Council's Armed Forces Champion and is the chair of this group.</p>
1.04	<p>The Steering Group has completed a self-assessment against the Covenant and developed an action plan to progress its work. Key achievements are set out in the Annual report and include:</p> <ul style="list-style-type: none"> • updated webpages on the Council website providing information and support for the Armed Forces Community and links to key agencies such as Betsi Cadwaladr University Health Board; • a commitment to the Covenant in the Council Plan 2017/18; • the implementation of a Reservist Policy providing additional two weeks leave for employees who are Reservists enabling them to attend their annual training camp and provide support for those mobilised for duty to assist them transition back to the workplace and retain continuous service status; • offer guaranteed interviews for veterans who meet the essential criteria of the job role; • receiving the Bronze award from the Defence Employer Recognition Scheme for the Council's Veteran friendly employment policies and practices; • demonstrating commitment to the Armed Forces Covenant by

	<p>promoting Reserves Day and Armed Forces Day;</p> <ul style="list-style-type: none"> • support from County Council to the Royal British Legion “Count Them In” campaign which is requesting that questions are included to identify those serving in the Armed Forces within the next Census; • supported Accommodation Schemes for veterans are available in Flintshire in partnership with First Choice Housing; • implemented the Welsh Government’s Housing Pathway for Ex Service Personnel to which recognises the specific issues faced by veterans and aims to ensure they receive the right support; • promotion of the Welsh Government’s free swimming initiative for veterans and armed forces personnel, available at four swimming pools in the county; • included veterans within the population needs assessment as required by the Social Services and Well-being Act (2014); and • promoted our commitment to the Covenant in different ways including participating in the North Wales Armed Forces Transition Fair raising the profile of Council services and employment opportunities.
1.05	<p>Also included in the report are areas for improvement:</p> <ul style="list-style-type: none"> • for Council services to start capturing the profile of their customers to identify members of the Armed Forces Community. This will enable services to better understand the make-up of the Armed Forces community in Flintshire and their needs; • for schools to start capturing whether any pupils/students are children of serving members of the Armed Forces; • to develop a training programme for employees in public facing services to ensure they are aware and understand specific issues and needs of the families and individuals affected by the Covenant; • publication of a sign posting leaflet to services, specifically for the Armed Forces Community; • supporting and developing projects suitable for MoD Covenant grant applications; • continue to celebrate and commemorate key events recognising the contribution of the Armed Forces, such as Armed Forces Day, Reservists Day; • develop specialist hubs for the Armed Forces Community across the county to enable them to access specialist services and support.
1.06	<p>North Wales Fire and Rescue Service will be joining the Flintshire Covenant and will formally sign the Covenant on 24th October 2017.</p>
1.07	<p>The Council is also an active member of the Regional North Wales Regional Armed Forces Forum which includes all six North Wales local authorities, BCUHB. A successful North Wales local authorities’ bid for two year Ministry of Defence (MOD) funding has led to the temporary appointment of two North Wales Armed Forces Liaison officers. One post for North West Wales and the other post for North East Wales. These posts will support local authorities implement the Covenant and work with services to meet the needs of the Armed Forces Community.</p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>There are no financial resource implications arising directly from this report. Covenant Funds are available from the MoD which will be pursued to support projects and activities across Flintshire to support the Covenant.</p> <p>Employees in public facing services will complete basic awareness training to develop a better understanding of the needs of the Armed Forces Community.</p>

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Armed Forces Steering Group has been involved in the activities and improvements identified in the Annual Report.

4.00	RISK MANAGEMENT
4.01	Adhering to the commitments of the Covenant would ensure that Armed Forces, their families and veterans are treated fairly when accessing Council services.

5.00	APPENDICES
5.01	Appendix 1: Armed Forces Covenant Annual Report 2016/17

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Armed Forces Covenant</p> <p>Contact Officer: Fiona Mocko, Strategic Policy Advisor Telephone: 01352 702122 E-mail: Fiona.mocko@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Armed Forces Community: includes in-Service and ex-Service personnel, their families and widow(er)s.</p> <p>Armed Forces Covenant: the Armed Forces Covenant is a promise of mutual support between a civilian community and its local armed forces community.</p>



Flintshire County Council

Armed Forces Covenant Annual Report 2016/17



Armed Forces Covenant Annual Report 2016/17

Introduction

I am very pleased to introduce Flintshire County Council's first Armed Forces Covenant Annual Report, setting out the progress we have made since first signing the Covenant in 2013.

During the past 12 months we have accelerated our commitment to the Covenant, refreshing our action plan and extending membership of the Steering Group. I am proud and delighted to report that this has resulted in the Council being awarded the Bronze Award in the Employer Recognition Scheme.

We recognise the important role that the Armed Forces community make to our community and nation and we are committed to ensuring that we recognise their contributions and ensure that those who give the most do not suffer detriment when accessing our services. During the next 12 months we will continue to push forward with our action plan, supporting the Armed Forces Community and raising public awareness of the contributions they make. With the support of the North East Wales Regional Armed Forces Liaison Officer I am confident we will continue to make excellent progress.

**Councillor Andrew Dunbobbin
Armed Forces Champion**



Background

The [Armed Forces Community Covenant](#) is a voluntary statement of mutual support between a civilian community and its local Armed Forces Community. It is intended to complement the Armed Forces Covenant, which outlines the moral obligation between the Nation, the Government and the Armed Forces, at a local level.

The purpose of the Flintshire Covenant is to encourage support for the Armed Forces Community working and residing in Flintshire and to recognise and remember the sacrifices made by members of this Armed Forces Community, particularly those who have given the most. This includes in-Service and ex-service personnel, their families and widow(er)s in Flintshire.

The Covenant encourages the integration of Service life into civilian life as well as encouraging members of the armed forces community to help in their local community. Flintshire County Council signed the Covenant in July 2013 and hosted the North Wales Armed Forces Day in June 2013.

There are currently no army barracks in Flintshire, Royal Air Force (RAF) base in Sealand closed in 2006, however, according to research by the Royal British Legion (RBL) Flintshire has the highest number and proportion of veterans in North Wales- 10,440 (21%). A veteran is someone who has served in Her Majesty's Armed Forces and includes people who have served in the Reserves.

This report sets out what we have achieved during the past 12 months and our key priorities for the next 12 months. It is set out under the following headings:

- What we have achieved during 2016/17
- Regional Armed Forces Forum
- Governance
- Next Steps

What we have achieved during 2016/17

Armed Forces Steering Group

We have refreshed the membership and terms of reference of our Armed Forces Steering Group which was originally established in March 2015. Membership of the new Steering Group includes:

- The Ministry of Defence (MOD)
- Royal British Legion (RBL)
- Soldiers, Sailors, Airmen and their families Association (SSAFA)
- Flintshire County Council (FCC) employees who are veterans
- FCC services including – Benefits Team, Business and Communications Team, Customer Services, Education, Economic Regeneration, Housing, Human Resources, Leisure Services, Social Services.

Councillor Andrew Dunbobbin is the elected member Armed Forces Champion and chairs the Steering Group. The new Regional North East Wales Armed Forces Liaison Officer will also be joining this group.

A copy of the terms of reference and action plan for the Steering Group are attached as Appendix 1 and 2 respectively.

Armed Forces Web pages on the Council website

We have dedicated six pages on the Council website promoting our commitment to the Armed Forces Covenant and providing information for the Armed Forces community.

We provide links to the support provided by other agencies including Welsh Government and Betsi Cadwaladr University Health Board (BCUHB).

Council Priority

We take seriously the commitment we have made to the Armed Forces Covenant and this is demonstrated in the Council's priorities for 2017/18. Under the priority of Modern and Efficient Council, we have agreed that we will:

Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services.

We will monitor our achievement through monitoring the achievements of the Armed Forces Covenant Action Plan.

A statement was read out during full County Council by the Armed Forces Champion Councillor Andrew Dunbobbin in March 2017 requesting the Council to support RBL's "[Count Them In](#)" campaign. This campaign is asking the Office for National Statistics (ONS), to include questions about serving in the Armed Forces and being members of the Armed Forces community in the Census 2021.

Education

We do not currently collate information to ascertain the numbers of pupils/learners with parent (s) /carer (s) who are serving members of the Armed Forces (AF). Collating this data will be a priority during the next 12 months and will help us understand more about the size of the AF community in Flintshire and their needs.

We will be able to report on this in more detail in our 2017/18 annual report.

Employment

We were very proud to receive the Bronze award in the [Defence Employer Recognition Scheme \(ERS\)](#) awarded by the Ministry of Defence in January 2017. The ERS encourages employers to support defence and inspire others to do the same. There are three levels - Bronze, Silver and Gold. The award recognises that we are open to employing reservists, armed forces veterans, cadet instructors and partners of military personnel and that our values are aligned with the Armed Forces Covenant.

Reserves Day

We proudly supported Reserves Day as we recognise the valuable contribution Council employees who are Reservists make to the Armed Forces, our community, our organisation and nation. Reservists give up their spare time to serve in the Reserve Forces, balancing their civilian life with a military career to ensure that should their country need them, they would be ready to serve. We raised the Armed Forces flag outside County Hall in Mold acknowledging our support.

Reserves Policy

We have introduced a Reserves policy making a commitment to support employees who are Reservists when they are mobilised for duty. This ensures they retain continuous employment status and there is support for their transition back to the workplace following active service. Reservists also receive an additional two weeks annual leave to enable them to attend annual camp, we recognise that the Council benefits from valuable skills they gain and bring back to the workplace.

Guaranteed Interview Scheme

Flintshire County Council has introduced a guaranteed interview scheme for Armed Forces veterans. The scheme supports the pledges in the Community Covenant. Veterans can find making the transition to civilian life extremely challenging, particularly in finding and securing lasting employment. The specific aims of the scheme are to:

- Assist veterans in overcoming barriers to finding civilian employment.
- Redress the balance for veteran's re-employment prospects by giving them the chance to improve their transition and resettlement into civilian life.
- Complement the re-employment support provided to veterans leaving the Armed Forces by the Ministry of Defence.

- Contribute to the Councils economic and later life priorities, specifically in relation to developing an appropriately skilled workforce, and ensuring financial security and independence in later life.
- Benefit from the transferable skills and qualities of veterans.

When a veteran applies for a job, they will be able to indicate on the application form their veteran status. A guaranteed interview will be offered to veterans, provided the following criteria are met:

- The Armed Forces were the veterans last long-term employer,
- No more than three years has elapsed since the veteran left the Armed Forces,
- The Veteran meets the essential criteria for the advertised role.

The scheme is not a guaranteed job for veterans, as selection procedures will still ensure that the best candidate for the job is appointed, based on objective criteria in the role profile.

Housing

Veterans face many challenges on leaving the services which can include financial debt, lack of employment opportunities, addiction, mental health problems or relationship breakdowns. The Council works towards the Welsh Government's Housing Pathway for Ex Service Personnel to ensure that veterans are treated fairly, their specific needs are recognised and they are allocated appropriate accommodation.

First Choice Housing, in partnership with Alabaré, has developed supported accommodation and move on schemes for veterans in Wales to help avoid homelessness. Accommodation available for veterans in Flintshire includes:

- Six bed High Support facilities
- Eight bed Low Support facilities

Leisure Services

The Welsh Government fund free swimming for Armed Forces personnel and veterans who reside in Wales, this is available in the following swimming pools in the county: Buckley, Flint, Holywell and Mold during public swimming sessions only. Veterans and armed forces personnel wanting to take advantage of the free swimming initiative must be in possession of an MOD Defence Privilege Card. Those without a card will be unable to access free swimming until they purchase a card from the MOD Defence Discount Service. These cards are available from www.defencediscountservice.co.uk.

Social Care

We promote equipment to help with disability on our Armed Forces pages of the Council website and signpost to other organisations who provide welfare, advice and support to the AF community, including BCUHB.

As required by the Social Services and Well-being (Wales) Act (2014), a population needs assessment has been undertaken to identify health, care and support needs for the future. The needs assessment was completed at a regional level for the North Wales local authorities. The findings from the assessment showed that:

- There are an estimated 51,000 veterans living in North Wales, around 9% of the population over 16.
- The number of veterans is predicted to decline over future years to around 22,000 by 2030.
- The majority of veterans are aged 65 and over so in future a greater proportion of the veteran population will be made up of younger people with a more diverse background.
- Around one in five veterans have a long-term illness related to military service, such as musculoskeletal problems, hearing problems and mental illness.

We need more detailed information to understand their needs. Research is currently being undertaken by Glyndŵr University to ascertain the needs of veterans, which will help shape future service provision.

Commemoration and Promotion Events

During the past 12 months we have actively promoted our commitment to the Armed Forces Covenant:

- November 2016 – We held a two minute silence on Remembrance Day, inviting our customers to join employees in remembering those who lost their lives in the two world wars and later conflicts.
- January 2017 – we marked Holocaust Memorial Day, with a press release and workforce news item.
- February 2017 – we participated in the North Wales Armed Forces Transition Fair in Wrexham promoting Council services and employment opportunities.
- February 2017- we promoted the Armed Forces Covenant to the Town and Community Councils in Flintshire at the County Forum meeting and asked for them to nominate a representative to attend the Steering Group meetings and to work with the Council to promote the Armed Forces Covenant.

Regional Armed Forces Forum

We are an active member of the Regional Armed Forces Forum; the following organisations are also members:

- Betsi Cadwaladr University Health Board (BCUHB)
- Barnardo's Family Service
- CAIS
- Ministry of Defence
- Prison Service
- Royal British Legion (RBL)
- Six North Wales local authorities
- Soldiers, Sailors and Airmen and Families Association (SSAFA)
- Welsh Government (WG)

The Regional Armed Forces Forum meets quarterly and shares good practice. The Forum have developed a joint action plan to provide a focus for their work and to be able to monitor progress. To date their achievements include:

- led by Wrexham County Borough Council, successfully secured an MOD grant to fund two Regional Armed Forces Liaison Officers to cover North East and North West Wales; and
- contracting Glyndŵr University to undertake research into the needs of the veterans in North Wales.

Governance

As the Armed Forces Covenant has been identified as a priority in the Council Plan 2017/18, quarterly reports on progress to Chief Officers, Cabinet and relevant Scrutiny Committees. This will ensure we keep focussed on achieving the outcomes set out in our action plan.

The Steering Group will report to the Public Services Board (PSB) (via one of the PSB priority themes) on a quarterly basis.

We will also produce an Annual Report which will be approved by Cabinet and full Council before being published.

Next Steps

The priorities for the Armed Forces Steering Group for 2017/18 are:

- ensure services are capturing information from their customers to identify whether they are from the AF community and analyse this information to identify needs;
- developing Armed Forces “hubs” across the county where the AF community can access specialist support and advice;
- ensure schools are capturing whether pupils are children of serving members of the Armed Forces;
- implement an employee training programme to raise awareness of the needs of the AF community;
- continue to celebrate and commemorate key events recognising the contribution made by the Armed Forces;
- aim to achieve the silver award in the Employers Recognition Scheme; and
- research opportunities to access grants from the government to continue progressing the commitment we have made to the Armed Forces Covenant.

Thank you for reading this report. If you would like to find out more about the Council’s commitment to the Covenant or would like to make any comments on this report please contact:

Fiona Mocko, Strategic Policy Advisor, Flintshire County Council

E-mail: fiona.mocko@flintshire.gov.uk

Telephone: 01352 702122

Appendix 1 Flintshire County Council – Armed Forces Community Covenant Local Steering Group Terms of Reference



The Armed Forces Community Covenant is designed to complement, at a local level, the Armed Forces Covenant, which outlines the moral obligation between the nation, the government and the armed forces. The aim of the Community Covenant is to encourage local communities to support the service community in their area and promote understanding and awareness among the public of issues affecting the armed forces community.

The Armed Forces Covenant is a promise by the nation to ensure that those who serve, those who have served, and their families are treated fairly.

For Flintshire County Council and partner organisations, the community covenant presents an opportunity to coordinate support and advice to members of the armed forces community.

For the armed forces community, the community covenant encourages the integration of service life into civilian life and encourages members of the armed forces community to help their local community.

The Flintshire Community Covenant signed in July 2013 by the Royal British Legion, Armed Forces' organisations¹, third sector organisations², NHS Trust, Department for Work and Pensions, Wales Probation, Coleg Cambria and the Council made the commitment to work closely together to ensure support is provided for the armed forces community.

LOCAL STEERING GROUP - TERMS OF REFERENCE

¹ Royal Navy, British Army, Royal Air Force, Soldiers, Sailors and Armed Forces Association (SSAFA), Reserve Forces' and Cadet's Associations (RFCA),

² Flintshire Local Voluntary Council, North Wales Young Dragons, Citizens' Advice Bureau – Flintshire, Pennaf Housing Association, Wales and West Housing Association.

AIMS

1. To encourage support for the Armed Forces Community working and residing in Flintshire and to recognise and remember the sacrifices made by members of this Armed Forces Community, particularly those who have given the most. This includes in-Service and ex-service personnel, their families and widow(er)s in Flintshire.
2. To foster opportunities for the civilian sector to give help, advice and support to serving and retired members of the Armed Forces and their families in Flintshire by joint dialogue and imaginative exploration of all possibilities.
3. To assist the realignment of service provision to meet the changing needs of the military, their families and veterans, including the Reserves of all three forces.
4. To create a culture wherein Armed Forces organisations in Flintshire can offer support to their local civilian communities.
5. To integrate, where possible, military and civilian activities and events to the mutual benefit of both communities.
6. To explore education, training and employment opportunities for those leaving or about to leave the armed forces, veterans and their families.
7. To further develop, monitor and review the commitments made in the Flintshire Community Covenant Action Plan.

[As stated in existing Covenant

Improve the sharing and recording of information where appropriate to support serving and ex-service Armed Forces members whether Regular or Reserve and their families in Flintshire.

Provide strategic direction and approval for any bids made to the Community Grant.

Champion communication to publicise the work under the Flintshire Armed Forces Community Covenant and to ensure Armed Forces personnel know who to contact for support at a local level.

Receive quarterly progress reports from the sub groups (of Education, Employment and Offending; Health, Wellbeing and Leisure and Housing and Community)]

Membership

To be reviewed:

Governance

The Steering Group will report to the Public Services Board (PSB) (via one of the PSB priority themes) on a quarterly basis. Secretariat support will be provided by the Corporate Business and Communications Executive Office Team.

Decision Making

Decisions will be arrived at by consensus and recorded in the minutes of the Steering Group.

Frequency of meetings

The Steering Group will meet twice yearly or more frequently if required and will be chaired by the Flintshire Armed Forces Champion.

Appendix 2 Armed Forces Covenant Action Plan



To encourage support for the Armed Forces Community working and residing in Flintshire and to recognise and remember the sacrifices made by members of this Armed Forces Community, particularly those who have given the most. This includes in-Service and ex-service personnel, their families and widow(er)s in Flintshire.

	Activity	Responsibility	Timeframe	Outcome/Output	Progress
1.1	Identify key Armed Forces events/remembrance days	FM	May 2017	Calendar of events available to Steering Group	Complete
1.2	Develop action plan for each event to ensure that they are commemorated	FM	October 2017	Increased awareness AF and support available to AF community	On-going

1.3	Further develop pages on Council website to promote AFC and encourage support to Armed Forces community	FM	September 2017	AF community can access information easily.	Complete.
1.4	Ensure use of AFC logo on Council publications and promotional material	KA/Graphic Design	December 2017	FCC is promoted as AF friendly and its commitment to the Covenant is visible on all documents and promotional material	Waiting for feedback from WG re the translation of the logo
1.5	Ensure AFC e-learning module is available for all new employees as part of their induction	Corporate Training/Regional AFLO	March 2018	Employees understand the Council's commitment to the AF community and have an awareness of their needs	WLGA have been requested to develop bilingual module for Wales which can be adapted locally
1.6	Develop specific workshops for public facing employees to support them to understand the needs of the AF community	Regional AFLO	March 2018	Council services are aware of and deliver services that meet the needs of the local AF community	To be developed by AFLO when in post

1.7	Flintshire AF events are promoted and supported through the County Forum	FM/KA	October 2017	Town and Community Councils work with the Council to promote AF events	FM attended meeting with County Forum. County Forum to agree a representative to attend FCC Steering Group at their next meeting (October 2017)
To foster opportunities for the civilian sector to give help, advice and support to serving and retired members of the Armed Forces and their families in Flintshire by joint dialogue and imaginative exploration of all possibilities.					
	Activity	Responsibility	Timeframe	Outcome/Output	Progress
2.1	To explore the role of FLVC and the Armed Forces Covenant	FM/KA	September 2017	Third sector organisations actively support the AF Covenant	Complete
2.2	To include AFC within criteria for accessing FCC grants	FM/KA	December 2017	Grants provided by the Council support the Council's commitment to AF covenant where applicable. Public money is spent supporting AF community	In progress

2.3	Commitment to AFC included as part of FCC's community benefit clauses within the procurement process	Arwel Staples/Tom Booty/KA	September 2017	<p>Opportunities to support for the AF community are maximised.</p> <p>Public money spent on goods, works and services benefit the AF community.</p> <p>Opportunities to train and employ local veterans are increased.</p>	In progress
2.4	Explore the opportunities to include commitment to AFC within Community Asset Transfers (CAT) and Alternative Delivery Models (ADMS)	KA/FM	March 2018	<p>Increased support for the AF community is available</p> <p>CATs and ADMS meet the needs of the AF community</p>	In progress
To assist the realignment of service provision to meet the changing needs of the military, their families and veterans, including the Reserves of all three forces.					
	Activity	Responsibility	Timeframe	Outcome/Output	Progress

3.1	Services nominate a contact for AFC	KA/FM	September 2017	<p>The Steering Group has mechanisms in place to communicate effectively with all services in the Council.</p> <p>There is a “joined-up” approach to support for the AF community across the Council</p>	<p>Service representative:</p> <p>Social Services</p> <p>Customer Services</p> <p>Benefits</p> <p>Leisure</p> <p>Communities First</p> <p>Business Development</p> <p>Corporate Business and Communications</p> <p>HR</p> <p>Education</p>
3.2	Ensure that all services who have customer databases, ask customers at the point of contact with the Council whether they have an AF connection	AF Steering Group/ service representatives	March 2018	Services consistently ask questions about AF connections and capture the data on their customer databases	Education- in progress
3.3	All services to amend equality monitoring questionnaire to include AF	Steering Group/service representatives	January 2018	There is a better understanding of the profile of the AF community in Flintshire and access to and take-	To be started

				up of services	
3.4	To amend and monitor customer comments and complaints to capture AF community	Ian McLaren (IMc) / RJ	December 2017	There is a better understanding of the satisfaction level of the AF community with Council Services and services which do meet needs.	To be started
3.5	Monitor, analyse and review complaints/comments to identify any trends to inform service improvements	IMc/RJ	March 2018	There is a better understanding of the satisfaction level of the AF community with Council Services and services which do meet needs	To be started
3.6	To review data to identify services used by AF community	Steering Group/service representatives	March 2018	To gain an understanding of the profile of the AF community in Flintshire, their needs and the take-up of services.	To be started
3.7	Audit and suggest amendments to Corporate and service portfolio policies to	Regional AFLO	December 2018	Services are able to meet the needs of the AF community	To start following appointment of AFLO

	reflect AFC				
3.8	Establish base line of services that are AF community friendly	Regional AFLO/ service representatives	December 2018	List of AF community friendly services available. Action plan in place to ensure all services are AF community friendly	In progress
3.9	Support Housing to embed Housing pathway for AFC	Regional AFLO	September 2018	Housing officers understand the needs of AFC Housing information is accessible for AFC Accommodation needs of veterans are met	In progress
To create a culture wherein Armed Forces organisations in Flintshire can offer support to their local civilian communities.					
	Activity	Responsibility	Timeframe	Outcome/Output	Progress
4.1	Create a framework to promote opportunities for Council related and sponsored events	Cptn NT/GM/PK/FM/KA/Gwenno	October 2018	AF volunteers participate in Council events.	FLVC now member of group and will help take this action forward alongside Regional

	using AF volunteers	Jones (GJ)		AF volunteers support local communities	AFLO
4.2	Promote FLVC on the Armed Forces pages of website	FM	May 2017	Increased number of AF Community become volunteers	Complete
4.3	AFC to provide Flintshire County Council (FCC) with information that can be promoted on the website	Cptn NT/GM/PK	December 2017	An increased range of up to date information for the AFC is available on the website	To be started
4.4	Develop AFC Volunteer network	Regional AFLO	March 2019	A sustainable network of AFC volunteers is in place and is actively involved in supporting veterans	To start when AFLO is in post
To integrate, where possible, military and civilian activities and events to the mutual benefit of both communities.					
	Activity	Responsibility	Timeframe	Outcome/Output	Progress
5.1	Develop annual communications plan	FM/KA	December 2017	Co-ordinated messages cascaded within the county and Council	Complete

				Collaborative working to avoid duplication and make best use of resources	
5.2	Implement training programme for public facing employees	AFLO	March 2018	Employees understand the needs of the AF community	In progress
5.3	Promote the Veterans Discount Card	Cptn NT/PK/GM/MD	December 2017	Increased number of veterans apply for the discount card Increased number of businesses apply to be registered.	In progress- promoted through Council website
5.4	Review potential for Council discretionary services to apply to be registered	Service representatives	December 2017	Some Council services apply to be registered to accept the discount card	To be started
To explore education, training and employment opportunities for those leaving or about to leave the armed forces, veterans and their families.					

	Activity	Responsibility	Timeframe	Outcome/Output	Progress
6.1	Review organisations offering opportunities to the AF community, veterans and their families	Regional AFLO	December 2017	A list of organisations and services they offer is available	List already started
6.2	Promote these organisations on the website	FM	January 2018	Information is easily accessed. Increased take-up of these services.	Known information is currently available on the website
6.3	Create opportunities for drop-in centres/hubs for AF community and veterans	Regional AFLO/Cheryl Marland (CM)/PF/MD/FM	April 2018	AF community can access information and support in AF friendly environment AF Hubs available in each Town centre Hubs are sustainable and supported by all agencies	Initial meeting held with Jason Palmer, Conwy CBC
6.4	To produce periodic monitoring reports to FCC Chief Officer	FM/KA	First report due September 2017	COT are informed and up to date with	Complete

	Team (COT) identifying areas for improvement and further action			progress. Barriers to progress are removed	
6.5	Complete an annual report to Cabinet and Corporate Resources and Overview Committee providing an overview of progress	FM/KA	First report April 2018	Elected members are reassured that the Council is committed to the AF Covenant. Elected members support the Council's commitment to the AF Covenant	Complete
Explore Funding Opportunities and Community Projects					
	Activity	Responsibility	Timeframe	Outcome/Output	Progress
7.1	Identify grants available to support the work of the AFC	FM/KA/ Regional AFLO	September 2017	List of grants available	Complete
7.2	Scope projects to support applications and submit	FM/KA/	March 2018	Applications for grants are submitted	In progress

	applications for relevant grants	Regional AFLO		<p>Grant applications are successful</p> <p>A number of initiatives within the county are supported by grants</p>	
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CABINET

Date of Meeting	Tuesday, 24 October 2017
Report Subject	Revenue Budget Monitoring 2017/18 (Month 5)
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 current revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account. This report presents the position, based on actual income and expenditure, as at Month 5 of the financial year. The report projects how the budget would stand at the close of the financial year if all things remained equal.

The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning is:-

Council Fund

- Net in year expenditure forecast to be £1.348m more than budget
- Projected contingency reserve balance as at 31 March 2018 of £3.734m

Housing Revenue Account

- Net in-year expenditure forecast to be £0.026m higher than budget
- Projected closing balance as at 31 March 2018 of £1.090m

RECOMMENDATIONS

1	To note the overall report and the projected Council Fund contingency sum as at 31 st March 2018.
2	To note the projected final level of balances on the Housing Revenue

	Account (HRA).
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REPORT DETAILS

1.00	EXPLAINING THE MONTH 5 POSITION																																																																																
1.01	<p><u>Council Fund Overall Position</u></p> <p>The operating deficit reported is £1.348m above budget which is an increase of £0.092m from the deficit reported last month.</p>																																																																																
1.02	<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>61.471</td> <td>63.060</td> <td>63.428</td> <td>0.369</td> </tr> <tr> <td>Community & Enterprise</td> <td>12.518</td> <td>12.540</td> <td>11.968</td> <td>(0.572)</td> </tr> <tr> <td>Streetscene & Transportation</td> <td>27.467</td> <td>27.580</td> <td>29.576</td> <td>1.996</td> </tr> <tr> <td>Planning & Environment</td> <td>5.043</td> <td>4.932</td> <td>5.392</td> <td>0.460</td> </tr> <tr> <td>Education & Youth</td> <td>10.966</td> <td>10.960</td> <td>10.956</td> <td>(0.005)</td> </tr> <tr> <td>Schools</td> <td>88.862</td> <td>88.862</td> <td>88.862</td> <td>0.000</td> </tr> <tr> <td>People & Resources</td> <td>4.283</td> <td>4.128</td> <td>4.585</td> <td>0.458</td> </tr> <tr> <td>Governance</td> <td>7.675</td> <td>7.651</td> <td>7.827</td> <td>0.176</td> </tr> <tr> <td>Organisational Change 1</td> <td>5.801</td> <td>5.821</td> <td>5.900</td> <td>0.079</td> </tr> <tr> <td>Organisational Change 2</td> <td>2.422</td> <td>2.288</td> <td>2.094</td> <td>(0.194)</td> </tr> <tr> <td>Chief Executive</td> <td>3.008</td> <td>2.940</td> <td>2.822</td> <td>(0.119)</td> </tr> <tr> <td>Central & Corporate Finance</td> <td>25.642</td> <td>24.395</td> <td>23.094</td> <td>(1.301)</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>255.156</td> <td>255.156</td> <td>256.504</td> <td>1.348</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	61.471	63.060	63.428	0.369	Community & Enterprise	12.518	12.540	11.968	(0.572)	Streetscene & Transportation	27.467	27.580	29.576	1.996	Planning & Environment	5.043	4.932	5.392	0.460	Education & Youth	10.966	10.960	10.956	(0.005)	Schools	88.862	88.862	88.862	0.000	People & Resources	4.283	4.128	4.585	0.458	Governance	7.675	7.651	7.827	0.176	Organisational Change 1	5.801	5.821	5.900	0.079	Organisational Change 2	2.422	2.288	2.094	(0.194)	Chief Executive	3.008	2.940	2.822	(0.119)	Central & Corporate Finance	25.642	24.395	23.094	(1.301)						Total	255.156	255.156	256.504	1.348
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1.03	<p>The reasons for the projected variances are summarised within Appendix 1 with key significant portfolio variances explained in paragraphs 1.04 to 1.08 below. As has been the practice in recent years where a variance has been due to a conscious change to policy or practice, the resulting variance is managed corporately with the relevant portfolio not expected to meet any shortfall.</p>																																																																																
1.04	<u>Streetscene & Transportation</u>																																																																																

	<p>There is a projected overspend of £1.996m within this portfolio.</p> <p>The overspend partly comprises of the materialisation of some of the known significant risks identified when the 2017/18 budget was set by Council and other conscious changes to policy or practice as detailed in the Month 4 report.</p> <p>The net position on the projected overspend excluding the above decisions is a net operating deficit of £0.632m.</p>
1.05	<p><u>Social Services</u></p> <p>The projected outturn for Out of County placements in Children's Services is currently £0.701m due to the number of Child and Parent placements.</p>
1.06	<p><u>Planning & Environment</u></p> <p>There is a projected in-year Planning Fee Income shortfall of £0.300m due to the impact of the Welsh Government requirements for major developers to enter into pre consultation as detailed in the previous report.</p>
1.07	<p><u>Community & Enterprise</u></p> <p>There is a projected underspend on the Council Tax Reduction Scheme (CTRS) of £0.404m based on existing demand which will be kept under review throughout the year together with a favourable variance on the Council Tax Collection fund of £0.156m.</p>
1.08	<p><u>Central & Corporate Finance</u></p> <p>There is a positive variance of £1.301m projected within this area which is mainly due to the finalisation of social care funding issues as detailed last month.</p> <p>Other major variances within this area include a positive variance on the pension fund contributions due to a lower than anticipated pressure to fund the in-year increase due to the actuarial review of £0.288m offset by a shortfall in the income target of £0.412m and lower than anticipated levels of car parking income at County Hall of £0.080m.</p>
1.09	<p><u>Significant Movements between Month 4 and Month 5 Budget</u></p> <p>There has been an accounting adjustment to transfer £0.221m from Central & Corporate Finance to Social Services and Streetscene & Transportation for an allocation of price inflation.</p>
1.10	<p><u>Achievement of Planned In-Year Efficiencies</u></p> <p>The Council set a challenging target for the level of 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. The 2017/18 budget contains £8.433m of specific efficiencies which are tracked and monitored. In recent years the level of efficiency achievement has averaged at around 85%</p>

	<p>though the council aspires to raise this to 95% in 2017/18 as reflected in the recent MTFs KPI's.</p> <p>The current assessment of the efficiencies to be achieved in 2017/18 shows that £7.779m (92%) of the efficiencies would be achieved which is lower than the target. There is a further risk that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2018/19 budget. Further details on the current status on efficiencies can be seen in Appendix 2 with the overall impact in relation to any impact for 2018/19 being reviewed as part of the ongoing work on the MTFs.</p>																																
1.11	<p>Tracking of In Year Risks and Emerging Issues</p> <p>At the time of setting the Budget for 2017/18 a number of significant risks were identified including the costs of procuring local public and school bus services and the potential reduction of the Single Environment Grant.</p>																																
1.12	<p>In addition to the known risks referred to above there are also a number of new risks emerging in-year which have been incorporated into the projected outturn and will also need carefully assessing for the potential impact on the 2018/19 budget.</p>																																
1.13	<p>These new issues are being monitored as part of the ongoing review of the Councils financial position and are shown in the table below with the current M5 variances included as part of the overall position:</p> <table border="1"> <tr> <td>Council Tax Reduction Scheme (CTRS) – Reduction in demand</td> <td>(0.404)</td> </tr> <tr> <td>Council Tax Collection in year efficiency</td> <td>(0.156)</td> </tr> <tr> <td>Social Care Additional Funding in 17/18 – Estimated amount</td> <td>(0.595)</td> </tr> <tr> <td>Intermediate Care Fund (ICF) – Continuation of funding</td> <td>(0.500)</td> </tr> <tr> <td>Pension Deficit Recovery – Due to opt out and surplus allocation from budget pressure for actuarial review</td> <td>(0.288)</td> </tr> <tr> <td>Markets Income – Decline in levels of income</td> <td>0.050</td> </tr> <tr> <td>Gas Engine Income – Further decrease to level of income over and above pressure included in 2017/18 budget (£0.150m)</td> <td>0.200</td> </tr> <tr> <td>Planning Fee Income – In year shortfall due to pre consultation</td> <td>0.325</td> </tr> <tr> <td>Shared Specialist Plant – Previous year efficiency not achieved</td> <td>0.050</td> </tr> <tr> <td>Motor Insurance Premium Increase - In year increase not anticipated</td> <td>0.100</td> </tr> <tr> <td>Street Lighting increase in 2017/18 of 16%</td> <td>0.131</td> </tr> <tr> <td>County Hall Parking – Lower than anticipated efficiency on parking permits</td> <td>0.080</td> </tr> <tr> <td>Procurement Supplier Charging – Previous year efficiency not achievable</td> <td>0.116</td> </tr> <tr> <td>Environmental Health Officer temporary posts</td> <td>0.120</td> </tr> <tr> <td>Central and Corporate Support Service pressure offset by efficiency on Audit Fees</td> <td>0.107</td> </tr> <tr> <td>Single Environment Grant – reduction in grant allocation</td> <td>0.111</td> </tr> </table>	Council Tax Reduction Scheme (CTRS) – Reduction in demand	(0.404)	Council Tax Collection in year efficiency	(0.156)	Social Care Additional Funding in 17/18 – Estimated amount	(0.595)	Intermediate Care Fund (ICF) – Continuation of funding	(0.500)	Pension Deficit Recovery – Due to opt out and surplus allocation from budget pressure for actuarial review	(0.288)	Markets Income – Decline in levels of income	0.050	Gas Engine Income – Further decrease to level of income over and above pressure included in 2017/18 budget (£0.150m)	0.200	Planning Fee Income – In year shortfall due to pre consultation	0.325	Shared Specialist Plant – Previous year efficiency not achieved	0.050	Motor Insurance Premium Increase - In year increase not anticipated	0.100	Street Lighting increase in 2017/18 of 16%	0.131	County Hall Parking – Lower than anticipated efficiency on parking permits	0.080	Procurement Supplier Charging – Previous year efficiency not achievable	0.116	Environmental Health Officer temporary posts	0.120	Central and Corporate Support Service pressure offset by efficiency on Audit Fees	0.107	Single Environment Grant – reduction in grant allocation	0.111
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	Transportation Costs – procuring local and school transport	0.675	
	Out of County Placements – projected care package costs	0.701	
	Income – shortfall on income target	0.412	
	Total New Emerging Risks	1.235	
1.14	Inflation		
	Included within the 2017/18 budget are provision for pay (£0.915m), targeted price inflation (£0.313m), food (£0.051m), fuel (£0.033m) and Energy (£0.061m).		
1.15	Portfolios have received their allocations for pay and price and there is a remaining balance of £0.014m which is included within the overall outturn figure.		
1.16	No allocations have been made so far for non-standard inflation (NSI) in 2017/18. Areas that may be subject to NSI increases will be monitored throughout the year and any emerging pressures will be considered in future reports though at present it is anticipated that the allocation will be spent in full.		
1.17	Reserves and Balances		
	<u>Un-earmarked Reserves</u>		
	The 2016/17 outturn reported to Cabinet on 18 July 2017 showed un-earmarked reserves at 31 March 2016 (above the base level of £5.769m) of £5.133m.		
1.18	Taking into account the current projected overspend at Month 5 and previously agreed allocations the balance on the Contingency Reserve at 31 March 2018 is projected to be £3.734m as detailed in appendix 4.		
1.19	<u>Earmarked Reserves</u>		
	The table below gives a summary of earmarked reserves as at 1 April 2017 and provides an estimate of projected balances as at the end of the current financial year.		
1.20	Reserve Type	Balance as at 01/04/17	Estimated Balance as at 31/03/18
	Service Balances	1,413,108	1,393,230
	Schools Balances	1,556,300	489,341
	Single Status/Equal Pay	4,484,743	1,614,322
	Investment & Organisational Change	937,736	500,000
	Budget Strategy Reserve	2,891,326	546,326
	Benefits Equalisation	119,070	119,070
	County Elections	137,840	137,840
	Supporting People	386,638	0
	Unitary Development Plan (UPP)	480,000	480,000
	Building Control	121,719	121,719

	Waste Disposal	312,080	312,080
	Flintshire Enterprise Ltd	67,387	67,387
	Design Fees	200,000	100,000
	Winter Maintenance	215,000	215,000
	Car Parking	26,252	26,252
	Insurance Funds	1,471,156	1,473,092
	Cash Receipting Review	79,337	79,337
	LMS Curriculum	785,204	15,810
	Flintshire Trainees	397,814	397,814
	Kitchen Refurb	110,000	0
	Rent Income Shortfall	300,000	300,000
	Schools Kitchen Ventilation	200,000	0
	Customer Service Strategy	129,000	129,000
	Capita One	108,827	108,827
	PSBA	530,000	530,000
	Supervision Fees	141,224	141,224
	Transportation Review	170,200	170,200
	Grants & Contributions	2,554,749	2,480,866
	Total	20,326,710	11,948,736
1.21	Housing Revenue Account		
	The 2016/17 Outturn Report to Cabinet on 18 July 2017 showed an un-earmarked closing balance at the end of 2016/17 of £1.116m and a closing balance of earmarked reserves of £0.526m.		
1.22	The 2017/18 budget for the HRA is £33.633m which includes a movement of £0.035m from reserves.		
1.23	The Month 5 monitoring for the HRA is projecting in year expenditure to be £0.026m lower than budget and a closing un earmarked balance as at 31 March 2018 of £1.090m, which at 3.2% 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 four months and the risks as known.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
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4.01	There are in-year risks and emerging issues which are covered in the main section of the report from paragraph 1.11 to 1.13. Details of these risks were reported in full in the month 4 report.

5.00	APPENDICES
5.01	Appendix 1: Council Fund – Budget Variances Appendix 2: Council Fund – Programme of Efficiencies Appendix 3: Council Fund – Movement on Un-earmarked Reserves Appendix 4: Housing Revenue Account Variances

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None required. Contact Officer: Sara Dulson (Finance Manager) Telephone: 01352 702287 E-mail: sara.dulson@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Budget: a statement expressing the Council’s policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p>Council Fund: the fund to which all the Council’s revenue expenditure is charged.</p> <p>Financial Year: the period of twelve months commencing on 1 April.</p> <p>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.</p> <p>Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.</p> <p>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.</p> <p>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</p>

for the repayment of debt, including interest, and may include direct financing of capital expenditure.

Underspend: when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.

Variance: difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.

Virement: the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.

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.

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Localities	0.293	Variance due to the realignment of budget for £.0300m as approved by Cabinet within Month 4 revenue budget monitoring report and minor variances.
Other Minor Variances	0.005	
Disability Services		
Resources & Regulated Services	(0.304)	Realignment of budget for £0.300m as approved by Cabinet within Month 4 revenue budget monitoring report and minor variances.
Transition & Disability Services	0.025	Contribution to costs of Emergency Duty team
Other Minor Variances	(0.028)	
Mental Health Services		
Other Minor Variances	0.024	
Children's Services		
Family Support	(0.025)	Reduction in projected pay costs for additional hours
Out of County Placements	0.076	Net impact of changes in placements (new placements £0.163m offset by placements ended £0.087m)
Other Minor Variances	(0.002)	
Development & Resources		
Safeguarding Unit	0.026	Grant income no longer being received £0.022m, plus other minor movements
Other Minor Variances	(0.035)	
Total Social Services	0.055	
Community & Enterprise		
Customer And Housing Services	0.024	Minor variances.
Council Fund Housing	(0.006)	Minor variances.
Regeneration	(0.002)	Minor variances.
Revenues & Benefits	(0.008)	Minor variances.
Housing Programmes	(0.010)	Minor variances.
Total Community & Enterprise	(0.002)	
Streetscene & Transportation		
Ancillary Services & Performance		
Other Minor Variances	(0.007)	
Highways Network		
Highways Network	0.087	Public conveniences at Holywell and Mold (New Street) were due to close in April this year, however they will not close until March 2018 resulting in a pressure of £0.063m. Return of funding from the Road Safety Revenue grant for ineligible spend in 2016/17 £0.010m.
Transportation & Logistics		
Other Minor Variances	0.005	
Total Streetscene & Transportation	0.085	

Planning & Environment		
Business		
Minor Variances	(0.002)	
Community		
Minor Variances	(0.013)	
Development		
Development Management	(0.037)	Increase in Planning Fee Income.
Minor Variances	(0.009)	
Access		
Greenfield Valley	0.021	Appointment of 2 Assistant Ranger posts on a fixed term contract during Service Review.
Minor Variances	0.003	
Strategy		
Minor Variances	(0.007)	
Total Planning & Environment	(0.043)	
Education & Youth		
Inclusion & Progression	0.064	Increase in Out of County educational placements.
School Improvement Systems	0.027	Music Service lower than expected take up following pupil movement between schools.
Other Minor Variances	(0.018)	
Total Education & Youth	0.072	
Schools	(0.000)	
People & Resources		
HR & OD	(0.003)	Minor variances.
Corporate Finance	0.003	Minor variances.
Total People & Resources	0.000	
Governance		
Legal Services	(0.000)	Minor variances.
Democratic Services	0.000	Minor variances.
Internal Audit	(0.063)	Due to vacancies within the service. Future service delivery has been considered and the full impact of the vacancies are reported this month.
Procurement	(0.007)	Minor variances.
ICT	0.000	Minor variances.
Total Governance	(0.070)	
Organisational Change 1		
Public Libraries & Arts, Culture & Events	(0.000)	Minor variances.
Museums	0.000	Minor variances.
County Archives	(0.000)	Minor variances.
Leisure	0.000	Minor variances.
Community Assets	0.000	Minor variances.
Total Organisational Change 1	(0.000)	
Organisational Change 2		
Caretaking & Security	(0.034)	£0.034m underspend due to a reduction in repairs and maintenance costs to be offset against overspend on CCTV.
CCTV & Open Spaces	0.031	£0.031m overspend due to new equipment purchase to be met by the underspend in Caretaking and Security
Total Organisational Change 2	(0.005)	
Chief Executive	(0.003)	Minor variances.
Central and Corporate Finance	0.003	
Grand Total	0.092	

**Budget Monitoring Report
Council Fund Variances**

MONTH 5 - 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	16.727	16.197	(0.530)	(0.823)	Residential and Nursing Care reflects a projected underspend of £0.201m, due to a decrease in service users, an increase in free nursing income from BCUHB and additional property income. Domiciliary Care reflects a projected underspend of £0.081m based on existing service users. Other underspends include a projected underspend of £0.086m on Intake/First Contact of which £0.065m is due to part year vacancy savings from within the Single Point of Access team. Locality Teams staffing reflects a projected underspend of (£0.156m) due to short term vacancy savings for a number of posts. Overall net minor variances amount to £0.006m.	Continue to monitor and review.
Reablement Services	0.469	0.374	(0.095)	(0.093)	Reablement reflects a projected underspend of £0.095m which is due to additional Continuing Health Care (CHC) funding from BCUHB	Continue to monitor and review.

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Community Equipment Contribution	0.503	0.393	(0.110)	(0.110)	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. In the longer term this saving has been earmarked for funding of some of the revenue costs for the new extra care facilities.	Future utilisation of the excess of budget to meet some of the revenue costs of the new extra care facilities.
Resources & Regulated Services	5.924	5.644	(0.280)	(0.286)	The main influences on the projected underspend of £0.280m are short term vacancy savings within provider home care services (£0.093m) and extra care schemes (£0.172m), due to recruitment and retention difficulties in the care sector. There is a further projected underspend of £0.029m on Residential Care due mainly to short term vacancy savings, with other minor variances making up the balance of £0.014m.	Continue to monitor and review.
Minor Variances	0.234	0.232	(0.002)	(0.003)		

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Disability Services Resources & Regulated Services	19.503	19.762	0.259	0.563	There are long standing and ongoing demand influenced pressures within the externally provided Supported Living services amounting to £0.250m. Work Opportunities and Day Services pressure of £0.113m, which is due to the delay in letting a new contract under an alternative delivery model (ADM). Projected underspend of £0.142m on externally purchased care on Physical Disabilities and Sensory Impairment (PDSI).	Continue to monitor and review.
Disability Services	0.716	0.766	0.050	0.067	The net overspend of £0.050m is due to a pressure of £0.114m on the budget for school leavers in transition to adulthood which is offset by a projected underspend of £0.054m against the resource panel allocation for residential and domiciliary care and other minor projected underspends of £0.010m.	Continue to monitor and review.
Administrative Support	0.168	0.029	(0.139)	(0.128)	The projected underspend is due mainly to short term vacancy savings.	Continue to monitor and review.
Minor Variances	0.692	0.665	(0.027)	(0.052)		
Mental Health Services Residential Placements	1.127	1.447	0.320	0.300	Ongoing pressure due to the numbers of long term residential placements, despite maximisation of opportunities to secure joint funding contributions from BCUHB	Continue to monitor and review.
Minor Variances	2.537	2.513	(0.025)	(0.028)		

**Budget Monitoring Report
Council Fund Variances**

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<i>Children's Services</i> Family Placement	2.464	2.620	0.156	0.141	There is a long standing and ongoing pressure due to sustained demand influences beyond the level of the allocated budget.	Continue to monitor and review.
Family Support	0.356	0.414	0.058	0.083	There are pay pressures due to a combination of new contractual arrangements having been implemented for sessional workers and a number of the staff working significant additional hours.	Continue to monitor and review.
Professional Support	4.898	5.067	0.169	0.186	The projected overspend is due mainly to ongoing service pressures particularly within Prevention and Support, and is influenced by the need to support wider regional work on child protection issues	Continue to monitor and review.
Out of County Placements	3.641	4.341	0.701	0.625	This pressure is a continuation of the experience in 2016/17, where there was a significant increase in the number of high cost placements which was partly influenced by interpretations of additional responsibilities under the Social Services and Well-being (Wales) Act 2014.	Continue to monitor and review.
Minor Variances	1.330	1.294	(0.037)	(0.036)		

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Development & Resources						
Charging Policy income	(2.641)	(2.758)	(0.117)	(0.115)	The projected underspend is due to surplus income which is mainly caused by the full year impact of changes to disregard rules on financial assessments which came into effect from August 2016	Continue to monitor and review.
Safeguarding Unit	0.810	0.915	0.105	0.079	There are continued significant demand influenced pressures on this service particularly within Adults safeguarding due to a significant increase in the numbers of referrals and the ongoing impact of the Deprivation of Liberty Safeguarding (DoLS) assessments.	Continue to monitor and review.
Good Health	0.896	0.814	(0.081)	(0.059)	The projected underspend is due to a number of short term vacancy savings	Continue to monitor and review.
Minor Variances	2.704	2.699	(0.006)	0.005		
Total Social Services	63.060	63.428	0.369	0.314		

Budget Monitoring Report
Council Fund Variances

MONTH 5 - 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	1.580	1.582	0.003	(0.021)	Minor variances.	Continue to monitor and review.
Council Fund Housing	(0.372)	(0.401)	(0.029)	(0.023)	Minor variances.	Continue to monitor and review.
Regeneration	0.412	0.456	0.044	0.047	Continuing shortfall of £0.053m in markets due to historical income targets which have increased in line with inflation and where charges have not increased at the same rate. Other minor variances (£0.009m).	Continue to monitor and review.
Revenues & Benefits						
	10.780	10.198	(0.582)	(0.573)	Underspend on the budgeted provision for the Council Tax Reduction Scheme of (£0.404m). Surplus on the Council Tax Collection Fund of (£0.156m). Other minor variances (£0.022m).	Continue to monitor closely as these areas are highly volatile and projections are likely to change throughout the year.
Housing Programmes	0.140	0.131	(0.009)	0.001	Minor variances.	Continue to monitor and review.
Total Community & Enterprise	12.540	11.968	(0.572)	(0.570)		
Streetscene & Transportation						
Ancillary Services & Performance						
Waste Collection	7.118	7.495	0.377	0.377	Adverse variance of £0.200m relating to lower than anticipated energy production at the Landfill sites and reduced electricity sales from reducing levels of gas extraction. Environment and Sustainable Development (ESD) grant pressure £0.111m due to the reduction of the grant in 17/18 of 3.7%. Delay in the development of the new Rockcliffe HRC site resulting in additional running costs of two existing sites continuing to operate £0.050m	Energy production income levels being monitored monthly and contracts being prepared for the service to be outsourced. Reported in Programme Board Efficiency Tracker Keep under review as part of MTFS Indicative reduction in ESD grant for 18/19 of 6.9% - £199k

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Parking & Enforcement	(0.084)	(0.035)	0.049	0.050	Shortfall of income from Flint Car Parking £0.050m. Part year pressure against £0.100m target due to the town centre re-development being ongoing and impacting on the rollout of changes across the town.	Keep under review as part of MTFS Reported in Programme Board Efficiency Tracker
Other Minor Variances	0.798	0.792	(0.006)	0.000		
Highways Network						
Highways Network	7.466	7.757	0.290	0.204	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. Street lighting energy prices above the 2% standard with an increase of 16% resulting in a pressure of £0.131m. Public conveniences at Holywell and Mold (New Street) were due to close in April this year, however they will not close until March 2018 resulting in a pressure of £0.063m	Keep under review as part of MTFS. Reported in Programme Board Efficiency Tracker. Continue to monitor street lighting energy prices.
Transportation & Logistics						
Logistics & Resource Services	4.518	4.690	0.171	0.167	Shared specialist plant with neighbouring Authorities has not materialised from 16/17 business planning proposal £0.050m. Increase in Fleet insurance premium for 17/18 £0.100m	Keep under review as part of MTFS

**Budget Monitoring Report
Council Fund Variances**

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
School Transport	4.734	5.119	0.385	0.385	Ongoing additional subsidy costs following re-procurement for covering various school transport routes £0.185m. The transport costs of additional pupils from John Summers High School to Connahs Quay £0.200m	No additional funding from WG due to Statutory provision requirements. Ongoing consideration will be required in the MTFs taking account of the cost for future years. Hoping to reduce cost through the Transportation retendering exercise currently ongoing.
Transportation	1.598	2.293	0.695	0.695	Ongoing additional subsidy costs following re-procurement for covering various public transport routes and the delay in introducing the Bus Subsidy efficiency in 17/18 £0.695m Bus Subsidy efficiency saving of £145k unlikely to be achieved in year. This is to be offset from any additional savings recognised from the School Transports re-procurement exercise if these come to fruition.	Keep under review as part of MTFs. Reported in Programme Board Efficiency Tracker
Technical Commissioning	0.677	0.669	(0.008)	(0.009)		
Management Costs	0.233	0.236	0.002	0.002		
Other Minor Variances	1.432	1.466	0.034	0.033		
Total Streetscene & Transportation	27.580	29.576	1.996	1.910		

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Planning & Environment						
Business						
Pollution Control	0.479	0.574	0.095	0.096	An increase in prosecutions for unlicensed and unsafe residential properties has resulted in two temporary Environmental Health Officers being recruited to deal with this increase in demand.	Continue to monitor and review.
Minor Variances	1.087	1.080	(0.007)	(0.006)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Community						
Pest Control	0.004	0.040	0.036	0.035	Despite the fact that the service has seen an increase in referrals during 2016/17 and onwards into 2017/18, the income target is unlikely to be achieved, based on current projections.	Fees and charges have been subject to a review and Pest Control rates increased in line with an inflationary increase of 3%. Review the future of this service in Autumn 2017.
Minor Variances	0.898	0.859	(0.039)	(0.025)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Development						
Development Management	(0.386)	(0.110)	0.277	0.314	The projected Planning Fee Income shortfall is currently £0.300m as the economy has not continued to recover to the extent which the 3 year Business Plan forecast.	Monitor Planning Application Fee levels and Pre Application Fee levels and amend projection as required
Minor Variances	0.158	0.146	(0.012)	(0.003)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible

**Budget Monitoring Report
Council Fund Variances**

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Access						
Greenfield Valley	0.326	0.296	(0.030)	(0.051)	Vacancy savings and reduced zero hours contracts	Service review within Countryside is currently being undertaken
Minor Variances	1.015	1.026	0.011	0.008		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Shared Services						
Minor Variances	0.177	0.177	(0.000)	(0.000)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Strategy						
Minor Variances	0.834	0.826	(0.008)	(0.001)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Management Strategy	0.340	0.477	0.136	0.136	Balance of Business Planning Efficiencies for Staffing	Efficiencies to be identified as part of the Service Review. Some vacancy savings will assist in achieving this on a temporary basis. Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Total Planning & Environment	4.932	5.392	0.460	0.503		
Education & Youth						
Inclusion & Progression	6.808	6.803	(0.005)	(0.069)	Minor variances.	Continuously review and monitor known placements and challenge providers for accurate costings.
Minor Variances	4.152	4.153	0.001	(0.008)		
Total Education & Youth	10.960	10.956	(0.005)	(0.076)		
Schools	88.862	88.862	(0.000)	0.000		

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
People & Resources						
HR & OD	2.029	2.265	0.237	0.240	The overspend is due to partial achievement of business planning efficiency and loss of income contribution from Wrexham for Occupational Health Services	Service Delivery options are being considered for the Occupational Health service.
Corporate Finance	2.099	2.320	0.221	0.218	This is due to the roll out of manager self serve and the operating model review taking longer than planned.	Continue to look for income maximisation and progress structural review.
Total People & Resources	4.128	4.585	0.458	0.457		
Governance						
Legal Services	0.688	0.724	0.037	0.037	Minor variances.	Continue to monitor and review.
Democratic Services	1.924	1.927	0.003	0.003	Minor variances.	Continue to monitor and review.
Internal Audit	0.443	0.380	(0.063)	0.000	The underspend is due to in-year vacancies within this section.	The underspend in this service will be within 2017/18 only as plans to recruit to a vacant post are in place.
Procurement	0.168	0.278	0.109	0.116	The overspend is due to a conscious decision to no longer pursue supplier income for registration onto the Councils payment portal.	Pressure is to be considered as part of the MTFs.
ICT	4.428	4.518	0.090	0.090	The overspend is mostly due to partial achievement of business planning efficiencies.	Continue to monitor and review. It is expected that the business planning efficiencies will be met in full in 2018/19
Total Governance	7.651	7.827	0.176	0.246		

**Budget Monitoring Report
Council Fund Variances**

MONTH 5 - 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	1.583	1.577	(0.006)	(0.006)	Minor variances.	Continue to monitor and review.
Museums	0.067	0.067	(0.000)	(0.000)	Minor variances.	Continue to monitor and review.
County Archives	0.286	0.286	0.000	0.000	Minor variances.	Continue to monitor and review.
Leisure	3.860	3.946	0.086	0.086	The establishment of Aura Leisure and Libraries is set for 1st September. There has been a delay of 2 months due to a range of queries in 3 separate responses from the Financial Conduct Authority (FCA) in registering the company. Work with our legal advisors has shown that a number of these were not relevant and that the FCA should not have held up the application for this length of time. These issues are now resolved.	Continue to monitor and review.
Community Assets	0.024	0.024	0.000	0.000	Minor variances.	Continue to monitor and review.
Total Organisational Change 1	5.821	5.900	0.079	0.079		

Budget Monitoring Report
Council Fund Variances

MONTH 5 - 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	1.241	1.143	(0.098)	(0.126)	£0.098m estimated efficiencies resulting from the closure of phases 3 and 4 in County Hall.	
Enterprise Centres	(0.041)	(0.041)	(0.000)	(0.000)		
Agricultural Estates	(0.189)	(0.153)	0.035	0.046		
Property Holdings	0.015	0.025	0.010	0.006		
Property Asset And Development	0.446	0.383	(0.062)	(0.057)	£0.062m in year salary savings. Other minor variances.	
Caretaking & Security	0.302	0.268	(0.034)			
CPM & Design Services	0.691	0.474	(0.217)	(0.221)	£0.139m projected additional fee income above target. £0.070m in year salary savings. Other minor variances.	
Industrial Units	(1.153)	(1.003)	0.151	0.171	£0.151m as a result of unachieved rental income. This will be offset against office efficiencies.	
CCTV & Open Spaces	0.184	0.215	0.031	0.000		
Minor Variances	1.065	1.097	0.032	0.043		
Total Organisational Change 2	2.288	2.094	(0.194)	(0.189)		
Chief Executive	2.940	2.822	(0.119)	(0.116)	There are a number of in-year vacancy savings as well as underspends on specialist budgets such as sustainable development, Your Community/Your Council and public relations.	Continue to monitor and review.

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Central and Corporate Finance	24.395	23.094	(1.301)	(1.303)	<p>An underachievement on the income target of £0.412m, though work is continuing to identify areas of opportunity.</p> <p>Support Service recharge, has resulted in a shortfall of £0.234m due to a reduction in overall operating costs.</p> <p>Car parking permit income shortfall £0.080m.</p> <p>Reduced Audit fees, underspend of (£0.127m)</p> <p>Social Services, one off in year underspend of (£1.608m) held centrally to mitigate any in year overspends - (£0.513m) resulting from remaining pressure budgeted in 17/18 no longer required, (£0.500m) due to funding being secured from the Regional Integrated Care Fund, a revenue grant allocation on a one off basis. An additional (£0.595m) of Welsh Government funding for Social Care has recently been confirmed.</p> <p>Projected Pension fund variance (£0.288m) due to surplus of budget required for increase in contributions in 2017/18.</p> <p>Minor variances (£0.004m).</p>	<p>Work is continuing to identify areas of opportunity to generate income. Keep under review as part of MTFS considerations.</p> <p>Keep under review as part of MTFS considerations to assess 18/19 impact.</p> <p>Keep under review in year to consider potential for mitigation of 18/19 pressure.</p>

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Grand Total	255.156	256.504	1.348	1.256		

2017/18 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over Achievement
	2017/18 £(m)	2017/18 £(m)	2017/18 £(m)
People & Resources			
Finance - Implementation of Collaborative Planning Software to finance to improve and automate our processes thus enabling workforce efficiencies. Phased roll out of new finance model.	0.270	0.200	(0.070)
Review of Human Resources & Organisational Design operating model and job roles and various other efficiencies.	0.148	0.052	(0.096)
DBS recharges	0.058	0.025	(0.033)
Total People & Resources	0.476	0.277	(0.199)
Governance			
ICT - Reduction in management, staff and non pay costs.	0.350	0.264	(0.086)
Total Governance	0.350	0.264	(0.086)
Social Services			
Develop a 'progression' model for Supported Living.	0.250	0.076	(0.174)
Develop alternative approaches to in house day services and work opportunity schemes.	0.250	0.200	(0.050)
Total Social Services	0.500	0.276	(0.224)
Education & Youth			
Music Service to move to full cost recovery model.	0.035	0.014	(0.021)
Total Education & Youth	0.035	0.014	(0.021)
Organisational Change 1			
Alternative Delivery Models	0.415	0.335	(0.080)
Total Organisational Change 1	0.435	0.355	(0.080)
Community & Enterprise			
Council Tax Reduction Scheme.	0.200	0.604	0.404
Total Community & Enterprise	0.200	0.604	0.404
Streetscene & Transportation			
Develop energy production at landfill.	0.100	0.000	(0.100)
Review subsidised bus routes.	0.350	0.145	(0.205)
Total Streetscene & Transportation	0.450	0.145	(0.305)
Planning & Environment			
Staffing - management restructure.	0.125	0.062	(0.063)
Self financing for Public Protection Services.			
- Animal & Pest Control.	0.030	0.000	(0.030)
- Licencing Charging.	0.015	0.000	(0.015)
Increase in planning fees (15% WG increase) and applications	0.035	0.000	(0.035)
Increase in number of planning applications	0.035	0.000	(0.035)
Total Planning & Environment	0.205	0.062	(0.143)
Total 2017/18 Budget Efficiencies		100	8.433
Total Projected 2017/18 Budget Efficiencies Underachieved		8	0.654
Total Projected 2017/18 Budget Efficiencies Achieved		92	7.779

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2017	10.953	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		5.184
Less – allocation from the Contingency Reserve 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) agreed in 2016/17		(0.050)
Less – allocation from the Contingency Reserve to provide financial support to meet in-year budget pressures in 2017/18 for regional economic structures and support for events		(0.052)
Less – projected outturn overspend		(1.348)
Total Contingency Reserve as at 31st March 2018		3.734

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(33.598)	(33.575)	0.022	0.040	Minor Variance	
Capital Financing - Loan Charges	7.545	7.529	(0.016)	(0.000)		
Estate Management	1.633	1.650	0.017	0.023		
Landlord Service Costs	1.318	1.320	0.002	(0.004)		
Repairs & Maintenance	9.929	9.756	(0.172)	(0.175)	A saving of £0.172m is anticipated on Repairs and Maint. £0.64m relates to staffing costs, £0.120m relates to subcontractor spend. The remaining £0.012m relates to minor variances.	
Management & Support Services	2.272	2.275	0.002	0.008		
Capital Expenditure From Revenue (CERA)	10.890	11.025	0.135	0.099	The variance of £0.135m relates to an increase in the contribution from revenue towards capital costs. This increase is possible because of decreased costs elsewhere in the HRA. Contributing towards the capital budget from revenue reduces borrowing costs.	
HRA Projects	0.046	0.046				
Contribution To / (From) Reserves	(0.035)	(0.025)	0.009	0.009		
Total Housing Revenue Account	0.000	(0.000)	(0.000)	0.000		



CABINET

Date of Meeting	Tuesday, 24 th October 2017
Report Subject	Bailey Hill – Heritage Lottery Fund Stage 2 Application
Cabinet Member	Cabinet Member for Education
Report Author	Chief Officer (Organisational Change)
Type of Report	Operational

EXECUTIVE SUMMARY

Bailey Hill is a significant project to improve the heritage environment of the Motte and Bailey Castle at Bailey Hill in Mold. This includes large areas of tree removal, access improvements, a new play area and site-wide interpretation including a display area in the Custodians Lodge.

The Council is working in partnership with Mold Town Council and the Friends of Bailey Hill Group. The value of the Heritage Lottery application was originally estimated at £1.2m through the Parks for People programme and a successful stage 1 development application for £0.044m was completed in July 2016.

The development stage has included employment of technical advisors to work on capital development, access, interpretation and governance structure for the site and its operation. This work is due to be complete by the end of 2017 with an estimated stage 2 application to be submitted if the work is agreed by all partners at the beginning of 2018.

This report details progress and proposes the Council's position and contributions towards the project ahead of submission of the stage 2 application.

RECOMMENDATIONS

1	To agree the Council's position and contributions towards the project as outlined in this report.
2.	To give delegated authority for submission for the stage 2 Heritage Lottery Application, in line with the position and contributions outlined (subject to minor changes) by the Chief Officer (Organisational Change) in consultation with the Cabinet Member (Education).

REPORT DETAILS

1.00	BACKGROUND
1.01	<p>A Stage 1 Heritage Lottery Fund (HLF) Parks for People application for the Bailey Hill project was submitted in February 2016. The application was successful and a grant of £43,900 was awarded. The development of Bailey Hill is a joint project with Mold Town Council and the Friends of Bailey Hill. Flintshire County Council is the lead applicant.</p>
1.02	<p>During the last 12 months the following key pieces of work have taken place:</p> <ul style="list-style-type: none"> - The development of an Activity Plan that includes proposals for recruiting and training volunteers, for developing and delivering activities aimed at target audiences and providing greatly enhanced interpretation to meet their needs. - The production of an outline Interpretation and Design Plan detailing the themes and stories for Bailey Hill - The updating of the existing Conservation Management Plan (2012) and development of all building and landscape improvements to RIBA Stage D to enable cost certainty and accurate programming for a second round submission to HLF. - An outline Management and Maintenance plan to work towards the achievement of Green Flag status. - Consideration of a suitable management framework for the long-term sustainability of the site. The Council has committed to sustaining the existing level of maintenance but has made it clear it is unable to guarantee any further resources.
1.03	<p>The appendices provide the detail from the results of this work including:</p> <p>Appendix 1 - The overall masterplan for the site detailing the key spaces and the long term plans for improvement.</p> <p>Appendix 2 – The detailed plans for the entrance area. The entrance to Bailey Hill is currently very limited via steep steps and closed gates. We propose to completely redesign the entrance area and neighbouring war memorial. A new wide sweeping slope will invite and encourage visitors into the park where they will have the option of steps or a new switch-back ramp up to the Custodians Cottage.</p> <p>Appendix 3 – Plans for the development of the Custodians Cottage. At present the cottage is let as a family home through Mold Town Council. Moving forward we propose to develop the downstairs area into a multi-functional community space with a rental flat above. Thus retaining both an element of security on site plus rental income. A two-storey extension will be added to the rear of the cottage to increase space and a small one-storey extension will be added to the side with toilet provision.</p> <p>Appendix 4 – Estimated Capital Costs. These include in addition to the work outlined above improvements to access to the Inner and Outer</p>

	<p>Baileys, signage and interpretation, an activity and events programme led by a three year fixed term appointment. At this stage the costs are £1.38m which is £0.140m above the £1.24m. These costs do not include the play area which is not considered by the Heritage Lottery Fund to be eligible as part of the scheme but is a key part of the overall masterplan.</p>						
1.04	<p>The plan for achieving the capital funding package for the overall Heritage Lottery Fund scheme is through Heritage Lottery funding (£986,878.70) and through other external funding sources as follows</p> <table border="0"> <tr> <td>TAIS Grant (for landscaping and interpretation) Submitted by the Council.</td> <td>£123,740</td> </tr> <tr> <td>RCDF Grant (for entranceway work) Submitted by Mold Town Council.</td> <td>£122,000 estimate</td> </tr> <tr> <td>RCDF Grant (for custodians cottage) Submitted by Mold Town Council.</td> <td>£124,00 estimate</td> </tr> </table>	TAIS Grant (for landscaping and interpretation) Submitted by the Council.	£123,740	RCDF Grant (for entranceway work) Submitted by Mold Town Council.	£122,000 estimate	RCDF Grant (for custodians cottage) Submitted by Mold Town Council.	£124,00 estimate
TAIS Grant (for landscaping and interpretation) Submitted by the Council.	£123,740						
RCDF Grant (for entranceway work) Submitted by Mold Town Council.	£122,000 estimate						
RCDF Grant (for custodians cottage) Submitted by Mold Town Council.	£124,00 estimate						
1.05	<p>The Council contribution towards the overall masterplan and capital costs has been previously identified as funding for the play area. In the Cabinet report of March 2017 agreeing the use of the capital allocation for play areas and all weather pitches the following was detailed and agreed.</p> <p>‘A priority for year 2 and 3 would be the play area at Bailey Hill which is a red rated 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 funding would be required in the year 2019/20. £0.200m is currently identified as available in that year for red rated play areas and completing the All Weather Pitch plan which will be two of the smaller pitches at Deeside Leisure Centre. It is estimated at this stage subject to design of the Bailey Hill play area and costs for other schemes £0.050-0.100m will be needed for this work. While not part of the overall Heritage Lottery Fund scheme this allocation will be key to Heritage Lottery Fund agreeing their final contribution to the scheme.</p>						
1.06	<p>At this stage the management plan which is in development is identifying which of the three partners will be responsible for management and maintenance of which areas of the site such as: the Council for current grass maintenance; Friends of Bailey Hill for increased park maintenance; Mold Town Council for management of the Custodians Cottage. These are still subject to agreement but at this stage the Council is working to no additional revenue requirement being required. These arrangements will need to be legally agreed prior to any award being accepted. It is proposed that prior to the stage 2 application being submitted a Memorandum of Understanding is signed between all three parties agreeing to enter into this legal contract.</p>						

2.00	RESOURCE IMPLICATIONS
2.01	A capital allocation of between £0.050m and £0.100m towards the play area at Bailey Hill to be taken from the 2019/20 capital allocation for play

	<p>areas.</p> <p>The project is being managed by the Principal Museums Officer. The post-holder has considerable experience and success in delivering Heritage Lottery Projects.</p> <p>The Chief Officer Organisational Change will be involved overseeing this work including concluding agreement with each of the three partners.</p>
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>A wide programme of public consultation was completed during the initial scoping of the project in 2011/12. This included open days, questionnaires and a brain storming exercise with stakeholders and partners. The results helped to form the project scope.</p> <p>Extensive consultation has been carried out in the last 12 months to form the activity and development plan.</p>

4.00	RISK MANAGEMENT
4.01	<p>Key Development Risks and Mitigation</p> <ul style="list-style-type: none"> (1) Failure to agree the capital package with Heritage Lottery Fund and / or failure for the external funding sources to be achieved – all three parties to consider options for funding the capital funding shortfall including as a Council consideration of asset transfer of some of the site with a capital allocation from this fund. (2) Failure to reach an agreement on a suitable management framework – Steering Group with key partners is leading on identifying the final management arrangements. (3) Failure to achieve revenue and capital sustainability – continued independent support on developing a robust business plan which does not require additional Council revenue support. (4) Failure to achieve a credible action plan for the achievement of Green Flag – ensure Friends of Bailey Hill Group have necessary skills to achieve the task.

5.00	APPENDICES
5.01	<p>Appendix 1 – Bailey Hill Site Masterplan.</p> <p>Appendix 2 – Detailed Plan of the Entrance Area and Custodians Cottage.</p> <p>Appendix 3 – Plans for the Development of the Custodians Cottage.</p> <p>Appendix 4 – Estimated Capital Costs (subject to change).</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officers: Sophie Fish Telephone: 07766 497275 E-mail: sophie.fish@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Heritage Lottery Fund – the Lottery Body who award funds for heritage projects including the Parks for People fund.

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KEY TO PROPOSALS

A-H: Tree Management Works (see Tree Solutions Arbicultural Survey Ref: 11/HLF/Bailey Hill/01 and Recommended tree removal drawing No. 02)
 Play Area
 I: Improved Castle Themed Play Area
 The Motte
 J: Floating Steps to Motte
 K: Refurbished Steps to Motte
 L: Seating Area upon Motte
 Entrance and Approaches
 AA: Re configured Entrance Ramp

BB: Improved Welcome Area
 CC: Re-modelled Cenotaph with Access Ramp
 DD: Re-surfaced Stepped Ramp
 EE: Main Access Path Retained and Repaired
 FF: Access Ramp to Custodians Cottage
 GG: Flower Terrace
 II: Potential Access Ramp/ Boardwalk
 JJ: Reconstructed path, widened (cantilevered over embankment edge)
 KK: New ramp (less steep)
 LL : Landing widened with motorised turn-table

Inner Bailey
 M: Amphitheatre Terraces with Performance and Events Area
 N: Performance and Events Area
 O: Electrical Supply to Performance Area
 P: Managed Existing Hedges
 Q: Improved Seating
 R: Improved Access Path
 S: Restored Planting Bed
 T: Restored / Repaired Retaining Walls
 The Gorsedd Stone Circle
 R: Pathways Enhanced

Outer Bailey
 U: Improved Views to Clywdian Range
 V: Exposed Foundations Removed / Repaired
 W: Potential Suspension Bridge (long term)
 Custodians Cottage
 XX: Single storey extension : Office &Toilets
 X: Groundfloor Functions/Exhibitions Room
 Y: Projected Deck Seating Area
 Z: Extension to give 1st Floor flat

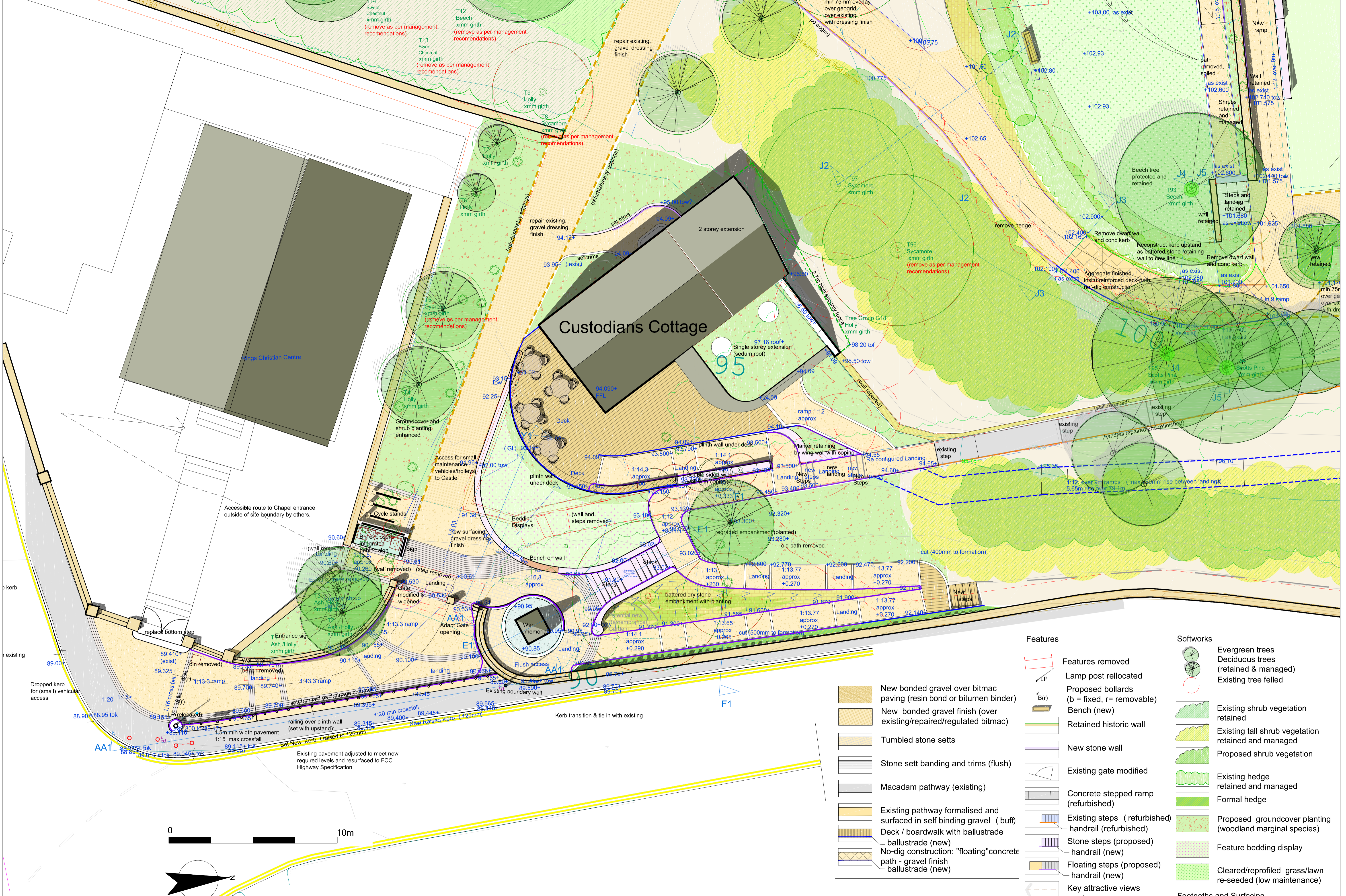


Page 389

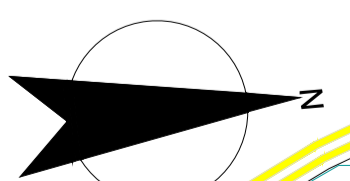
- Softworks**
- Evergreen trees
 - Deciduous trees (retained & managed)
 - Existing tree felled
 - Existing shrub vegetation retained
 - Existing tall shrub vegetation retained and managed
 - Proposed shrub vegetation
 - Existing hedge retained and managed
 - Formal hedge
 - Proposed groundcover planting (woodland marginal species)
 - Feature bedding display
 - Cleared/reprofiled grass/lawn re-seeded (low maintenance)
- Footpaths and Surfacing**
- Existing edging refurbished/replaced
 - New bonded gravel over bitmac paving (resin bond or bitumen binder)
 - New bonded gravel finish (over existing/repairs/regulsted bitmac)
 - Tumbled stone sets
 - Stone sett banding and trims (flush)
 - Macadam pathway (existing)
 - Existing pathway formalised and surfaced in self binding gravel (buff)
 - Deck / boardwalk with balustrade
 - balustrade (new)
 - No-dig construction: "floating" concrete path - gravel finish balustrade (new)
- Features**
- Features removed
 - Lamp post relocated
 - Proposed bollards (b = fixed, r = removable)
 - Bench (new)
 - Retained historic wall
 - New stone wall
 - Existing gate modified
 - Concrete stepped ramp (refurbished)
 - Existing steps (refurbished) - handrail (refurbished)
 - Stone steps (proposed) - handrail (new)
 - Floating steps (proposed) - handrail (new)
 - Key attractive views

client: Flintshire Country Council-	project: Bailey Hill	scale: 1:300 @ A1	date: 05.04.17	drawn: MPH	checked: PH
drawing title: Masterplan		drawing number: -	049-03-310	rev: D	status: P
Harrison design - development					

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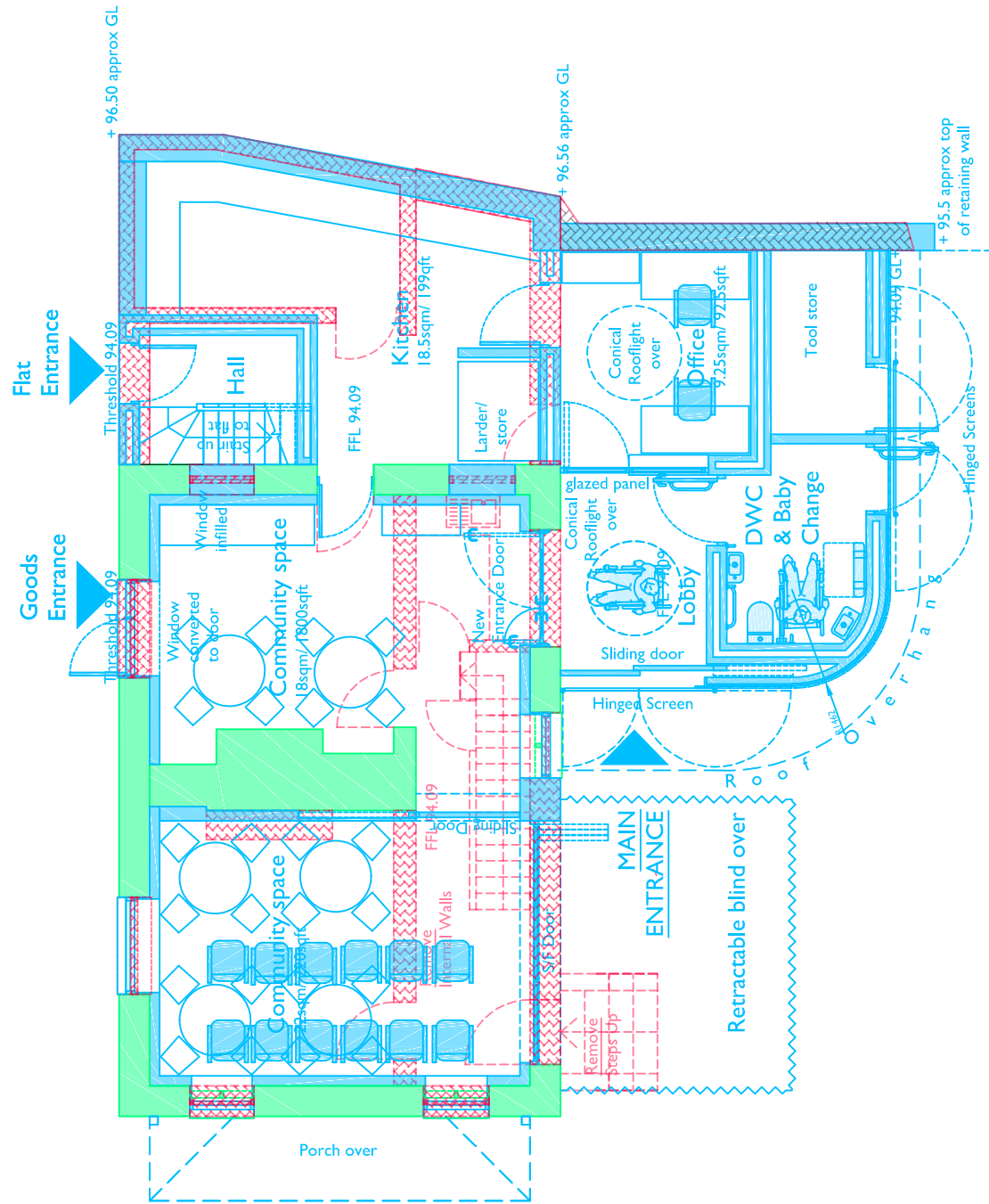
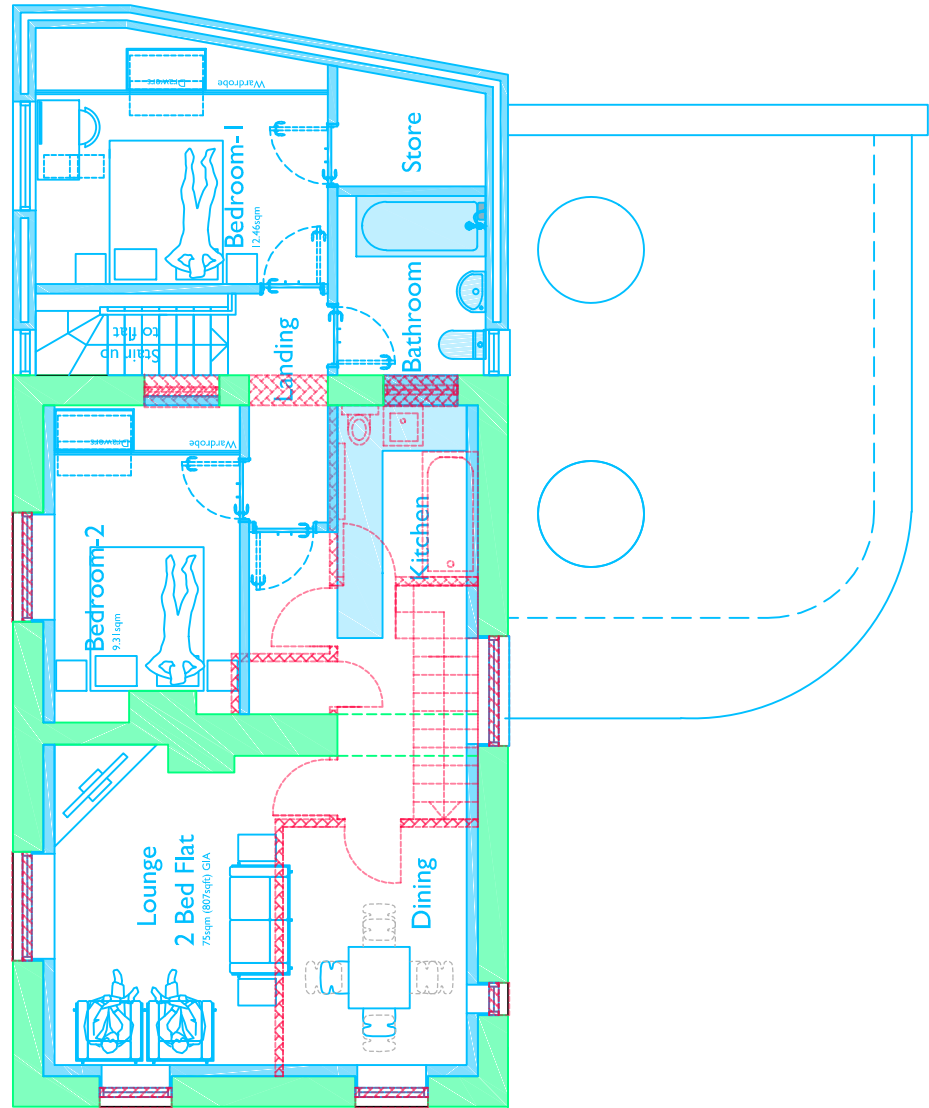


- | | | |
|--|---|---|
| <ul style="list-style-type: none"> New bonded gravel over bitmac paving (resin bond or bitumen binder) New bonded gravel finish (over existing/repaired/regulated bitmac) Tumbled stone setts Stone sett banding and trims (flush) Macadam pathway (existing) Existing pathway formalised and surfaced in self binding gravel (buff) Deck / boardwalk with ballustrade ballustrade (new) No-dig construction: "floating" concrete path - gravel finish ballustrade (new) | <ul style="list-style-type: none"> Features removed Lamp post relocated Proposed bollards (b = fixed, r = removable) Bench (new) Retained historic wall New stone wall Existing gate modified Concrete stepped ramp (refurbished) Existing steps (refurbished) handrail (refurbished) Stone steps (proposed) handrail (new) Floating steps (proposed) handrail (new) Key attractive views | <ul style="list-style-type: none"> Evergreen trees (retained & managed) Deciduous trees (retained & managed) Existing tree felled Existing shrub vegetation retained Existing tall shrub vegetation retained and managed Proposed shrub vegetation Existing hedge retained and managed Formal hedge Proposed groundcover planting (woodland marginal species) Feature bedding display Cleared/reprofiled grass/lawn re-seeded (low maintenance) |
|--|---|---|



client:	Flintshire Country Council and Bloom	project:	Bailey Hill (Option 5)	scale:	1:100 @ A1/1:200@A3	date:	05.04.17	drawn:	MPH	checked:	PH
drawing title:	Entrance Area	drawing number:	-	rev:	D	status:	P				

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IMPORTANT
Do not work from reduced scale drawings. Please refer to scale and sheet size as indicated.

Dimensions are not to be scaled from this drawing. Use only written dimensions. Consultants and Contractors must verify all dimensions before starting work and any discrepancies are to be reported to the Architect.

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PRELIMINARY
for comment



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project: CUSTODIAN'S COTTAGE,
BAILEY HILL, MOLD.

title: OPTION-15a/1

date: 20th March 2017

scale: 1:100 @ A3

drawing no: 1633_SK015/-

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Bailey Hill Heritage Lottery Bid Delivery Phase Costs				18.09.2017
Round 1 Costing for Heritage Lottery Bid		Round 1 Application	Proposed	Difference
Capital Costs				
Repair and Conservation work	Repairs and restoration of historic features and landscapes	£280,000.00		
New building work	Access improvements and new events area	£255,000.00		
		£535,000.00	£718,140.00	£183,140.00
External Works				
Schedule A	Prelims		£38,500.00	
Schedule B	Highways Area		£54,890.00	
Schedule C	Entrance Area		£75,900.00	
Schedule D	Cottage Externals		£79,750.00	
Schedule E	Ramps and Access Inner and Outer Bailey		£47,300.00	
Schedule F	Events Area and Inner Bailey Terrace		£41,800.00	
Schedule G	Motte Access Improvements		£33,000.00	
Schedule H	General Improvements(including allowance for work to walls)		£97,000.00	
Building Works				
Other capital work	Custodians Cottage		£250,000.00	
	Interpretive work and signage	£100,000.00	£40,000.00	-£60,000.00
			Outdoor panel	£20,000.00
			Indoor graphics	£8,000.00
			Digital website trail	£7,000.00
			Hands on exhibits	£5,000.00
Professional fees relating to any of the above (capital)	Delivery of Capital works	£95,250.00	£122,500.00	£27,250.00
			Lead Consultant/ Landscape Architect	£55,000.00
			Architect	£15,000.00
			Quantity Surveyor	£10,000.00
			M&E Engineer	£6,500.00
			Civil Engineer	£2,500.00
			Utilities Manager	£2,500.00
			Topographical Survey	£2,000.00
			Measured Survey Building	£3,000.00
			Asbestos updated R&D	£1,500.00
			Ecological	£2,500.00
			Application fees Planning, Building Regs Fees etc	£5,000.00
			Highways s184 (excluding 278)	£5,000.00
			Maintenance and Management Plan update	£2,500.00
			Interpretation Designer	£5,500.00
			CDM	£4,000.00
Total Capital Cost		£730,250.00	£880,640.00	£150,390.00
Activity Costs				
New staff	Project Development Officer for 3 years	£102,000.00	£102,000.00	£0.00
Training for Volunteers	40 people trained in conservation, horticulture, catering, and countryside	£15,000.00	£9,700.00	-£5,300.00
			Conservation	£3,000.00
			Horticulture	£2,000.00
			Catering	
			Interpretation	£1,500.00
			Guided Tours	£1,200.00
			Evaluation Training	£1,500.00
			DBS checks	£500.00
Travel and expenses volunteers	Basic travel and refreshment expenses for volunteers to attend site. Plus expenses to attend training	£6,000.00	£4,500.00	-£1,500.00
			Refreshments	£1,500.00
			Travel	£3,000.00
Other costs	Community excavation	£20,000.00	£20,000.00	£0.00
			Use to provide further survey work and watching briefs etc	
Equipment and materials	3 tear event and activity costs including open air theatre, re-enactment, music, workshops etc. Tool and gardening equipment and appropriate PPE.	£45,000.00	£40,000.00	-£5,000.00
			Re-enactment Event	£2,000.00
			Material for schools workshops	£6,000.00
			Film project for young people	£10,000.00
			Gardening Equipment and PPE	£3,000.00
			Poetry workshops	£4,000.00
			Community art sculptural piece (gates handrails)	£12,000.00
			Recording equipment	£3,000.00
Total Activity Costs		£188,000.00	£176,200.00	-£11,800.00
Other Costs				
Recruitment		£1,000.00	£1,000.00	£0.00
Publicity and promotion		£5,000.00	£7,000.00	£2,000.00
			website	£5,000.00
			Print leaflets and posters	£2,000.00
Evaluation	Data collection & analysis	£2,000.00	£2,000.00	£0.00
Contingency	10% on capital works	£73,025.00	£73,025.00	£0.00
Inflation	2% Bank of England target	£14,605.00	£14,605.00	£0.00
Increased management and maintenance costs (max 5 years)	estimate 5K increase per year	£25,000.00	£25,000.00	£0.00
Volunteer time	non cash contribution	£200,000.00	£200,000.00	£0.00
Total Other Costs		£320,630.00	£322,630.00	£2,000.00
Total Capital and Activity Costs		£1,238,880.00	£1,379,470.00	£140,590.00

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EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Streetscene and Transportation

- **Proposed Prohibition and Restriction of Waiting and Loading and Parking Places. Civil Enforcement and Consolidation Order. Amendment No. 4**
To advise Members of the objections received following the advertisement of the proposed Prohibition and Restriction of Waiting and Loading and Parking Places Amendment No. 4 Order, which introduces No Waiting At Any Time, Limited Waiting and Limited Parking on Cymau Road and Wyndham Drive, Abermorddu.

Community and Enterprise (Revenues Service)

- **Business Rates – Application for Hardship Relief**
Section 49 of the Local Government Finance Act 1988 gives the Council the discretion to reduce or remit the payment of business rates where it is satisfied that the ratepayer would sustain hardship if it did not do so and it is reasonable for it to do so having regard to the interests of its council tax payers.

An application received from Halkyn Parish Hall Trust has been refused on the grounds that it is not deemed to be in the wider public interest to support the awarding of Hardship Rate Relief.

Copies of the Delegated Powers reports are on deposit in the Team Leader's Room, Committee Services.

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**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY
1 October 2017 TO 31 March 2018**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
October					
Social & Health Care Overview & Scrutiny Committee	5/10/17	Finance	Financial Forecast and Stage One of the Budget 2018/19 To provide the Committee with the current financial forecast position for 2018/19 and consult on the Stage 1 Council Fund Revenue budget proposals for 2018/19.	Strategic	Leader of the Council and Cabinet Member for Finance, Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	5/10/17	Social Services	National Adoption Service and North Wales Adoption Service Annual Reports 2016-2017 To enable Members to review progress of the National Adoption Service and Regional Adoption Service.	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	5/10/17	Social Services	Corporate Parenting Strategy To scrutinise and endorse proposed actions to develop a new Corporate Parenting Strategy.	Strategic	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	5/10/17	Social Services	Care Sector update to include top up fees and Invest to Save Care Sector Support To provide Members with an update on the current position.	Strategic	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	5/10/17	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
Education and Youth Overview & Scrutiny Committee	5/10/17	Education and Youth	School Organisation Update on Federation and other school organisation proposals.	Strategic	Cabinet Member for Planning and Public Protection

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	5/10/17	Finance	Stage 1 Council Fund Revenue Budget 2018/19 To consult the Committee on the Stage 1 Council Fund Revenue budget proposals for 2018/19	Strategic	Leader of the Council and Cabinet Member for Finance
Education and Youth Overview & Scrutiny Committee Page 401	5/10/17	Education and Youth	Provisional Learner Outcomes To inform Members of the validated learner outcomes for Foundation Phase, Key Stage 2 and Key Stage 3 and to share the provisional learner outcomes at Key Stage 4. The report also compares Flintshire's performance to other Councils in the North Wales region and across Wales as a whole.	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	5/10/17	Education and Youth	Childcare/Early Education Offer To provide an update on the developing free childcare offer programme	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	5/10/17	Education and Youth	Revised Regional Model for Secondary School Support To provide the Committee with an overview of the new arrangements within the regional school improvement service to provide greater support to secondary schools that will come into effect from September 2017	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	5/10/17	Education and Youth	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	9/10/17	Finance	Stage 1 Council Fund Revenue Budget 2018/19 To consult the Committee on the Stage 1 Council Fund Revenue budget proposals for 2018/19	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)
Community and Enterprise Overview & Scrutiny Committee	16/10/17	Finance	Financial Forecast and Stage One of the Budget 2018/19 To consult the Committee on the Stage 1 Council Fund Revenue budget proposals for 2018/19	Strategic	Leader of the Council and Cabinet Member for Finance, Deputy Leader of the Council and Cabinet Member for Housing, Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	16/10/17	Community and Enterprise	Communities First To provide an update on the Communities First Programme.	Operational	Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	16/10/17	Community and Enterprise	Domestic Energy Efficiency Programme To provide an update on the delivery of domestic energy efficiency programmes.	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	16/10/17	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable

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COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	17/10/17	Streetscene and Transportation	North Wales Regional Waste Partnership To receive a final update on the North Wales Regional Waste Partnership	Operational	
Environment Overview & Scrutiny Committee	17/10/17	Streetscene and Transportation	Integrated Transport Unit Tendering Process To provide Scrutiny with details of the impact on transport arrangements following the re-procurement exercise undertaken by the Integrated Transport Unit.	Operational	Cabinet Member for Corporate Management and Assets
Environment Overview & Scrutiny Committee	17/10/17	Streetscene and Transportation	Potholes and Resurfacing Programmes To clarify the process involved to confirm the Council's highway resurfacing programme	Operational	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	17/10/17	Planning and Environment	Mold Flood Defences Scheme To receive a progress report on the proposed scheme	Strategic	Cabinet Member for Planning and Public Protection

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	17/10/17	Streetscene and Transportation	<p>Burial Strategy and Bereavement Services To provide Scrutiny with information on the activities of the Bereavement Services team within Streetscene and Transportation and proposals to extend the service for residents. The report will also cover capacity within the existing burial sites within Flintshire and proposals for the service provision of future years.</p>	Operational	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	17/10/17	Finance	<p>Financial Forecast and Stage One of the Budget 2018/19 To consult the Committee on the Stage 1 Council Fund Revenue budget proposals for 2018/19</p>	Strategic	Cabinet Member for Streetscene and Countryside, Leader of the Council and Cabinet Member for Finance, Cabinet Member for Planning and Public Protection

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	17/10/17	Streetscene and Transportation	Residents Parking Policy To provide Scrutiny with an update on the review of the Council's existing Residents Parking Policy, including reviewing the level of local support for individual projects before they can be taken forward.	Operational	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	17/10/17	Overview and Scrutiny	Forward Work Programme (Environment) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	19/10/17	Chief Executive's	Emergency Planning Annual report To provide a review of the work of the Emergency Planning Services.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	19/10/17	Chief Executive's	Flintshire Public Services Board review and Well-being Plan development To provide a review of the work of the Public Services Board and the development of the Well-being Plan.	Operational	Leader of the Council and Cabinet Member for Finance, Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	19/10/17	Finance	Financial Forecast and Stage One of the Budget 2018/19 To consult the Committee on the Stage 1 Council Fund Revenue budget proposals for 2018/19.	Strategic	Leader of the Council and Cabinet Member for Finance, Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	19/10/17	Chief Executive's	Welsh in the Workplace Policy To receive the Council's Welsh in the Workplace Policy and note areas of progress.	Strategic	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	19/10/17	Governance	Digital Print Service To consider proposals for changing how we deliver the digital print service.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	19/10/17	Finance	Revenue Budget Monitoring 2017/18 (Month 5) To provide Members with the Revenue Budget Monitoring 2017/18 (Month 5).	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)
Corporate Resources Overview & Scrutiny Committee	19/10/17	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.	Operational	Not Applicable
Cabinet	24/10/17	Chief Executive's	Welsh in the Workplace Policy To approve the Council's Welsh in the Workplace Policy and note areas of progress.	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	24/10/17	Education and Youth	Contract Procurement Report for Connah's Quay High School To approve the contract procurement for Connah's Quay High School.	Operational	Cabinet Member for Corporate Management and Assets, Cabinet Member for Education
Cabinet	24/10/17	Chief Executive's	Corporate Safeguarding Policy To approve the Council's Corporate Safeguarding Policy noting progress made and areas for further improvement prior to publication.	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)
Cabinet	24/10/17	Social Services	Strategic Review of the Care Sector To consider and support the Strategic Review of the Care Sector in Flintshire.	Strategic	Cabinet Member for Social Services
Cabinet	24/10/17	Chief Executive's	Income Generation Policy To approve and sign off the Strategy with appendices ready for Informal Cabinet (2) to agree steps to implement the strategy.	Strategic	Leader of the Council and Cabinet Member for Finance, Cabinet Member for Corporate Management and Assets
Cabinet	24/10/17	Chief Executive's	Bailey Hill - Heritage Lottery Fund Stage 2 Application To provide the outline proposals for the Heritage Lottery Fund (HLF) stage 2 grant application.	Operational	Cabinet Member for Education
Cabinet	24/10/17	Chief Executive's	Armed Forces Covenant Annual Report To approve the Annual Report for the Council's Armed Forces Covenant noting progress made and areas for further improvement prior to endorsement by County Council.	Strategic	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	24/10/17	Organisational Change	<p>County Hall Civic Campus and Ewloe Office Re-location – Outline Plan To present a business case and plan for demolition of County Hall, Phases 1 to 4, the redevelopment of the site and the transfer of some functions to Unity House, in Ewloe</p>	Strategic	Cabinet Member for Corporate Management and Assets, Leader of the Council and Cabinet Member for Finance
Cabinet	24/10/17	Organisational Change	<p>Community Resilience and Community Benefits Strategy To provide an overview of Council work taking place to enable Community Resilience and the proposal to agree a Community Benefits Strategy.</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	24/10/17	Streetscene and Transportation	<p>Adoption of Zone 3 Deeside Industrial Park To seek Cabinet approval to adopt Zone 3 with a commuted sum from Welsh Government contribution towards upgrading the condition of the road and introducing active travel footways and cycleways.</p>	Strategic	Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	24/10/17	Streetscene and Transportation	Outcome of the Active Travel Consultation Process To approve Flintshire County Council's submission to Welsh Government for the integrated transport plan.	Strategic	Cabinet Member for Streetscene and Countryside
Cabinet	24/10/17	Chief Executive's	Annual Performance Report 2016/17 To approve the 2016/17 Annual Improvement Report for the period 1 April 2016 to 31 March 2017 prior to endorsement by County Council.	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	24/10/17	Chief Executive's	Flintshire Public Services Board Review and Well-being Plan Development To provide a review of the work of the Public Services Board and the development of the Well-being Plan.	Strategic	Cabinet Member for Corporate Management and Assets, 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	24/10/17	Chief Executive's	Welsh Local Government Provisional Settlement and Council Fund Revenue Budget 2018/19 To advise of the Welsh Local Government Provisional Settlement 2018/19 and update on the Council Fund Revenue Budget 2018/19	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	24/10/17	Governance	Digital Print Service To consider proposals for changing how the digital print service is delivered.	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	24/10/17	Finance	Revenue Budget Monitoring 2017/18 (MONTH 5) To provide the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account (based on actual income and expenditure as at Month 5 projected forward to year end).	Operational	Leader of the Council and Cabinet Member for Finance
Flintshire County Council	24/10/17	Chief Executive's	Armed Forces Covenant Annual Report Endorse the Annual Report for the Council's Armed Forces Covenant prior to publication		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	24/10/17	Governance	<p>Independent Remuneration Panel for Wales (IRPW) Draft Annual Report for 2018/19 To enable the Council to consider and comment on the Independent Remuneration Panel for Wales (IRPW) Draft Annual Report for 2018/19.</p>		
Flintshire County Council	24/10/17	Governance	<p>Appointments to Outside Bodies To inform the Council of progress which has been made on our appointment of members to national and regional Outside Bodies.</p>		
Flintshire County Council	24/10/17	Governance	<p>Reappointment of Town and Community Council Representative to the Standards Committee To reappoint the Town and Community Council representative for a further term on the Standards Committee.</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	24/10/17	Chief Executive's	Annual Performance Report 2016/17 Endorse the 2016/17 Annual Improvement Report for the period 1 April 2016 to 31 March 2017 prior to publication.		
November					
Community and Enterprise Overview & Scrutiny Committee	15/11/17	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	16/11/17	Chief Executive's	Council Plan 2017/18 – Mid year monitoring To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18.	Strategic	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	16/11/17	Overview and Scrutiny	Fire & Rescue Service Budget Consultation Consultation	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	16/11/17	Chief Executive's	Strategic Equality Plan Annual Report 2016/17 Review the Annual report for the Council's Strategic Equality Plan, noting progress made and areas for further improvement.	Strategic	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	16/11/17	Finance	Revenue Budget Monitoring 2017/18 (Month 6) To provide the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account (based on actual income and expenditure as at Month 6 projected forward to year end).	Operational	Leader of the Council and Cabinet Member for Finance
Social & Health Care Overview & Scrutiny Committee	16/11/17	Social Services	Free Childcare Offer To provide an update on the developing free childcare offer programme.	Operational	Cabinet Member for Social Services
Corporate Resources Overview & Scrutiny Committee	16/11/17	Overview and Scrutiny	Forward Work Programme (corporate resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	16/11/17	Social Services	Safeguarding Adults and Children To receive a progress report on safeguarding and current issues	Operational	
Social & Health Care Overview & Scrutiny Committee	16/11/17	Social Services	Older People's Strategy and Ageing Well Plan To provide Members with an update on the work that is taking place to implement the Strategy for Older People in Wales, with a specific focus on the Ageing Well Plan	Strategic	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	16/11/17	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
Cabinet	21/11/17	Governance	Digital Strategy To approve the Digital Strategy action plan.	Strategic	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	21/11/17	Education and Youth	Early Intervention Hub and Adverse Childhood Experiences (ACEs) To provide an update on new multi-agency arrangements for early intervention to address adverse childhood experiences.	Operational	Cabinet Member for Education
Cabinet	21/11/17	Finance	Revenue Budget Monitoring 2017/18 (MONTH 6) This regular monthly report provides the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 6, and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	21/11/17	Community and Enterprise	Welfare Reform Update To provide an update on Welfare Reform including an update on Universal Credit	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	21/11/17	Governance	Procurement of a New Agency Contract To approve the procurement of a new agency contract	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	21/11/17	Community and Enterprise	Council Tax Base for 2018-19 To approve the Council Tax Base for 2018-19	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	21/11/17	Chief Executive's	Council Plan 2017/18 – Mid year monitoring To agree the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	21/11/17	Chief Executive's	Capital Programme 2017/18 (Month 6) To provide Members with the Month 6 (end of September) capital programme information for 2017/18.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	21/11/17	Community and Enterprise	Involvement Strategy To approve a revised strategy to engage with Housing Revenue Account customers.	Strategic	Deputy Leader of the Council and Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	22/11/17	Chief Executive's	Treasury Management Mid-Year Review 2017/18 To present to Members the draft Treasury Management Mid-Year Review 1st April – 30th September 2017 for comments and recommendation for approval to Cabinet.	Operational	Leader of the Council and Cabinet Member for Finance
Education and Youth Overview & Scrutiny Committee Page 419	23/11/17	Education and Youth	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	27/11/17	Organisational Change	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable
December					

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	12/12/17	Overview and Scrutiny	Forward Work Programme (Environment) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable
Flintshire County Council	12/12/17	Chief Executive's	Community Review Guidance and Boundary Commission Consultation on Community Reviews To make members aware of the Boundary Commission Consultation and seek their views.		
Corporate Resources Overview & Scrutiny Committee	14/12/17	Chief Executive's	Community Endowment fund Colin Evans from the Community Foundation to present the Annual progress report	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	14/12/17	Overview and Scrutiny	Police & Crime Commissioner Consultation Meeting (this meeting is designated as a Statutory Crime & Disorder Scrutiny Committee meeting) Consultation	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	14/12/17	Finance	Revenue Budget Monitoring 2017/18 (Month 7) The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 7).	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	14/12/17	Overview and Scrutiny	Quarter 2 Council Plan 2017/18 Monitoring Report (corporate Resources) The committee is invited to consider the reports, highlight and monitor poor performance and feedback details of any challenge to the Cabinet	Strategic	Not Applicable
Corporate Resources Overview & Scrutiny Committee	14/12/17	People and Resources	Workforce Information Report – Quarter 2 To consider the Workforce Information Report for Quarter 2 of 2017/18.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	14/12/17	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	14/12/17	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	18/12/17	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
Cabinet	19/12/17	People and Resources	Treasury Management Mid-Year Review 2017/18. To present to Members the draft Treasury Management Mid-Year Review for 2017/18 for recommendation to Council.	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	19/12/17	Finance	Revenue Budget Monitoring 2017/18 (MONTH 7) To provide the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account (based on actual income and expenditure as at Month 75 projected forward to year end).	Operational	Leader of the Council and Cabinet Member for Finance
Community and Enterprise Overview & Scrutiny Committee Page 423	20/12/17	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Education and Youth Overview & Scrutiny Committee	21/12/17	Education and Youth	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
January					

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	11/01/17	Streetscene and Transportation	Public Spaces Protection Orders (PSPO) Dog Control, Dog Fouling & DNA To provide the Committee with an update on Public Spaces Protection Orders(PSPO) Dog Control, Dog Fouling & DNA	Operational	
Environment Overview & Scrutiny Committee	16/01/18	Overview and Scrutiny	Forward Work Programme (Environment) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	18/01/18	Finance	Revenue Budget Monitoring 2017/18 (Month 8) The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 8).	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	18/01/18	People and Resources	Workforce Information Report – Quarter 2 2017/18 To consider the Workforce Information Report for Quarter 2 of 2017/18.	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	18/01/18	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable
Cabinet	23/01/18	Finance	Revenue Budget Monitoring 2017/18 (MONTH 8) To provide the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account (based on actual income and expenditure as at Month 8 projected forward to year end).	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)
Audit Committee	24/01/18	People and Resources	<p>Treasury Management 2018/19 Strategy and Q3 Update 2017/18</p> <p>1.01 To present to Members the draft Treasury Management Strategy 2018/19 for comments and recommendation for approval to Cabinet.</p> <p>1.02 To provide an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices to the end of December 2017.</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Social & Health Care Overview & Scrutiny Committee	25/01/18	Overview and Scrutiny	<p>Forward Work Programme (Social & Health Care)</p> <p>To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee</p>	Operational	Not Applicable

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	29/01/18	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable
Flintshire County Council	30/01/18	Finance	Treasury Management Mid-Year Review 2017/18. To present to Members the draft Treasury Management Mid-Year Review for 2017/18.		
Community and Enterprise Overview & Scrutiny Committee	31/01/18	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
February					
Education and Youth Overview & Scrutiny Committee	1/02/18	Overview and Scrutiny	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	15/02/18	Finance	Revenue Budget Monitoring 2017/18 (Month 9) The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 9).	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	15/02/18	Overview and Scrutiny	Forward Work Programme (Corporate Resources) Rhaglen Gwaith i'r Dyfodol	Operational	Not Applicable
Cabinet	20/02/18	Finance	Revenue Budget Monitoring 2017/18 (MONTH 9) To provide the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account (based on actual income and expenditure as at Month 9 projected forward to year end).	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	20/02/18	Chief Executive's	Capital Programme 2017/18 (Month 9) To provide Members with the Month 9 (end of December) capital programme information for 2017/18.	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	20/02/18	Chief Executive's	Prudential Indicators 2018/19 to 2020/21 To present proposals for setting a range of Prudential Indicators in accordance with the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	20/02/18	Finance	Treasury Management Strategy 2018/19 To present to Members the draft Treasury Management Strategy 2018/19 for recommendation to Council.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	20/02/18	Chief Executive's	Minimum Revenue Provision - 2018/19 Policy To present proposals for the setting of a prudent Minimum Revenue Provision (MRP) for the repayment of debt in 2018/19, as required under the Local Authorities (Capital Finance and Accounting) (Wales) (Amendment) Regulations 2008 ('the 2008 Regulations').	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)
Flintshire County Council	20/02/18	Chief Executive's	Prudential Indicators 2018/19 to 2020/21 To present to Council the recommendations of the Cabinet in relation to the setting of a range of Prudential Indicators.		
Flintshire County Council Page 430	20/02/18	Chief Executive's	Minimum Revenue Provision - 2018/19 Policy To present to Council the recommendations of the Cabinet in relation to the setting of a prudent Minimum Revenue Provision (MRP) for the repayment of debt.		
Flintshire County Council	20/02/18	Chief Executive's	Treasury Management Strategy 2018/19. To present to Members the draft Treasury Management Strategy 2018/19.		
March					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	13/03/18	Overview and Scrutiny	Forward Work Programme (Environment) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable
Community and Enterprise Overview & Scrutiny Committee	14/03/18	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	15/03/18	Finance	Revenue Budget Monitoring 2017/18 (Month 10) The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 10).	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	15/03/18	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	15/03/18	People and Resources	Workforce Information Report – Quarter 3 To consider the Workforce Information Report for Quarter 3 of 2017/18.	Operational	Cabinet Member for Corporate Management and Assets
Organisational Change Overview & Scrutiny Committee	19/03/18	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
Cabinet	20/03/18	Chief Executive's	Revenue Budget Monitoring 2017/18 (Month 10) To provide the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account (based on actual income and expenditure as at Month 10 projected forward to year end).	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)
Audit Committee	21/03/18	People and Resources	Q4 Treasury Management Update 2017/18 To provide an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices to the end of February 2018.	Operational	Leader of the Council and Cabinet Member for Finance
Audit Committee Page 433	21/03/18	Chief Executive's	Q4 Treasury Management Update 2017/18 To provide an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices to the end of February 2018.	Operational	Leader of the Council and Cabinet Member for Finance
Social & Health Care Overview & Scrutiny Committee	29/03/18	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable

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