Barry Davies LL.B (Hons)
Solicitor/Cyfreithiwr
Head of Legal and Democratic Services
Pennaeth Gwasanaethau Cyfreithiol a
Democrataidd

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

TO: Councillor: Arnold Woolley
(Chairman)
Councillors: Carol Ellis, Dennis Hutchinson, Nancy
Matthews, Neville Phillips OBE, Tony Sharps, Nigel
Steele-Mortimer, Helen Yale

Your Ref / *Eich Cyf*	
ur Ref / *Ein Cyf*	CO^O
Date / *Dyddiad*	21/10/2009
Ask for / *Gofynner am*	Graham Connah
Direct Dial / *Rhif Union*	01352 702336
Fax / *Ffacs*	

Dear Sir / Madam,

A meeting of the **EXECUTIVE** will be held in the **CLWYD COMMITTEE ROOM,**
COUNTY HALL, MOLD on **TUESDAY, 27 OCTOBER 2009** at **09:30** to consider the
following items.

Yours faithfully

Assistant Director (Democratic Services)

A G E N D A

1.   **APOLOGIES**

2.   **MINUTES**
     To confirm as a correct record the minutes of the meeting held on
     06/10/2009 (copy enclosed).

3.   **DECLARATIONS OF INTEREST**

     TO CONSIDER THE FOLLOWING REPORTS

     STRATEGIC REPORTS

4.   LOCAL GOVERNMENT PROVISIONAL SETTLEMENT 2010/11 & BUDGET
     2010/11
     Report of the Head of Finance and Chief Executive - Portfolio of the Leader
     and Executive Member for Finance and Asset Management

County Hall, Mold. CH7 6NA
Tel. 01352 702400 DX 708591 Mold 4
www.flintshire.gov.uk
Neuadd y Sir, Yr Wyddgrug. CH7 6NR
Ffôn 01352 702400 DX 708591 Mold 4
www.siryfflint.gov.uk

The Council welcomes correspondence in Welsh or English
Mae'r Cyngor yn croesawu gohebiaeth yn y Gymraeg neu'r Saesneg

1

5.   ANNUAL PERFORMANCE REPORT 2008/09
      Report of the Chief Executive - Portfolio of the Executive Member for
      Corporate Management and Strategy

6.   COMMUNITY SAFETY STRATEGIC PLAN, 2008/11 (VERSION 2)
      Report of the Chief Executive - Portfolio of the Executive Member for Leisure,
      Public Protection and Clean Team Activity

7.   UPDATE REPORT ON THE REGIONAL FOOD WASTE PROJECT AND
      PROPOSALS FOR A FOOD WASTE COLLECTION PILOT
      Report of the Director of Environment - Portfolio of the Executive Member for
      Waste Management, Strategy and Function

8.   FLINTSHIRE REGENERATION STRATEGY 2009-2020
      Report of the Director of Environment - Portfolio of the Executive Member for
      Environment, Regeneration and Tourism

9.   TRANSFORMING EDUCATION AND TRAINING PROVISION FOR 14-19
      YEAR OLDS IN FLINTSHIRE
      Report of the Director of Lifelong Learning - Portfolio of the Executive
      Member for Education and Youth Services

10.   SCHOOL MODERNISATION STRATEGY
      Report of the Director of Lifelong Learning - Portfolio of the Executive
      Member for Education and Youth Services

11.   FLINTSHIRE HOMELESSNESS STRATEGY 2009 - 15
      Report of the Director of Community Services - Portfolio of the Executive
      Member for Social Services and Executive Member for Housing Strategy and
      Planning

      OPERATIONAL REPORTS

12.   REVENUE BUDGET MONITORING 2009/10 (MONTH 5)
      Report of the Head of Finance - Portfolio of the Leader and Executive
      Member for Finance and Asset Management

13.   COUNCIL TAX HELP FOR PENSIONERS
      Report of the Head of Finance - Portfolio of the Leader and Executive
      Member for Finance and Asset Management

14.   LOCAL TAXATION POLICIES 2010-11
      Report of the Head of Finance - Portfolio of the Leader and Executive
      Member for Finance and Asset Management

15.   ANNUAL COUNCIL REPORTING FRAMEWORK (ACRF) FOR SOCIAL
      SERVICES
      Report of the Director of Community Services - Portfolio of the Executive
      Member for Social Services

16.   FOR INFORMATION

A copy of the Executive Forward Work Programme (months 05/09 to 10/09) together with an update are enclosed for information

17.   EXERCISE OF DELEGATED POWERS
Report of the Chief Executive enclosed

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) 12, 15 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

18.   REVIEW OF PERSONAL ASSISTANTS
Report of Chief Executive enclosed

Date: 21/10/2009

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 6th October 2009.

PRESENT: Councillor A. Woolley (Chairman)
Councillors: C.A. Ellis, H.D. Hutchinson, N. Matthews, L.A. Sharps,
N.R. Steele-Mortimer and H. Yale.

ALSO PRESENT: Councillors: K. Armstrong-Braun, R.G. Hampson, D. Mackie, Mrs D. Mackie and A.P. Shotton.

IN ATTENDANCE:
Chief Executive, Director of Community Services, Director of Environment, Director of Lifelong Learning, Head of Legal and Democratic Services, Head of Finance, Policy, Performance and Partnerships Manager and Head of Committee, Member and Electoral Services.

130.   MINUTES

The minutes of the meeting held on 16th September 2009 were confirmed as a correct record.

Minute No. 119 – Sponsorship of Highway Roundabout

The Head of Legal and Democratic Services referred to the resolution which needed to be corrected to replace the word "association" with "associated".

131.   DECLARATIONS OF INTEREST

No declarations of interest were made by Members
.

132.   DEESIDE LEISURE CENTRE

The Executive Member for Leisure and Public Protection introduced a report which updated Members on progress with the Deeside Leisure Centre project and sought authority to proceed with the procurement process for a development partner. He thanked the officers and Project Board for the work undertaken on this project.

The Director of Lifelong Learning referred to the Leisure Centre which was a major facility for both Flintshire and North Wales but was in need of regeneration. The Project Board focussed on the re-development potential for a largely new-build facility on site and possible part disposal of the site. In the context of greater financial constraints throughout the economy, it had become clear that such an option was unlikely to proceed as originally envisaged. The Project Board was of the view that a major refurbishment of the Centre involving a comprehensive re-modelling of space would present much better value and a lower risk to the Council and was recommending that a development partner

would be required to successfully manage the project. The Appendix to the report set out a timetable for the proposals.

The Chief Executive thanked the Executive Member and the Director for their introduction and endorsed the proposal for options on central functions and services and financing routes.

RESOLVED:

That the report be received and the commencement of the identified procurement process, be authorised.

133. **QUARTER ONE PERFORMANCE REVIEW 2009/10**

The Chief Executive presented a report for Members to consider the 2009/10 quarter one performance reports produced by the Heads of Service and Corporate Heads. Copies of the performance reports had been deposited in Members' Group rooms and these had previously been considered by the People and Performance Overview and Scrutiny Committee.

The Chief Executive explained that there would be a new approach to quarterly performance reporting. The reader would be provided with the narrative of quarterly performance, putting into context key areas of overall performance. Reports were being prepared by the Heads of Service within each of the Directorates and by the Corporate Heads.

The Policy, Performance and Partnerships Manager referred to the amount of work that had been undertaken in bringing together the quarter one report and confirmed that the appendices referred to in the report had not been re-circulated as these had already been received by Members with the agenda for the meeting of the People and Performance Overview and Scrutiny Committee. She outlined the changes in bringing performance information forward for consideration by Members and customers and that work was being undertaken to give the level of quality in overall performance. A copy of the Local Authority Performance 2008/09 produced by the Local Government Data Unit was made available at the meeting and she outlined the areas where performance indicators had shown a positive change and those showing a negative change. There was a 62% improvement on overall indicators.

The Executive Member for Waste Strategy and Management referred to information provided to her by Councillor Richard Jones, vice chairman of the People and Performance Overview and Scrutiny Committee, on the much improved performance and that a special meeting of the People and Performance Committee would be held on 5th November 2009 to on target setting which the Chairs and Vice-Chairs of the other Overview and Scrutiny Committees would be invited.

RESOLVED:

That the report be received.

134. REVENUE BUDGET MONITORING 2009/10 (MONTH 4)

The Head of Finance before presenting a report which provided Members with the most up-to-date revenue budget monitoring information at month 4 for the General Fund and the Housing Revenue Account 2009/10, referred to a news release from the Welsh Local Government Association (WLGA) which had provided early information on the draft Welsh Assembly Government (WAG) Budget announcement the previous day and officers were currently working on interpreting this.

The headline was a 2.1% uplift for Local Government and whilst this was higher than previously expected, it was the lowest level since devolution. However, the 2.1% uplift was an average figure and it was recommended that planned work should continue on the 2010/11 Flintshire budget preparation based on a 1% uplift. Details of the Local Government provisional settlement were expected on 13th October 2009. One of the issues being debated prior to the publication on 13th October was the possibility of a "floor". Local Government generally were supportive that no Authority should have less than a 1% uplift.

The Head of Finance then referred to the month 4 budget monitoring report and the projected position at month 4 was for the General Fund to have a net underspend of £0.310m and the Housing Revenue Account to have a net overspend of £0.500m.

In relation to the General Fund, the two most significant changes to the original budget were the directorate effect of holding pay inflation centrally pending the outcome of the National Pay Negotiations of £1.543m and the directorate effect of measures taken to achieve the efficiency target of £0.905m. These items had been reported to the Executive on 4th August and 21st April 2009 respectively as a result of which directorates had been allocated the relevant budgetary provision in line with the actual pay award and this would be reported in future monitoring reports. Details of budget variances were contained in the appendices.

Appendix 6 to the report detailed the movements to-date on unearmarked reserves and the level of contingency sum available for allocation by the Executive. As a result of the movements as set out in the report, the amount currently available in the contingency reserve was £2.339m.

The Housing Revenue Account showed the net effects of the revised balance brought forward and the projected outturn was that there would be balances in hand at the end of year of £0.779m which at 3.3% of budgeted expenditure was greater than the minimum level of 3% recommended by the Head of Finance. The projected year-end balance of £0.779m was £0.513m less than was assumed when the 2009/10 Housing Revenue Account budget was finalised.

In conclusion, the Head of Finance referred to recommendation 7.01 (d) which needed to be corrected so that the projected final level of balances on the Housing Revenue Account was referred to paragraph 6.05 and not as stated in the report.

RESOLVED:

(a) That the overall report be noted;

(b) That the allocations from the contingency reserve (paras 5.02 and 5.03) be approved;

(c) That the General Fund contingency sum available as at 31st March 2010 as set out in section 5, be noted;

(d) That the projected final level of balances on the Housing Revenue Account as set out in paragraph 6.05, be noted.

135. **CAPITAL PROGRAMME 2009/10 (MONTH 4)**

The Head of Finance presented a report which provided Members with the latest Capital Programme information for 2009/10 at month 4.

The table contained in paragraph 3.01.1 of the report, set out how the programme had changed during 2009/10 from the original Capital Programme of £34.647m to a revised programme of £42.465m. This net increase of £7.818m had arisen from roll-over (slippage) from 2008/09 of £10,350m which had been detailed in the report to the Executive on 4th August 2009. This had been reduced by £2,532m with a reduction of £3.040m in Environment and £0.508m increase in Lifelong Learning, details of which were set out in paragraph 3.02 of the report.

The Head of Finance referred to the contractually uncommitted (generally finance) budgets and at this early point in the year no programme budgets had been identified as likely to remain contractually uncommitted but work continued in this respect. The element of the General Fund total finance from General (Non-Specific) financing resources – unhypothecated supported borrowing, general capital grant and capital receipts (£22.323m) relied on total General Fund capital receipts of £4.040m. The capital receipts position continued to be closely monitored as part of the overall monitoring of the Capital Programme.

RESOLVED:

That the report be noted and approved.

136. **COUNCIL TAX – DATE LIMITATIONS TO VALUATION BAND REDUCTIONS**

The Head of Finance presented a report which provided members with information on Welsh Assembly Government proposals to limit to six years, the amount of time that the effect of an alteration to reduce a Council Tax valuation

band could be back-dated. The report also recommended that Members support the proposals as set out by the Welsh Assembly Government.

The Head of Finance explained that the Assembly was proposing that regulations be amended so that if a property was shown in a higher band that should have been the case, an alteration that results in a reduction in the banding of a property can be back-dated for no more than six years.

RESOLVED:

That the proposals as set out by the Welsh Assembly Government be supported and that this be communicated as the Council's response to the consultation.

137. SAFEGUARD POLICY – LOCAL HOUSING ALLOWANCE

The Head of Finance presented a report which sought approval of the safeguard policy for local housing allowance schemes.

The Head of Finance explained that in April 2008 a new scheme of housing benefit was introduced called Local Housing Allowance. This new scheme changed the way that benefits were paid to customers living in private rented sector accommodation. The allowance was paid direct to customers who in turn made their payments to the landlord. The allowance was usually paid to the tenant and under the scheme a tenant could not simply request that payment is made to a landlord to cover their rent, but authorities had discretion to make payment to the landlord when certain criteria were met. It was important that customers were safeguarded in these circumstances and a new safeguard policy alongside a staff procedure and guidance note had been drafted.

RESOLVED

a)   that the safeguard policy be endorsed; and

b)   that the policy be placed on the Council's internet site for customer awareness.

138. EDUCATION ASSET MANAGEMENT PLAN

The Executive Member for Education and Youth introduced a report which sought Members' approval of the draft Education Asset Management Plan. He explained that this had been considered by the Lifelong Learning Overview and Scrutiny Committee earlier in the week and this represented one of the "building blocks" to be used as part of the School Modernisation Strategy which was due for consideration at a future meeting of the Executive. The Executive Member referred to revised figures that were tabled at the meeting which reflected the most up to date position as of January 2009.

The Director of Lifelong Learning also referred to the School Modernisation Strategy which had been mentioned in previous meetings and this management plan was a key element in its course of preparation.

RESOLVED

That the document be approved for consultation with schools and other stakeholders.

139. SUNBEDS IN LEISURE CENTRES

The Executive Member for Leisure and Public Protection introduced a report which advised Members of the position over sunbeds within leisure centres and to invite a decision on future provision.

The Director of Lifelong Learning referred to the environmental health and medical profession pressure to remove sun bed provision from public sector leisure centres. This had become more intense following the International Agency for Research on Cancer statement in July 2009 which classified sun beds as carcinogens and the BMA Cymru action to remove sun beds from public sector buildings.

RESOLVED

That all sunbeds be removed from Council leisure centres from the end of the current financial year.

140. FLINTSHIRE TOWN ACTION PLAN INITIATIVE

The Director of Environment presented a report which requested an additional £148,000 from Flintshire County Council's Capital Programme to support the Town Action Plan initiative in 2009/10. If approved, this would bring the total Council contribution to £335,000 for countywide projects and projects emerging from the seven local town partnerships.

The Director referred to the approach to approve applications for assistance which was a process whereby all towns could bid against two funding streams. The first was the Welsh Assembly Government Tidy Towns Fund of £120,000. The second was £187,000 of Flintshire County Council capital monies, making a total of £307,000. He emphasised that the Council was not able to influence the disbursement of the WAG Tidy Towns funding.

Once the £55,000 required for "Countywide" projects was deducted from the £187,000 the maximum available allocation across each of the seven towns would amount to approximately only £20,000 per town. Whilst this maximum allocation could be seen to be fair it also limited the scale and scope of projects that towns could put forward. To double this maximum amount to £40,000 would give each town far greater scope to make an impact in this crucial first year of the Town Action Plan process.

The Chief Executive supported the recommendations of the report and allocating additional funding would still leave some flexibility within the Capital Programme as approved by Council.

RESOLVED

That the further allocation of £148,000 from the Capital Programme - £93,000 to support the projects initiated by the Local Town Partnerships and £55,000 to support the countywide project summarised in appendix A be approved and this additional allocation would enable each town to bid for a maximum of £40,000 of Flintshire County Council Capital Monies.

141. EXERCISE OF DELEGATED POWERS

An information report of the Chief Executive was submitted, the purpose of which was to inform Members of the actions taken under delegated powers. The actions taken were as set out below:-

Community Services – approval to increase the number of modern trainees from four to six to increase the support available to Social Services for children.

Corporate Services – engagement of a temporary staff resource to complete work undertaken to date to review the Council's approach to the allocation of support services.

- assistance with increased rental costs – Flintshire Disability Forum.

- Assisted Car Purchase Scheme – interest rate to be applied to car loans approved during 2009/10.

- approval given to an additional staffing resource for a six month period to undertake certain duties of the Funds Manager. A number of Pension Fund investment and governance matters needed to be addressed by the head of Pensions/Funds with the assistance of the Funds Manager.

Environment – granting of a licence of first floor premises, Arosfa, Mold to Action for Children.

142. DURATION OF MEETING

The meeting commenced at 9.30 am and ended at 10.20 am.

143. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There was one member of the press and one member of the public in attendance.

………………………….
Chairman

SUMMARY OF DECLARATIONS MADE BY MEMBERS IN ACCORDANCE WITH FLINTSHIRE COUNTY COUNCIL'S CODE OF CONDUCT

EXECUTIVE	DATE: 6th October 2009

MEMBER	ITEM	MIN. NO. REFERS
	NO DECLARATIONS WERE MADE	

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 4

REPORT TO: **EXECUTIVE**

DATE :   **27 OCTOBER 2009**

REPORT BY: **HEAD OF FINANCE AND CHIEF EXECUTIVE**

SUBJECT :   **LOCAL GOVERNMENT PROVISIONAL SETTLEMENT 2010/11 & BUDGET 2010/11**

1.00 PURPOSE OF REPORT

1.01 To provide Executive with:

    i) Details of the Provisional Welsh Local Government Settlement 2010/11, which was announced on 13th October 2009 by the Welsh Assembly Government.

    ii) An update on the arrangements for the Budget 2010/11.

2.00 BACKGROUND

2.01 A briefing paper on the Provisional Settlement was provided to Members and the Corporate Management Team on 14th October 2009.

3.00 LOCAL GOVERNMENT PROVISIONAL SETTLEMENT 2010/11

3.01 At this stage figures are provisional only. It is expected that the final details will be received on 8th December 2009.

3.02 The formal consultation period on the Provisional Settlement runs from 13th October to 17th November 2009. Arrangements will be made to coordinate the Council's formal response to the Assembly, which will include comments from both Executive and Scrutiny.

Aggregate External Finance (AEF)

3.03 Across Wales, the overall increase in Aggregate External Finance (AEF) [made up of revenue support grant (RSG) and national non domestic rates (NNDR)] for 2010/11 over 2009/10 is 2.1%.

3.04 The Assembly has retained a 'floor funding' arrangement for 2010/11, which will ensure that all authorities receive a minimum increase in AEF of 1.0%. The two authorities receiving additional funding under this arrangement are Anglesey and Powys.

The cost of funding the floor has come from within the RSG Settlement.

Date: 21/10/2009

3.05   Flintshire's increase in AEF is 1.8%, bringing total AEF to £186.989m. This
        equates to £1,239 per capita, ranking Flintshire 18th out of the 22 authorities
        in Wales.

        Standard Spending Assessment (SSA)

3.06   Flintshire's SSA has increased by 2.8% to £241.053m.

        Included within the Provisional Settlement

3.07   There are five grants transferring into the Settlement which have previously
        been funded by specific grant:

	£m
1. Deprivation Grant	0.225
2. Schools Special Grant	0.496
3. Schools Energy Costs Grant	0.104
4. Implementation of carer breaks under Section 25 of the Children & Young Persons Act 2008	0.080
5. Fairer Charging Grant	0.731
	1.636

3.08   Items 1 - 4 are expected to transfer in at the same level as in 2009/10 (total
        £0.905m). For Item 5, Fairer Charging Grant, the figure of £0.731m is likely to
        reduce at the Final Settlement stage as the distribution of the total amount is
        still being considered by the Assembly and Flintshire anticipates being a net
        loser from this transfer.

3.09   In addition, the Assembly is looking at the feasibility of incorporating other
        specific grant funding with the RSG for the Final Settlement. This should
        become clearer over the coming weeks and announced in the Final
        Settlement.

3.10   There is one transfer out of the Settlement, £0.027m, relating to the Sea
        Fisheries Committees. As this funding was used to pay the Sea Fisheries
        Levy, which is no longer payable by the Authority, there will be a nil impact on
        the Authority's budget.

3.11   The Settlement details highlight one new responsibility - an additional £2.8m
        at the all Wales level to reflect the full year impact of the Learner Travel
        Measure, introduced in the 2009/10 Settlement. Flintshire will receive an
        additional £0.117m of funding.

3.12 As with the 2009/10 Settlement it is not clear what percentage increases have been applied for pay and price inflation in the Provisional Settlement, however the overall figure is net of assumed 1.6% efficiency savings.

Specific Grants - Revenue

3.13 Details of specific grant allocations at the all Wales level are still being worked through. Whilst figures have not been published it has been stated that there will be further increases in funding to support the Foundation Stage and waste management.

Unhypothecated Grants

3.14 The value of the Improvement Agreement Grant at the all Wales level has been reduced by £0.3m to £31.1m. Flintshire's allocation, subject to performance, is £1.482m, a reduction of £0.014m on 2009/10.

Capital Settlement

3.15 Across Wales, general capital funding has remained at £217.433m. This is unhypothecated funding of which £54.037m is paid as capital grant, the remainder, £163.396m, is provided as support for borrowing.

3.16 For Flintshire, general capital funding has increased by £0.018m to £10.363m. This is divided into general capital grant of £2.575m and £7.788m support within the Settlement for borrowing.

3.17 In addition to general capital funding, there will be specific capital grants of £359.5m across Wales. No details are available of specific capital grants for Flintshire at this stage.

4.00 BUDGET 2010/11 - TIMETABLE

4.01 The timetable for consideration of the Budget 2010/11 is set out in Appendix A. Alongside this timetable, a series of meetings will take place between the Chief Executive, Director and Executive Members to facilitate detailed consideration of the budgets for the General Fund 2010/11, Housing Revenue Account 2010/11 and the Capital Programme 2010/11 - 2013/14.

4.02 The date for receiving the Final Settlement is expected to be 8th December 2009. A report will be made to Executive on 22nd December 2009.

4.03 Members will see that there is specific provision for consultation with Overview & Scrutiny, Business Ratepayers, the School Budget Forum and the Flintshire Joint Trades Union Committee (FJTUC).

4.04   Members will also see from the timetable at Appendix A that it is planned for:

- Draft budget proposals for the General Fund and the Capital Programme 2010/11 - 2013/14 to be considered by Executive on 22nd December 2009

- Draft budget proposals for the Housing Revenue Account to be considered by Executive on 26th January 2010

- Directorate presentations to made to all Overview & Scrutiny Committees (13th to 22nd January 2010)

- Final recommendations, which will be made to Council on 2nd March 2010, to be considered by Executive on 16th February 2010

5.00   RECOMMENDATIONS

5.01   Members are recommended to:

i)   Note the 2010/11 Provisional Settlement information.

ii)   Note the timetable for establishing budget proposals for 2010/11.

iii)   Provide the Head of Finance with any comments on the Provisional Welsh Local Government Settlement by **9th November 2009** in order that these comments, together with those of Overview & Scrutiny, can be reported to the Assembly by 17th November 2009 (end of the consultation period).

6.00   FINANCIAL IMPLICATIONS

6.01   As set out in the report.

7.00   ANTI-POVERTY IMPACT

7.01   None directly as a result of this report.

8.00   ENVIRONMENTAL IMPACT

8.01   None directly as a result of this report.

9.00   EQUALITIES IMPACT

9.01   None directly as a result of this report.

10.00   PERSONNEL IMPLICATIONS

10.01   None directly as a result of this report.

11.00   CONSULTATION REQUIRED

11.01 Overview & Scrutiny, Business Ratepayers, School Budget Forum, Flintshire Joint Trades Union Committee.

12.00 <u>CONSULTATION UNDERTAKEN</u>

12.01 Overview & Scrutiny, Business Ratepayers, School Budget Forum, Flintshire Joint Trades Union Committee.

13.00 <u>APPENDICES</u>

13.01 Appendix A - Budget Timetable 2010/11.

<u>LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985</u>
<u>BACKGROUND DOCUMENTS</u>

Provisional Welsh Local Government Settlement 2010/11

Contact Officer: Joanne Hughes
Telephone: 01352 702289
E-Mail: joanne_hughes@flintshire.gov.uk

Date: 21/10/2009

BUDGET TIMETABLE 2010/11

DATE	EVENT	DETAILS
13-Oct-09	Provisional Settlement from WAG	
27-Oct-09	Executive	Provisional Settlement / Budget Update
28-Oct-09	NNDR Consultation - start	
17-Nov-09	Executive & Scrutiny Comments to WAG / End of WAG Consultation	Provisional Settlement
27-Nov-09	NNDR Consultation - end	
08-Dec-09	Final Settlement from WAG	
22-Dec-09	Executive	Final Settlement / Draft Budget Proposals (exc. HRA)
07-Jan-10	FJTUC	Budget Update
13-Jan-10 to 22-Jan-10	Overview & Scrutiny - all committees	Directorate Presentation
14-Jan-10	School Budget Forum	Budget Update
26-Jan-10	Executive	Budget Proposals - HRA
30-Jan-10	Schools Budget Notified to WAG	
16-Feb-10	Executive	Final Budget Proposals
02-Mar-10	County Council	Budget & Council Tax

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 5

REPORT TO: **EXECUTIVE**
DATE :   **27 OCTOBER 2009**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT :   **ANNUAL PERFORMANCE REPORT 2008/09**

1.00   PURPOSE OF REPORT

1.01   To endorse the draft 2008/09 Annual Performance Report.

2.00   BACKGROUND

2.01   The Annual Improvement Plan is a statutory requirement of the Wales Programme for Improvement and must be published by 31st October each year. The Wales Programme for Improvement (Circular 28/2005) allows for local flexibility in the production of the Improvement Plan. The role and purpose of the Plan is to report the organisation's previous year's performance and the key risks and challenges it faces. The plan states our organisational performance and priorities for change and improvement. The Annual Performance Report is published to represent the second half of the Improvement Plan.

2.02   The Improvement Plan must be approved by the full Council before publication: it cannot be the sole responsibility of the Executive. A summary of the Plan must be published by the end of November for general public circulation.

3.00   CONSIDERATIONS

3.01   The Annual Performance Report for 2008/09 is based upon performance outturns for 2008/09 and progress against our strategic assessment of risks and challenges. The draft final report is appended.

3.02   The statutory requirements are met with a focus on the key risks, performance and priorities within service areas.

3.03   The final plan will be available as a web-based document which will be accessed via the Council's website and at libraries. Paper copies can be generated as required and the supporting documents which provide the more detailed information will be available as 'signposted' documents. The summary will be included within the household publication 'Your Community, Your Council.'

3.04   The final Annual Performance Report 2008/09 will be subject to approval by County Council on 27th October.

Date: 21/10/2009

4.00 RECOMMENDATIONS

4.01 Members to endorse the 2008/09 Annual Performance Report.

5.00 FINANCIAL IMPLICATIONS

5.01 There are no specific financial implications within this report.

6.00 ANTI POVERTY IMPACT

6.01 There are no specific anti poverty implications within this report.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no specific environmental implications within this report.

8.00 EQUALITIES IMPACT

8.01 There are no specific equalities implications within this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no specific personnel implications within this report.

10.00 CONSULTATION REQUIRED

10.01 Not applicable.

11.00 CONSULTATION UNDERTAKEN

11.01 Not applicable.

12.00 APPENDICES

Appendix 1: Annual Performance Report 2008-09

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

Executive Report - 2008/09 PI Outturns

Contact Officer: Karen Armstrong
Telephone: 01352 702740
E-Mail: karen_armstrong@flintshire.gov.uk

Date: 21/10/2009

Flintshire County Council

Annual Performance Report 2008/09

ANNUAL PERFORMANCE REPORT 2008/09
CONTENTS

1. Introduction

This fourth annual performance report gives:-

- an overview of the performance of the Council during 2008/09 by using actual and comparative performance information against nationally set performance indicators;
- 2008/09 year end position on how the Council is progressing in managing the strategic risks and challenges it faces;
- the outcomes of external regulatory work and the Council's response to those outcomes and actions to improve governance and services;
- an assessment of achievement of the Council's Improvement Agreement with the Welsh Assembly Government (WAG)

The publication fulfils in part the statutory requirements to publish an annual Improvement Plan as part of the Wales Programme for Improvement. The Governance/Council Planning Framework which sets out the vision, goals and ambitions for the Council, will fulfil the remaining statutory requirements.

The Council is under-going a major programme of modernisation, change and improvement. The Council aims to:-

- be more efficient and cost effective
- adapt to the changing needs and demands of communities
- be more flexible in providing services to high standards of customer satisfaction
- consistently perform to high standards across all public services
- work positively and effectively as a partner with the public, business and voluntary sectors and with town and community councils
- promote the image and reputation of the County regionally, nationally and internationally
- set an example to society in the way it behaves and works
- be a modern employer of choice

1.1 New Approaches

The Council has introduced a number of new approaches during 2008/09 and enhanced some of the new approaches introduced in 2007/08. This has been to strengthen further our responsiveness and accountability arrangements for performance and improvement corporately and within services. These new approaches include:
- refinement of the strategic assessment of risks and challenges (SARC)
- new approach to target setting
- new approach to quarterly reporting
- Improvement Agreement with WAG
- improved links between risk assessment, regulatory activity and accountability

Strategic Assessment of Risks and Challenges
The strategic assessment of risks and challenges is a long-term statement capturing the organisational challenges where change and improvement is required. The assessment contains work-streams which are a fundamental part of an organisational change programme (for example, school asset planning) and more immediate improvement challenges (such as housing repairs and maintenance).

It is a 'live' working document which informs (1) the Governance/Council Planning Framework, (2) the Improvement Plan (3) The Joint Risk Assessment, (4) the Regulatory

Plan, (5) the Community Strategy, (6) the Improvement Agreement and (7) the annual and forward budget process.

The review document provides a position statement for each of the items within the assessment. In particular it: -
- identifies the primary and secondary leads for each risk
- sets objectives for each risk
- actions and progress statements provide information on how
    i.   likelihood factors are mitigated
    ii. risks are aligned to actions
    iii. progress has been undertaken
    iv. projected milestones
    v.   'predictive' green date

In addition, the risks are shown with a 'risk log' identifying changes on a quarterly basis since March 2008.

The established principles as to how the SARC operate are as follows: -
- The evolving and 'live' nature of the document means that it is periodically being reviewed, refreshed and updated. Earlier versions are saved and the most recent version will be displayed on the Council's website, (follow link)
- Periodic member reporting will be on a half yearly basis,
- Risk and challenge areas will be included in respective officer appraisals,
- Quarterly updates will be provided in the quarterly performance reports.

The revised format of the SARC was shared with the regulators on 22nd January 2009 and the contents of the review have informed the Regulatory Plan for 2008/09. There is a high level of confidence in the integrity of the SARC; the accuracy, completeness and predictability of the contents; the remodelled format meeting the information and supervision needs of senior management, members and external regulation.

New Approach to Target Setting for 2009/10
The Council has traditionally set targets on an annual basis. The achievement of targets (deploying PIs and separately) is undertaken by officers as part of the implementation of service plans. To manage performance across the council more effectively and to engage members in reviewing and scrutinising performance, a new approach to target setting has been adopted which: -

1. sets both long-term and annual targets against PIs; and
2. adopts a more sophisticated way of classifying targets.

The categories of targets are as follows: -

- an **improvement target** where performance is currently unsatisfactory;
- an **incremental target** where a marginal improvement in performance is sought as a business objective where performance is currently satisfactory; and
- a **maintenance target** where performance is currently good and needs to continue.

This approach has been further refined, and target setting and reporting for 2009/10 will be based on a number of principles: -
- Targets will be set once each year and included in service plans;

- The review and categorisation of targets will take place in November by Executive when the previous financial year's national data is available. No alterations to classifications will be made outside of this time;
- Consistent referencing will be used in all reports;
- All improvement targets set will be supported by an action plan (some targets may be grouped together within the same action plan, e.g. where the same set of actions will deliver improvements in performance to a 'set' of indicators);
- All quarterly performance reports will include progress against the improvement targets including listing those that are only reported annually; and
- Any changes to national data sets will be reported to Executive as soon as practicable after the Welsh Assembly Government have published the set (usually annually).

The review of targets in November will include consideration of the 'in-year' target for 2009/10, a provisional target for 2010/11 and a longer-term 'aspirational' target where applicable, such as for national standards.

The review of the categorisation of targets will be undertaken by Heads of Service. Internal challenge of these proposals will be undertaken within separate sessions by Overview and Scrutiny members prior to endorsement by Executive.

Focus on Improvement Targets
Executive agreed to a set of improvement targets for 2008/09 in October 2008. In addition the Council has entered into an Improvement Agreement with the Welsh Assembly Government which includes additional targets for improvement.

This improved approach to target setting sought to achieve higher numbers of targets being met each year, and provide a focus on service areas which needed improvement from either a customer focus or efficiency perspective.

Target setting for 2008/09 was a more considered process where services assessed what should be expected, how current performance occurs, what is possible and what needs to be done through the best use of resources, management practice, business systems and change management. These assessments may have led to a requirement for a significant change and additional resources, whether temporary (e.g. a new software system) or permanent (e.g. additional employees). In this case the action plan would consider resource allocation against performance objectives and prioritise accordingly. National guidance and good practice models were examined and applied where relevant.

Senior managers applied this method of thinking to the improvement targets for 2008/09 and where appropriate identified longer term 'aspirational' targets. Their targets, reasoning and planned actions to achieve results were endorsed by Executive in June 2009. Improvement Agreement targets were also identified and subject to this process.

The improved approach to target setting needs was reviewed by Overview and Scrutiny Committees for assurance that appropriate consideration had been undertaken for the 2008/09 improvement targets. The joint meeting of Overview and Scrutiny Committees on 18th May endorsed the approach and the opportunity for timely involvement in target setting for the future.

The approach for target setting for 2009/10 and beyond builds upon and consolidates this approach.

Improvement Agreement

All Welsh Councils were required to agree an Improvement Agreement with the Welsh Assembly Government during 2008/09 to access the national Improvement Agreement Grant. The Improvement Agreement Grant replaces the former Performance Incentive Grant and equates to an income stream of £1,497m per year over a three year period.

Each Improvement Agreement contains the following: -
- The four over-arching strategic themes of the One Wales policy document;
- Each strategic objective being aligned with a number of broad outcomes;
- Each broad outcome drawing on a number of sources of evidence which describe progress towards that outcome.

The Council's Improvement Agreement was developed on the basis of outcomes determined by the Executive at its meeting on 6th January following the consultation with the respective Overview and Scrutiny Committees in November 2008.

The four strategic themes and eight outcomes selected for the agreement are: -

A Healthy, Fair and Just Society – Adults
- Helped to Live in the Community
- Provision of Facilities at Home

A Healthy, Fair and Just Society – Children
- Improving Educational Attainment
- Provision of Care

Sustainable Communities
- Reducing our Carbon Footprint
- Housing Matters

A Prosperous, Cultural and Diverse Society
- Ensuring a High Skills Base
- Supporting Local Businesses

The Council's Improvement Agreement was submitted to the Welsh Assembly Government following the endorsement by Executive in February 2009. The document was noted by the Assembly officials as "a really good agreement".

As part of the assurance process, the Wales Audit Office (WAO), Estyn and CSSIW also reviewed the Agreement and made observations. WAO commented upon the reasonableness, rigour and coherence with the priorities within the Strategic Assessment of Risks and Challenges of the Agreement and sent a letter of endorsement.

The final Agreement (follow link), agreed in detail in consultation with civil servants was endorsed by the Welsh Assembly Government on 24th March and a letter has been received from the Minister for Social Justice and Local Government which confirms the payment of the Improvement Agreement Grant for the first year.

The contents of the final Improvement Agreement have been incorporated within the Council's directorate and service plans and progress has been reported on a quarterly basis as part of the aforementioned performance reporting arrangements. Overview and Scrutiny

Committees review the progress as part of their forward work plans and Executive are presented with a progress report twice yearly.

The Improvement Agreement is currently being audited to agree the sum payable for 2008/09 in line with the Council's achievements.

New Performance Reporting Model
The content and format of performance reports to Executive and Overview and Scrutiny has varied in recent years as requests for changes to presentation and analysis have been met and data capture, analysis and reporting systems have become more sophisticated. Performance reporting needs to be at a high standard of rigour and consistency.

The Executive on 21st April 2009 endorsed a proposed new approach to performance reporting which seeks to ensure an improved and more meaningful style of reporting.

The new performance reports are produced at a Head of Service level of reporting accountability on a quarterly basis. The new reporting style was piloted at Quarter 3 of 2008/09 and was rolled out across the authority in Quarter 1 of 2009/10. The reports will be presented to Executive and Overview and Scrutiny on a quarterly basis as part of their forward work plans.

The quarterly performance reports are based on the following sources of performance information: -
- performance indicators – both national and local improvement targets
- actions / milestones in relation to the Strategic Assessment of Risks and Challenges
- performance against the Improvement Agreement
- resource management (HR, budget, ICT, Assets)
- internal / external audit regulation – key findings
- customer satisfaction

Each performance report starts with a managerial assessment which is a contextual executive summary of the issues contained within the report.

Where appropriate a Red, Amber, Green (RAG) status is provided to indicate status of performance or action. Any RAG status is a subjective assessment: -

- **RED** equates to a position or forecast position of under-performance, negative trend, non-achievement of target, non-achievement of action milestones.
- **AMBER** equates to a mid position where improvement may have been made (i.e. improved trend) but the target for the year is unlikely to be reached, or where action milestones have been deferred or slightly missed.
- **GREEN** equates to a position or forecast position of positive trend on performance, meeting of target, and meeting of action milestones.

All quarterly performance reports are accompanied by a table of performance data.

Improved links between risk assessment, regulatory activity and accountability
The integration of the Council's self assessment of performance, the external regulator's assessment and the internal regulatory functions have been strengthened further during 2008/09. Regular meetings between the Council's regulators, Internal Audit and the Chief Executive consider appropriateness of internal and external scrutiny to ensure effectiveness of time and effort, value for money and appropriateness across the relevant bodies. Further

work is required to ensure that this is embedded within all regulatory planning and assurance work to reduce duplication and maximise effectiveness.

1.2 Overall Performance Summary

Overall the authority improved in 62% (108) of indicators, significantly so in 26% (45) and met or exceeded 58% (106) of the targets set for 2008/09, significantly exceeding them in 20% (36).

Charts depicting the overall trend and target analysis can be seen below.

We have improved in more than double the number of indicators than during 2007/08 (107). During 2008/09 we downturned in 50 indicators and 15 stayed the same).
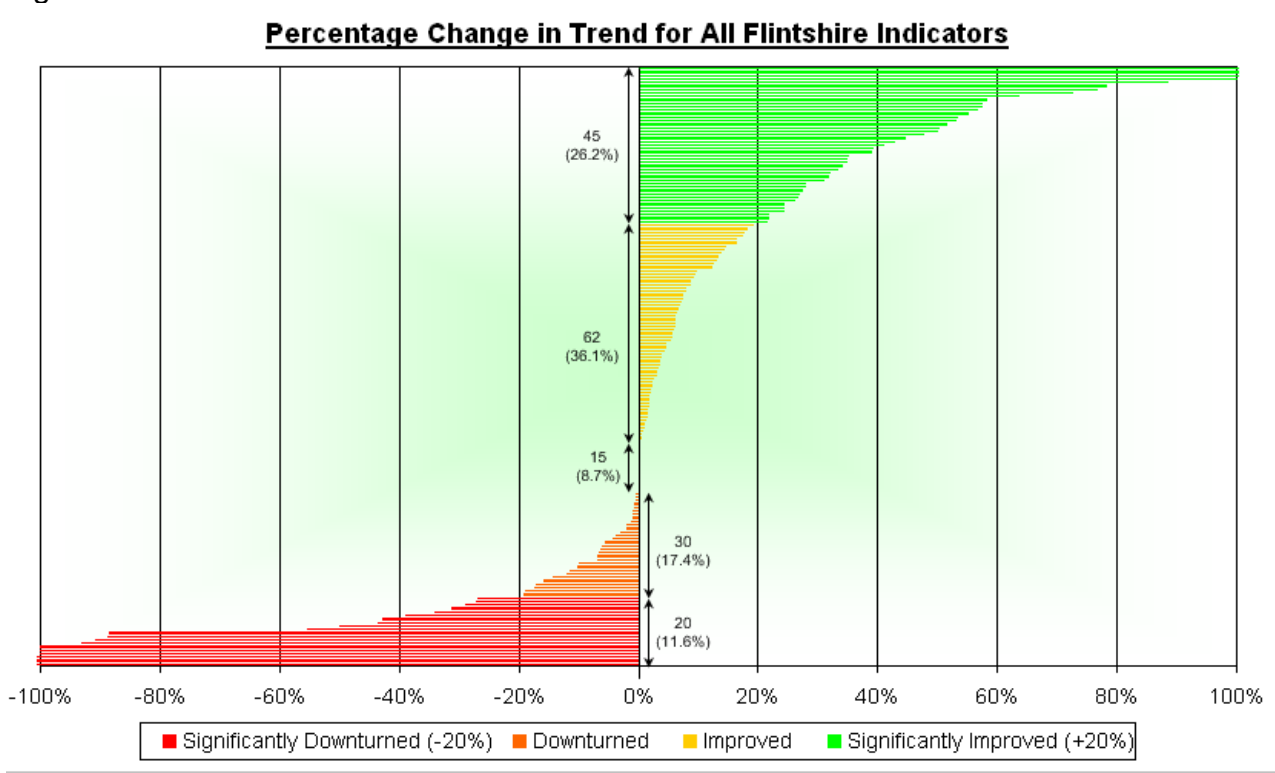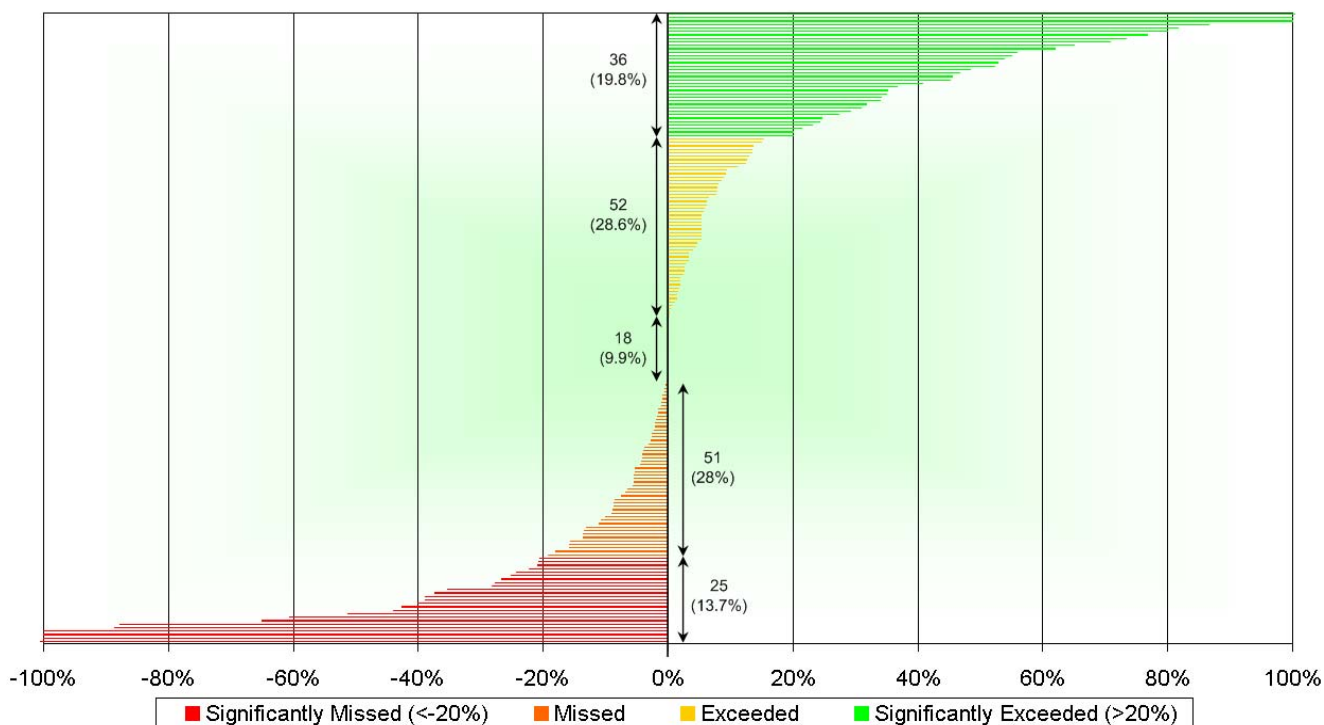
Figure 1

Percentage Change in Trend for All Flintshire Indicators

Figure 2

Distance from Target for All Flintshire Indicators

The following table shows the overall percentage in improvement compared with last year. For example in 2007/08 22% of indicators which could be compared with 2006/07 achieved significantly improved performance. During 2008/09 26% of performance indicators which could be compared with 2007/08 achieved significantly improved performance. This means that we achieved significantly improved performance in 4% more indicators for 2008/09 than we did for 2007/08.

Overall the number of improvements has increased by 12%, whilst the number of downturns has reduced by 13%.

| Category	2007/08	2008/09	% Points Improvement
Significantly Improved (+20%)	22%	26%	+4%
Improved	28%	36%	+8%
Stayed the Same	8%	9%	+1%
Downturned	27%	17%	+10%
Significantly Downturned (-20%)	15%	12%	+3%

Improvement Targets
- 79% (44) of indicators showed improvement on the previous year, 43% (24) significantly. 21% (12) of the indicators downturned, 7% (4) significantly.
- 51% (30) met or exceeded target, 18% (11) significantly missed

Improvement Agreement Targets
- 95% (18) improved whilst 5% (1) indicator showed a downturn.
- 70% (14) met or exceeded target, 15% (3) significantly and 5% (1) significantly missed target.

When examining our performance on a national basis the following chart (figure 3) shows our overall ranking for all indicators places Flintshire in eighth position. This is calculated by the number of indicators in which each authority scored above the Welsh average. Flintshire had 100 indicators which achieved higher than the Welsh average.

Figure 3

Overall Ranking
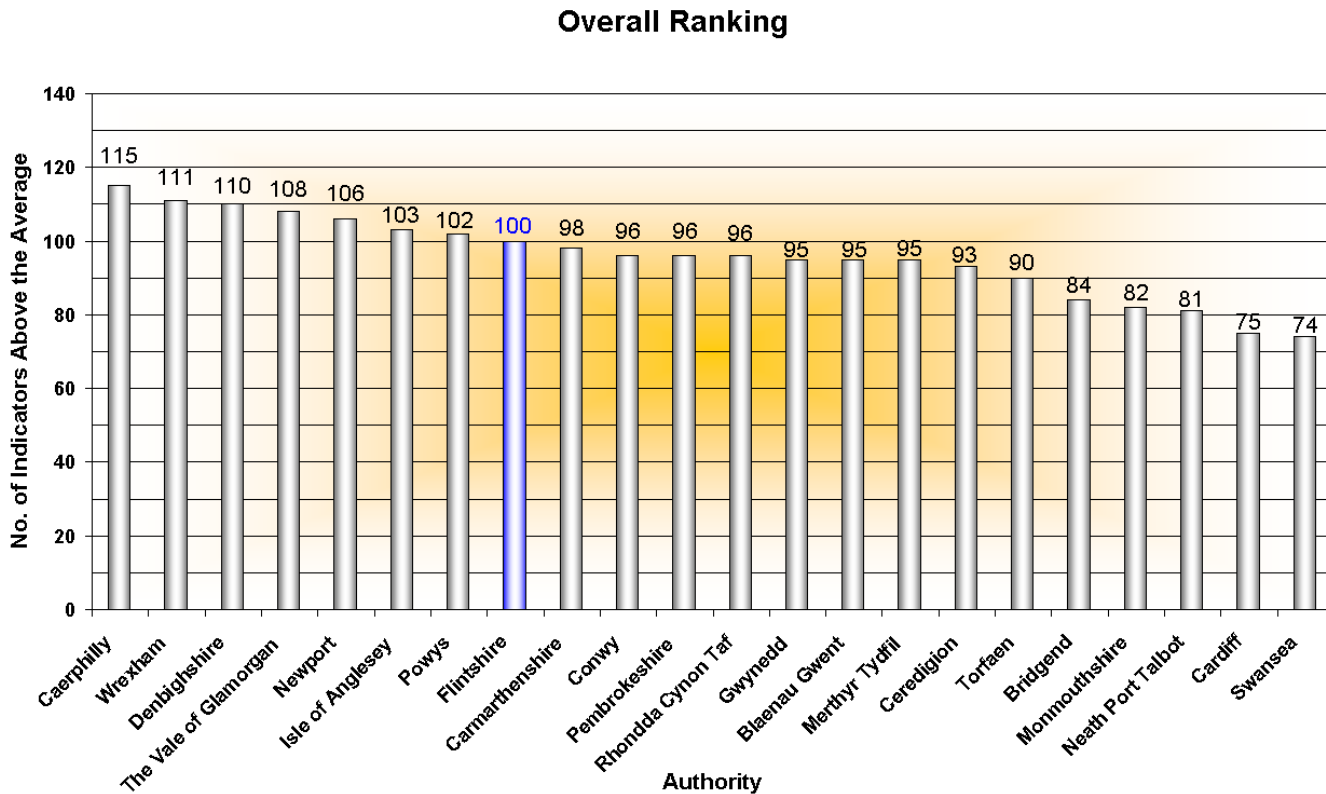
1.3 Looking Back

Flintshire County Council has been successful during 2008/09 through:
- the delivery of new services and facilities for older people and those with disabilities and dementia plus two new specialist schools;
- improved facilities for customers accessing finance, library and housing services; and
- achieving high standards at some of the country's major awards.

<u>NEW SERVICES AND FACILITIES</u>

Shotton Extra Care Centre (Llys Eleanor) - Awarded best UK Housing and Regeneration Initiative
Llys Eleanor Extra Care Scheme in Shotton was developed in partnership with Pennaf (Clwyd Alyn) Housing Group. Clwyd Alyn are responsible for the building and all legal aspects of individual tenancies while FCC Social services for Adults are responsible for eligibility, allocations and care and support.

The scheme has 50 independent apartments (25 with one bed and 25 with two) and following consultation with older people the communal facilities include a gym, mini cinema, allotments, 'a Den' with pool, darts and large screen television, a conservatory, a hobbies room, hairdressers, library and computer suite and a restaurant with own chef; all provide many positive opportunities for developing social inclusion. There is also the usual laundry, extra storage rooms, garden sheds and assisted bathrooms.

The scheme was awarded best 'Housing and Regeneration Initiative' in the UK wide Association for Public Service Excellence (APSE) awards 2009. The APSE Service Awards are unique in the local government calendar, dedicated to awarding excellence in front line local government public services. The prestigious awards attracted 400 entries from Councils throughout the UK.

Old Brewery Resource Centre (Shotton)
A vital new resource centre, the Old Brewery in Shotton was officially opened in November 2008 by Lord Barry Jones, President of the Alzheimer's Society. The groundbreaking 'drop-in' centre has been created under the Council's Empty Homes scheme. The building has been fully refurbished to provide adapted affordable housing for people who have a physical disability and a resource centre for younger people with dementia, carers and professionals. It will also include an Alzheimer's café where families and carers can call in for ongoing advice and support. The centre utilises the latest telecare technology and is the first of its kind in Wales.

Clwyd Alyn Housing Association, part of The Pennaf Housing Group, has assisted in the development of the Old Brewery site by working in partnership with the site owners and Flintshire County Council to manage residential units on the site.

New Specialist Schools
Flintshire's two new specialist schools were officially opened by the First Minister Rhodri Morgan on Friday, 25 September. Primary school Ysgol Pen Coch and high school Ysgol Maes Hyfryd provide world-class, high quality modern facilities for children who have additional educational needs. With the help of £8.9 million of Welsh Assembly Government funding, both schools have been built with the latest state-of-the art equipment and facilities. Both schools have been designed to have low heating costs due to the high levels of insulation in the walls, floors, roof and windows. High levels of natural daylight together with

automated lighting controls will reduce energy use. The buildings also contain a high proportion of sustainable materials. Both schools have been designed by Flintshire architects.

Mold Extra Care Sheltered Housing Scheme

Flintshire County Council are re-developing a site of sheltered housing in Jasmine Crescent, Mold following a successful joint bid by the County Council and Wales and West Housing Association to the Welsh Assembly Government. The scheme, the second of its kind in the county, will provide 60 apartments plus communal facilities. There will be 40 apartments for older people and a further 20 apartments specially designed for older people living with early and mid stages of dementia.

TXT Flintshire

A new text messaging service has now been launched in Flintshire. The 'TXT Flintshire' text messaging service is for young people, parents and those who work with them. Through this free service, those signed up will be able to receive up to date news and information on events happening in Flintshire that might interest them.

IMPROVED CUSTOMER FACILITIES

New Council Reception

Flintshire County Council's customers are now benefiting from much improved facilities when accessing a wide range of Financial and Housing services at County Hall, Mold. The new-look reception opened in March 2009 and has been designed to provide customers with a friendly, modern facility that improves customer standards. The design is fully accessible for people with disabilities and interview booths equipped with computer and telephone to enable most customer enquiries to be resolved quickly.

Connah's Quay Library transformation

Connah's Quay is one of 23 libraries across Wales to benefit from a £3 million Welsh Assembly Government funded grant scheme to modernise Welsh public library buildings during 2009-10. The capital grant scheme forms part of a three year 'Libraries for Life' programme aimed at attracting more people to benefit from improved library facilities and services.

Flintshire County Council's £300,000 grant will see the whole ground floor of the 1960s library transformed, with a new entrance hall, improved layout and lighting, and a lift to the first floor study areas. These will benefit from a newly equipped ICT learning suite, as well as space for individual study. Accessible toilet facilities and replacement windows throughout will complete the refurbishment project.

Customer Electronic Payment Improvements

Flintshire County Council has invested in new technology to improve its payment systems, enhancing security for customers who make payments to the Council using credit or debit cards. The Council has implemented chip and pin terminals in all cash offices and at the Revenues, Benefits and Housing reception at County Hall.

Security of online payments made through the Council's website has been improved by the implementation of a new technical standard called 3D Secure which has been developed by Visa and MasterCard to further safeguard transactions made over the Internet.

FLINTSHIRE'S AWARDS

Success at Excellence Wales Awards
Flintshire County Council celebrated major success at the 2008/09 Excellence Wales awards. It was the only Council in Wales to win a highly commended award for improvements to the whole authority and a second award for its work on social inclusion with children, young people, adults of working age and older people.

Excellence Wales is a Welsh local government awards and good practice scheme. It is an opportunity for staff and members to celebrate achievements; promote the reputation and positive image of Welsh councils and to share best practice across Wales and the UK.

ICT wins for Energy Efficiency
Flintshire County Council's Information and Communication Technology (ICT) department was the only UK winner of a prestigious European innovation award.

The award was presented jointly by IBM and Common, the European umbrella organisation for IBM user groups. The Council was the winner in the Energy Efficiency category for the way it has implemented innovative technologies in the Council's data centres to reduce energy consumption.

Holywell Arts and Craft Centre – Green Apple Award
Flintshire County Council is one of the major prize-winners in the International Green Apple Awards 2009 for the Built Environment and Architectural Heritage. The Council was presented with an International Award in recognition of the restoration project at the former Holywell Textile Mill Shop to create a Community based Arts & Craft Centre.

The trophies are awarded annually in recognition of building projects that enhance the built environment and/or protect our architectural heritage.

Green Dragon Success
Flintshire County Council has been successful in gaining Green Dragon Level 3 accreditation and intends to achieve levels 4 and 5 by 2012. The Green Dragon standard recognises effective environmental management. The standard offers an environmental management system relevant to the specific needs of the Council and rewards actions taken to achieve environmental improvements.

UK Station of the Year
Flint station was named UK Station of the Year at the prestigious National Transport Awards in London in July 2008. The station has been refurbished thanks to a partnership led by Flintshire County Council with Network Rail, Arriva Trains Wales and the Railway Heritage Trust.

The modernisation scheme included creating a heated booking office and waiting room, whilst still retaining and enhancing the original features of the listed building.

Council Worker of the Year
Flintshire County Council homecare worker Joyce Roberts was named Council Worker of the Year in the category of Lifetime Service. The award was presented to Joyce by Radio 2's Jeremy Vine at the Local Government Association's annual conference. Joyce, 68, has spent 33 years of her life supporting and caring for vulnerable people in her local community and still has the same enthusiasm and passion for the job she had when she first started.

Success in Tidy Wales Awards

Three Flintshire projects have been celebrated in this year's Tidy Wales awards.

The Big Dee Day 2007 and Hawarden High School's Dell Project both won in their categories – the Large Partnership award and the Schools award.

Talacre and Gronant beaches have once again been awarded Yellow Flag status by Keep Wales Tidy. To achieve Seaside Award status, the award winning beaches will have attained the European Union minimum standard of bathing quality and met a long list of strictly monitored land-based criteria. Talacre and Gronant dunes are also designated Sites of Special Scientific Interest (SSSI).

Elected Member Charter

Flintshire County Council has been awarded for the quality of the support and development provided for its elected Members. The Council is committed to Member development and training and recognises the expectations placed on councillors. The award of the Charter from the Welsh Local Government Association is the result of work by both Council officers and Members.

Flintshire County Council was particularly recognised for:
- having a strong member development working group which has developed well and is now delivering an effective strategy for member development;
- having an excellent induction programme;
- involving members in creating their own role descriptions.

Award Finalists

Flintshire's Fleet Services and the Holywell Town Regeneration Initiatives were finalists in the APSE Public Service Awards.

2. Strategic Assessment of Risks and Challenges

The Strategic Assessment of Risks and Challenges (SARC) was first developed in early/mid 2008. Three categories of risks and challenges are identified within the assessment: -

- Community Leadership - critical issues which cannot be solely managed by the Council
- Council Delivery - public service issues which are largely within the control and responsibility of the Council
- Council Governance - issues of organisational governance and management.

The revised approach provides clarity in accountability with project leads for each risk issue and clear milestones for mitigation of the risk.

The assessment of strategic risks and challenges is a long term statement capturing the organisational challenges where change and improvement is required. The assessment contains work-streams which are a fundamental part of an organisational change programme (for example, school asset planning) and more immediate improvement challenges (such as housing repairs and maintenance).

The updated SARC (follow link) was reviewed at the end of 2008/09. At present there are a small number of risks i.e. CL07 (Public Health and Primary Health Care) CD14 (Housing Stock Options) and CD30 (Contractor Functions), which are still in the process of being updated due to their complex and changing nature. The linked document does not include these risks. In addition, it should be noted that the assessment below does not include these risks.

A full summary table of the risk status of each risk can be seen opposite; however key points to note are as follows: -

New Risk
A new risk has been identified (NHS restructuring – The NHS reforms in Wales will adversely impact on local partnerships and service delivery). This risk has been given an amber RAG status with a predictive green date of March 2011. The primary lead for this risk is the Director of Community Services.

Risks which have been mitigated and have achieved their predictive green date: -
- CL03 – Voluntary Sector Compact and Grants Review
- CG10 – Human Resources and Management

The actions to mitigate the risks have been successfully completed within timescales and this has enabled the predictive green date of March 2009 to be achieved. These risks are now considered to be at a level which the organisation is prepared to tolerate.

Improved Risks
Risks are deemed to have improved where the level of risk (the RAG status) has reduced i.e. red to amber or amber to green. Of the 63 risks which have been updated 48 have improved (red to amber) during 2008/09 which amounts to 76.2%, 10 (15.9%) have remained red and the two which were amber have remained amber. As previously mentioned two have been mitigated (red to green).

SARC RAG Summary

Risk Reference	Risk Title	Mar 08	Mar 09	Predictive Green/Amber eg. Mar 2010
	Community Leadership			
CL02	Flintshire In Partnerships			Mar 2010
CL03	Voluntary Sector Compact and Grants Review			Mar 2009
CL04	Affordable Housing			Mar 2011
CL05	Social Care For Older People			TBC
CL06	Older People Independent Sector Care Market			Mar 2011
CL07	Public Health & Primary Health Care		TBC	TBC
CL08	Climate Change & Flood Risk Management			Dec 2009
CL09	Economic Regeneration Strategy			June 2009
CL10	County Town Network Regeneration & Protection			June 2010
CL11	Integrated and Public Transport Infrastructure (External)			Oct 2010
CL12	Skills Needs of Employers			Apr 2012
CL13	NHS Restructuring			Mar 2011
	Council Delivery			Predictive Green/Amber
CD01	Energy			Dec 2009
CD02	Streetscence			Dec 2009
CD03	Transistion from UDP to LDP			Dec 2009
CD04	Planning Protocol			Mar 2010
CD05	Highways Infrastructure			TBC
CD06	Transport Arrangment For Service Users			Sep 2009
CD07	Depot Provision			Dec 2010
CD08	Shotton & Deeside Renewal Area			Dec 2009
CD09	Cemetary Provision			Oct 2009
CD10	Leisure - Future Provision			TBC
CD11	Community Facilities Stock			Feb 2010
CD12a	Housing Strategy			June 2009
CD12b	Housing Management			Oct 2009
CD12c	Housing Repairs and Maintenance Services			Mar 2010
CD12d	Homelessness			Mar 2010
CD12e	Sheltered Housing			Mar 2011
CD14	Housing Stock Options		TBC	TBC
CD18	Supporting People			Mar 2011
CD19	Gypsies and Travellers			TBC
CD20	School Buildings			Apr 2018
CD21	School Modernisation			Apr 2018
CD22	Learning & Development			2010
CD23	Children Out Of County Care & Education			TBC
CD24	Social Care Recruitment and Retention of Staff			Mar 2011
CD25	Direct Payments			Mar 2012
CD26	Disabled Facilities Grants			Mar 2013
CD27a	Waste Management (Strategy)			2012/2013
CD27b	Waste Management (Operations)			Nov 2009
CD27c	Waste Management (Participation)			Dec 2009
CD27d	Waste Management (AD Waste)			Oct 2009
CD30	Contractor Functions		TBC	June 2009
CD32	Business Continuity			Apr 2011
	Council Governance			Predictive Green/Amber
CG01	Corporate Project Management			Dec 2009
CG02	Performance Management/Business Planning			Apr 2010
CG03	Strategic Policy			Oct 2009
CG04	Risk Management			Apr 2010
CG05	Asset Management			Nov 2009
CG06a	Medium Term Financial Strategy (Strategy)			TBC
CG06b	Medium Term Financial Strategy (Revenue)			TBC
CG06c	Medium Term Financial Strategy (Capital)			TBC
CG06d	Medium Term Financial Strategy (Efficiency)			TBC
CG06e	Medium Term Financial Strategy (Procurement)			TBC
CG06f	Medium Term Financial Strategy (Income, Fees & Charges)			TBC
CG07	Financial Management and Control			TBC
CG08	Information and Communications Technology (ICT Strategy)			Sep 2009
CG09a	Information Management Strategy			Mar 2011
CG09b	Information Security, Governance and Sharing			Mar 2010
CG10	Human Resources and Management			Mar 2009
CG11	Terms & Conditions of Employment			TBC
CG12	County Hall Campus Management			Mar 2010
CG13	Customer Focus			Mar 2010
CG14	Code of Corporate Governance			Sep 2009
CG16	Management Change, Organisational Instability and Sucession Planning			TBC
CG17	Health & Safety Strategy Management			Jan 2011

3. Regulation, Audit & Inspection

The council is subject to a variety of regulations and inspections from various regulatory audit and inspection bodies:

1) **Wales Audit Office**
2) **PricewaterhouseCoopers (PWC) – the council's appointed auditors**
3) **Care and Social Services Inspectorate for Wales (CSSiW)**
4) **Estyn**

This section of the Annual Performance Report provides a review and update of the items contained within the 2008 - 2009 Regulatory Plan and some of the carry-forward work from the previous year's plan. Most of the work is undertaken by each individual body, but a proportion of the work is undertaken jointly between various regulators.

<u>3.1 The Wales Audit Office</u>, as part of their annual inspection programme undertook reviews in the following service areas:

Leisure
Flintshire's Leisure Strategy 2009-20014 – *an actif future* was approved by Executive on 1st April 2009. The strategy is underpinned by a five year work programme of key actions running through to 31st March 2013. The Wales Audit Office provided support and challenge in the production of this strategy.

Waste Management
The Wales Audit Office continues to support improvement of a regional approach to waste management in North Wales. This study is assessing both local waste management issues and regional partnership working at a variety of levels. The local authorities within the North Wales Waste Partnership (NWWP) comprise the Councils of Isle of Anglesey, Gwynedd, Conwy, Denbighshire and Flintshire. Wrexham County Borough Council is also involved in discussions and may be part of a wider waste management project at a later stage.

Community Safety
A follow up report was received and presented to the Community Safety Partnership in September 2008. Further work is needed to embed community safety in all aspects of the work of partner agencies, in order to achieve more consistency. The two key areas for development were the establishment of a co-located Community Safety Unit and the role of the Partnership in addressing community cohesion.

Other pieces of work undertaken to provide challenge and support to the Council's ongoing areas for improvement have included:
- Implementation of Regulators' recommendations
- Improvement Agreement with WAG
- Review of energy and carbon reduction policies
- Review of "Street Scene"

3.2 PricewaterhouseCoopers (PWC) have been supporting the development of the Council's **Medium Term Financial Strategy**. A draft report has been received which is currently being reviewed.

A significant piece of work was also undertaken in relation to **Contractor Functions**; a number of issues have been raised such as the requirement to review the functions,

including looking at governance and service planning arrangements, the bases for recharging and more specifically the council's depot arrangements.

One of the major support programmes of work has been in relation to **Planning Development Control.** A series of workstreams have been initiated to improve planning protocols, delegations and third party representations.

Housing Repair Function
A follow up review on the housing repair function has been completed and the report is currently under discussion with the authority.

Work has also been completed on **Asset Management** and a report is awaited.

The Wales Audit Office and PricewaterhouseCoopers (PWC) have jointly undertaken work in the following areas:

- **Housing Strategy & Stock Options** – this work is to challenge and support the council's considerations of the future of the housing stock.
- **HR Strategy and Organisational Development** – work has been undertaken to challenge and support the major change projects (HR management information system, agency management and the development of the People Strategy.)

3.3 Care and Social Services Inspectorate for Wales (CSSiW))

The findings of the **Annual Performance Evaluation** report year ending March 2008 stated that the authority has demonstrated strengths and achievements in the following areas:
- Access arrangements.
- Improvements in assessment practice in children's services.
- Improvements in care management and review in children's services.

Priorities for improvement are:
- Improving the assessment and monitoring of the needs of carers.
- Increasing the number of care plan reviews carried out in adult social services.
- Further improving the timeliness of initial and core assessment in children's social services.

The **Fostering Services** inspection concluded that the service is being managed effectively and efficiently.

Care Home and Domiciliary Care Agency reports can be found by following this link - http://www.csiw.wales.gov.uk/dataviewer/index.asp

3.4 Estyn

An Estyn inspection report for Flintshire's **Adult Community Based Learning** was received in May 2008. The report awarded one Grade 1(good with outstanding features) for Adult Basic Education including Family Learning and English for Speakers of Other Languages (ESOL) and Grade 2 (good features and no important shortcomings) for Welsh for Adults, Adult Learning and Community Development.

4. Partnerships & Collaborative Working

4.1 Flintshire Local Service Board (LSB)
The Flintshire Local Service Board is made up of a number of groups, and forms part of the Flintshire in Partnership structure:

- Executive Group – executive planning and action
- Strategy Group – governance and priorities
- Consultation Forum/Network – consultation and reporting back

Membership of the LSB Strategy Group
- Chief Superintendent North Wales Police
- Chief Executive Flintshire County Council
- Leader Flintshire County Council
- Chief Executive Local Health Board
- Principal, Deeside College
- WAG Representative
- Director of Community Services, Flintshire County Council
- Manager Flintshire Local Voluntary Council
- Local Public Health Director, National Public Health Service
- County Safety Manager, North Wales Fire and Rescue Service
- Chief Executive North Wales NHS Trust

- The main role of the LSB Strategy Group is to identify and manage common / shared issues and challenge the standard of delivery of outcomes across the strategic partnerships that make up Flintshire in Partnership.

The LSB agreed that its terms of reference would be based around four key principle areas:

- Effective and trusting partnership relationships as a set of local leaders.
- Discharging the responsibilities of the LSB - this includes producing a meaningful and fit for purpose Community Strategy.
- Consistent and effective governance and performance of strategic partnerships, e.g., Community Safety Partnership, Health, Social Care and Well Being Partnership, Children and Young People's Partnership and Regeneration Partnership.
- Identifying common issues as public bodies/employers (e.g. energy use and conservation)

The LSB are developing the visions and themes of the Community Strategy which are –

Economy - Economic Prosperity
Environment - Living Sustainably in our Environment
Health and Well Being - Health Improvement through everything we do
Learning – Learning and Skills for Life
Safeguarding – Safe and Supportive Communities

4.2 Strategic Partnerships
Flintshire's Strategic Partnerships are critically important in contributing towards the quality of life for the County of Flintshire. Working alongside the LSB are five key Strategic Partnerships as follows:
- Children & Young People's Partnership and Plan – 2008 to 2011

- Community Safety Partnership and Strategic Plan 2008 to 2011
- Health, Social Care and Well-being Partnership and the Good Health, Good Care Strategy – 2008 to 2011
- Regeneration Partnership
- Voluntary Sector Compact

Collectively, the LSB and these Strategic Partnerships are known as 'Flintshire in Partnership'. These five Strategic Partnerships exist for a number of reasons:
- Statutory provisions i.e. Children and Young People's Partnership; Community Safety Partnership; Health, Social Care and Well-being Partnership;
- National agreement i.e. Voluntary Sector Compact; and local agreement to ensure a more strategic and integrated approach, i.e. Regeneration Partnership.

Children & Young People's (CYP) Plan – 2008 to 2011

The Local Authority has a statutory duty to publish a plan setting out its strategy for discharging its functions for children and young people as required by Section 26 Children Act 2004. The current Plan was developed by the Children and Young People's Partnership, in consultation with stakeholders. A comprehensive needs assessment and public engagement and consultation were also undertaken to inform the Plan. This Plan was approved by the Executive, Flintshire Local Health Board, North East Wales NHS Trust in June/July 2008, and will be adopted by the County Council in July 2008.

Current Key Priorities
1. Support Parenting
2. Reduction of behaviour and/or conditions that put children and young people at risk
3. Supporting vulnerable individuals and groups
4. Safeguarding children and young people
5. Raising children and young people's attainment in learning settings
6. Inclusion of all children and young people
7. Reducing the impact of poverty and deprivation
8. Workforce Development - to maintain a skilled, competent and knowledgeable workforce
9. Information to be more available and accessible to all

Progress Made in the last 12 months
1. The full CYP Plan and all supporting documents have now been published bilingually on Young Flintshire and partner websites, and are also available on CD
2. A Young Person friendly summary version of the CYP Plan has been produced with young people at the Flintshire Youth Forum and Deeside College
3. The Ffynnon performance management system has been developed to monitor progress on the plan
4. Recruitment of new Children & Young People's Partnership Coordinator
5. Launch of TXT Flintshire Text Messaging service
6. Word on the Street (WOTS) Advocacy Service launched

Key Milestones for the next 12 months:
1. Awaiting WAG confirmation on implementation of the Common Assessment Framework
2. Awaiting guidance from WAG on undertaking the mid-term review of the plan
3. Raising awareness of the plan via innovative methods, including drama. This will contribute to the review and also to the development of a plan beyond 2011

Community Safety Strategic Plan – 2008 to 2011

The 1998 Crime and Disorder Act, and the subsequent amendments by the 2002 Police Reform Act and 2006 Police and Justice Act, place a statutory duty on the local authority, police authority, police service, local health board and fire authority/fire service to work together for community safety. Collectively, these bodies make up the Community Safety Partnership, along with the Probation Service and Voluntary Sector Representatives, and each year they are required to produce a 'Strategic Assessment' and a Strategic Plan. The Strategic Plan was approved by the Executive in October 2008.

Current Key Priorities
1. Violent Crime
2. Domestic Abuse
3. Volume Crime
4. Anti Social Behaviour
5. Alcohol Related Crime
6. Community Reassurance
7. Road Safety
8. Prolific and Other Priority Offenders

Progress made in the last 12 months
1. Completion of Strategic Assessment, 2008/09 - April 2009
2. Completion of Strategic Plan 2008/11 - September 2008
3. Community Safety Public Meeting – March 2007
4. On-going consultation with the community
5. Review and co-location of Community Safety Team - Ongoing
6. Doorstep Crime Conference – January 2009
7. Divisional Commander's Commendation – October 2008
8. Production of Community Fact Sheet – June 2009
9. Commissioning of Communities that Care Survey
10. Review of CSP funded projects
11. Creation of a Young Persons' Drug and Alcohol Team

Key milestones for the next 12 months
1. Co-location of Community Safety Team
2. Development of a Commissioning Framework
3. Revision of the Strategic Plan
4. Distribution of the Community Safety Fact Sheet
5. Ongoing consultation
6. Review of Domestic Abuse Action Plan
7. Review of Substance Misuse Action Plan
8. Dissemination of 'Communities that Care' findings

<u>Good Health, Good Care Strategy – 2008 to 2011</u>
Current Key Priorities
1. Health improvement and protection
2. Social inclusion – people with a disability
3. Carers
4. Older people with a mental health problem
5. Chronic conditions
6. Access to services Shared priorities with Children and Young People's Partnership
7. Mental health of children and young people
8. Transition for young people into adult services

Progress made in the last 12 months:
Health improvement and protection
1. A WAG funded Appetite for Life project, to increase uptake of healthy school meals commenced September 2008.
2. An innovative project to prevent malnutrition amongst older people in the community began in March 2009.
3. Funding secured until 2011 for the successful C-Card (condom distribution) scheme.
4. Development of Flintshire County Council's draft Leisure Services strategy 2009-2014.
5. Series of public health skills sessions delivered to Communities First staff and Board members.

Social inclusion – people with a disability
1. A new intensive support team (complementing existing Mental Health services) has been implemented as a 'needs led' service to help individuals with the development of skills and confidence to manage a range of tasks in their own home.
2. Disability Social Work Teams have implemented person centred assessments, action plans and reviews which identify appropriate activity, training or re-training or employment as part of the care pathway for the individual.

Carers
1. The number of carers supported is now 1891 - an increase in the last year of 37%.
2. Referrals from GP surgeries, community hospitals and the voluntary sector is increasing, demonstrating an increased awareness of the needs of carers from these services.
3. The development of a Primary Care Facilitator post has continued to build on the service with the provision of the holistic therapies and Carer Support groups at surgeries. The Local Health Board has worked with the facilitator to develop a Young Carer protocol for GP practices. A pilot project of delivering counselling and life style coaching from within two GP practices has also been successful.
4. Evaluation of the Community Hospital posts has shown that Carers feel that this service has made a difference to them at the point of discharge and helped to prevent re-admission into hospital.

Older people with a mental health need
1. Flintshire Local Health Board (LHB) funded a pilot project to establish whether a new service to support older people and adults with mental health problems through the GP Practice can be successful. The project will provide dedicated practice based Mental Health workers throughout Flintshire and be supported by counselling services and computer based Cognitive Behavioural Therapy.
2. A new Living Well project has been set up to explore ways of helping people with dementia to remain living at home for as long as is right for them.

Chronic conditions

1. There has been an increase in the range, number and mode of delivery of self management programmes/initiatives.
2. In order to embed the Expert Patient Programmes within primary care, funding has been provided for staff within General Practices to be trained to deliver the Diabetes Expert programme.
3. Flintshire LHB is participating in the 1000 Lives Campaign – a component of which is improved identification/clinical management of heart failure patients in primary care.
4. A community diabetes service has started in Deeside. This new and enhanced service aims to support and increase skills of primary and community staff in the effective and evidence based care of people with diabetes. A Diabetes specialist nurse has been appointed to work within the community of Deeside.
5. A new weekly consultant led, multidisciplinary clinic is now held in Deeside hospital for residents with diabetes.
6. Flintshire LHB have now appointed a total of 9 case managers to work within 3 localities in Flintshire with patients with complex chronic conditions to reduce exacerbations of condition and unplanned admissions to secondary care.
7. Flintshire Local Health Board has commissioned an enhanced service for patients with Chronic Obstructive Pulmonary Disorder.

Access to Services

1. Flintshire County Council Leisure services introduced "Actif plus" in April 2008, which enables disabled people to take a personal assistant in to leisure activities free of charge.

Shared Priorities with the Children and Young People's Plan
Transition

1. Scoping and options appraisal exercises were completed in 2008 following which the establishment of a multi agency Strategic Management Board, a Transition Implementation Group and a revised Multi Agency Transition Panel /Identification Panel.
2. The purpose of the Transition Implementation Group is to:
   - develop quality standards and introduce those standards into operational practice;
   - develop local performance indicators and monitoring procedures;
   - undertake an annual review of the Transition Protocol for sign off by the Transition Strategic Management Board; and
   - communicate progress to staff teams.

Key milestones for the next 12 months

A key challenge for the future implementation of the strategy will be to ensure systems are in place to retain the focus on the outcomes identified within the Good Health, Good Care Strategy, within the context of the changes to both the National Health Service and National Public Health Service in Wales.

1. Further develop the content and promote use of the 'Health Challenge Flintshire' website and development of the Health Challenge Flintshire "brand".
2. Increase opportunities for training / developing core health improvement skills in people working in all agencies.
3. Ensure resources are available to support the implementation of the key health improvement plans or the county.

4. Strengthen the role of all organisations and sectors (including businesses, pharmacies, and non-statutory providers) in supporting the health improvement agenda.
5. A new social inclusion partnership to be established in Spring 2009.
6. It is proposed to continue to develop the Life Coaching Skills programme for carers in 2009/10 as a more cost effective alternative to the counselling service.
7. Linking in further with funded community training projects such as the Rural Outreach Training Programme run by FLVC and community health initiatives to provide Carers with more diverse options for promoting their health, well being and social inclusion.
8. Two new posts will be developed from May 2009 including a part time post to work with Carers currently in employment or wishing to return to employment, education or life long learning, and a post to specifically support the needs of Carers caring for a person with Dementia who are recognised as having a continual health care need.
9. A new Crisis Resolution Home Treatment Service for older people with a mental health need will be funded to cover the Flint and Holywell from 2009 in response to a previous gap in service for residents within those areas.
10. There are plans to merge the Flintshire Steering Group for chronic conditions management with Wrexham to view over a wider area – a local Implementation groups will continue to focus on local needs.
11. A Local Delivery Plan for Chronic Conditions has been developed across North Wales.
12. A mapping exercise currently being undertaken of all preventative services and will be used to inform future planning and service developments.
13. To consider and respond to the evaluation of the use of a standardised Chronic Obstructive Pulmonary Disorder (COPD) template which is currently being used by five practices in Flintshire.
14. To develop a self management programme for people following a stroke.

Regeneration Partnership

The Flintshire Regeneration Partnership was established in September 2005 to bring together the wide range of organisations and initiatives involved in regeneration to ensure a more strategic and integrated approach. In 2006, the Partnership agreed a set of strategic priorities around which a work programme could be based. The Partnership is being revised with a renewed strategy.

Current Key Priorities

1. To increase the competitiveness of Flintshire through the development of workforce skills and through an increase in the level of economic activity.
2. To increase the competitiveness and productivity of businesses in Flintshire.
3. To improve the physical environment of Flintshire for businesses, residents and visitors.
4. To develop a balanced offer of sites and accommodation for business use.

Progress made in the last 12 months

1. Delivered partnership employment projects contributing towards Employment Strategy (ongoing).
2. Rural Development Plan funding secured for employment action teams and youth bursaries (June 2008).
3. Hosted second Flintshire Business Week (September 2008) – more than 2000 attendees.
4. Feasibility Study for a new 'Advanced Manufacturing Centre' completed.
5. Rural Development Plan funding secured for tourism business quality improvement grants and mentoring (June 2008).

6. Delivered Town Action Plan projects worth £238,000 in Flintshire towns (March 2009).
7. Completed year three Physical Regeneration Funding at Flint Castle Park (March 2009).
8. Rural Development Plan (RDP) funding secured for a number of projects to improve the environment in rural Flintshire (June 2008).
9. Completed town centre health checks study (June 2008).
10. Implementation of Townscape Heritage Initiative in Holywell and Flint (ongoing).
11. Completed master plan for Flint Castle Park (September 2008).
12. Completed review of employment land (March 2009).
13. Over £225,000 secured for projects in the Communities First neighbourhoods (April 2009).

Key milestones for the next 12 months
1. Completion of Regeneration Strategy (July 2009).
2. Secure European funding for Employment Strategy projects (October 2009).
3. Develop Town Action Plans (March 2010).
4. Implement early Town Action Plan projects (Ongoing).
5. Start preparation for RDP 2011 business plan (October 2009).

Voluntary Sector Compact
The Compact is a way to supporting collaboration between statutory bodies and the voluntary (or third) sector. It was originally established as a national agreement between central government and the voluntary and community sector in 1998. In 2008, the Flintshire Compact agreed a rolling forward work programme.

Current Key Priorities
1. Collaborative approaches to attracting funding into Flintshire.
2. Development of a Third Sector Forum.
3. Joint approaches to consultation and community engagement.

Progress Made in the last 12 months
1. An Employee Volunteering Policy has been developed by Flintshire County Council and will be piloted during 2009/10. It is hoped that up to 100 members of staff will apply to volunteer during this time.
2. From the Grants Management workstream, a model Core Funding Agreement (CFA) was developed in consultation with four key voluntary organisations and will be used with all organisations, including joint arrangements with the Local Health Board (LHB). For the purposes of these agreements core funding is defined as the resource which supports the core management and administrative functions of an organisation and allows it to oversee and develop projects and services to achieve its mission. There are now 24 three year CFA's in place and 3 one year agreements.

Key Milestones for the next 12 months
Work will continue on the above workstreams.

4.2 Regional Collaboration

Collaboration for Flintshire's Improvement Plan.

Flintshire County Council is strongly committed to collaboration with other councils and local public sector partners (e.g. the NHS) to improve services and efficiency.

Flintshire is a member of the North Wales Regional Partnership Board which seeks to sponsor and encourage councils to develop joint services.

Collaboration with other public services is undertaken through the Local Service Board and statutory partnerships which undertake joint service planning and some joint service delivery.

The Council has a number of longstanding collaborations which it has developed with neighbouring councils such as a joint emergency planning service which supports Denbighshire as well as Flintshire. Flintshire runs the Schools Library Service on behalf of the former Clwyd authorities.

Flintshire has established more recent collaborations with neighbouring councils such as the Managed Agency Staff Solution (MASS) Project and a shared Social Services Emergency Duty Team, both with Wrexham County Borough Council and Denbighshire County Council.

Flintshire leads nationally supported regional collaborations related to Transport Planning (TAITH) and the procurement of waste disposal infrastructure to meet landfill diversion targets.

Working through the North Wales Regional Partnership Board Flintshire is supporting service improvement and greater efficiency through: -

- The Telecare Project which aims to establish a joint call monitoring centre to serve Flintshire, Denbighshire, Anglesey, Gwynedd and Conwy.

- The Transport Project which is seeking savings from procurement of transport, particularly school transport, the review of routes and the creation of joint teams to manage the transport service in future phases of work.

- A Specialist Planning Services Project which is looking to establish joint teams to deliver specialist advisory services to planning and other council departments. Flintshire County Council will pilot the concept by setting up a regional waste and minerals planning service.

- Joining a regional Learning Disability Partnership which will commission complex, high cost, residential learning disability care packages on behalf of the clients of the six North Wales Councils. This service will use local care assessments to approach providers for the "best" care package. The partnership will also work with the NHS to improve local provision.

- The North Wales Procurement Partnership which is seeking to pool procurement best practice and buying power in North Wales to maximise value for money and service improvement.

There is also a great deal of collaboration being undertaken through professional networks which meet regularly to exchange best practice and share policy work. These bodies provide the platform to develop shared service projects.

For example the Association of Directors of Education (North Wales) are working together to launch a project to develop joint school improvement services based on the experience and practice of the most highly rated school improvement services in the region.

The Leadership of the County Council see collaboration as a significant contributor to improving and maintaining services in the future when resources will be severely constrained.

Current collaborations have shown that services can be improved to the level of the best in the region whilst reducing costs through: -
- Savings on IT
- Productivity gains from review of processes and using the best service recipe in the region
- Reduced management and supervision costs
- Pooling of resources reducing vulnerability to absence, turnover and peaks and troughs in service activity. There is also scope for greater specialisation and development of staff.

5. Performance during 2008/09

5.1 National Performance Summary (All Wales Position)

Of those performance indicators which are comparable with 2007-08, 64% showed an improvement. Some of the key facts for 2008-09 are highlighted below.

Areas where performance indicators showed a positive change:

↑ Across Wales, the amount of waste sent to landfill fell from 64% in 2007-08 to 60% in 2008-09;

↑ The percentage of children achieving level 4 or above at Key Stage 2 in the core National Curriculum subjects increased, reaching 76% in 2008-09, having remained at 74% for the previous three years;

↑ Urgent housing repairs were completed in an average of 6.2 days in 2008-09, compared to 6.6 days in 2007-08;

↑ It took an average of 375 days to deliver a Disabled Facilities Grant in 2008-09, compared to 453 days in 2007-08;

↑ 95% of children's referrals saw a decision on how to proceed taken within 1 working day, compared to 93% in 2007-08;

↑ The percentage of children in care experiencing 3 or more placements during the year fell from 10.3% to 9.7% in 2008-09. 13.5% of children in care experienced one or more changes of school compared to 14.4% in the previous year;

↑ 91.4% of reviews of children in care were carried out as required compared to 89.8% in 2007-08, with 84% of statutory visits taking place compared to 74% in the previous year;

↑ 68% of adult care plans were reviewed during the year compared to 63% in 2007-08;

↑ The rate of people waiting in hospital for social care fell to 6.2 per thousand population aged 75 or over compared to 7.0 per thousand population in 2007-08.

Areas where performance indicators showed a negative change:

↓ The condition of our roads deteriorated, with the percentage of roads in poor condition rising slightly in 2008-09. 4.4% of principal (A) roads and 8.3% of non-classified roads were considered to be in "poor condition". This compared to 4.3% and 7.4% respectively in 2007-08. However, Flintshire ranked 1st in Wales;

↓ The number of days taken to complete emergency housing repairs rose slightly from 0.5 days to 0.6 days in 2008-09;

↓ The time taken to complete an adult care plan increased from 31 days in 2007-08 to 34 days in 2008-09.

5.2 So have we improved in 2008/09? Flintshire's Performance Summary

Improving Our Performance

Flintshire demonstrated improvement or significant improvement in 62% (107) of indicators for 2008/09. This is a considerable improvement on 2007/08 in which 50% of indicators demonstrated improvement or significant improvement. In total 29% (50) of indicators' performance declined in 2008/09 compared with 42% in 2007/08.

It should be noted that in order to measure performance data from 2007/08 against 2008/09 only those indicators where data was held for both years could be incorporated. This reduced the amount of indicators available for this analysis to 172 indicators out of a possible 206.

As previously mentioned the new approach to target setting included the categorisation of targets. In total 59 targets were classified as improvement targets for 2008/09. However, a few of these were new indicators only introduced for 2008/09 and therefore we are only able to analyse the trends of 56 of them. For those where trend analysis could be undertaken, 79% (44) of indicators showed improvement on the previous year, 43% significantly. This is depicted in the chart below (figure 4).

Analysis was also undertaken in relation to those improvement targets which form part of the Improvement Agreement. 95% improved whilst 1 (5%) indicator showed a downturn.

Figure 4

Detailed Analysis of Trends in Improvement Targets

- Significantly Downturned (<-20%) 4, 7%
- Downturned 8, 14%
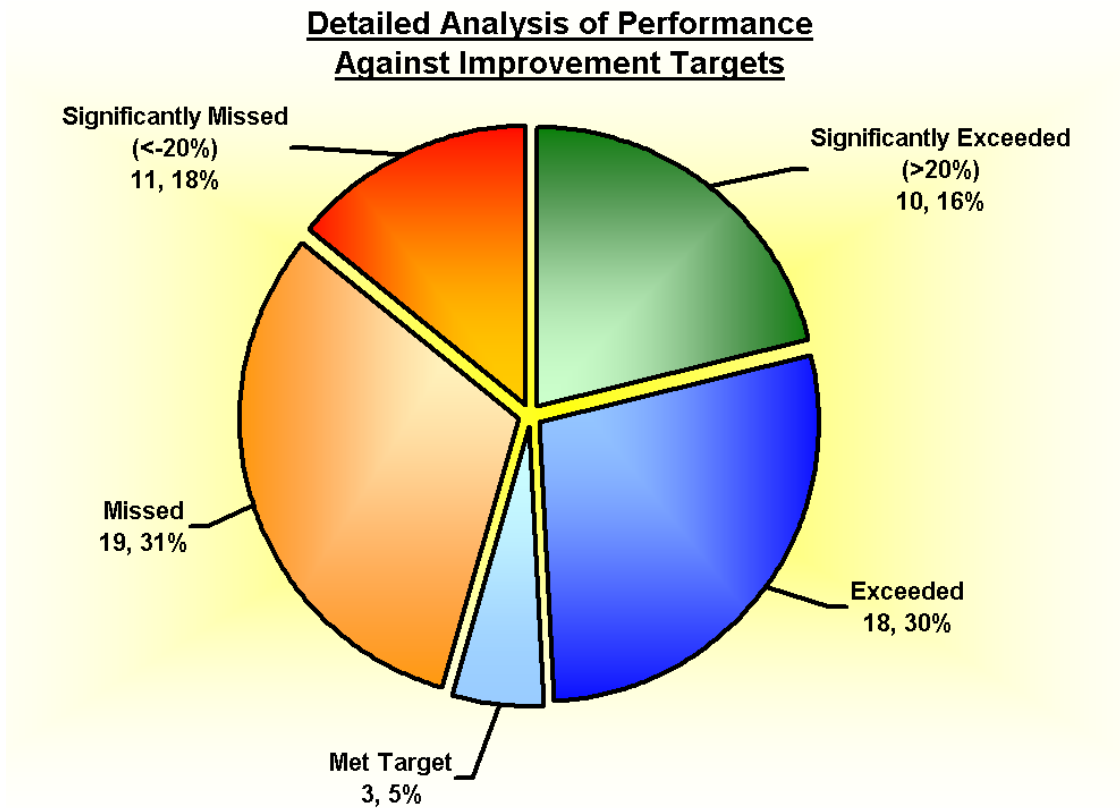- Significantly Improved (>20%) 24, 43%
- Improved 20, 36%
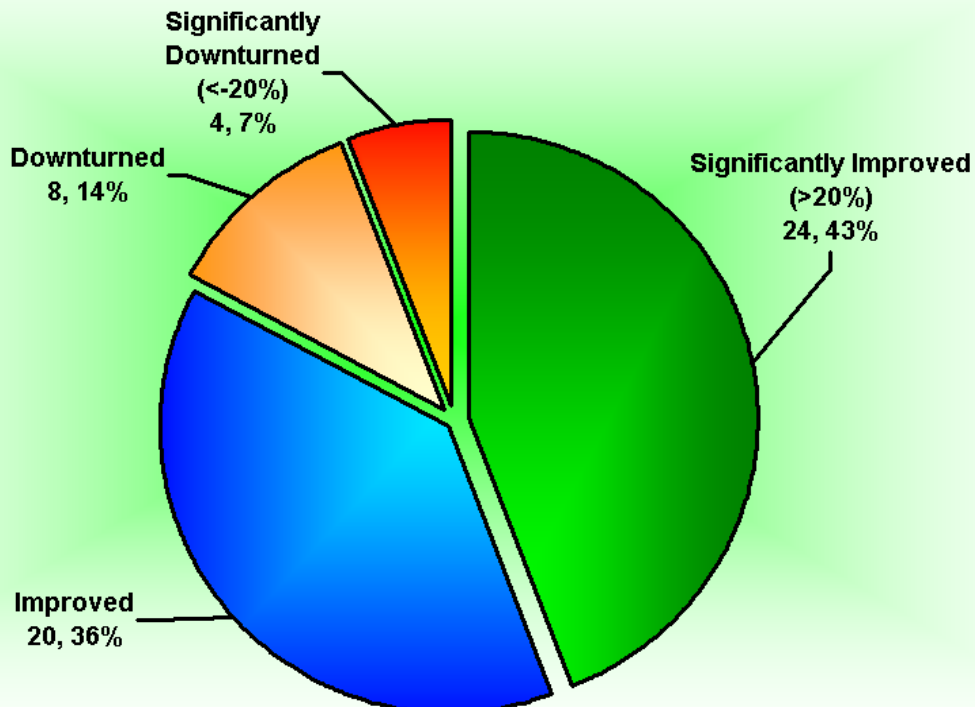
Achieving Our Targets

Analysis of performance against targets shows we have exceeded targets in 48% (88) of measured indicators, achieved target in 10% (18) and missed target in 42%. A significant outlier from target was measured as 20% or more outside of the target. We have significantly exceeded targets in 20% (36) of indicators but significantly missed targets for 14% (25). This performance is significantly better than last year where we exceeded our targets in 38% of indicators and significantly missed target in 21% of indicators.

For those indicators which have been categorised as improvement targets, 51% (31) met or exceeded target. For those improvement targets which form part of the Improvement Agreement 70% (14) met or exceeded target, 15% (3) significantly so and 1 (5%) significantly missed target.

Figure 5

Detailed Analysis of Performance Against Improvement Targets

Significantly Missed (<-20%) 11, 18%

Significantly Exceeded (>20%) 10, 16%

Missed 19, 31%

Exceeded 18, 30%

Met Target 3, 5%

<u>Performance against Welsh Average</u>

Figure 6

<u>Flintshire's Performance Compared to the All Wales Average</u>

Better
100, 57%

Worse
76, 43%
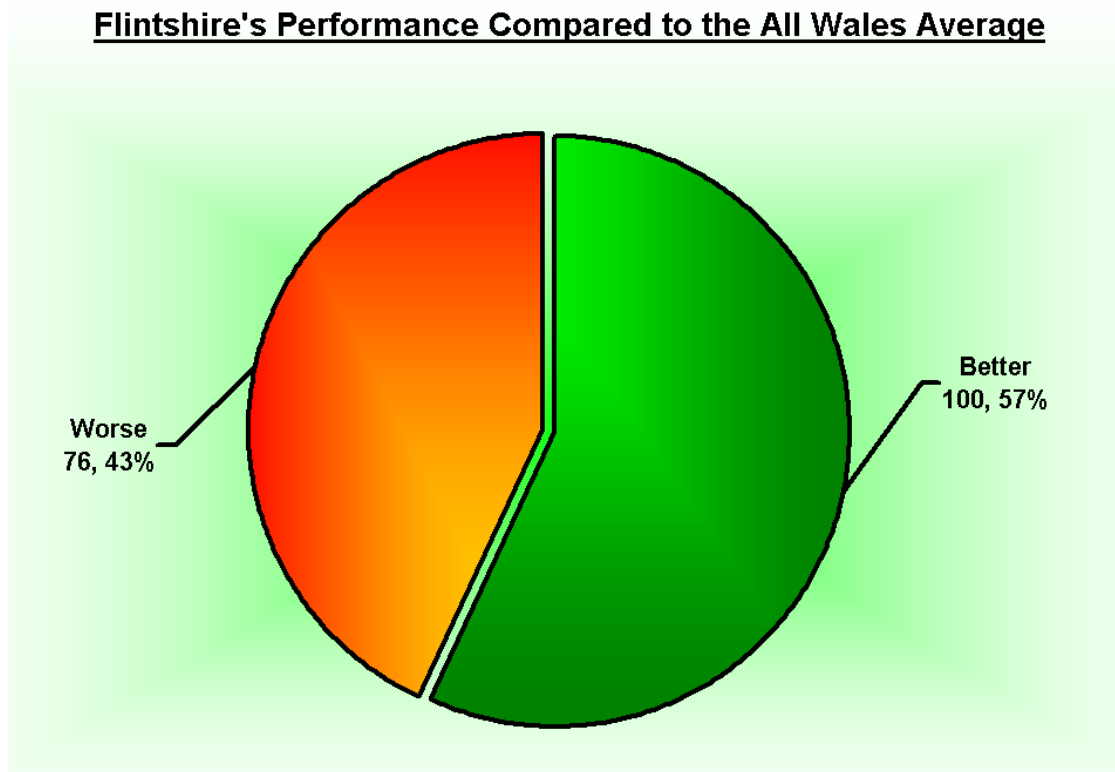
It is possible to draw a comparison with other Local Authorities performance in order to see how well or poorly we are doing on a national basis. Although we have not met local targets in 42% indicators (as seen in Figure 2, page 9), nationally we achieved higher performance than the Welsh average in 100 (57%) indicators out of 176. However, 76 indicators (43%) performed at a level below the national average.

Where performance can be compared with the other Welsh authorities Flintshire was top in 13% of indicators and bottom in only 2% of indicators.

<u>**All Wales Ranking Analysis of Performance**</u>

The Local Government Data Unit released all Authorities 2008/09 performance data on 1st October. This was accompanied by an overview of national trends etc, as in previous years. Follow link to the National Performance Bulletin.

Areas where Flintshire is performing well include:

Within Wales **we are in the top 3 authorities** for the following …

Education
- Percentage of pupil attendance in secondary schools (1st)
- The percentage of Key Stage 2 primary school classes with more than 30 pupils (1st)

Finance
- The percentage of non-domestic rates due for the financial year which were received by the authority (3rd)

Adaptations
- The average number of calendar days taken to deliver an adaptation for a Local Authority tenant where the Disabled Facilities Grant process is not used (1st) – *We recognise that this indicator only measure part of the process and further work is needed to ensure all aspects are included.*

Library & Leisure Services
- The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population (3rd)

Planning
- The number of appeals that were determined during the year, in relation to enforcement notices (1st)
- The percentage of all other planning applications determined during the year within 8 weeks (3rd)

Public Protection
- The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Food Hygiene, Animal Health and Health & Safety (1st for all three)
- The percentage of all eligible food businesses with a valid food hygiene award (2nd)
- The percentage of new businesses identified which were subject to a risk assessment visit by each of the following service areas during the year: Animal Health (1st)

Transport, Highways & Environment
- Condition of non-principal/ classified roads (1st)
- Condition of principal (A) roads (1st)

Social Services for Adults & Supporting People
- The percentage of clients who are supported in the community during the year, who are in the age group 18-64 (3rd)
- The percentage of clients aged 65+ who started to receive home care or day services during the year in less than 29 calendar days from completion of the care plan or a review (3rd)

- For those services not started in less than 29 days, the average number of calendar days from completion of the care plan or review to starting to provide home care or day care services for clients aged 65+ (1st)
- The average number of working days taken from completion of the care plan to provision and/or installation of aids/equipment (1st)
- The number of adult protection referrals received during the year per 1,000 population aged 18+ (1st)
- Of the adult protection referrals completed during the year, the percentage that lead to an adult protection investigation (1st)

Social Services for Children
- The percentage of children looked after on 31 March who have had three or more placements during the year (2nd)
- The percentage of referrals during the year that were allocated to a social worker for initial assessment (1st)
- The percentage of required core assessments carried out within 35 working days (1st)
- The average time taken to complete those required core assessments that took longer than 35 days (1st)
- The percentage of initial assessments taking place during the year where the following is recorded: Ethnicity, Religion and First language choice (1st for all three)
- The percentage of open cases of children on the Child Protection Register who have an allocated social worker (1st)
- The percentage of open cases of children on the Child Protection Register who are allocated to someone other than a social worker where the child is receiving a service in accordance with her/his assessment or plan (1st)
- The percentage of children looked after who had a fully completed and updated Assessment and Progress Record at their third review (2nd)
- The percentage of eligible, relevant and former relevant children that have been allocated a personal advisor (1st)

Waste Management
- The percentage of municipal waste received at all household waste amenity sites that is reused, recycled or composted (1st)

Other areas where Flintshire needs to improve:

Within Wales **we are in the bottom 3 authorities** for the following …..

Corporate
- Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events (ranked 20th out of 22)

Education
- The percentage of children looked after who were permanently excluded from school in the year 1 April - 31 March (ranked 22nd out of 22)
- The average number of days spent out of school on fixed-period exclusions for children looked after who were excluded in the year 1 April – 31 March (ranked 22nd out of 22)

- The percentage of looked after children eligible for assessment at the end of Key Stage 2 achieving the Core Subject Indicator, as determined by Teacher Assessment (ranked 20th out of 22)

Housing
- The average number of calendar days taken to complete Urgent repairs (ranked 18th out of 18) – *Flintshire's data collection and reporting method needs to be reviewed to ensure comparability with other authorities.*
- The total amount of rent arrears owed by current tenants in permanent accommodation as a percentage of the total rent collectable for the financial year (ranked 15th out of 16th)
- The average number of calendar days taken to let lettable units of permanent accommodation during the financial year (ranked 15th out of 17th)
- The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority (ranked 16th out of 18)

Social Services for Children
- The percentage of young carers known to Social Services who were provided with a service (ranked 20th out of 21) – *Caution needs to be exercised for this indicator as there is a lack of agreement amongst many authorities about the definition of this indicator.*

Supporting People
- The average number of units of housing related support, per 1,000 head of population, for community alarm services (ranked 21st out of 22)

5.3 Flintshire's Service Performance

Performance of services can be assessed through a number of means:
- Performance indicator trend analysis
- Performance indicator target analysis
- Surveys
- Regulatory, audit & inspection activity
- Progress against identified risk and challenges

This section of the Annual Performance Report examines our performance when compared with the targets we set for 2008/09 and against the performance achieved in 2007/08. Analysis has not been undertaken for those measures where we were unable to measure performance for 2008/09 or where we had not measured our performance in 2007/08. The most common reason for this is that the indicator was new for 2008/09 and therefore performance had not been measured in 2007/08 and a target had not been set as this was the baseline year. A full summary of our performance detailing all the performance indicators is available in the 2008/09 Performance Outturn Tables (follow link).

This section also examines progress against key actions taken to mitigate the risks identified by the organisation in its Strategic Assessment of Risks and Challenges. Please see Section 2 of this report to find out more about the Strategic Assessment of Risks and Challenges and the link to the current assessment which provides a progress statement against each of the risks and the mitigating actions. The current risk level displayed in the tables within each service area's section reflects the risk level in considering the action undertaken to the end of 2008/09. Some risks still remain high (i.e. red). Significant work has been undertaken in many of these areas, however until all actions are complete we will not achieve the post action risk level.

As previously stated there is a clear relationship between the strategic risk assessment, the Joint Risk Assessment and the Council's Regulatory Plan (see Section 2) to ensure that any external regulatory work flowing from the assessments is both proportionate and relative to the risk, taking into account the level of (gross) risk of the issue itself, the degree of 'comfort' provided by the mitigating actions and the level of remaining (net) risk. As a result the reports provided to the Council by the regulation, audit and inspection bodies provide a good basis for determining where good and poor performance is occurring.

Analysis has been undertaken for the following key service areas which are listed alphabetically:

5.3.1   Corporate
5.3.2   Education
5.3.3   Housing, Homelessness & Supporting People
5.3.4   Libraries & Leisure
5.3.5   Planning
5.3.6   Public Protection
5.3.7   Regeneration
5.3.8   Social Services
5.3.9   Transport, Highways & Environment
5.3.10 Waste & Energy Management
5.3.11 Directorates of Community Services, Environment and Lifelong Learning

The analysis is largely based on national performance indicators and progress made against projects in relation to the strategic risk areas.

Understanding the Charts

The background of each chart in this report includes a faded red, amber or green (RAG) status colour. This allows the reader to see roughly how well the indicator(s) in each chart is performing at a quick glance.

In addition, some charts have a ↓ symbol on them. If there is a larger version of this symbol above the graph, it means that all the indicators in that chart have a downward direction of positive performance. If there is a smaller version against a particular indicator along the horizontal (bottom) axis, then only that indicator has a downward direction of positive performance. If there is no such symbol then the indicator(s) has an upward direction of positive performance by default.

Finally, most charts are marked with something similar to "5/21" or "3/22" etc. – the first number represents the position Flintshire came when ranked against the other authorities, and the second shows how many authorities reported against that particular indicator. For example, Flintshire came 5th out of 21 authorities that reported.

5.3.1 Corporate

The Corporate Section of the report covers the following Service areas:
- Finance
- Human Resources and Organisational Development
- Corporate Asset Management
- ICT, Customer Services and Design & Print
- Legal & Democratic Services

Our Strategic Assessment of Risks and Challenges

The Council Governance Section of our assessment contains 22 risks and challenges. Of these all were assessed as medium risks at the end of 2008/09, with the exception of one; 'Human Resources and Management' which was assessed as Green. These 22 include risks in relation to:
- Finance
- Human Resources
- Information, Communications & Technology
- Health & Safety
- Strategic Policy
- Change Management and Organisational Stability
- Risk Management
- Asset Management
- Corporate Project Management

The progress against each of the risk areas is summarised below in the relevant Council Governance Section.

Area	Description	Current Level of Risk	Green Predictive Date
Performance Management / Business Planning	Effective business and performance management disciplines as part of service planning management and improvement		**Apr 2010**
Strategic Policy	Improved use of corporate policy resource to support Executive and Corporate Management Team in their work programme		**Oct 2009**
Risk Management	Effective corporate systems for risk management and business continuity		**Apr 2010**
Asset Management	A comprehensive, robust and deliverable asset management plan to achieve maximum efficiency of our property and land assets taking into account location, age, running cost, efficiency and purpose/community value.		**Nov 2009**
Health & Safety Strategy and Management	Effective corporate health and safety management strategy and practice across the Council		**Jan 2011**
County Hall Campus Management	Management and maintenance of County Hall and complex - liability of structure; energy costs; carbon footprint; infrastructure arrangements e.g. parking		**Mar 2010**

In addition there are a number of risks and challenges which fall within the Community Leadership section. These include:

- Community Strategy Review and Flintshire in Partnership
- Voluntary Sector Compact and Grants Review

Progress against these risks is as follows:

Area	Description	Current Level of Risk	Green Predictive Date
Flintshire in Partnership i) transition to Local Service Board ii) strategic partnerships	i) Transition of the Community Strategy Partnership Board to a Local Service Board ii) Support strategic partnerships to work collectively addressing national and local challenges to improve service delivery and deliver efficiencies.		Mar 2010
Voluntary Sector Compact and Grants Review	Re-energise Voluntary Sector Compact (VSC) as a strategic partnership body between the County Council, Local Health Board and Flintshire Local Voluntary Council. Review of the arrangements to ensure effective and strategic resource provision to the voluntary sector supported by stronger corporate planning, financial and business disciplines.	Mar 2009	Not Applicable

There is one risk which falls in the Council Delivery Section.

Area	Description	Current Level of Risk	Green Predictive Date
Business Continuity	Business continuity plans needed within critical service areas to support the continuation of service delivery in the event of a disruptive emergency affecting the internal and external infrastructure within which the authority operates.		Apr 2011

Performance can be examined for corporate indicators relating to the management of Finance and Corporate Assets. Due to the implementation of a new Human Resources system we were unable to report formally to WAG against the corporate human resources indicators for 2008/09.

| Area | Trend Analysis | | Target Analysis | |
	No. Indicators Same/ Improved	No. Indicators Downturned	No. Indicators Met or Exceeded Target	No. Missed Target
Finance	2	3	1	3
Corporate Assets	3	0	3	0
TOTAL	**5**	**3**	**4**	**3**

FINANCE

During the financial year 2008/09 all of the finance risks have reduced from red to amber.

Area	Description	Current Level of Risk	Green Predictive Date
Medium Term Financial Strategy (Strategy)	Overall financial strategy (revenue and capital resources) to deliver Council Services in accordance with agreed plans and priorities (3-4 year cycles)		**TBC**
Medium Term Financial Strategy (Capital)	Capital Programme Strategy to identify 3-4 term forecast of capital need and provision		**TBC**
Medium Term Financial Strategy (Efficiency)	Challenge to generate year on year efficiencies		**TBC**
Medium Term Financial Strategy (Procurement)	Effective and cost efficient local, regional and national procurement		**TBC**
Medium Term Financial Strategy (Income, Fees & Charges)	Maximisation of fees and charges to generate an adequate and sustainable income base according to (i) comparable market rates (ii) affordability and (iii) efficacy of discretionary charging policies		**TBC**
Financial Management & Control	Maintaining effective control over the Council's financial affairs		**TBC**

The Finance Division has four distinct roles in providing services to and on behalf of the Council: -

Support Service: Financial Management to the Council
Direct Service Provider: Revenues and Benefits Services
Lead Authority: Clwyd Pension Fund
Control and Assurance: Internal Audit

Finance Function Review (FFR) - A new senior management structure and functional grouping for the Division were approved by Executive on 14th July. This review has major implications for the future delivery of financial services and for many staff who deliver them. Detailed planning for the next phase of the review will begin in September.

In respect of the performance achieved during 2008/09, Finance have a small number of national performance indicators which are discussed below.

The percentage of non-domestic rates due for the financial year which were received by the authority (98.16%, 98.98% in 2007/08) Flintshire ranked 3rd when compared with the other authorities across Wales. In respect of the percentage of council tax received (97.18%), Flintshire ranked 4th, improving it's position by one place.

Whilst we have not improved on our 2007/08 performance or achieved our targets for 2008/09 in any of the three Finance performance indicators, we have performed favourably in comparison with the rest of Wales for two of the indicators.

Figure 7

Financial Indicators
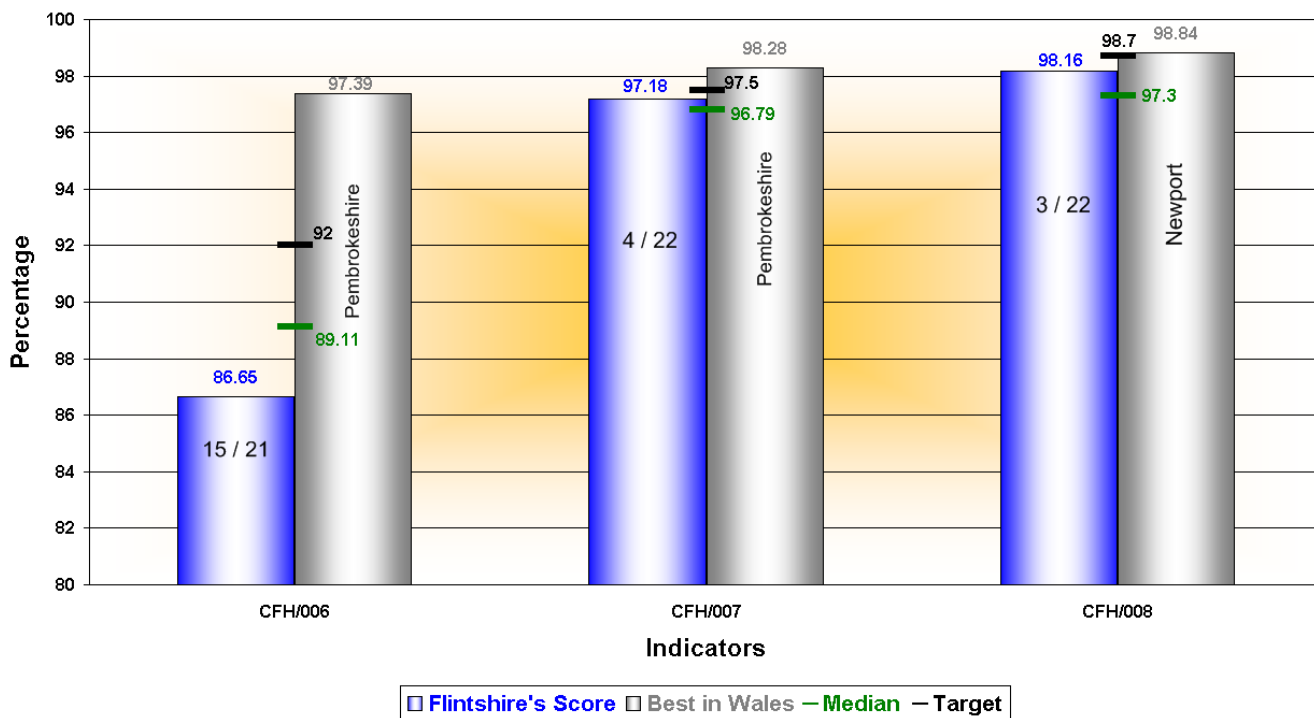
Key

CFH/006	The percentage of undisputed invoices which were paid in 30 days
CFH/007	The percentage of council tax due for the financial year which was received by the authority
CFH/008	The percentage of non-domestic rates due for the financial year which were received by the authority

In relation to the two housing benefits indicators we significantly downturned and significantly missed target. None of these indicators are improvement targets.

HUMAN RESOURCES

Of the three Council Governance risks relating to Human Resources, sufficient actions have been taken to reduce the level of risk to the organisation from high to medium and in one case low (green).

Area	Description	Current Level of Risk	Green Predictive Date
Human Resources Strategy & Management	Effective corporate human resources strategy and practice across the Council	**Mar 2009**	**Not applicable**
Terms & Conditions of Employment	Implementation of Single Status/Job Evaluation		**TBC**
Management Change, Organisational Instability and Succession Planning	Ensuring business continuity through a period of structural and organisational change		**TBC**

As year end figures could not be reported to WAG at year end the Quarter 1 figures for 2009/10 are provided below. The national Human Resources indicators (CHR) are all improvement targets.

Performance Indicator	Flintshire Q1 (April to June) 2009/10
CHR/001 - The percentage of employees (including teachers and school based staff) who leave the employment of the local authority, whether on a voluntary or involuntary basis	1.41%
CHR/002 - The number of working days/ shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	11.08 Days
CHR/004 - The percentage of local authority employees from minority ethnic communities.	0.26%
CHR/005 - The percentage of local authority employees declaring that they are disabled under the terms of the Disability Discrimination Act 2005	1.38%
REM3 - Increase the percentage of employees receiving an annual appraisal with Individual Development Plan to 100% by 2009	50%

Human Resources has a number of large corporate projects which are currently on-going and include: -

Human Resources Strategy
Progress has been made with completing and embedding actions set out to deliver the People Strategy 2006 – 2009. The Council received external recognition in the Excellence Wales Awards for outstanding work on the People Strategy, organisational redesign and resource management by being highly commended in "Our Authority – Transforming our Organisation" category, which was huge achievement for the Council.

Council Wide Special Projects / Programmes
Considerable progress has been made in working towards achieving a Single Status Agreement for the Council. The final stages of negotiations have been reached with a local agreement in place during August 2008. The policies associated with Single Status, e.g. on

pay protection, pay and reward and market supplements have all been drafted and are near completion.

Human Resources Operations and Support / Policy
New employee relation policies – Attendance Management, Disciplinary and Capability, Grievance and Dignity at Work have been developed following extensive consultation through focus groups with a cross-section of managers and Trade Union colleagues. The objectives of these new policies has been to simplify and modernise our approach in relation to these people management activities and to place greater emphasis on issues being managed pro-actively, resulting in earlier resolution.

Workforce Information and Reporting
A suite of workforce information reports has been developed which include establishment, headcount, labour turnover, sickness absence and diversity which have been generated using the new Midland Trent system. These reports provide comprehensive data, broken down by directorate, which will allow us to analyse trends and patterns and will enable us to track our performance in these key areas.

The first quarterly data was been produced at the end of quarter one 2009/10 for agency workers, following the implementation of the MASS (Managed Agency Staff Solution) project in October 2008. The figures on savings accrued indicate that the net savings will exceed the projected savings.

Corporate Training Team
Work has commenced this quarter with the development of a Management Development Programme for 'middle managers' in the Council (i.e. first line managers up to service managers), in partnership with Deeside College. The design of the programme is based on the core behavioural competencies defined in the Flintshire Competency Dictionary for managers and will be co-delivered by Deeside College, key specialists within the Council and external providers / keynote speakers.

Human Resources Operations Review
The scoping document (setting out what is included in the review, key objectives, considerations and dependencies) was produced by the previous Head of Human Resources and Organisational Development and formed the basis of an initial consultation meeting that was held with all employees affected. As a result of changing priorities (the impending implementation of a Single Status Agreement being one critical priority), the scope of this review is to be amended to incorporate all services within HR, apart from the Corporate Training Team.

Corporate Training and Organisational Development Review
The review is underway with the scoping document having been prepared. Further work has been undertaken to identify training expenditure and resources across the organisation, and a project plan for the review has started to be developed.

CORPORATE ASSET MANAGEMENT
In respect of the corporate asset management performance indicators our performance was 'middling' for all 7 indicators. Only 3 were reported against during 2007/08, as a result the trend and target analysis could only be undertaken against 3 indicators. As can be seen in the previous table (page 38) we achieved or exceeded our targets in all three and improved our performance on the 2007/08 position.

ICT AND CUSTOMER SERVICES

ICT and Customer Services covers the following functions:
- Information and Communications Technology
- Design and Print
- Customer Services

Five of the Council Governance risks are managed by ICT and Customer Services. All have reduced from high (red) risk to medium (amber) risk during 2008/09.

Area	Description	Current Level of Risk	Green Predictive Date
Corporate Project Management	Effective management and delivery of corporate projects of strategic significance		**Dec 2009**
Information & Communications Technology (ICT Strategy)	The Council's ICT Strategy that defines the use of ICT to support the Council and services in delivering their priorities for change and improvement.		**Dec 2009**
Information Management Strategy	The Council's Information Management Strategy defines a consistent approach to the management of information across the Council with supporting actions.		**Mar 2011**
Information Security, Governance & Sharing	Information security involves protecting information and information systems from unauthorized access, use, disclosure, disruption, modification, or destruction. Effective Information Security is vital to any information sharing arrangements.		**Mar 2010**
Customer Focus	Customer access to information and services and high standards at point of service customer experience		**Mar 2010**

ICT
The ICT service performance for the year was fairly positive with 35% of calls to the help desk being signed off at first point of contact, which was on target. However in terms of help desk calls resolved within agreed timescales, performance was slightly down on 2007/08 with 91% resolved against a 92% target. One of the factors that may have resulted in this slight dip in performance may have been the large increase in calls received by the help desk which increased by 10.5%, rising from 21,071 calls to 23,298. The service won an award in the IBM User Group European Innovation awards for the energy efficiency improvements implemented in the council's data centres.

Design and Print
The Design and Print Unit operates as a trading organisation providing design and print services to both internal and external customers. It operates with a zero base budget with the aim of returning a surplus or at the very least break even. As part of the Organisational Redesign programme a comprehensive review of the service has been undertaken. All the action plans arising from the recommendations of the review are on target for implementation. A new staff structure has been implemented with a reduction in staff numbers, a flattening of the structure and a fundamental review of roles and responsibilities. New workflow and production control procedures have been implemented, and a new computer system has been introduced which is providing improved management information in relation to orders, production and income.

Customer Services

Unfortunately, due to pressure on capital financing the County Hall Receptions Project has had to be significantly scaled down to some small scale cosmetic improvements, but the introduction of improved and integrated working practices is still going ahead. In terms of performance against the main access channels performance was generally good with just over 95% of calls to the main switchboard being answered within our target of 15 seconds, but the figure drops to about 90% when we look at direct dial calls. This is an area which we need to have a focus for improvement during 2009/10. In terms of enquiries captured by our contact centre system (this includes internet transactions) we saw a significant improvement in performance in the last quarter resulting in an annual performance of 87% against the 80% we were reporting for Quarter 3. At the same time we saw a doubling in the monthly enquiries received by the contact centre system.

LEGAL & DEMOCRATIC SERVICES

Area	Description	Current Level of Risk	Green Predictive Date
Code of Corporate Governance	Effective corporate governance according to the standards of the revised CIPFA/SOLACE code of corporate governance		**Sep 2009**

This risk was originally assessed as high (red).

Corporate Governance
Progress has been made on a number of matters including the introduction of a third party representation process at Planning & Development Committees, planned to commence in September.

A new Delegation Scheme was introduced to reflect the requirements of the organisation following the creation of Corporate Directors, and the rationalisation of services as part of organisational redesign.

Standards and Ethical Framework
The work of the Standards Committee in has helped to provide Members with a better understanding of the new Code of Conduct which was introduced in May 2008. Guidance is still awaited from the Public Services Ombudsman on the interpretation of the Code.

Legal Services
Following discussions at meetings of the County Forum, work has been undertaken on the introduction of a County wide Alcohol Control Zone and a protocol has been agreed with North Wales Police relating to its enforcement. A number of injunctions have been obtained in relation to anti-social behaviour and a number of unauthorised encampments of gypsies and travellers have been dealt with. Legal Services continue to support Financial Services in the prosecution of benefit fraud cases. There has also been a significant amount of work supporting the work of Children's Services, Adult Social Care, Education, Trading Standards and Planning Services in particular. The dip in the sale of council house sales and other land disposals has enabled the Property Section to concentrate on other work such as the voluntary registration of Council land and other grant aided schemes.

Committee and Members Services
Work has been undertaken to rationalise the despatch of agendas and reports in accordance with the requirements of individual Members. Emphasis has been placed upon ensuring, as far as possible, that agendas and reports are received within appropriate deadlines. The servicing of the North Wales Residual Waste Joint Committee had been added to the workload of the section. The section has successfully arranged the Chairman's civic service, the ceremony for the granting of the Freedom of the County to the Royal Welsh and the Annual Meeting of Council. Members' Services have continued to provide a well received service to Members of the Council and support to the Chairman and Vice-Chairman.

Benchmarking
Legal Services in Wales some years ago introduced a number of benchmarking activities within legal services. For one reason or another many authorities failed to continue providing the information. Activity has been renewed with a view to rationalising the benchmark activities to provide a meaningful comparison amongst authorities. A Legal

Services Customer Satisfaction Survey was undertaken during the period indicating that professional competence, accuracy and friendliness and courtesy were rated as good or excellent by 91% of respondents and quality of advice and reliability were rated as good or excellent by 87% of respondents. A Service Level Agreement response for Legal Services from the County's schools was similarly satisfying.

Collaboration
Significant progress was made during the quarter in relation to collaboration amongst Legal Services Departments across North Wales on matters of common interest, especially the development of documents relating to the North Wales Residual Waste Partnership and the Food Waste Hub involving Flintshire, Denbighshire and Conwy. In addition, work is progressing on the development of a framework agreement for the outsourcing of work where specialist legal advice is required. This collaboration is being replicated on a Wales wide basis with many legal departments signing up to a memorandum of understanding, whereby legal services will assist each other on an agency basis in relation to specialist activities or where capacity is limited.

5.3.2 Education

Our Strategic Assessment of Risks and Challenges

Within the Council Delivery section of the Strategic Assessment of Risks and Challenges there are 4 issues which have been identified in relation to education:

Area	Description	Current Level of Risk	Predictive Green Date
School Buildings	Condition and suitability of ageing buildings.		**April 2018**
School Modernisation	Falling demographics and suitability of assets under review as the basis for choices/strategy on future provision.		**April 2018**
Looked After Children, Out of County Care & Education	Pressure on current budget for Out of County placements where appropriate care or educational facilities are often available only outside the County.		**TBC**
Learning and Improvement	Pupils' attainments in National Curriculum Assessments at KS3 and in gaining five or more A* to C GCSE's are below levels expected for schools and authorities in similar social and economic circumstances.		**2010**

In relation to the first three points, progress has been made toward the completion of the actions to be undertaken to mitigate these risks/challenges; however the year end assessment reveals that these remain high (red) risk issues for the Council. In relation to the fourth point good progress has been made and the risk level is now assessed as medium (amber).

Within the Community Leadership section of the Strategic Assessment of Risks and Challenges is an issue relating to the skills needs of employers. This issue is being addressed by the Council and its partners within Further and Higher Education. Following the year end review this issue was assessed as remaining a medium (amber) risk.

Area	Description	Current Level of Risk	Predictive Green Date
Skills Needs of Employers	Webb Review "Promise and Performance" - independent review of Further Education in Wales - implications for providers and stakeholders of 14-19 year old learners. Collaboration of Further and Higher Education providers to meet the changing training needs of employers.		**Apr 2012**

Performance

This section examines the performance of the Council in relation to education services within Flintshire. It should be noted that for many of the education performance indicators there is only a small cohort and the difference one pupil can make to the performance indicator value can therefore be significant.

Figure 8

Education Trends - Performance Data Analysis

Significantly Downturned (<-20%)
4, 14%

Significantly Improved (>20%)
9, 32%

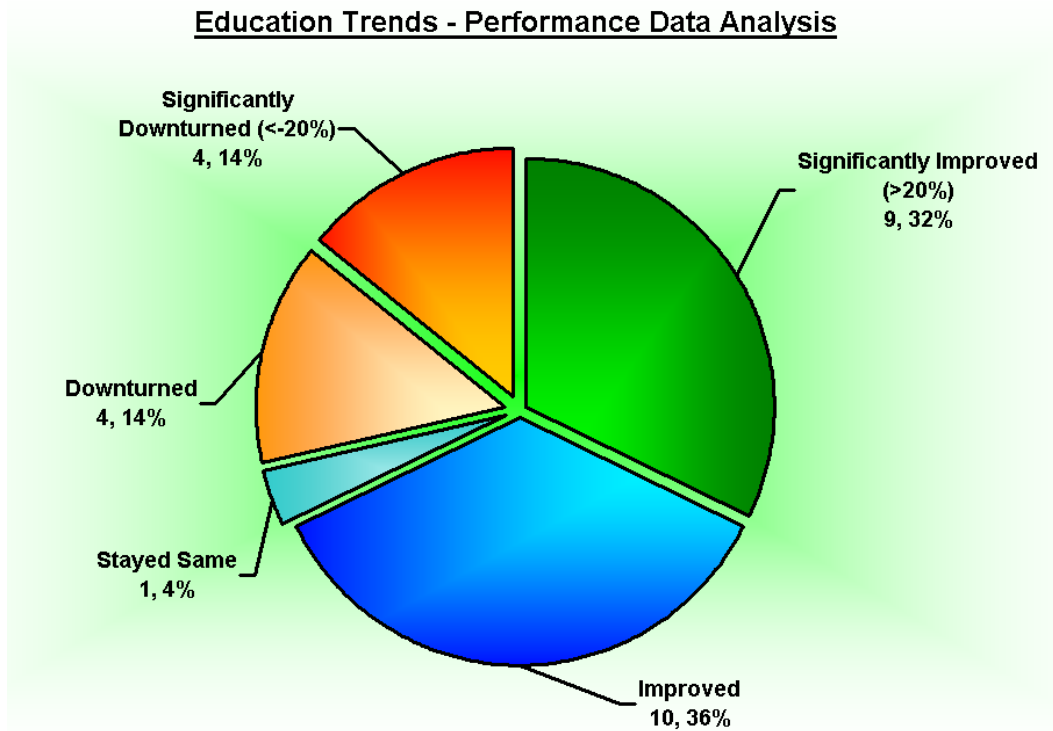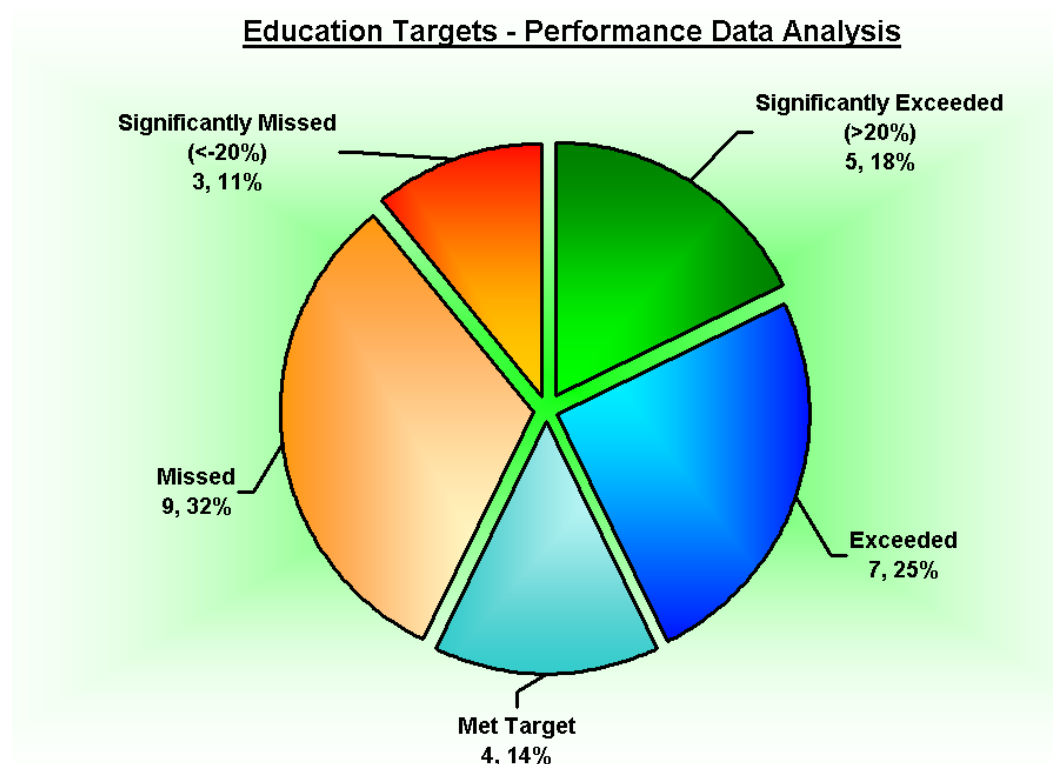Downturned
4, 14%

Stayed Same
1, 4%

Improved
10, 36%

Figure 8 shows that we improved on our 2007/08 performance in 19 (68%) indicators, significantly so in 9 (32%) indicators, but performed worse in 8 (28%). This performance is significantly better than 2007/08 where we improved in 3 indicators but performed worse in 18, of these 36% were significant downturns.

Figure 9

Education Targets - Performance Data Analysis

Significantly Missed (<-20%)
3, 11%

Significantly Exceeded (>20%)
5, 18%

Missed
9, 32%

Exceeded
7, 25%

Met Target
4, 14%

Flintshire has classified eight indicators as improvement targets for education, three of which are also in our Improvement Agreement with the Welsh Assembly Government. Of these, six showed improvement on the 2007/08 performance, four significantly so and half

48

exceeded target. Six could be compared with the other authorities in Wales, and of these half performed better than the Welsh average.

Performance indicators (all improvement targets) which have shown significant improvement include:
- The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification (27.27%, ranked 17th in Wales)
- The average number of school days that permanently excluded pupils did not receive an offer of full time appropriate education provision during the academic year (7.33 days, ranked 12th in Wales)
- The average number of school days that permanently excluded pupils did not receive an offer of part time appropriate education provision during the academic year (2.83 days, ranked 15th in Wales)

Performance indicators which have shown a downturn and missed target include:
- The number of permanent exclusions during the academic year per 1,000 pupils from primary schools (0.07, ranked 16th in Wales)
- The percentage of final statements of special education need issued within 26 weeks including exceptions (69.23%, ranked 14th in Wales)

Performance indicators which significantly downturned and significantly missed target include:
- The percentage of looked after children eligible for assessment at the end of Key Stage 2 achieving the Core Subject Indicator, as determined by Teacher Assessment (0%, ranking 20th in Wales)
- The percentage of looked after children eligible for assessment at the end of Key Stage 3 achieving the Core Subject Indicator, as determined by Teacher Assessment (12.5%, ranking 16th in Wales)

Figure 10

School Attendance Figures
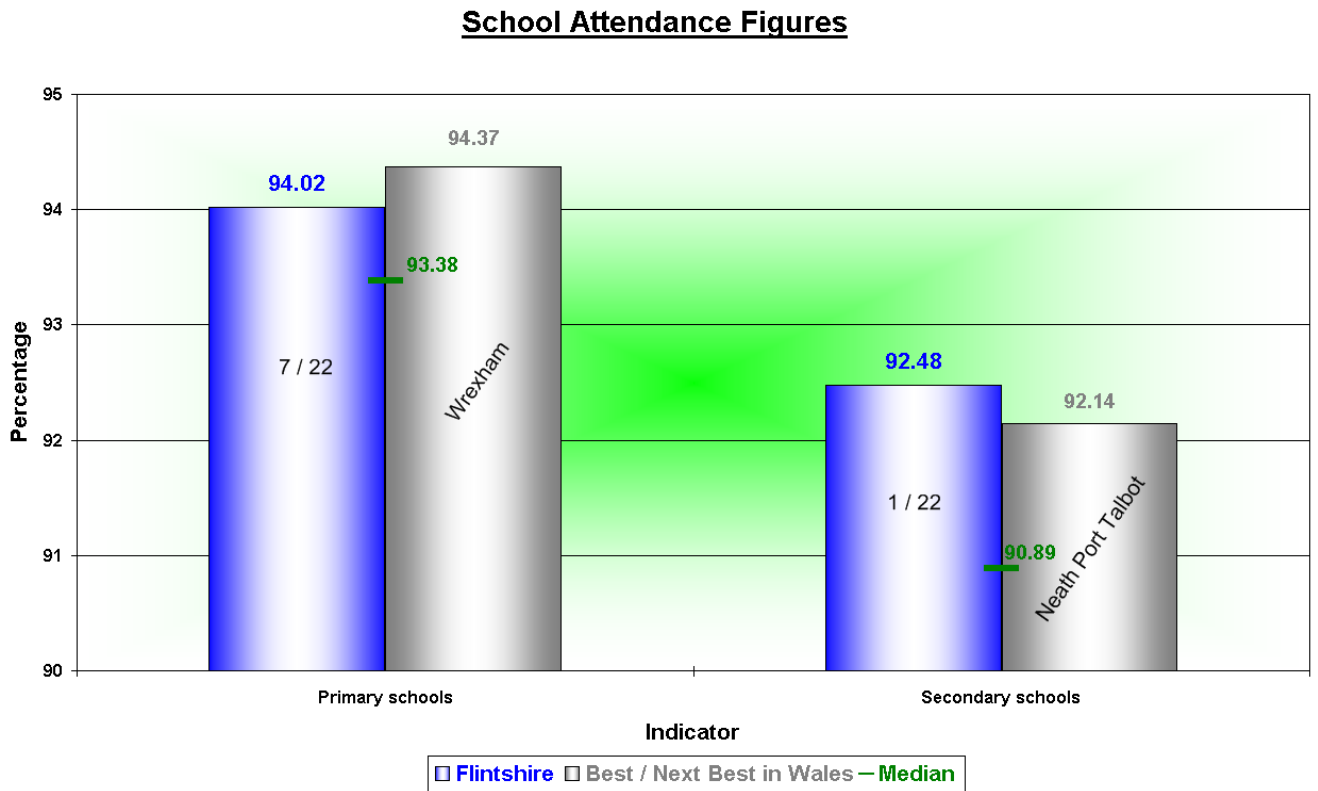
As can be seen from the above chart Flintshire's performance in respect of attendance at secondary schools remains very good when compared with other Welsh authorities. We ranked first for 2008/09 and were 3rd in 2007/08.

Figure 11

The percentage of assessed pupils achieving the Core Subject Indicator, as determined by Teacher Assessment
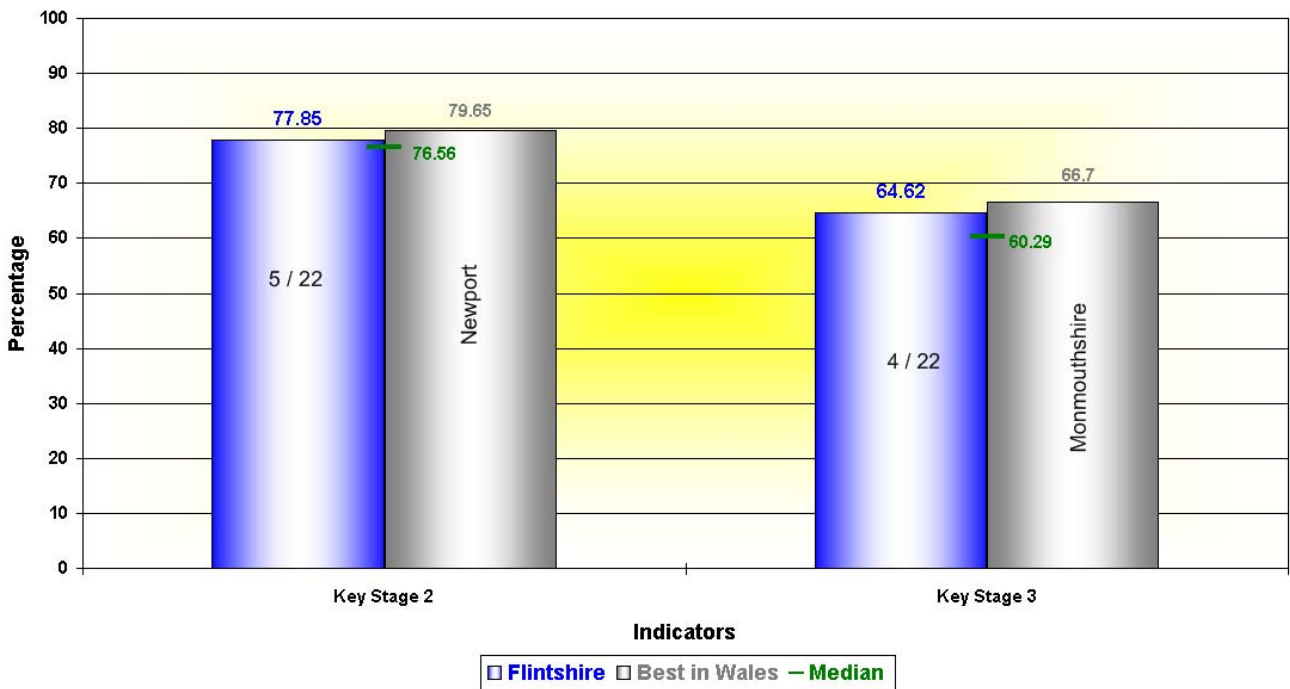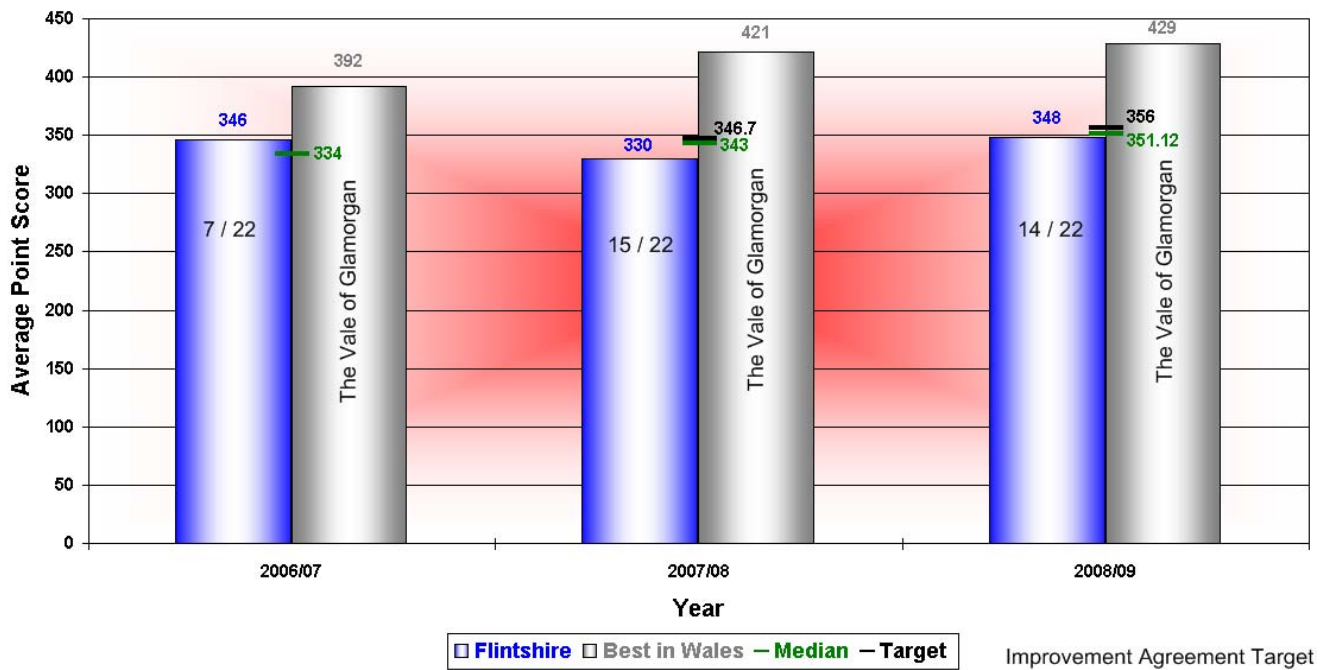
Figure 12

EDU/011 - The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority

5.3.3 Housing, Homelessness & Supporting People

Strategic Assessment of Risks and Challenges
Within the Strategic Assessment of Risks and Challenges there are 10 issues which relate specifically to this section. A great deal of work has been undertaken to address these issues and following the 2008/09 year end review it was determined that only two of the issues would remain high (red) risk:

Due to the complexities of the issue relating to housing stock options it has not been possible to assign a risk rating at this time.

Area	Description	Current Level of Risk	Green Predictive Date
Affordable Housing	Limited affordable housing of all tenures and types in all locations across the county impacts on inward and outward County migration, rising domestic debt and economic growth and development.		**Jun 2009**
Housing Strategy	The Housing Strategy and general housing service demand change and improvement to be delivered at a time of strategic change / uncertainty.		**Dec 2011**
Housing Management	The Housing Strategy and general housing service demand change and improvement to be delivered at a time of strategic change / uncertainty.		**Sep 2009**
Housing Repairs and Maintenance Service	Service delivery improvements need to continue around increased productivity, new technologies and performance.		**Mar 2010**
Housing Stock Options	Council to make its final decision following the proposed local strategic housing review throughout 2008.		**TBC**
Homelessness	Changes in legislation and reductions in supply of suitable accommodation continue to exert pressure.		**Mar 2010**
Sheltered Housing	The Sheltered Housing Improvement Project continues to address a range of issues to develop and improve the service.		**Mar 2011**
Shotton & Deeside Renewal Area	Delivery of the first Renewal Area for the County drawing down up to £10m Specific Capital Grant from WAG.		**Dec 2009**
Gypsies and Travellers	Management of demand/casework and provision of sites/facilities.		**TBC**
Supporting People	Review of Supporting People to ensure the strategic and effective delivery of the Supporting People programme		**Mar 2011**

Performance
Under the heading of Housing, Homelessness and Supporting People performance indicators can be examined for Homelessness, Housing, Adaptations and Supporting People.

The following charts show that overall whilst we missed a number of our targets we did improve on our previous years performance.

Figure 13

**Housing, Homelessness & Supporting People Trends -
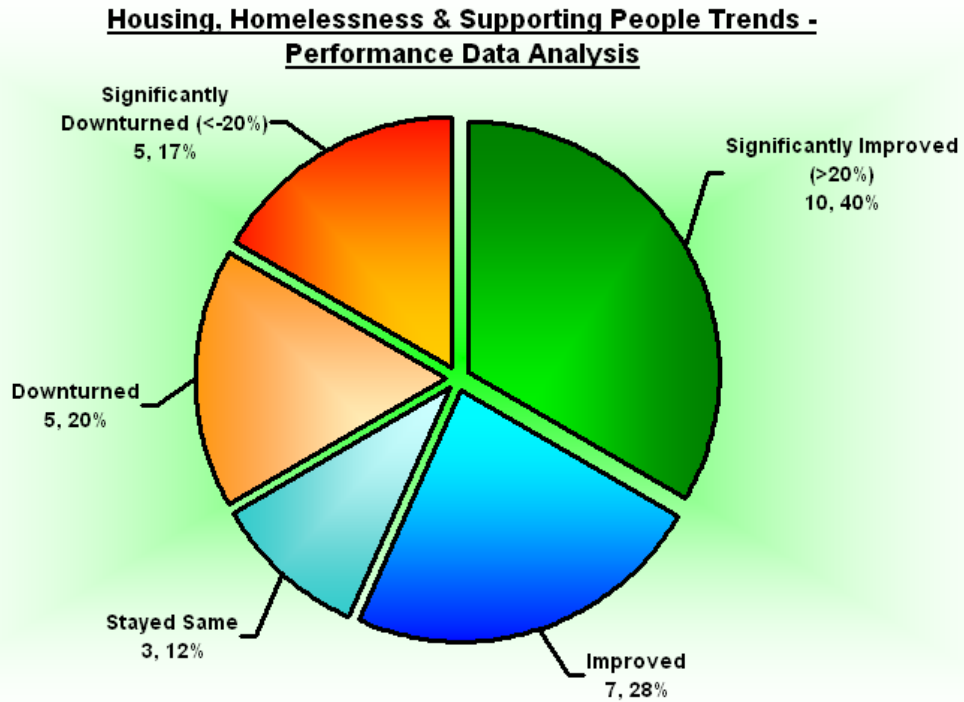Performance Data Analysis**

Figure 13 shows improvement for 17 (57%) indicators, 10 (33%) significantly so, and worse performance for 10 (33%) indicators, 5 (16%) significantly. This performance is better than 2007/08 where only 29% of indicators showed significant improvement. However, 33% of indicators downturned compared with 25% in 2007/08.

Figure 14

**Housing, Homelessness & Supporting People Targets -
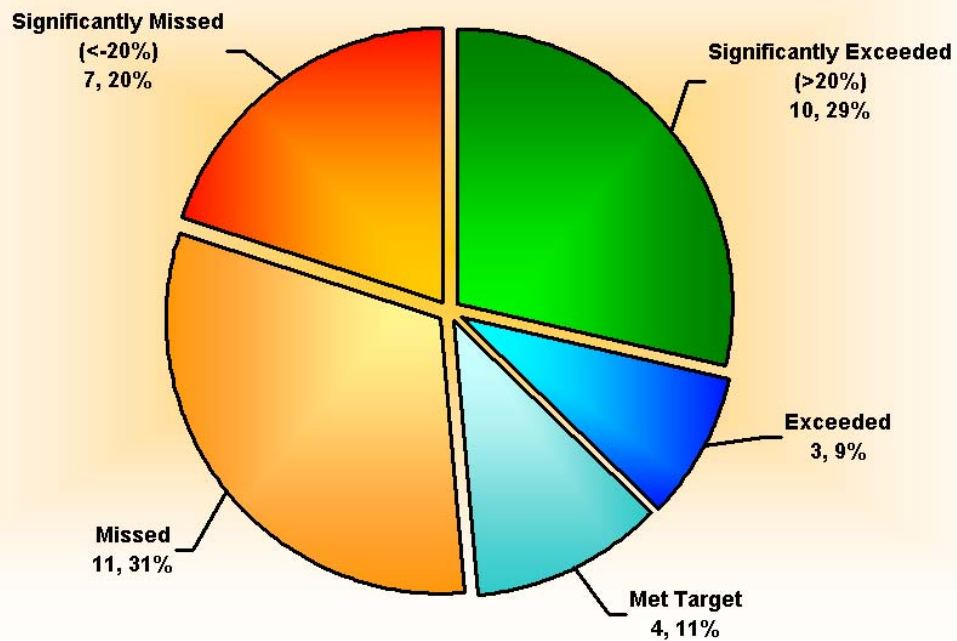Performance Data Analysis**

Figure 14 shows that we exceeded targets for 13 (38%) indicators, 10 (29%) significantly, however we missed target for 18 (51%) indicators. Targets were significantly missed for 7 (20%) indicators. This also shows improved performance as 19% of targets were significantly exceeded in 2007/08, compared with 29% being significantly exceeded in 2008/09. In respect of those indicators which significantly missed target this figure has reduced from 28% to 20% for 2008/09.

Of the Housing, Homelessness and Supporting People indicators 14 are classified as improvement targets, 7 of which are included within the Improvement Agreement. Where analysis could be undertaken a total of 10 showed improvement, 5 significantly so and 2 downturned on the 2007/08 performance. With regard to the target analysis of the improvement targets, 7 met or exceeded target and 7 missed target.

Given the areas covered under the heading of Housing & Homelessness the following table has been produced to give a breakdown of the analysis above.

Area	Trend Analysis		Target Analysis	
	No. Indicators Same/ Improved	No. Indicators Downturned	No. Indicators Met or Exceeded Target	No. Missed Target
Homelessness	3	4	7	3
Housing	10	4	3	12
Adaptations	3	0	4	0
Supporting People	4	2	3	3
TOTAL	20	10	17	18

Whilst our performance against the national indicators for Housing Services is showing signs of improvement our performance on rent arrears and re-let times remain below the Welsh average. New targets have been set for improvement, principally around maximisation of rental income and voids management. Improvement in these areas is a key priority during 2009/10.

Housing & Homelessness
There were 6 performance indicators which showed a significant improvement and significantly exceeded target, some of which were:
- The average number of calendar days taken to complete non-urgent repairs (41.47 days, ranked 14th in Wales)
- The total amount of rent arrears owed by former tenants in permanent accommodation which were written off as unrecoverable during the financial year (0.38%, ranked 5th in Wales)
- The percentage of households accepted as statutorily homeless during the year to whom a full homelessness duty has been discharged by the same local authority within the last 2 years (1.96%, ranked 12th in Wales)

There were 4 performance indicators which showed a significant downturn and which significantly missed target, some of which were:
- The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority (0.53%, ranked in the bottom 3 in Wales)
- The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless (228.67 days, ranked 19th in Wales)

Supporting People

A significant improvement was seen in the average number of units of housing related support, per 1,000 head of population, for community alarm services (0.41 units, however there is room for further improvement as we ranked 21st in Wales).

In total 2 supporting people indicators showed a significant downturn and significantly missed target for 2008/09: -

- The average number of units of housing related support, per 1,000 head of population, for floating support (2.22 units, ranking 12th in Wales)
- The average number of units of housing related support, per 1,000 head of population, for sheltered accommodation for older people (10.89 units, ranking 5th in Wales)

Figure 15

PSR/002: The average number of calendar days taken to deliver a Disabled Facilities Grant
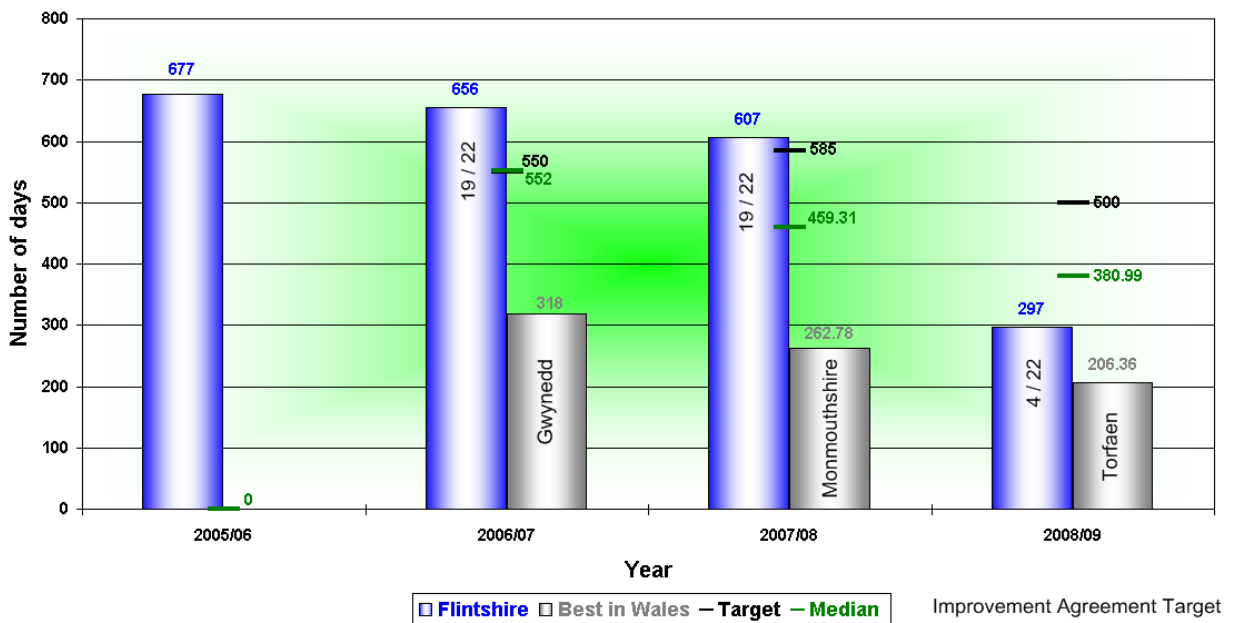
As can be seen in Figure 15 a significant improvement in the delivery of DFGs following the introduction of the new £5,000 Discretionary Adapation Grant (DFG) has been achieved. The average days have dropped from 607 in 2007/08 to 297 in 2008/09, ranking Flintshire 4th in Wales. In addition, improved management of contractors to ensure commencement within 8 weeks (normal DFG applications) and 4 weeks (urgent DFT applications) has resulted in 76% of urgent works being completed within 8 weeks, and 100% of urgent works being completed within 4 weeks.

Figure 16

Response Times for Housing Repairs
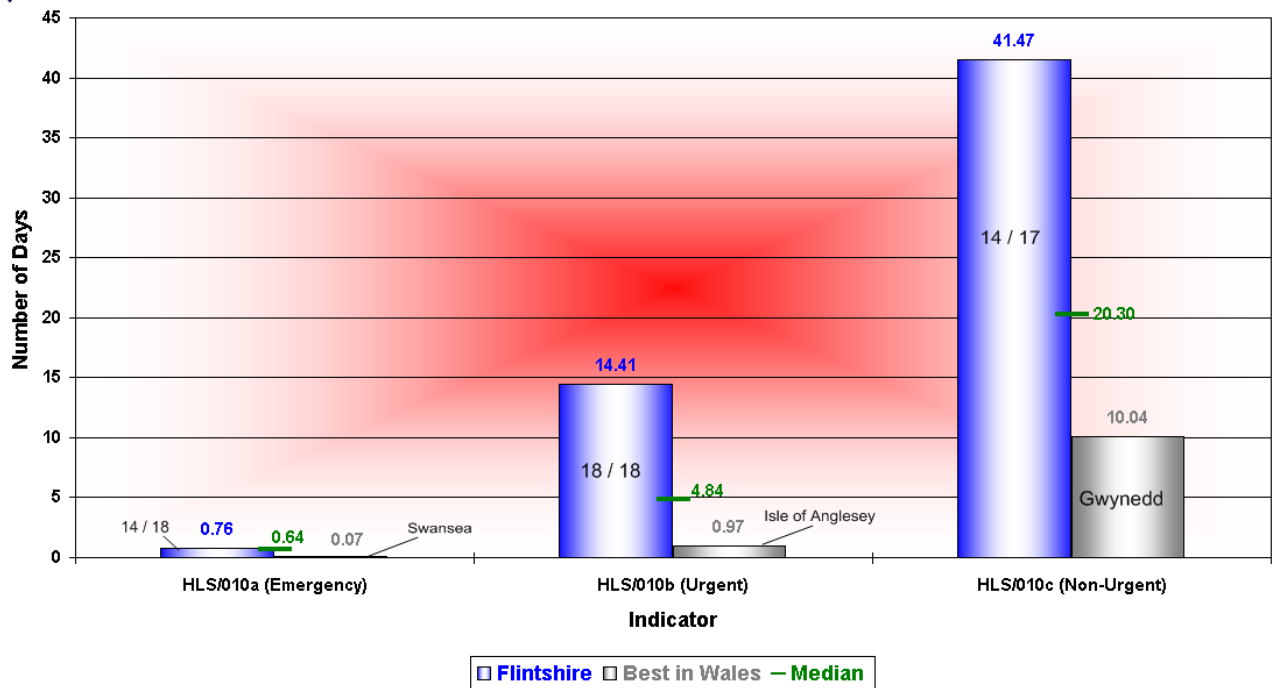
Whilst there has been significant improvement in the number of days taken to complete non-urgent repairs – a reduction from 88.94 to 41.47 days in 2008/09 (ranked 14th in Wales) – it is recognised that we still miss the Welsh average of 29.49 days. It is also recognised that there is still much room for improvement for the number of days taken to deliver urgent repairs, as Flintshire ranked last for this indicator. *(Flintshire's data collection and reporting method needs to be review to ensure comparability with other authorities.)* Housing repairs and maintenance is an issue which the Council has identified within its Strategic Assessment of Risks and Challenges and one which it has committed to improve on by including it in it's Improvement Agreement with the Welsh Assembly Government.

Figure 17

Bed & Breakfast / Temporary Accommodation Related Indicators
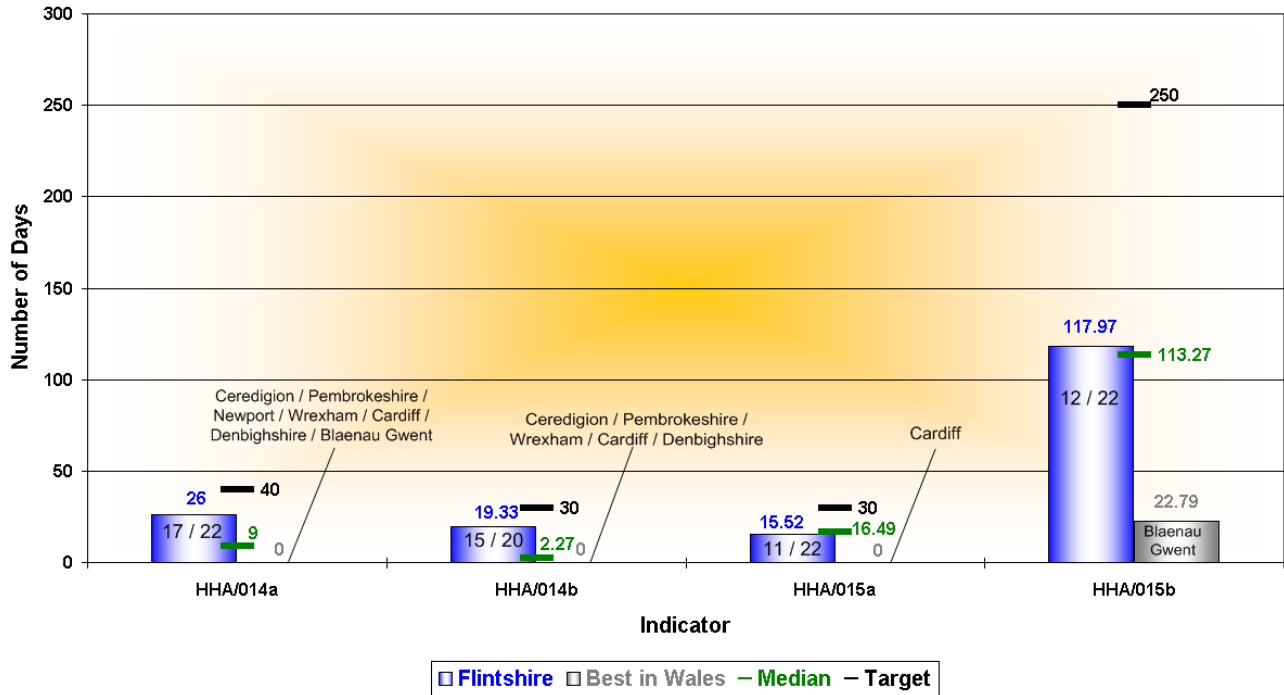
Key

HHA/014a	The number of homeless families with children who have used Bed and Breakfast accommodation during the year, except in emergencies
HHA/014b	The average number of days all homeless families with children spent in Bed and Breakfast accommodation
HHA/015a	The average number of days that all homeless households spent in Bed and Breakfast accommodation
HHA/015b	The average number of days that all homeless households spent in other forms of temporary accommodation

Homelessness performance has improved significantly in relation to the use of bed and breakfast accomodation for families with children on the performance achieved in 2007/08. In addition, we significantly exceeded the 2008/09 targets in all four of the indicators identified in figure 17. However, when comparing ourselves with the rest of Wales it is apparent that there is still some room for improvement.

5.3.4 Libraries & Leisure

Our Strategic Assessment of Risks and Challenges
Within the Strategic Assessment of Risks and Challenges there is one key issue identified:
- Development of a Leisure Strategy to inform current and future provision of leisure facilities and services & condition of leisure building stock and plant

A Leisure Strategy which will address both these issues has been drafted and projects are now underway to address the condition of buildings and plant. These issues were assessed as medium (amber) risk for the Council following the year end review.

Area	Description	Current Level of Risk	Green Predictive date
Leisure - future provision & condition of building stock	Development of a Leisure Strategy to inform current and future provision of leisure facilities and services. Condition of ageing stock and plant.		**TBC**

The Strategic Assessment of Risks and Challenges also identifies an issue with regard to the condition of ageing libraries within Flintshire. Work is underway to address this issue and as a result the issue was reduced to medium (amber) risk at the year end review.

Area	Description	Current Level of Risk	Green Predictive date
Community facilities stock	Condition of ageing libraries and community centres.		**Feb 2010**

Performance
This section examines the performance of the Council in relation to leisure and library services within Flintshire.

Area	Trend Analysis		Target Analysis	
	No. Indicators Same/ Improved	**No. Indicators Downturned**	**No. Indicators Met or Exceeded Target**	**No. Missed Target**
Libraries	3	2	3	2
Leisure	0	1	0	1
TOTAL	**3**	**3**	**3**	**3**

Analysis shows mixed performance in respect of the libraries indicators and achievement of targets. None of the indicators analysed in this section are improvement targets.

Whilst the analysis below shows a drop in the number of visits to public libraries, improved performance was seen in respect of the percentage of the number of available computer hours in use (41.26%, ranked 15th in Wales) and the percentage of library requests supplied within 7 calendar days (76.27%, ranked 5th in Wales).

Figure 18

**LCL/001: The number of visits to Public Libraries
during the year, per 1,000 population**
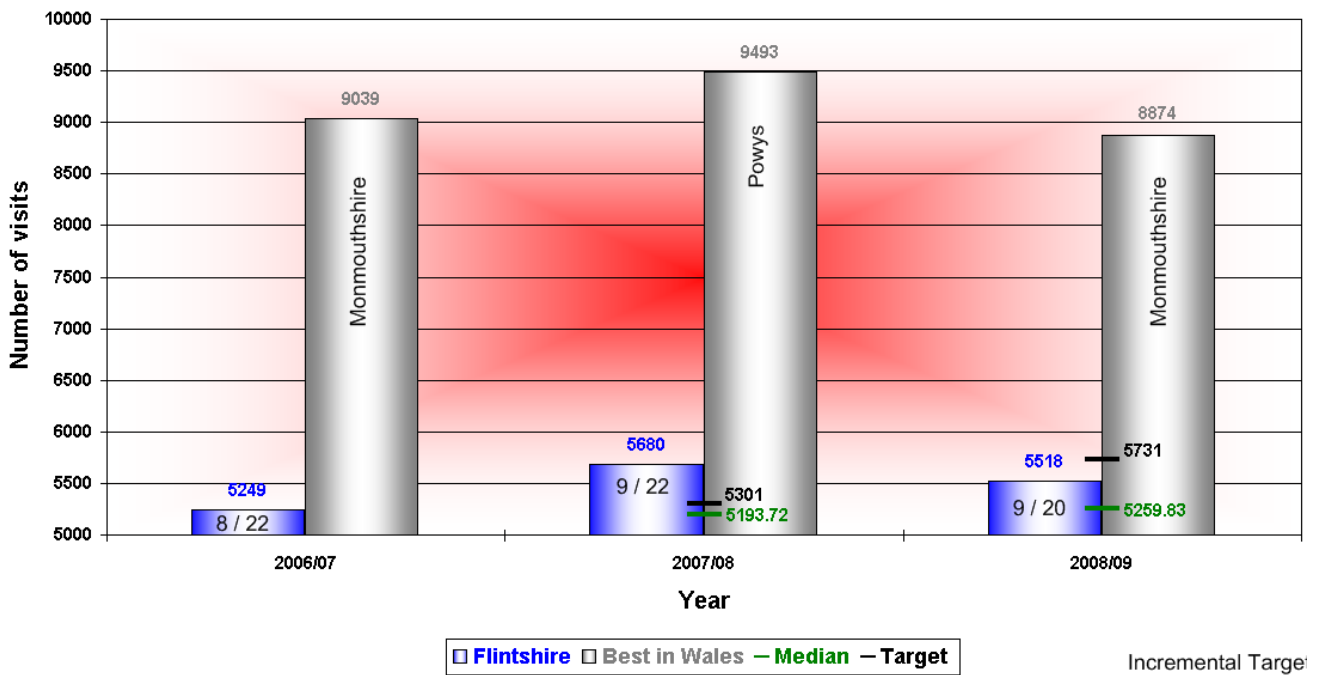
Revision of the national indicator set for leisure reduced the number of indicators from 2 to 1, in which we did not achieve target and did not improve our performance for 2008/09. However we did rank 3rd in Wales for this indicator (The number of visits to local authority sport and leisure centres during the year where the visitor participated in physical activity).

5.3.5 Planning

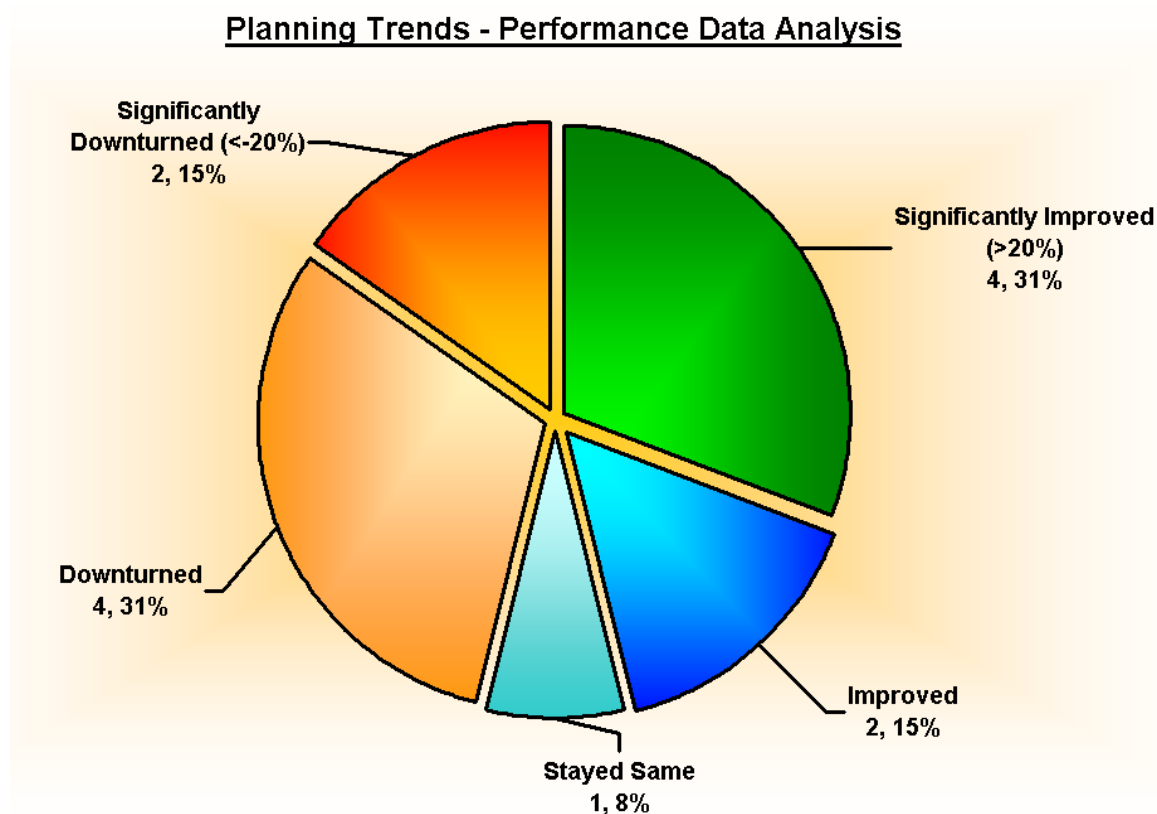**Our Strategic Assessment of Risks and Challenges**
Two issues have been identified within the Council Delivery Section of the Strategic Assessment of Risks and Challenges. The first area relates to planning development control arrangements requiring further development to increase confidence in planning decisions and the processes leading to them. Work is ongoing to address this issue therefore following the year end review the risk level has been assessed as medium (amber). The second issue relates to the transition from a Unitary Development Plan to a Local Development Plan; this risk has also been assessed as medium (amber).

Area	Description	Current Level of Risk	Green Predictive Date
Planning Protocol	Planning development control arrangements require further development to increase confidence in planning decisions and processes.		**Mar 2010**
Transition from UDP to LDP	Council's arrangements for the transition from adoption of the Unitary Development Plan to the development and adoption of the Local Development Plan (one of the 4 statutory plans within plan rationalisation).		**Dec 2009**

Performance
This section examines the performance of the Council in relation to planning services within Flintshire. Figure 19 shows that we achieved the same performance or improved in 7 indicators (54%), significantly improving in 4 (31%).

Figure 19

Planning Trends - Performance Data Analysis

Significantly Downturned (<-20%) 2, 15%

Significantly Improved (>20%) 4, 31%

Downturned 4, 31%

Improved 2, 15%

Stayed Same 1, 8%

Target analysis shows that we exceeded target in 3 (27%) indicators, but missed target in 7 (64%) indicators, significantly for 3 (27%).

5 performance indicators within Planning have been categorised as improvement targets. 3 performed better than in 2007/08 and 2 exceeded target. No planning indicators are included within the Improvement Agreement.

Figure 20

Planning's Application & Appeal Related Indicators
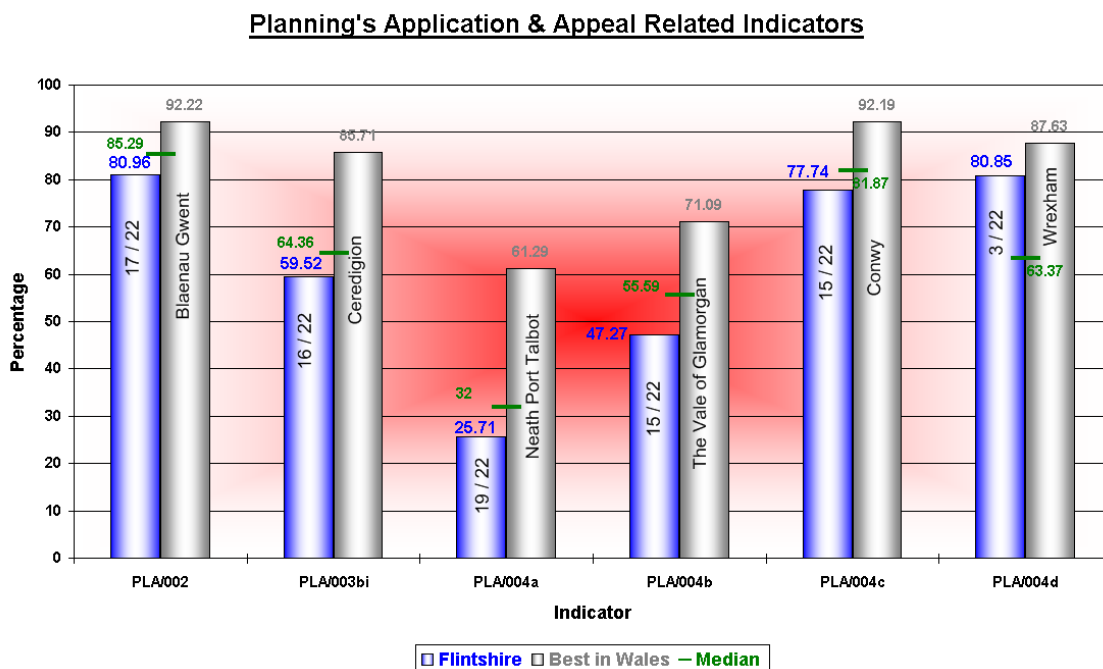
Key

PLA/002	The percentage of applications for development determined during the year that were approved
PLA/003bi	The percentage of determined appeals that upheld the authority's decision, in relation to planning application decisions
PLA/004a	The percentage of major planning applications determined during the year within 13 weeks
PLA/004b	The percentage of minor planning applications determined during the year within 8 weeks
PLA/004c	The percentage of householder planning applications determined during the year within 8 weeks
PLA/004d	The percentage of all other planning applications determined during the year within 8 weeks

Figure 21

Building Control Related Indicators
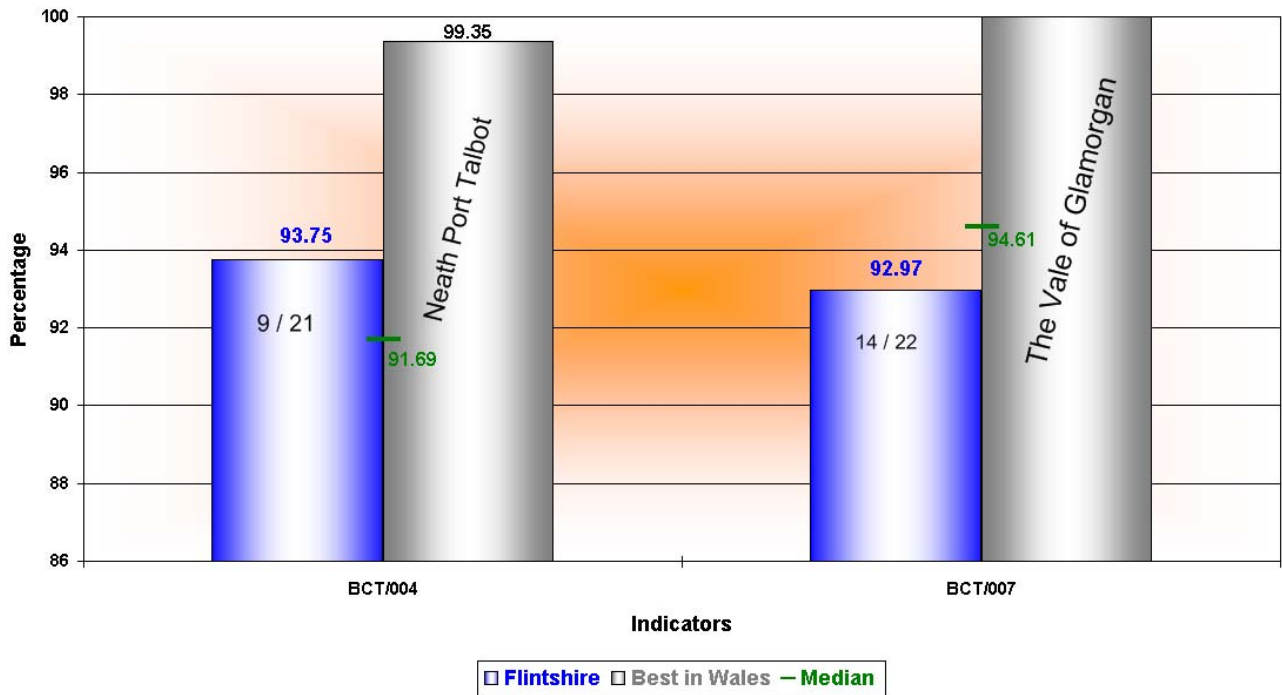
| BCT/004 | Percentage of building control 'full plan' applications checked within 15 working days during the year |
| BCT/007 | The percentage of 'full plan' applications approved first time |

5.3.6 Public Protection

This section examines the performance of the Council in relation to public protection services within Flintshire. This relates to the following:

- Health & Safety
- Animal Health
- Food Hygiene
- Trading Standards

Strategic Assessment of Risks and Challenges

A wider issue identifed in the Community Leadership section of the Strategic Assessment of Risks and Challenges around public health and primary health care incorporates issues of public protection. Due to its complexity the issue has not been given a risk status at this time.

In relation to cemetery provision, a medium risk status has been assessed at the end of Quarter 1.

Area	Description	Current Level of Risk	Predictive Green Date
Public Health & Primary Health Care	(i) Relationship and responsibilities of and between Council and Local Health Board (LHB) service provision in relation to health pandemics. (ii) Community expectation of improved Health Centre provision.		**TBC**
Cemetery provision	The current cemetery (Connahs Quay) has approximately 12 months capacity left. Need for a replacement facility.		**Oct 2009**

Performance

Figure 22

Public Protection Trends - Performance Data Analysis

- Significantly Downturned (<-20%) 1, 7%
- Downturned 1, 7%
- Significantly Improved (>20%) 3, 20%
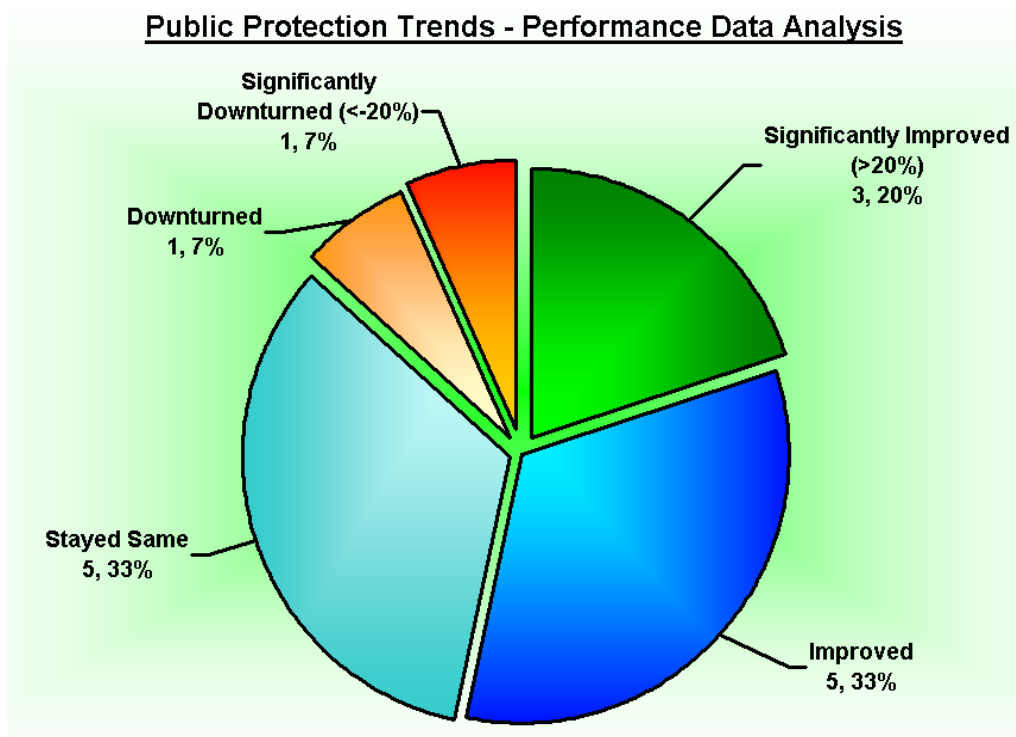- Stayed Same 5, 33%
- Improved 5, 33%

Figure 22 shows that we stayed the same or improved on the previous years performance for 13 (86%) indicators, 3 (20%) significantly so. Our performance downturned for 2 (14%) indicators.

Target analysis shows that we met or exceeded our targets in 16 (94%) indicators but missed our target for 1 (6%) of the indicators. This is considerably better than last year where we missed target for 7 indicators (significantly for 4 of the indicators).

None of the Public Protection indicators are classified as improvement targets.

When comparing Flintshire's performance with that achieved nationally we were ranked in the top 5 for 8 indicators including top for 4 indicators:
- The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Food Hygiene (100%)
- The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Animal Health (100%)
- The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Health & Safety (100%)
- The percentage of new businesses identified which were subject to a risk assessment visit by each of the following service areas during the year: Animal Health (100%)

Flintshire's performance downturned in two indicators:
- The percentage of new businesses identified which returned a self-assessment questionnaire during the year, for: Health and Safety (6.82%, ranked 13th in Wales)
- The percentage of new businesses identified which were subject to a risk assessment visit by each of the following service areas during the year: Trading Standards (68.29%, ranked 10th in Wales)
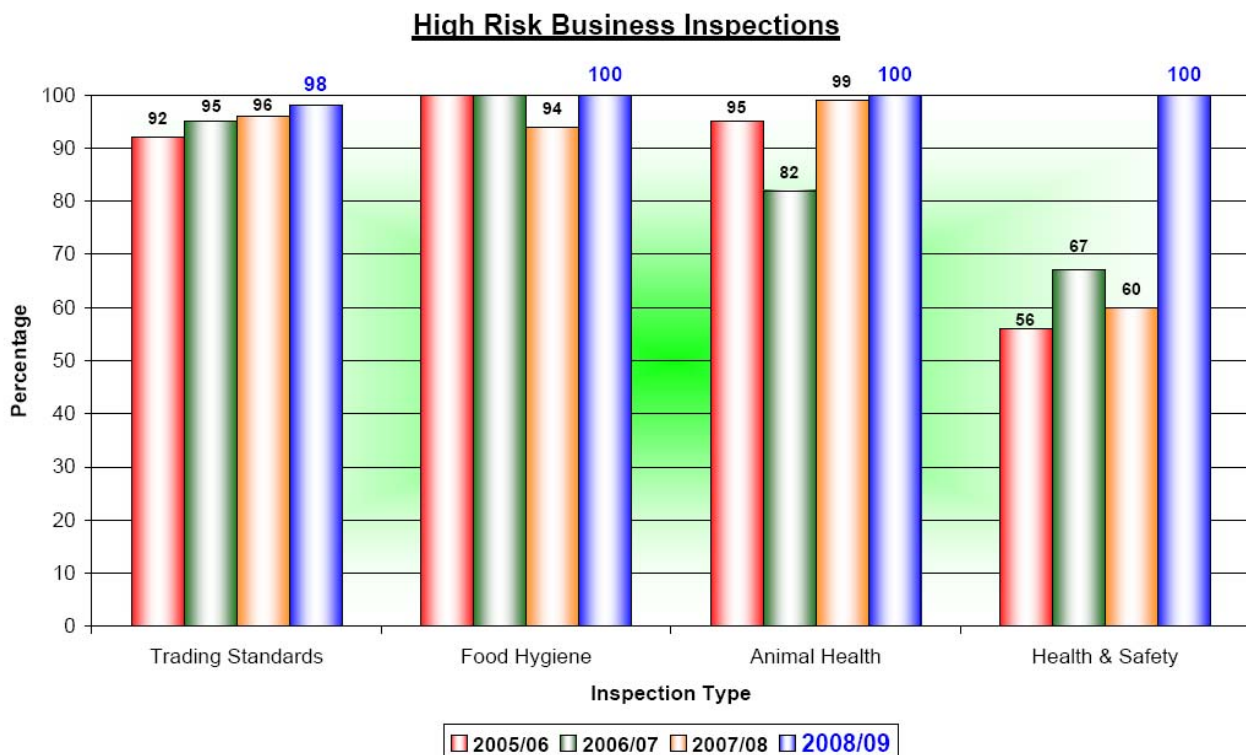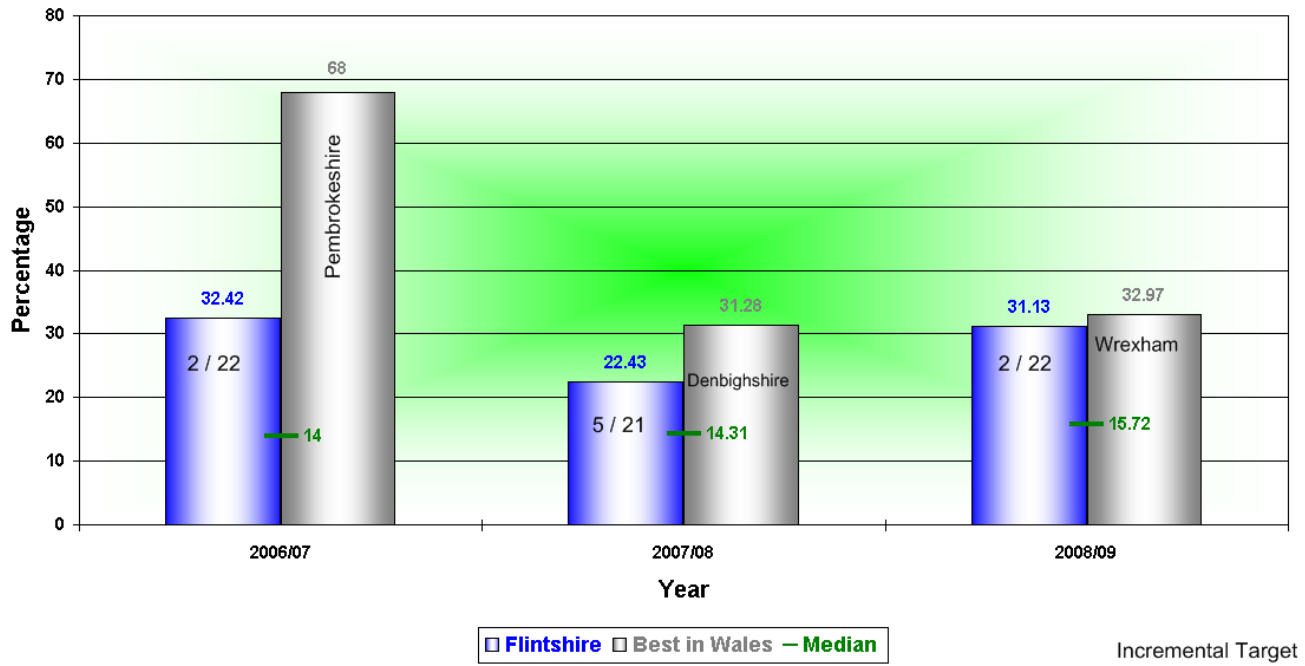
Figure 23

High Risk Business Inspections

Figure 24

PPN/004: The percentage of all eligible food businesses
with a valid food hygiene award

Incremental Target

5.3.7 Regeneration

Strategic Assessment of Risks and Challenges
Within the Community Leadership section of the Strategic Assessment of Risks and Challenges there are 2 issues which relate to Regeneration:
- Economic Regeneration Strategy
- County Town Network Regeneration & Protection

Both have reduced from high risks (red) at the beginning of 2008/09.

Area	Description	Current Level of Risk	Green Predictive Date
Economic Regeneration Strategy	Revitalisation of the strategy to provide clarity on priorities; protection of our economic competitiveness as a sub region and stronger profile of the supporting skills market including the economically inactive.		**Jun 2009**
County Town Network Regeneration & Protection	Flintshire's main commercial centres decline faced with competition for investment from out of town development.		**Jun 2009**

Performance
Regeneration has one local performance indicator which is classified as an improvement target and which is also included within the Improvement Agreement with the Welsh Assembly Government - Increased attendance at Flintshire Business Week. The objective of Flintshire Business Week is to engage better with the business community in Flintshire to develop supportive relationships across the range of businesses in Flintshire, both large and small employers, and further and higher education.

The performance for this indicator improved significantly for 2008/09 and the target was achieved.

Preparations for Flintshire Business Week 2009 are progressing with increases in sponsorship and a larger programme than in 2008.

5.3.8 Social Care

Our Strategic Assessment of Risks and Challenges
Within the Community Leadership section of the Strategic Assessment of Risks and Challenges there are 4 issues which directly relate to social care and supporting people. These areas are:

- Social Care of Older People
- Older People – Independent Sector Care Market
- Public Health and Primary Health Care
- NHS Restructuring

Whilst work is ongoing to address these issues, they are highly complex and due to their nature can only be resolved by successful partnership working within the Community. Following the 2008/09 year end review two were assessed as high (red) risk and one as medium (amber) risk.

Due to the complexities of the issues surrounding public health and primary health care it has not been possible to determine the level of risk at the year end review.

Area	Description	Current Level of Risk	Green Predictive Date
Social Care of older people	Demographic factors showing increased numbers of older people and an increased proportion of older people with dementia; increased pressures on the range of public and voluntary services which provide for them.		**TBC**
Older people - independent sector care market	The stability of independent sector care market is vital to ensure capacity for affordable long term care of older people (care homes & domiciliary care).		**Mar 2011**
Public Health & Primary Health Care	(i) Relationship and responsibilities of and between Council and Local Health Board (LHB) service provision in relation to health pandemics. (ii) Community expectation of improved Health Centre provision.		**TBC**
NHS Restructuring	The NHS reforms in Wales will adversely impact on local partnerships and service delivery.		**Mar 2011**

The Council Delivery section of the Strategic Assessment of Risks and Challenges also includes four issues which specifically relate to social care. These include:

- Looked After Children
- Recruitment and Retention of Social Care Staff
- Direct Payments
- Disabled Facilities Grants

It is the responsibility of the Council primarily to mitigate these risks. Following the 2008/09 year end review all of the issues had been reduced to medium (amber) risk:

Area	Description	Current Level of Risk	Green Predictive Date
Looked After Children, Out of County Care & Education	Pressure on current budget for Out of County placements where appropriate care or educational facilities are often available only outside the County.		**TBC**
Social care recruitment and retention of staff	Shortage of Social Workers and Direct Care staff across the whole sector has a direct impact on service delivery to vulnerable people.		**Mar 2011**
Direct Payments	Opportunities for social care service users to manage their own care provisions is reflected in different pressures and management arrangements.		**Mar 2011**
Disabled Facilities Grants	Disabled Facilities Grants require improved process time to meet customer needs.		**Mar 2011**

Performance

Social Care & Supporting People includes analysis for indicators as follows:
- Social Care for Adults
- Social Care for Children

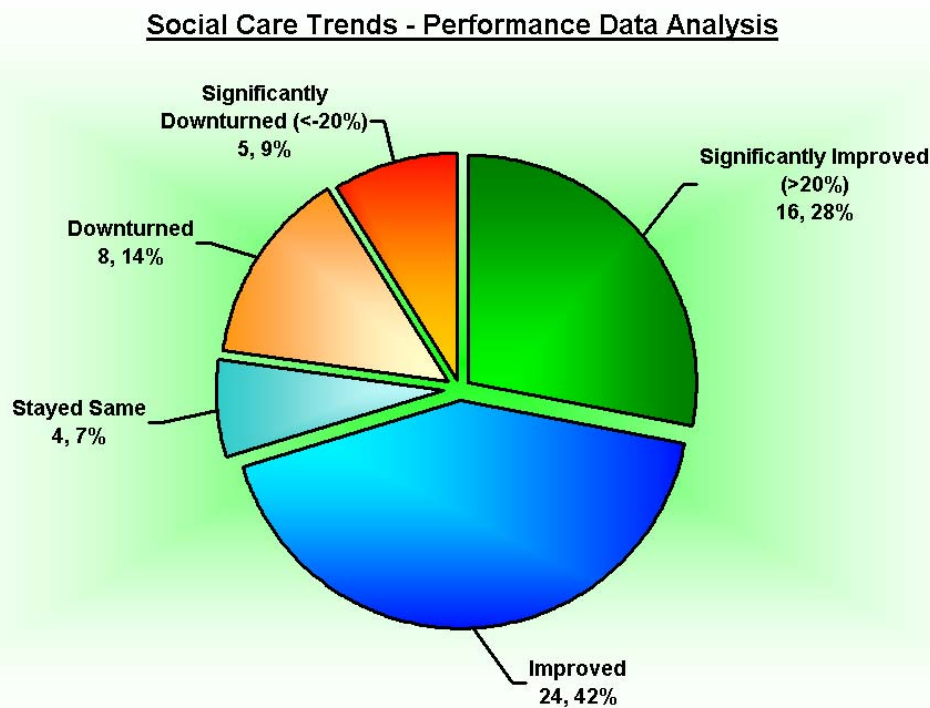Figure 25

Figure 25 shows that of the 57 indicators where we were able to compare performance for 2008/09 with 2007/08, we improved in 40 (70%) indicators, significantly so for 16 (28%) indicators. However, we performed worse during 2008/09 in 13 (23%) indicators. This compares favourably with 2007/08 where 51% improved and 39% downturned,compared to 70% improving and 23% downturning in 2008/09.

Figure 26

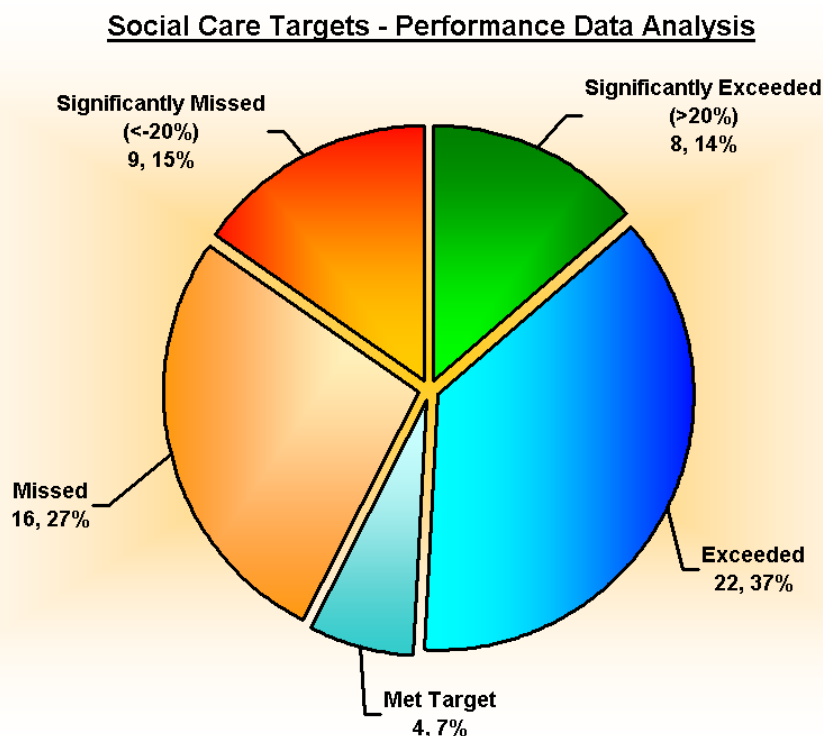**Social Care Targets - Performance Data Analysis**

Figure 26 shows that of the 59 indicators analysed against target we met or exceeded our targets for 34 (58%) indicators and significantly missed target for 9 (15%) indicators. This compares favourably with 2007/08 where 36% of indicators exceeded target and 55% missed target, 20% significantly so.

Area	Trend Analysis		Target Analysis	
	No. Indicators Same / Improved	No. Indicators Downturned	No. Indicators Met or Exceeded Target	No. Missed Target
Social Care for Adults	13	3	12	5
Social Care for Children	31	10	22	20
TOTAL	**44**	**13**	**34**	**25**

In all there are 28 improvement targets for this section, 9 of which are Improvement Agreement targets. For those where analysis could be undertaken, 22 improved on the 2007/08 performance, 11 significantly and three downturned.

Target analysis of the improvement targets shows 13 exceeded target, 3 significantly and 1 met target. In total 13 missed target, 5 significantly.

Of the Improvement Agreement targets, where analysis could be undertaken, all showed improvement on the previous years performance, 1 significantly. 5 exceeded target, 3 missed target, 1 significantly.

Social Services for Adults

Of the social care for adult indicators, 3 showed significant improvement on the previous year:

- The rate per 1,000 adult clients assessed during the year who are provided with assistive technology as part of a package of care (84.21, ranking 15th in Wales)
- The rate per 1,000 adults (aged 18+) supported in the community who receive a direct payment (295.16, ranking 12th in Wales)
- The percentage of clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year (81.98%, ranking 4th in Wales)

None of the Adult's Social Services indicators showed a significant downturn during 2008/09.

Social Services for Children

Of the social services for children indicators, 4 showed significant improvement on the previous year and significantly exceeded target: -

- The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19 (92.31%, ranking 12th in Wales)
- The percentage of referrals during the year that were allocated to a social worker for initial assessment (74.84%, ranked best in Wales)
- The percentage of open cases of children allocated to someone other than a social worker where the child is receiving a service – Children in need (16.72%, ranking 6th in Wales)
- The percentage of children looked after on 31 March who have had three or more placements during the year (4.73%, ranking 2nd in Wales)

In total two of the social care for children indicators showed a significant downturn for the year and significantly missed target: -

- The percentage of reviews of child in need plans carried out in accordance with the statutory timetable (58.18%, ranking 9th in Wales)
- The percentage of looked after children eligible for assessment at the end of Key Stage 3 achieving the Core Subject Indicator, as determined by Teacher Assessment (12.50%, ranking 16th in Wales)

Figure 27

Social Care for Adults: Referrals
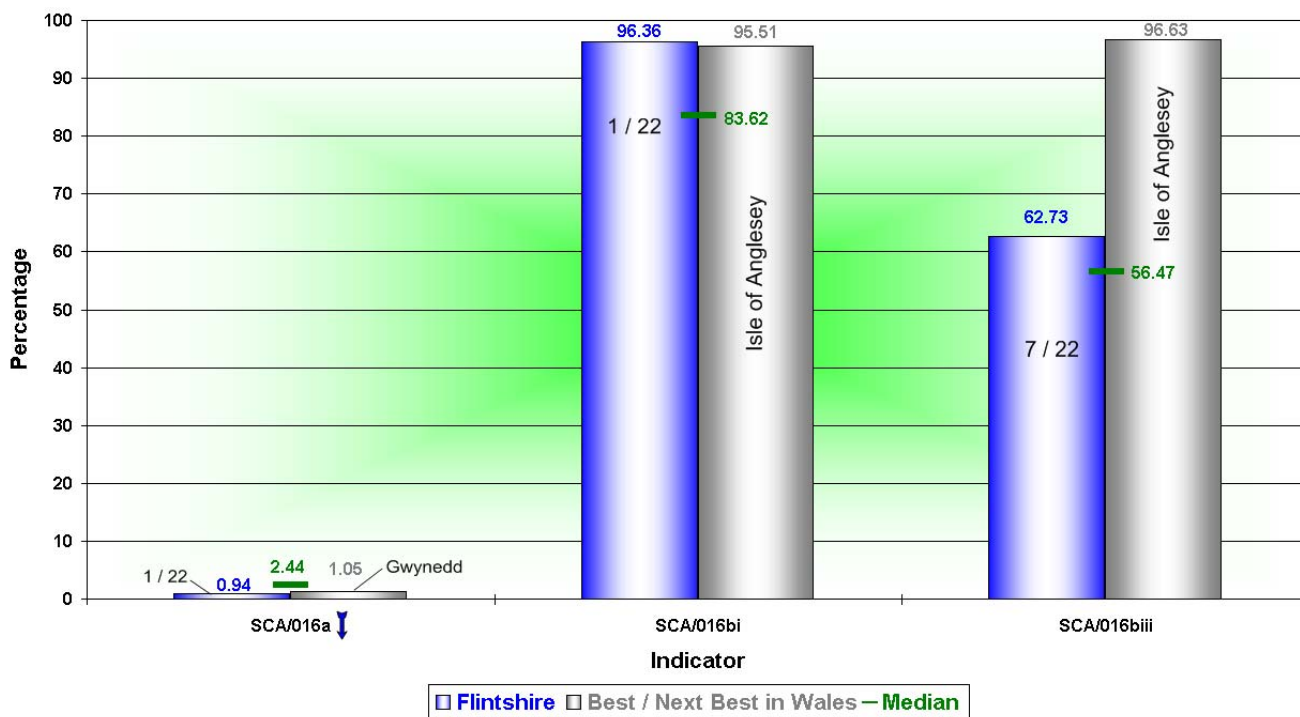
Key

SCA/016a	The number of adult protection referrals received during the year, per 1,000 population aged 18+
SCA/016bi	Of the adult protection referrals completed during the year, the percentage that lead to an adult protection investigation
SCA/016biii	Of the adult protection referrals completed during the year, the percentage where the risk has been removed or reduced

Figure 28

Social Care for Children - Referrals
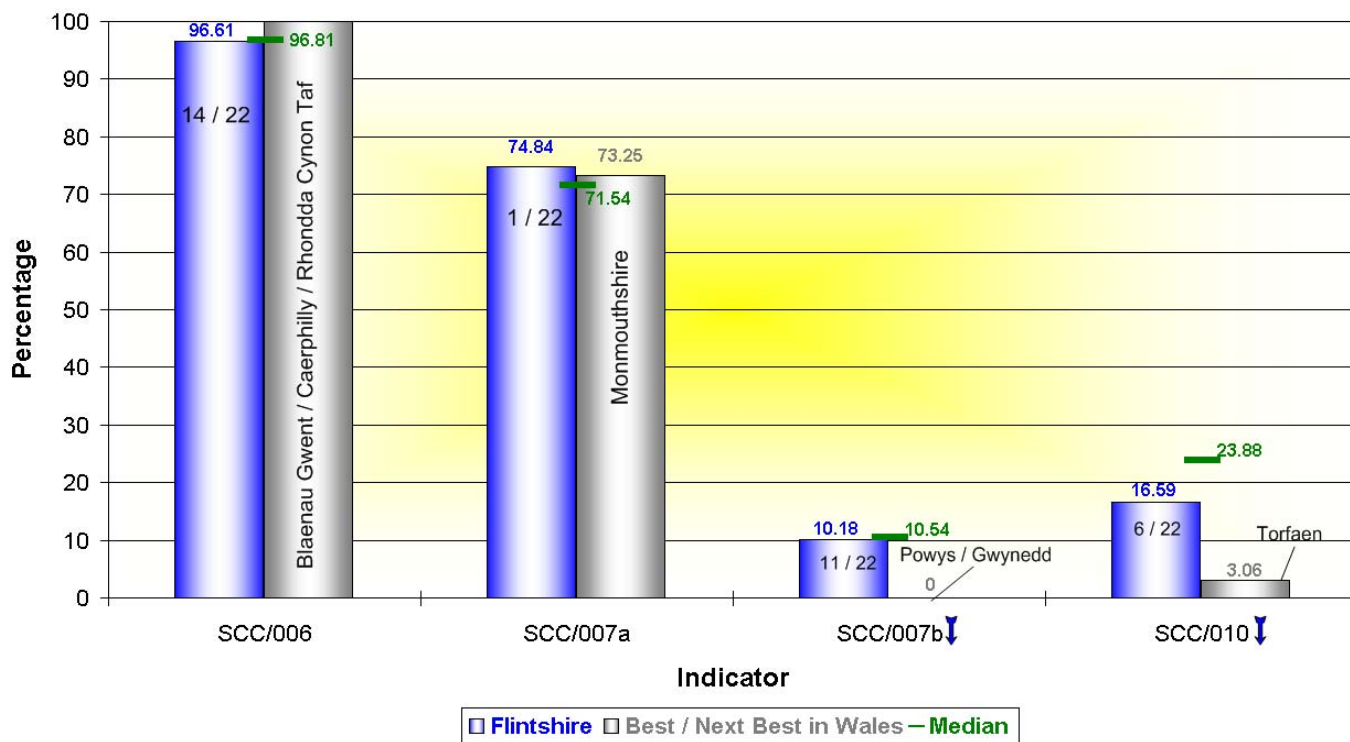
Key

SCC/006	The percentage of referrals during the year on which a decision was made within 1 working day
SCC/007a	The percentage of referrals during the year that were allocated to a social worker for initial assessment
SCC/007b	The percentage of referrals during the year that were allocated to someone other than a social worker for initial assessment
SCC/010	The percentage of referrals that are re-referrals within 12 months

Figure 29

Children's Assessments
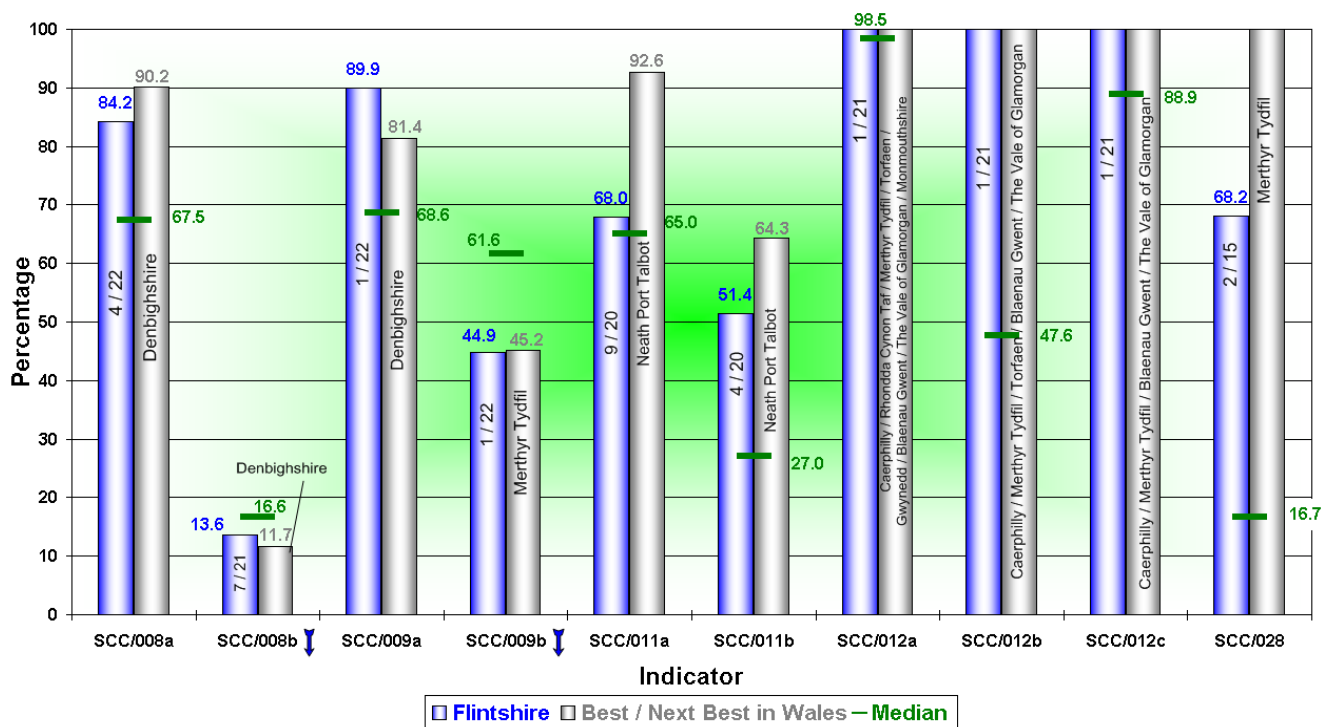
Key

SCC/008a	The percentage of initial assessments carried out within 7 working days
SCC/008b	The average time taken to complete initial assessments that took longer than 7 working days to complete
SCC/009a	The percentage of required core assessments carried out within 35 working days
SCC/009b	The average time taken to complete those required core assessments that took longer than 35 days
SCC/011a	The percentage of initial assessments that took place during the year where there is evidence that the child has been seen by the Social Worker
SCC/011b	The percentage of initial assessments that took place during the year where there is evidence that the child has been seen alone by the Social Worker
SCC/012a	The percentage of initial assessments taking place during the year where the following is recorded: Ethnicity
SCC/012b	The percentage of initial assessments taking place during the year where the following is recorded: Religion
SCC/012c	The percentage of initial assessments taking place during the year where the following is recorded: First language choice
SCC/028	The percentage of children looked after who had a fully completed and updated Assessment and Progress Record at their third review

5.3.9 Transport, Highways & Environment

Our Strategic Assessment of Risks and Challenges
Within the Community Leadership section of the Strategic Assessment of Risks and Challenges there are two issues which relate to transport, highways and the environment.
- Climate change and flood risk management
- Integrated and Public Transport

The risks relating to climate change and integrated and public transport were assessed as medium (amber) following the 2008/09 year end review.

Area	Description	Current Level of Risk	Green Predictive Data
Climate Change and Flood Risk Management	Both climate change and flood risk is a national issue and priority. Flintshire has large tracts of low lying areas which are subject to potential flooding. Adaptation of service provision and longer term planning required to respond to the impact of climate change.		**Dec 2009**
Integrated and Public Transport Infrastructure (External)	Compliance with legislative requirement to ensure free flow of traffic in town centres; supported by appropriate investments from WAG in the regional infrastructure.		**Oct 2010**

All of the four issues directly relating to highways, transport and environment within the Council Delivery section are assessed as medium (amber) risk following the year end review with the exception of Transport Arrangements for Service Users.

Area	Description	Current Level of Risk	Green Predictive Data
Street Scene	Joined-up approach to 'street' services - delivering from a customer's perspective in an effective single service clustered arrangement.		**Dec 2009**
Highways Infrastructure	Current funding arrangements for highway maintenance will not keep pace with natural deterioration over time.		**TBC**
Transport arrangements for service users	Maximise efficiencies of internal transport arrangements for service users.		**Oct 2009**
Depot provision	Relocation of Queensferry waste management depot provision to accommodate the A494 road widening scheme (linked to outcome of Public Enquiry.)		**Dec 2010**

Performance

This section examines the performance of the Council in relation to Transport, Highways and Environmental services within Flintshire. Analysis of our performance against that which we achieved last year shows that we have improved our performance in 5 (50%) indicators, stayed the same for 1 (10%) and significantly downturned for 3 (30%) indicators. Analysis of the data against target shows that we have exceeded 6 (55%) of our targets but missed 5 (45%).

Figure 30

Transport, Highways & Environment Trends - Performance Data Analysis
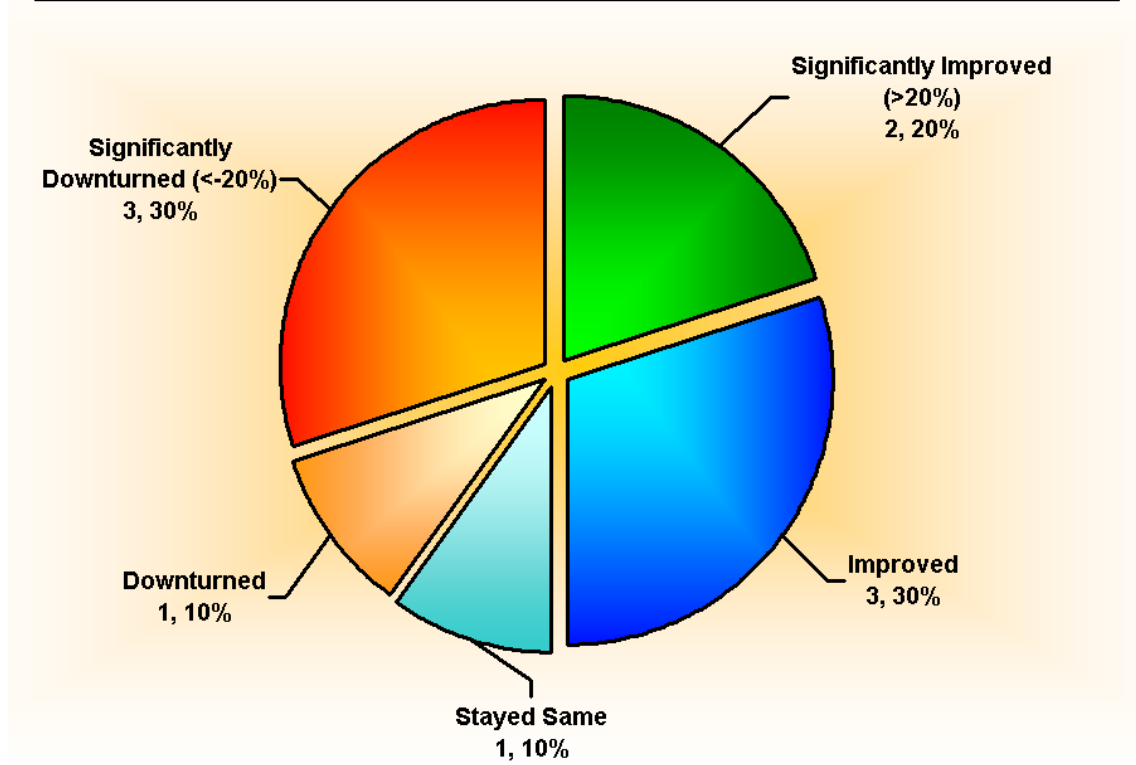
Performance by the individual areas within this service area can be seen in the following table.

| Area	Trend Analysis		Target Analysis	
	No. Indicators Same/ Improved	No. Indicators Downturned	No. Indicators Met or Exceeded Target	No. Missed Target
Transport	0	1	0	1
Highways	2	3	4	2
Environment	3	0	2	2
TOTAL	**5**	**4**	**6**	**5**

We demonstrated significant improvement in:
- The average number of calendar days taken to repair street lamp failures during the year (2.55 days calendar days, ranking 7th in Wales).
- Annual highway related claims expenditure as a percentage of the annual structural maintenance expenditure (5.18%, ranking 5th in Wales)

Our performance significantly downturned for the following indicators:
- The percentage of the annual structural maintenance expenditure that was spent on planned structural maintenance (70.72%, ranked 15th in Wales)
- Condition of non-principal/ classified roads that are in overall poor condition (3.03% - however we rank 1st in Wales for the second year running). *Whilst the Authority still has the lowest percentage of B & C class roads which have negative residual life of any Local Authority in Wales, the upward trend on the previous year represents the use of available budget to strengthen A class roads as a priority.*
- The percentage of total length of Rights of Way which are easy to use by members of the public (55.65%, ranked 12th in Wales)

Figure 31

Streetscene Performance Analysis
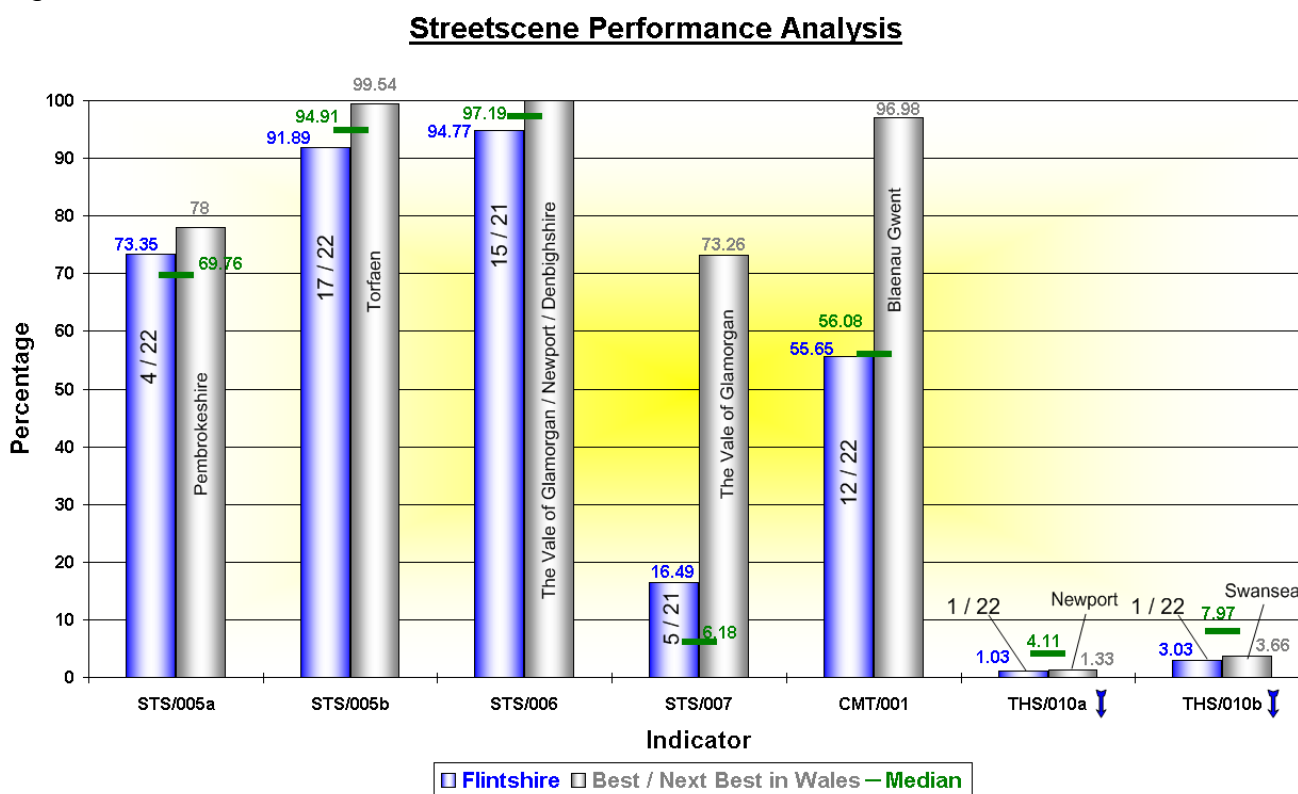
Key

STS/005a	The Cleanliness Index
STS/005b	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days
STS/007	The percentage of reported fly tipping incidents which lead to enforcement activity
CMT/001	The percentage of total length of Rights of Way which are easy to use by members of the public
THS/010a	Percentage of principal (A) roads that are in overall poor condition
THS/010b	Percentage of non-principal/classified roads that are in overall poor condition

5.3.10 Waste Management

Waste Management includes analysis for indicators as follows:
- Waste Management
- Energy

Our Strategic Assessment of Risks and Challenges

Within the Council Delivery section of the Strategic Assessment of Risks and Challenges there are five issues specifically relating to energy and waste management. Work is ongoing to increase the reuse and recycling of waste in addition to the minimisation of waste generated. One waste issue remains a high (red) risk following the 2008/09 year end review.

Area	Description	Current Level of Risk	Green Predictive Date
Energy	Energy consumption across a wide range of Council managed stock subject to volatile market conditions and needs to be managed for		**Dec 2009**
Waste Management (Operations)	Introduction of new recycling services (cardboard and food waste) and review of trade waste collection service.		**Nov 2009**
Waste Management (Strategy)	Increasing Government pressure to increase reused/recycling from 18.08% in 2007 to 25% in 2010 and composted/biologically treated from 12.43% in 2007 to 15% by 2010 requires new waste management methodologies and practices. Delivery of North Wales regional waste treatment project.		**2012 / 2013**
Waste Management (Participation)	Community awareness and participation should encourage waste minimisation and increase the volumes of domestic waste diverted from landfill.		**Dec 2009**
Waste Management (AD Waste)	Bringing AD Waste in house, ensuring effective integration, understanding business processes and identification of risks and measures to mitigate going forward.		**Sept 2009**

Performance

Trend analysis of the energy and waste management performance indicators shows that we have improved performance on last year for 5 indicators and performed worse for 1 of the indicators where comparison was possible. Target analysis shows that we have exceeded 5 of the targets set, significantly so in 2 in respect of the indicators analysed and missed 2.

	Trend Analysis		Target Analysis	
Area	No. Indicators Improved	No. Indicators Downturned	No. Indicators Met or Exceeded Target	No. Missed Target
Waste Management	4	1	3	2
Energy	1	0	2	0
TOTAL	**5**	**1**	**5**	**2**

Those indicators which showed improvement and exceeded target are as follows:
- (Improvement Agreement 3.1) Increase the average SAP rating in the council housing stock (61.72 rating per 100)
- The percentage of municipal waste reused and/or recycled (21.83%, ranked 15th in Wales)
- The percentage of bio-degradable municipal waste sent to landfill (58.44%, ranked 12th in Wales)
- The percentage of municipal wastes sent to landfill (57.51%, ranked 7th in Wales)

The percentage of municipal waste received at all household waste amenity sites that is reused, recycled or composted was the indicator for which performance downturned on 2007/08. However, Flintshire ranked top in Wales for this indicator.

Figure 32

Waste Indicators
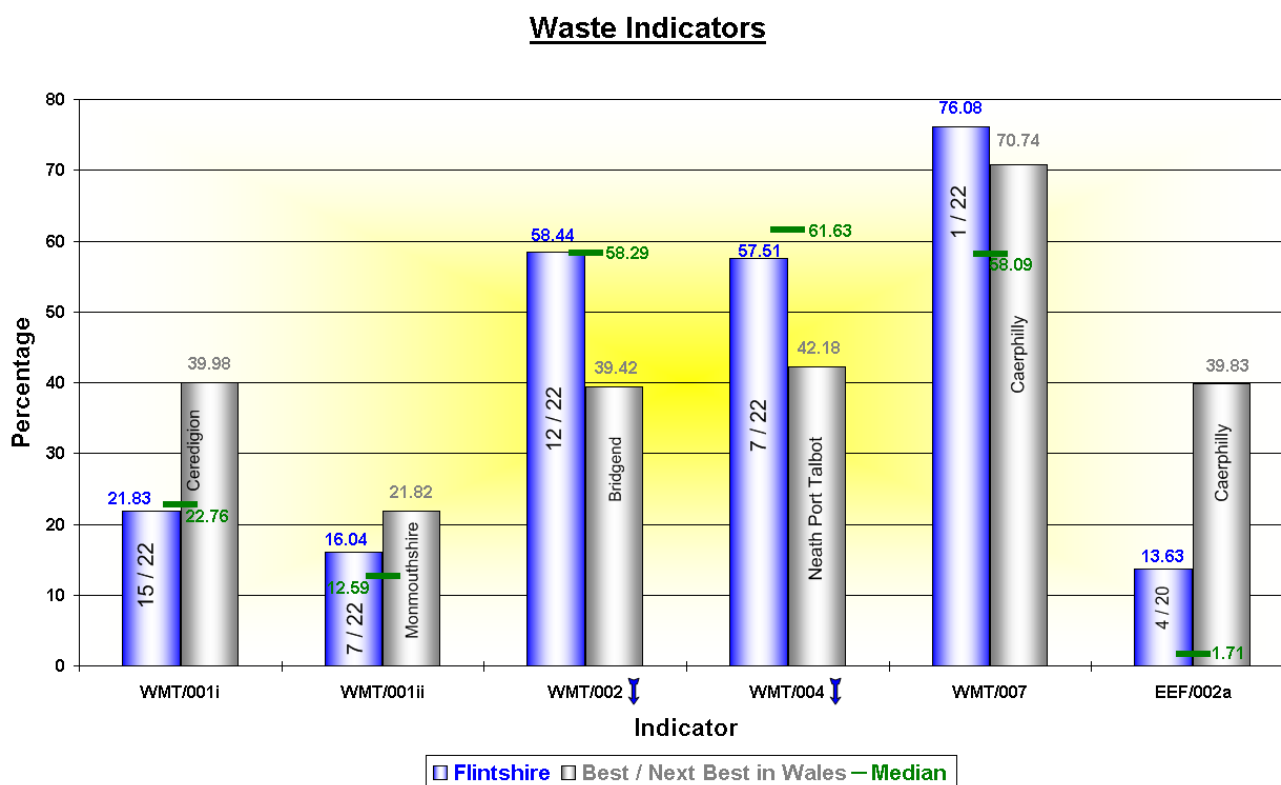
Key

WMT/001i	The percentage of municipal waste reused and/or recycled
WMT/001ii	The percentage of municipal waste composted or treated biologically in another way
WMT/002	The percentage of bio-degradable municipal waste sent to landfill
WMT/004	The percentage of municipal waste sent to landfill
WMT/007	The percentage of municipal waste received at all household waste amenity sites that is reused, recycled or composted
EEF/002a	Percentage reduction in carbon dioxide emissions in the non domestic public building stock

5.3.11 Directorates of Community Services, Environment and Lifelong Learning

One of the strategic risks, Contractor Functions, relates to activities and performance within all three Directorates. The 2008/09 year end review of this range of activities assessed the risk as still high (red).

Area	Description	Current Level of Risk	Predicted Green Date
Contractor Functions	Review of all DSO performance in relation to employee structures; rate of return and aspects of competitiveness.	**Not Applicable**	**Jun 2009**

6. Efficiency targets; actual for 2008/09 and anticipated for 2009/10

The Welsh Assembly Government is committed to maximising value for money in order to deliver better quality public services in Wales. The Assembly has set a target to save a cumulative 1% a year across the public sector for the five year period 2005/06 to 2009/10. The aim of targeting value for money improvements is to free up resources for use in delivering further improvements in public services. Given the pressures on public finances, efficiencies are also required to protect the continuity of public services.

The efficiency gains target set for the Council is £2.15 million per annum based on the Council's share of the overall Standard Spending Assessment. The savings are cumulative, resulting in a 2009/10 target of £10.75 million.

Efficiency gains must consist of genuine and sustainable changes to business practices which either yield cash savings (cashable) or allow more or better services to be provided for the same resource input (non-cashable). Efficiency gains do not represent cuts in budgets.

Efficiency gains can either be recurring, i.e. they will continue into the future, or non-recurring, i.e. of a one-off nature, and are categorised into four main areas as outlined below.

The Council achieved efficiency gains of £8.452m in 2008/09 (Table 1).

Table 1

2008/09	Smarter Procurement	Streamlining Support Functions	Shaping Public Services	Making Better Use of Staff Time, Skills & Expertise	Total
	£m	£m	£m	£m	£m
New recurring efficiency gains for 2008/09	0.368	0.314	1.419	-	2.101
Recurring efficiency gains b/fwd from 2007/08	1.201	1.430	3.594	0.039	6.264
Total recurring efficiency gains for 2008/09 (to be c/fwd to 2009/10)	1.569	1.744	5.013	0.039	8.365
Non-recurring efficiency gains for 2008/09	0.079	0.008	-	-	0.087
Total for 2008/09	**1.648**	**1.752**	**5.013**	**0.039**	**8.452**
Target					**8.600**
Over Target / (Shortfall)					**(0.148)**

The 2008/09 total includes £0.162m of non-cashable efficiency gains.

The forecast for 2009/10, which includes £0.154m of non-cashable efficiency gains, indicates that the Council will achieve efficiency gains of £10.760m, exceeding its target by £0.010m (Table 2). This forecast will be revisited during the year to take account of Phase II of Organisational Redesign and developments in procurement following approval of the Procurement Strategy and the work undertaken by the North Wales Procurement Partnership.

Table 2

2009/10	Smarter Procurement	Streamlining Support Functions	Shaping Public Services	Making Better Use of Staff Time, Skills & Expertise	Total
	£m	£m	£m	£m	£m
New recurring efficiency gains for 2009/10	0.248	0.294	1.767	-	2.309
Recurring efficiency gains b/fwd from 2008/09	1.569	1.744	5.013	0.039	8.365
Total recurring efficiency gains for 2009/10	1.817	2.038	6.780	0.039	10.674
Non-recurring efficiency gains for 2009/10	0.078	0.008	-	0	0.086
Total for 2009/10	**1.895**	**2.046**	**6.780**	**0.039**	**10.760**
Target					**10.750**
Over Target / (Shortfall)					**0.010**

Based on achievement to date and the forecast for 2009/10, the Council is anticipating efficiency gains of £33.224m over the five year period to 2009/10, compared to a target of £32.250m.

7. Supporting documents

There are a number of related documents which support this Annual Performance Report. These can be found on the Council's website or as links within this document.

1. Strategic Assessment of Risks and Challenges 2008/09
2. Relationship Manager's Annual Letter 2008
3. Outturn Performance Indicator 2008/09 Tables
4. Progress against Regulatory Plan (external audit and inspection)
5. Tables of the 2009/10 Targets

Thank you for reading our Annual Performance Report 2008/09.

Views and suggestions for improvement are welcome.

Please contact us on:

Tel: 01352 702744
Email: performance.report@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **EXECUTIVE**

DATE :   **27 OCTOBER 2009**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT :   **COMMUNITY SAFETY STRATEGIC PLAN, 2008/11 (VERSION 2)**

1.00   PURPOSE OF REPORT

1.01   To endorse the revised version of the Community Safety Partnership's Strategic Plan for 2008/11.

2.00   BACKGROUND

2.01   The 1998 Crime and Disorder Act, and the subsequent amendments by the 2002 Police Reform Act and 2006 Police and Justice Act, place a statutory duty on the local authority, police authority, police service, local health board, fire authority and fire service to work together to address shared community safety priorities. Collectively, these agencies make up the Community Safety Partnership, along with the Probation Service and the Flintshire Local Voluntary Council, who represents the voluntary sector. Each year the Partnership is required to produce a Strategic Assessment and a 'rolling' three year Strategic Plan which is updated annually.

3.00   CONSIDERATIONS

3.01   This is the Community Safety Partnership's first revision of the 2008/11 Strategic Plan. The intention of this document is to outline how the Partnership will continue to address community safety matters over the next two years, in terms of its priority areas and also its governance structure.

3.02   The basis of the Strategic Plan's stated priorities are outlined in the Strategic Assessment, which will been provided to all Flintshire County Council Members. The Assessment provides an overview of the county's performance relating to crime and disorder over a twelve month period, spanning from September 2007 to October 2008. The information contained within this document incorporates data from all statutory agencies, and therefore provides a rounded picture for the county.

3.03   The following priorities have been agreed by the Community Safety Partnership up to 31st March 2011. They are:

§ Violent Crime
§ Domestic Abuse
§ Serious Acquisitive Crime

- § Anti Social Behaviour
- § Alcohol Related Crime
- § Community Reassurance
- § Road Safety
- § Prolific and Other Priority Offenders

3.04   A suite of targets has also been developed to assist partners to track the county's progress. They are detailed within the Plan, a copy of which accompanies this report.

4.00   RECOMMENDATIONS

4.01   To endorse the Community Safety Partnership's Strategic Plan.

5.00   FINANCIAL IMPLICATIONS

5.01   The cost of publishing the Strategic Plan will be met within the Partnership's existing budget. Translation costs will also be met following the endorsement of Members.

6.00   ANTI POVERTY IMPACT

6.01   The needs assessment underpinning the Strategic Plan, which is contained in the Partnership's Strategic Assessment, includes a consideration of poverty and deprivation and its impact on the population.

7.00   ENVIRONMENTAL IMPACT

7.01   Operational matters relating to environmental crime are routinely considered by some of the Partnership's working groups.

7.02   The requirement to improve the systems and processes that collect data relating to environmental crime strengthens the work of the Partnership, and is reflected in the Strategic Assessment.

8.00   EQUALITIES IMPACT

8.01   The Community Safety Strategic Plan is subject to an Equalities Impact Assessment and its findings will be used to inform its implementation.

9.00   PERSONNEL IMPLICATIONS

9.01   The on-going coordination and implementation of the Strategic Plan will be taken forward by designated officers within the Community Safety Partnership team.

10.00   CONSULTATION REQUIRED

Date: 21/10/2009

10.01 The 1998 Crime and Disorder Act, and its subsequent amendments, places a statutory duty on the Flintshire Community Safety Partnership to publicly consult. An on-going consultation programme, engaging both with the public and stakeholders has commenced.

11.00 <u>CONSULTATION UNDERTAKEN</u>

11.01 The report has already been considered and approved by the Community Safety Executive, which comprises of chief officers from the statutory agencies, as defined by the legislation.

12.00 <u>APPENDICES</u>

12.01 A copy of the Community Safety Strategic Plan is attached.

<u>LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS</u>

Community Safety Strategic Plan

Contact Officer: Sian Jones
Telephone: 01352 702132
E-Mail: sian-jones@flintshire.gov.uk

Date: 21/10/2009

FLINTSHIRE COMMUNITY SAFETY PARTNERSHIP

STRATEGIC PLAN, 2008 – 2011

August 2009 Edition

This information is available in different formats and different languages on request. Please contact the Community Safety Team, Corporate Services, County Hall, Mold, CH7 6NG

Contents

Foreword by the Chair of the Flintshire Community Safety Partnership

Since 1999 the Flintshire Community Safety Partnership, which comprises of the local authority, police, police authority, probation, fire service and voluntary sector have been working together to address the broad and diverse agenda of community safety. The purpose of this document is to outline how the Partnership's priorities will be delivered over the next three years, and also the basis as to how the priorities have been identified through the Strategic Assessment.

The Strategic Assessment has demonstrated that levels of crime and disorder have reduced in Flintshire by 5.6% over the assessment period, making it not only one of the safest counties in North Wales, but also the whole of Wales.

Through partnership working we will endeavour to maintain this trend. However, this does not mean that we are complacent of the challenges that lie ahead. Issues such as anti-social behaviour, domestic abuse, substance misuse, youth crime and the fear of crime continue to be identified as areas of concern for local communities.

Since the Partnership's inception this is the fourth such strategy that has been produced, and it seeks to build on the good work undertaken over the last nine years. We are confident that the structure of the Partnership will help us succeed in ensuring that Flintshire remains a safe place to live and work.

Colin Everett
Chairman of the Flintshire Community Safety Partnership

1. Introduction

The 1998 Crime and Disorder Act and the subsequent amendments by the 2002 Police Reform Act and 2006 Police and Justice Act place a statutory duty on the police, local authority, police authority, local health board and fire service to work together to tackle community safety. Collectively they make up the Community Safety Partnership, along with the Probation Service and Voluntary Sector, and each year they are required to produce a Strategic Assessment and a Strategic Plan.

Purpose & Scope

This Strategic Plan is intended to build on the Strategic Assessment. The Strategic Assessment provides the evidential foundation for the Plan to be developed. The Plan is the delivery vehicle for the Partnership, enabling it to address its priority areas. This first Plan covers the period of 1st April 2008 to 31st March 2011. However, because priorities can change as circumstances change, the Home Office requires Partnerships to revise their plans on an annual basis.

The Plan serves a number of purposes. It sets out the Partnerships' expectations over the next three years, and also outlines how it will deliver against its priorities.

Priorities

The Community Safety Partnership has agreed its priorities following the completion of the Strategic Assessment for 2008/09; the findings are both significant and encouraging. Between October 2007 and September 2008 there has been a 5.6% decrease in overall crime in Flintshire. In real terms this means that the county continues to be a very safe place to live, work and visit.

However, this does not mean that the Partnership is complacent about the county's position. The need for reassurance within our communities remains a significant issue for the Partnership, as the findings of consultation exercises clearly signal that the fear of crime is disproportionally higher than actual levels. This is why 'Community Reassurance' is amongst its priority areas. The Partnership's priorities are as follows:

❖ Violent Crime
❖ Domestic Abuse
❖ Serious Acquisitive Crime
❖ Anti Social Behaviour
❖ Alcohol Related Crime
❖ Community Reassurance
❖ Road Safety
❖ Prolific and Other Priority Offenders

Our activities in relation to these priorities will be based upon the analysis of local problems. This will enable the Partnership to work more effectively, and make best use of resources.

2. Strategic Aims and Vision

The vision statement set out in the Flintshire Community Strategy relating to 'Safeguarding' will be taken forward by the Community Safety Partnership who will contribute towards achieving these goals. The focus of the vision centres on the need to achieve and maintain: (i) Safe Homes; (ii) Safe Neighbourhoods; and (iii) Safe Families.

Strategic aims

The Community Safety Partnership's overarching strategic aims, which will provide direction and steer to its work, are:

- To facilitate and encourage effective partnership working through the realisation of the goals identified in the strategy.

- To adopt a problem solving approach to community safety issues, through the analysis of appropriate cross partnership data.

- To continually monitor and evaluate community safety interventions to capture good practice and encourage continuous improvement.

- To raise the profile of the Partnership and its activities to help reduce the fear of crime in Flintshire.

- To regularly engage with the community to identify need.

- To continue the programme of improving public safety.

- To promote the need for all statutory agencies to consider the impact of community safety in their day to day work, enabling them to comply with the requirements of Section 17 of the 1998 Crime and Disorder Act.

The Partnership's strategic aims are cross cutting, and therefore are applicable to all aspects of its work. To deliver against these aims and the agreed priorities a number of sub-groups have been established to take the work forward. They are guided strategically by the Community Safety Executive and operationally by the Implementation Group.

Role of the Community Safety Partnership (CSP)

As mentioned in the introduction, CSP's were established in 1998, following the Crime and Disorder Act. This legislation places a legal requirement for local agencies to work in partnership to reduce crime and disorder. The statutory members are:

- North Wales Police
- Flintshire County Council
- North Wales Fire and Rescue Authority
- Local Health Board
- North Wales Probation Service

The Partnership has responsibility for specific policy areas which are partly devolved to the Welsh Assembly Government, and partly the responsibility of the Home Office.

Amendments to the original 1998 Act have meant that CSP's are required to meet certain standards, laid out in the legalisation. These are known as 'hallmarks of effective practice', which means that CSP's must have in place a framework to both deliver and monitor its work.

From October 2009 local authority Scrutiny Committees will also have the power to oversee and examine the work of CSP's.

3. Partnership Sub- Groups

A table detailing the sub-groups and the priority areas they cover is provided below. However, there are some areas that impact on all groups, they are:

- Alcohol related crime and disorder
- Issues relating to young people
- Engagement through consultation
- Information sharing

Group	Priority Area
Joint Action Group (JAG)	Anti-Social Behaviour (Location) Prolific Offenders Violent Crime Acquisitive Crime
Substance Misuse Action Team (SMAT)	Substance Misuse Alcohol Related Crime
Domestic Abuse Project	Domestic Abuse Violent Crime
Multi Agency Adult Enforcement Panel	Adult Anti-Social Behaviour (Individual) Acquisitive Crime
Eastern Contest Group & Flintshire Prevent Panel	Counter Terrorism – national Home Office priority
Strategic Planning Steering Group	Community Reassurance Research & Analysis Editorial Group for the Strategic Assessment
Prevent and Deter Panel	Anti Social Behaviour Alcohol Related Crime Community Reassurance
Unintentional Injuries Group	Road Safety
Prolific Offenders' Panel	Prolific and Other Priority Offenders

The performance of these groups are monitored and evaluated on a quarterly basis.

4. Driving the Plan Forward

National Drivers and Local Responses

Historically partnerships have been presented with very clear direction from the Home Office, indicating exactly what crime types will be targeted during the period of measurement. For the period 2008-2011 this has changed significantly with Home Office direction coming through cross government Public Service Agreements (PSA). For Community Safety Partnership's the most relevant is PSA 23 Making Communities Safer.

The Strategic Assessment provides the foundation and the basis for this Strategic Plan.

Overview and Trends of the Strategic Assessment

The Strategic Assessment has been produced by the Community Safety Partnership, and aims to provide an accurate overview of the current and future risks in terms of crime, disorder, anti social behaviour and substance misuse in Flintshire. The report is a compilation of data from various partner agencies and supports strategic decision making.

The time periods considered are 1st October 2007 to 30th September 2008 (current) compared to 1st October 2006 to 30th September 2007 (previous). The following provides a brief overview of the trends and patterns to date:

General Findings
- Overall there was a 5.6% reduction in crime during this period compared to the previous period.
- Criminal Damage, Violence Against the Person, Burglary Other than dwelling, Sexual Offences, Vehicle Interference, Arson and Robbery have all experienced a decrease compared to the previous period.
- Areas which have seen an increase are Burglary Dwelling, Theft and Handling, Theft from Vehicle and Unauthorised Taking of Motor Vehicle, and Fraud. There has also been an increase in 'Other Crime Category' which encompasses a very large number of different other crimes.
- The largest categories of crime were Criminal Damage (27.4% of all crime) and Violence against the person (21.2% of all crime).

Focus for Flintshire
This section outlines some of the key crime and disorder categories for Flintshire, and provides a brief background as to why some are priority areas for the CSP. To show how local issues for the county relate to the national agenda, the national drivers (Public Service Agreement 23 – see page 14 for a further explanation) appear in boxes above each of the local sections.

Home Office Priority Area 1 (PSA 23): Reduce the most serious violence, including tackling serious sexual offences and domestic violence

Local Perspective:

Violent Crime
Violent crime has reduced significantly in Flintshire during this period. In total there has been a decrease of 19.9% compared with the previous period. However the volume of offences is still high enough to require action to reduce such offences further, representing 21.2% of all crime. In addition to this there are specific types of violent crime that need to be prioritised, namely alcohol related violent crime and violent hate crime.

Domestic Abuse
Domestic Abuse in Flintshire will continue to be a priority in the year ahead due to the social and economic costs for related services and individuals. The introduction of the MARAC and other initiatives are having a positive impact for domestic abuse victims. Although domestic related crimes have reduced during the period by -25%, domestic related incidents have increased at the same time by 22.5%. This shows progression for individuals are reporting more incidents to the Police while repeat victimisation, of a serious nature, is decreasing at the same time. A continuation of current initiatives is therefore recommended.

Home Office Priority Area 2 (PSA 23): Continue to make progress on serious acquisitive crime through a focus on the issues of greatest priority in each locality and the most harmful offenders – particularly drug misusing offenders

Local Perspective:

Serious Acquisitive Crime
Burglary Dwelling, Vehicle Crime and Criminal Damage offences have seen marked reductions in Flintshire during the period, however it is identified that these should still be prioritised as such incidents help to impact upon people's fear of crime. It is imperative that Flintshire CSP continue to monitor such crime trends and provide a continuation of current initiatives while at the same time introduce new schemes to reduce the figures and impact of volume crime.

Home Office Priority Area 3 (PSA 23)::Tackle the crime, disorder and antisocial behaviour issues of greatest importance in each locality, increasing public confidence in the local agencies involved in dealing with these issues

Local Perspective:

Anti Social Behaviour
Reported incidents of anti social behaviour decreased by 8.5% during this period. However this continues to be an issue of high priority for the residents of Flintshire, as it impacts on quality of life. 'Rowdy nuisance' accounted for 69.5% of incidents in this category, with peak reporting months being October and May

Alcohol Related Crime
Alcohol related ASB and crime have affected all communities in Flintshire during the period. These offences, as well as alcohol related ASB, help to increase the public's fear of crime and as such will need to be addressed in the year ahead. Again, this category is considered an area of concern for the residents of Flintshire.

Community Reassurance
Fear of crime in Flintshire remains disproportionate to actual levels, which is a message that has consistently come through from needs analysis exercises undertaken in the community over the last few years. As a consequence the Partnership will continue, and seek to improve, its drive to reassure the community and support its composite Partners to allay these concerns where possible.

Road Safety
Flintshire's road safety campaign has been significant over the last few years with increased education and awareness raising of road safety issues. Overall Flintshire has already achieved the 2010 target set against the average 1994 - 1998 baseline of 103 killed and seriously injured casualties. However, more is required to further reduce the numbers seriously injured or killed on the roads of Flintshire in the forthcoming period.

Home Office Priority Area 4 (PSA 23): Reduce re-offending through the improved management of offenders

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Local Perspective:

Prolific and Other Priority Offenders
A small number of so called prolific offenders are responsible for a large proportion of crime, particularly acquisitive crime. Many of these offenders are often adversely affected through drug and alcohol misuse. Since the introduction of the Home Office's Prolific and Other Priority Offenders strategy in 2005 Flintshire CSP has sought to establish mechanisms to work with, and monitor, up to the 25 most prolific residing within the county.

Other Public Service Agreements relevant to Community Safety
In addition to PSA 23 there are other cross cutting PSAs that also lend themselves to aspects of Community Safety. The following is a list of relevant PSAs and how they may impact on the strategy.

PSA	Description	Impact on Community Safety
2	*Improve the skills of the population, on the way to ensuring a world-class skills base by 2020*	Improving the skills and employability of adult offenders.
13	*Improve children and young people's safety*	Indicator which addresses the "percentage of children who have experienced bullying", along with the 4 areas of focus: young people in secure estate, young people as witnesses, personal safety on the street and protection from sex offenders.
14	*Increase the number of children and young people on the path to success*	Involvement in positive activities, a reduction in the proportion of young people frequently using illicit drugs, alcohol or volatile substances, and the intention to reduce the number of first time entrants to the Criminal Justice System aged 10-17.
16	*Increase the proportion of socially excluded adults in settled accommodation and employment, education or training*	Where socially excluded groups generally include those with offending histories or at risk of offending.
17	*Tackle poverty and promote greater independence and wellbeing in later life*	This includes the indicator "the proportion of people over 65 who are satisfied with their home and their neighbourhood".
21	*Build more cohesive, empowered and active communities*	Indicators for this include the percentage of people who feel they belong to their neighbourhood and the percentage of people who have meaningful interactions with people from different backgrounds.
24	*Deliver a more effective, transparent and responsive Criminal Justice System for victims and the public.*	
25	*Reduce the harm caused by Alcohol and Drugs*	(Currently under discussion between the Home Office and WAG in view of devolved issues).
26	*Reduce the risk to the UK and its interests overseas from international terrorism*	Preparing for terrorism attacks and protecting the public

In addition to the National Priorities, the Flintshire Community Safety Partnership are obliged to identify local priorities in order to ensure that the

needs and demands of the local community are met. Many of the national and local priorities are embroiled as numerous offences impact at both national and county level. Section 5 of this document shows how priorities can be translated into national and local targets.

5. Priorities and Targets

National priorities *(PSA 23)*	Flintshire Local Priorities As determined through analysis
Priority Action 1 Reduce the most serious violence, including tackling serious sexual offences and domestic violence	**Violent Crime** ▪ Reduce alcohol related violent crime ▪ Reduce violent hate crime **Domestic Abuse** ▪ Increase reporting of domestic violence ▪ Reduce serious domestic violent incidents ▪ Reduce incidence of repeat victimisation ▪ Realise an increase in convictions ▪ Raise awareness
Priority action 2 Continue to make progress on serious acquisitive crime through a focus on the issues of greatest priority in each locality and the most harmful offenders – particularly drug misusing offenders	**Serious Acquisitive Crime** *(To include Criminal Damage, Burglary Dwelling and Vehicle Crime)* ▪ Reduce burglary dwelling ▪ Reduce vehicle crime ▪ Reduce criminal damage ▪ Violence against the person ▪ Theft and handling of stolen goods
Priority action 3 Tackle the crime, disorder and antisocial behaviour issues of greatest importance in each locality, increasing public confidence in the local agencies involved in dealing with these issues	**Anti Social Behaviour** ▪ Reduce anti-social behaviour ▪ Reduce environmental crime **Alcohol Related Crime** ▪ Address alcohol related anti-social behaviour and crime ▪ Tackle inappropriate use and availability of alcohol ▪ Improve pathways to treatment and care **Community Reassurance** ▪ Increase public confidence in local partner agencies ▪ Address the fear of crime in local communities ▪ Address community tensions

	Road Safety
	■ Reduce anti social driving ■ Reduce drink driving ■ Raise awareness amongst children and adults on road safety issues
Priority action 4 Reduce re-offending through the improved management of offenders	**Prolific and Other Priority Offenders** ■ Address acquisitive crime related to substance misuse ■ Identify and monitor the activities of Prolific Offenders

In identifying the local priorities listed above it is important to consider their impact on particular groups within the community such as the vulnerable, young people and older people.

Measuring Our Success

The following table outlines how the Partnership will measure its success between April 2009 and March 2011.

Crime Type	Target	Baseline 08/09	Target 09/10	Target 10/11
Violent Crime	2% Reduction	1.974	1,954	1,954
Domestic Violence	10% Increase in reporting of domestic violence in the county. 35% reduction of repeat victimisation in MARAC cases	576 122	605 100	605 100
Serious Acquisitive Crime	3% Reduction	1,269	1,250	1,250
Anti-Social Behaviour	2% Reduction	3518	3483	3483
Most Serious Violent Crime	Maintain performance	84	84	84
Assault with Less Serious Injury	6-8% Reduction	698	677-670	677-670
Road Safety	Reflect North Wales Police (Eastern Targets)			

6. Delivery Structure

The Partnership is structured in such a way that it is able to be responsive to the evolving requirements of the community.

The Partnership operates on three levels, each linking to the other. They are:

Level 1, Strategic – Community Safety Executive
Level 2, Project Management – Implementation Group
Level 3, Operational – Project Groups

Community Safety Executive

The function of the Community Safety Executive is to oversee the work of the Community Safety Partnership through providing strategic guidance and steer. Its key functions are:

- To be responsible for all Strategy development for Community Safety and Substance Misuse
- To be the accountable group for the financial monitoring of the Partnership
- To consider operational matters raised by the Implementation Group
- Consider the implications of new legislation, policies or/and initiatives at both a local and national level.
- To agree the overall aims and direction of the project teams

Implementation Group

The Implementation Group oversees the operational work of the Community Safety Partnership, and monitors the progress of all project groups. Its key functions are:

- To monitor the operational effectiveness of all project teams.
- To monitor the progress of all interventions directly funded through the Partnership
- Refer matters, where appropriate, to the attention of the Community Safety Executive
- Ensure the implications of new legislation, policies or/ and initiatives are correctly interpreted on an operational level
- To monitor the community safety issues and concerns of Flintshire's diverse communities
- Providing regular reports to the Community Safety Executive in terms of the performance of the Project Teams.

Project Groups & Task and Finish Groups

Project Teams have been established to take forward the operational work of the Partnership. Their specific roles are outlined in the next section; however they all adhere to the following core duties:

- To work and develop a multi-agency approach to address community safety issues
- To produce detailed annual action plans and submit quarterly monitoring reports to the Implementation Group
- Ensure the monitoring and evaluation of action plans through the utilisation of appropriate data
- Link with other project teams where necessary

From time to time the Community Safety Executive may request that specialist groups be established to take forward specific areas of work; e.g. a CCTV working group. When the group is sitting its generic roles will reflect those of a project group, and its terms of reference will be agreed by the Community Safety Executive.

Targets and Actions for 2008-2011

Where possible and appropriate the Partnership will endeavour to support its composite members to realise their annual targets. This information will be monitored on a quarterly basis by the Implementation Group,

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                         │      Local Service Board     │
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│  Strategic    │- - - ->│ Community Safety Executive   │<───────│  Eastern  │
│  Planning and │        └─────────────┬───────────────┘        │  Contest  │
│  Advisory     │                      │                        │  Board    │
│  Group        │- - - ->┌─────────────▼───────────────┐        └───────────┘
└───────────────┘        │      Implementation Group    │
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Local Service Board

Community Safety Executive

Strategic Planning and Advisory Group

Eastern Contest Board

Implementation Group

Prolific Offenders Panel

Domestic Abuse Forum

Joint Action Group

Substance Misuse Action Team

Prevent and Deter Panel

Multi Agency Adult Enforcement Panel

Unintentional Injuries and Road Safety Group

Prevent Panel

MARAC (Multi Agency Risk Assessment Conference

Task and Finish Groups

Sub Groups

FLINTSHIRE COMMUNITY SAFETY PARTNERSHIP PROJECT TEAMS

The objectives and actions of all projects teams are determined through local analysis. The following themes will be central to the work of these groups:

- **Alcohol related crime and disorder**
- **Issues relating to young people**
- **Engagement through consultation**
- **Information sharing**

Project Team	Key Objectives	Exemplar Activities
Joint Action Group • To provide a timely, multi-agency response to community safety issues within Flintshire.	• To address any emerging issues of volume crime • To contribute towards the reduction of vehicle crime • To contribute towards the reduction in burglary dwelling • To address emerging locational anti-social behaviour • To address issues of violent crime • To address race and hate crime	• Doorstep crime initiatives – such as 'No Cold Calling Zones' • Targeted specific types of vehicle crime • Responding to seasonal events, such as Halloween & Bonfire Night • Anti-social driving • Smartwater initiatives
Substance Misuse Action Team (SMAT) • To oversee and direct the substance	• Reducing harm to individuals (particularly young people) their	• Commissioning services funded through the Substance Misuse Action

misuse agenda and implement a substance misuse strategy on a local level.	families and wider communities from the misuse of drugs and alcohol. ▪ Raise and improve awareness of the risks of substance misuse, and the services available. ▪ Identify and respond to the needs of older people. ▪ Improving availability and quality of education, prevention and treatment services and related support, with a greater priority given to those related to alcohol. ▪ Making better use of resources – supporting evidence based decision making; developing the skills base of partners and service providers and joining up agencies and services more effectively in line with 'Making the Connections'. ▪ Embedding core Welsh Assembly Government values of sustainability, equality and diversity, support for the Welsh Language and developing citizen focused services in both the development and delivery of the strategy. ▪ Promoting the inclusion of 'hard to	Plan Fund ▪ Treatment services ▪ Young People's Drug and Alcohol Team ▪ Community outreach work ▪ Needs mapping ▪ Targeted campaigns

	reach' groups, by identifying and working to eliminate barriers to accessing services.	
	▪ Ensuring effective and consistent service provision from advice and information, to treatment and aftercare.	
	▪ To support and contribute resources to tackling the availability of substances, including illicit drugs and underage sales of alcohol and volatile substances,	
	▪ To support the establishment of service of service user groups.	
Prevent and Deter Panel ▪ To examine incidents of anti-social behaviour on a case by case basis that involve young people. The Panel is the sole body through which various anti social behaviour measures are discussed and managed to ensure a consistent approach. ▪ To implement the prevention focus of the Prevent and Deter strand of the Prolific and Persistent Offenders Strategy.	▪ To work in partnership with the Children and Young People's Framework Partnership to identify geographic areas where provision needs to be increased ▪ To address the preventative agenda to ensure that children and young people are informed and supported to make safe choices ▪ To see a reduction in youth crime, in particular anti-social behaviour ▪ To improve the quality of life for the community as a whole	▪ Considering and overseeing 'preventative' packages of care ▪ Preventing young people from entering the criminal justice system ▪ Exchanging information

	▪ To prevent offending and anti-social behaviour by offering support services to individuals. ▪ To consider referrals when it becomes apparent that an Anti-Social Behaviour or nuisance is a problem with an individual. ▪ To promote and encourage the sharing of information between partners to develop the most effective plan of action for the individual.	
Prolific Offenders' Panel ▪ To identify and monitor the county's most prolific offenders. ▪ To provide a co-ordinated response to the requirements of the Prolific and Other Priority Offenders (POPO) Strategy, specifically the Catch and Convict and Resettle and Rehabilitate strands.	▪ Seeking to deter those who are already in the criminal justice system to become further embroiled ▪ Promoting the exchange of information between agencies ▪ Developing resettlement programmes to encourage stability and reintegration ▪ To aid the transition for those young offenders entering the adult criminal justice system where appropriate	▪ To facilitate effective partnership working. ▪ To share appropriate and relevant information. ▪ To share good practice
Multi Agency Adult Enforcement Panel ▪ To discuss individual cases of adults	▪ To identify adults who regularly commit anti social behaviour acts	▪ The exchange of relevant information between partner agencies

who regularly engage in anti social behaviour acts, and provide a consistent approach to the management of referred cases. ■ To identify properties, of all tenure, causing nuisance to Flintshire's communities.	■ To discuss and action a consistent approach to the enforcement of anti social behaviour legislation on adults within Flintshire ■ To facilitate a reduction in Anti Social Behaviour ■ To consider the impact on victims within the community ■ To promote and encourage the sharing of information between partners, to enable the most appropriate enforcement action to be taken. ■ To ensure a multi-agency approach to problem properties, and discuss and action relevant enforcement legislation, when required. ■ To provide support to witnesses or victims of anti-social behaviour. ■ Implementation of the CSP's 'Response Plan' for Flintshire, highlighting the partners' response to anti-social behaviour issues.	■ Signposting individuals to services to deter involvement in anti social behaviour acts ■ Utilising legislation such as Criminal Anti Social Behaviour Orders (CrASBO's), Acceptable Behaviour Contracts (ABC's), and tenancy enforcement measures
Eastern Contest Board & Flintshire Prevent Panel ■	■	■

Domestic Abuse Project ▪ To raise the profile of domestic abuse and its effects on the local community ▪ To facilitate the development and implementation of a co-ordinated, joint-agency response ▪ To reduce the incidence of domestic abuse ▪ To encourage the increased safety of survivors ▪ To promote the safeguarding of children and young people experiencing domestic violence	▪ To improve the quality of services and increase safety for those experiencing domestic abuse ▪ To encourage formal reporting of incidents ▪ To recognise that domestic abuse is a serious crime and should be treated as such within the criminal justice system ▪ To increase public awareness as to the issues surrounding domestic abuse ▪ To hold abusers accountable for their behaviour ▪ To make visible the hidden crimes involved with Domestic Abuse, victimisation and harassment of vulnerable and hard to reach groups ▪ To promote data collection and data sharing between partner agencies ▪ Establishing formal joint working practices been substance misuse and domestic violence practitioners.	▪ Overseeing the implementation of the Multi Agency Risk Assessment Conference ▪ Delivering multi agency training – generic and specialised ▪ Promoting White Ribbon Day ▪ Caring Dads Programme ▪ Building Safe Relationships Programme ▪ Crucial Crew ▪ Freedom Project ▪ Continue to offer Choose 2 Change programme for non mandated perpetrators of domestic abuse ▪ Pilot the 'Butterflies – Right to be Safe' programme for children and young people experiencing domestic violence

	▪ To develop and implement preventative work for children and young people in schools and other youth settings.	
	▪ To develop and implement a care pathway and routine enquiry within Accident and Emergency departments for Flintshire residents.	
	▪ To ensure, where possible, survivors are able to remain safely in their own homes.	
	▪ To continue to roll out good practice within the Flintshire Specialist Domestic Abuse Court involving criminal justice and non criminal justice agencies.	
Unintentional Injuries and Road Safety Group ▪ To provide a focus for 'injury prevention' issues and initiatives, across all age ranges. ▪ To mainstream injury prevention into the work of the strategic partnerships	▪ Develop a strategic action plan to reduce injuries in Flintshire; ▪ Provide advice and support on effective approaches to injury prevention ▪ Co-ordinate initiatives established within the County, and reduce the	▪ Facilitating awareness raising events and conferences ▪ Child safety campaigns

and public organisations in the county.	potential duplication ▪ Carry out or support research to identify gaps in provision and activity;	
Strategic Planning and Advisory Group ▪ To co-ordinate the Community Safety Partnership's response to its statutory requirements, specifically the development of the Strategic Assessment and the Strategic Plan.	▪ Co-ordinate and assist in the development of the annual Strategic Assessment and Strategic Plan. ▪ Oversee the development and implementation of the Partnership's consultation strategy. ▪ Make recommendations as the Partnership's strategic requirements.	▪ Problem solving at a local level, utilising the National Intelligence Model (NIM) ▪ Providing tactical advice to the Community Safety Executive ▪ Developing and instigating consultation exercises

Have Your Say!

Community safety affects us all, so we all have a view or opinion on what's important to us. We would welcome those views, and would be grateful if you could spare a few minutes to consider the following questions:

1. Do you agree with the Flintshire Community Safety Partnership's overall strategic approach, as outlined in this document?

2. Which priority is most important to you / your organisation?
   Please give details and reasons

3. Do you have any other comments?

Name _

Organisation _

Contact details _

Please return to: Community Safety Team, Corporate Services, County Hall, Mold, CH7 6NG

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 7

REPORT TO:	EXECUTIVE
DATE :	27 OCTOBER 2009
REPORT BY:	DIRECTOR OF ENVIRONMENT
SUBJECT :	UPDATE REPORT ON THE REGIONAL FOOD WASTE PROJECT AND PROPOSALS FOR A FOOD WASTE COLLECTION PILOT

1.00   PURPOSE OF REPORT

1.01   To update Members on the regional food waste project and proposals for a food waste collection pilot.

2.00   BACKGROUND

2.01   Members will be aware that since 2004 Flintshire County Council along with the other 21 Local Authorities in Wales has been subject to targets relating to the diversion of waste from landfill as part of the wider sustainability agenda for Wales.

2.02   In October 2007 Welsh Assembly Government (WAG) released, for consultation to local and national government, a paper entitled 'Future Directions for New Municipal Waste Management in Wales' for consultation. The paper contained a series of new targets for the management of municipal waste including specific targets in relation to the kerbside collection of food / kitchen waste.

2.03   The consultation process has now concluded and this has resulted in a number of changes to the previously proposed municipal waste targets (refer to table 1 below.

Table 1

Targets for each Local Authority	Targets for each Target Year				
	2009/10	2012/13	2015/16	2019/20	2024/25
Food & Kitchen Waste (Min %) as part of target above	-	12%	14%	16%	16%
Maximum amount of residual waste per inhabitant per annum	-	295 kg	258 kg	210 kg	150 kg

Maximum Level of Landfill	-	-	-	10%	5%

2.04   The collection of food waste will also be necessary in order to meet the waste minimisation target (maximum amount of residual waste per inhabitant per annum) and in doing so, meet the target for the maximum amount permissible waste to landfill in the later years.

2.05   Wise about Waste, the previous Waste Strategy launched in 2002 by Welsh Assembly Government, set specific targets for Local Authorities to increase levels of recyclate and composting in order to divert waste from Landfill and avoid Infraction fines through the Landfill Allowance Scheme (LAS), this subsequently led to the introduction of kerbside collection schemes for dry and compostable waste. This has seen the County deliver diversion in 2008/09 of 42% under LAS, from a starting point of 7% in 2001. In order to maintain progress and continue to meet the new targets, further areas for development will be required:

a)   The development of a Food Waste Treatment facility in North Wales.

b)   The introduction of a separate food waste collection service.

2.06   Funding has been ring fenced within the Sustainable Waste Management Grant (SWMG) for 2009/10 to the value of £429,417 specifically for food waste to enable the development of collection systems to deliver the 2012/13 target **(Table 1 above)**. This funding cannot be carried over into 2010/11. A further £1,059,059 has been indicatively placed in the SWMG for 2010/11 to support ongoing food waste diversion services. Initially the Council proposes to pilot a food waste collection service utilising the funding advised above.

2.07   In 2008/09 Flintshire, along with other Local Authorities in Wales, took advantage of available Regional Capital Access Fund (RCAF) of £605,066 to procure 65,000; 7 Litre and 25 Litre kitchen caddies and compostable sacks. These have been placed into secure storage ready for distribution to the residents of Flintshire, on the introduction of a food waste collection scheme.

2.08   As advised in the report to Executive on 21 April 2009 the Welsh Assembly Government (WAG), through the Department of Environment, Sustainability and Housing (DESH) is coordinating nationally the procurement of Anaerobic Digestion plants for food waste treatment through six joint working Partnerships. WAG has prescribed that procurements shall be based upon long-term service contracts for treatment capacity, transferring all risk of

construction, planning and operation to the market. Payment will be via a gate fee per tonne of food or kitchen waste treated. It will be up to bidders to propose where and how treatment capacity is provided, although solutions will be compared against a reference solution. WAG has offered capital funding and ongoing revenue support, up to 25% of the gate fee to Partnerships submitting an approved Outline Business Case (OBC).

2.09   Hyder (Consulting) UK Limited were appointed as Technical Advisors to the Partnership, via a competitive tender process under the OGC (Office of Government Commerce) framework agreement. Hyders initial scope of work was to prepare the OBC for the project. Pinsent Mason and Grant Thornton have been appointed Legal and Financial Advisors respectively.

2.10   The purpose of the OBC is to present a Strategic and Economic Case for the project to provide a sound basis for its procurement by determining the treatment capacity required, the approximate cost of a reference solution and the preferred means of procuring it. The OBC does not determine the site or sites on which the plant(s) will be built.

2.11   National statistics indicate, through the AEA and Eunomia reports, which have informed Welsh Assembly Government's food waste targets, that there is the potential of 2.1kg of food waste per household per week. Flintshires overall municipal waste arising was 89,000 tonnes in 2008/09. We have calculated that approximately 8% (7,120 tonnes) of this is food waste, mostly within the black sack collection. WAGs target is 12% (refer to table above).
   The best performing food waste collection services in the United Kingdom are currently collecting between 2.0kg/household/week and 2.5kg/household/week.

2.12   To deliver an economic food waste collection service it has been assessed that vehicles (single use collection vehicle) with a payload of 2.3 tonnes per day per round assuming an 80% participation rate would be the most economical, the 80% being based upon other current food waste collection schemes in Wales and in Flintshire case representing a capture rate of 5,696 tonnes per year.(80% of 7,120 tonnes {see 2.11}).

3.00   CONSIDERATIONS

3.01   Separate food waste collections

3.01.1 During the current financial year (2009/10) it is proposed to use the £429,417 ring fenced SWMG to procure food waste collection vehicles ready for a pilot to be introduced in the early part of 2010/11. As advised above a further £1,059,059 of SWMG has been indicatively allocated for 2010/11 to support further this activity.

3.01.2 Market testing of food waste collection vehicles currently available has been carried out. A range of vehicles have been considered including single and dual collection bodies (able to collect food waste and other recyclates via one vehicle). A number of these vehicles have now been included on the All Wales vehicle framework agreement for which Flintshire is the lead authority.

3.01.3 As part of the vehicle selection, consideration has been given to Flintshire's existing collection services for general and recycled waste. This has been done to ensure that the new vehicles complement the existing services to maintain continuity of service.

3.01.4 The initial capital costs of vehicles has been evaluated with single use vehicles (collects food waste only) being around 33% of the cost of a dual use vehicle (ie those which will collect food waste and other recyclate materials on the same vehicle). It is proposed that the pilot scheme will use single use collection vehicles but the use of dual collection vehicles will be considered should the scheme be expanded county wide. The single use vehicles will be utilised to collect from areas with restricted access.

3.01.5 In addition ongoing revenue costs have been considered taking into account issues of fuel economy, sustainability and the requirement to transport the food waste to an out of county treatment facility. All these issues considered indicate that a single use collection vehicle are the most appropriate with estimated loads of 1.84 tonnes (80% of 2.3 tonnes {see para 2.12}) with the ability to collect from approximately 1000 houses each day.

3.01.6 Interim outlets for the treatment of the food waste collected are currently available through merchant facilities and initial market testing is being carried out by Denbighshire on behalf of the partnership for interim treatment with 3 processors who are all within a 50 mile radius of Flintshire.

3.01.7 Stage 1 of the pilot scheme will consist of 4 collection rounds to deliver a service to circa 20,000 properties per week. The collection of food waste will be delivered weekly and where possible coincide with the collection of black sack waste. It is proposed that the initial pilot will be carried out for a period of 6 months with a review of progress at the 3 month and 6 monthly interval.

3.01.8 It is estimated that the initial pilot scheme will deliver a diversion rate of 1,752 tonnes per annum and with landfill costs currently at £88.95 tonnes this represents a saving of £155,840 to go towards delivering a food waste collection service with treatment.

3.01.9 The procurement of the vehicles to deliver the pilot scheme will come from the £429, 417. The overall cost of collection and disposal for the pilot based on 1,752 tonnes collected is £383,920 per annum if approved. The indicative ring fenced SWMG funding of £1,059,059 for 2010/11 and the saving on landfill of £155,840 will be used to support this leaving a balance of £830,979 to expand the scheme if the pilot does prove to be successful. It should be

noted that the WAG will confirm the indicative grant position for 2010/11 in October 2009 and hence we will be able to confirm the financial position before the Executive meeting, however, based upon comments received from WAG there appears to be a high level of confidence that the SWMG will continue but may become more performance based.

3.01.10 It is proposed that a waste composition analysis of black sack waste will be carried out in the areas chosen for the introduction of the pilot scheme before commencement. A further analysis will be carried out, in the same areas, after 3 months to assess participation rates and the impact on black sack collections.

3.01.11 A further report will be presented to Executive following the initial 3 month period and in addition to this a report on the proposed Flintshire Municipal Waste Strategy will be submitted for Members consideration this will contain details of the Councils approach to waste management into the future.

3.02   **Food Waste Treatment Facility**

3.02.1 Following submission of the OBC, a presentation was made to WAG in order that they could challenge and have input into the project at this stage. WAG subsequently wrote to the Partnership with a number of points of clarification. In responding to WAG, the Partnership also queried a number of assumptions in the model. As a result it has been necessary to undertake further work on the OBC around the pan North Wales position regarding facilities, funding, and tonnages, this work is still in progress and on conclusion a further report will be submitted to Executive.

3.02.2 A further matter requiring consideration is in relation to the Inter Authority Agreement (IAA). This is a document which will be binding on all Partners and will determine the responsibilities throughout the food waste contract. A further report will be brought back to Members when this agreement has been finalised.

4.00   RECOMMENDATIONS

4.01   That Executive:

4.01.1 Approve a pilot scheme for the collection of food waste and receive further reports on progress.

4.01.2 Note the work being undertaken on the development of the Food Waste Treatment procurement process.

4.01.3 Note the work to develop the Inter Authority Agreement.

5.00 FINANCIAL IMPLICATIONS

5.01 The total estimated annual revenue costs of collection and disposal for the proposed pilot scheme, based on 1,752 tonnes are £0.383M. This will be funded from the WAG, Sustainable Waste Management Grant (SWMG) 2010/11 - (element ringfenced for collection and disposal of food waste).

5.02 The Councils has been given an indicative allocation of £1,059M, SWMG ringfenced for Food Waste in 2010/11. It is expected that the actual allocation for 2010/11 will be confirmed by WAG later this month.

5.03 Based upon the estimated 1,752 tonnes of food waste to be collected and consequently diverted from landfill under the proposed pilot scheme, there would be an estimated saving of £0.155M to the current waste disposal budget. The remaining £0.676M of the ringfenced amount food waste element of SWMG and estimated savings to the waste disposal budget would leave a total of £0.831M to fund expansion of the scheme, if the pilot proves to be successful.

5.04 The procurement of new vehicles required to deliver the pilot scheme will be funded from the 2009/10 SWMG food waste ringfenced allocation of £0.429M.

6.00 ANTI POVERTY IMPACT

6.01 None as a direct result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 Positive in that it will direct biodegradable waste away from landfill.

8.00 EQUALITIES IMPACT

8.01 None as a direct result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a direct result of this report.

10.00 CONSULTATION REQUIRED

10.01 Members and other stakeholders as the projects progress.

Date: 21/10/2009

11.00 CONSULTATION UNDERTAKEN

11.01   Report to Executive 21 April 2009

11.02   Report to Environment and Regeneration Scrutiny 11 May 2009

11.03   Members update and awareness raising event in June 2009

12.00 APPENDICES

None
12.01

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS**

None

Contact Officer: Neal Cockerton
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Date: 21/10/2009

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 8

REPORT TO: **EXECUTIVE**

DATE : **27 OCTOBER 2009**

REPORT BY: **DIRECTOR OF ENVIRONMENT**

SUBJECT : **FLINTSHIRE REGENERATION STRATEGY 2009-2020**

1.00 **PURPOSE OF REPORT**

1.01 To seek approval for the Flintshire Regeneration Strategy 2009-2020.

2.00 **BACKGROUND**

2.01 The need for a Regeneration Strategy has been identified in the Strategic Assessment of Risks and Challenges (SARC CL09) and the attached draft Strategy has been developed in response.

2.02 The Strategy is of particular importance at a time of economic uncertainty. It sets out those actions that will be taken to facilitate recovery, to ensure that Flintshire is prepared for the challenges to be faced as the economy emerges from recession and to ensure that a focussed and co-ordinated approach brings together the actions and resources of all relevant partners for maximum local benefit.

2.03 The Strategy has been developed following consultation with a range of partner organisations through a series of workshops and meetings with key stakeholders. It represents an approach which is based on consensus and responds to needs within the County.

2.04 The aims of the Strategy are:

- To be challenging and ambitious and to engage the wider group of partners and stakeholders in Flintshire and beyond.
- To take forward the vision set out by the Local Service Board (LSB).
- To focus on economic regeneration in the broadest sense, bringing together needs relating to people, places and the economy. It links to other priorities being developed by the LSB in relation to environment, health, education and community safety.
- It connects areas of need with areas of opportunity and gives appropriate emphasis to both rural and urban regeneration issues.
- It sets out deliverable actions, which are sustainable and produce clear benefits. It consolidates what has gone before, highlighting the issues and challenges now faced.

3.00 **CONSIDERATIONS**

3.01   The Strategy sets out a framework for the Council and its partners to guide regeneration over the next ten years. The Strategy will enable partners to more clearly identify their roles in delivering regeneration in Flintshire, will facilitate a more joined-up approach and will make best use of scarce resources by channelling them towards a focused set of objectives.

3.02   The Strategy comprises a number of Strategic Objectives:

Strategic Objective 1 - A Competitive Flintshire
To develop a sustainable, world class, modern economy, based on business enterprise with a highly motivated, well trained workforce supported by modern technology, which maximises the County's physical and human assets.

The key themes are to:
Theme 1.1 Support business competitiveness
Theme 1.2 Make best use of the County's employment land

Strategic Objective 2 - Sustainable Communities
Strengthen the rural economy through encouraging diversification and to revitalise our towns by developing them as successful local centres, each with their own distinctive character which complement each other and the wider retail offer across the County and neighbouring Counties

The key themes are to:
Theme 2.1 Develop successful town centres
Theme 2.2 Regenerate our housing stock
Theme 2.3 Maintain viable and attractive rural areas
Theme 2.4 Develop the tourism potential of the County

Strategic Objective 3 Employment & Skills
Develop a range of initiatives aimed at local people who are suffering poverty, disadvantage and hardship. Residents in our most deprived communities will be helped to give them an equal opportunity of benefiting from the future economic success of Flintshire.

The key themes are to:
Theme 3.1 Improve levels of employment and skills
Theme 3.2 Tackle poverty and exclusion

3.03   In addition, the Strategy has four cross-cutting themes which will apply to all activities taken forward during its delivery:

- Sustainability
- Social inclusion
- Welsh language
- Developing Flintshire's image

Date: 21/10/2009

Progress towards these themes will also be monitored to ensure that the Strategy has a measurable impact.

3.04   A detailed action plan has been developed to outline how the Strategy will be implemented in the medium term. This will be reviewed and amended annually to ensure that the Strategy is delivered effectively.

3.05   The Regeneration Strategy itself is not intended to be a static document. It is expected that the Strategy will be reviewed and refreshed on a regular basis and it will be adapted over time to reflect the changing needs of the County and to ensure that it continues to have a demonstrable impact. Delivery of the Strategy will be monitored and progress reported on a regular basis to Members and to the Flintshire Regeneration Partnership which comprises many of the key partners involved in regeneration.

4.00   RECOMMENDATIONS

4.01   That Members approve the Flintshire Regeneration Strategy.

5.00   FINANCIAL IMPLICATIONS

5.01   The actions proposed to deliver the Regeneration Strategy are already budgeted within Council core budgets or are likely to be subject to bids for external funding and will not fall to the Council if those bids are unsuccessful.

6.00   ANTI POVERTY IMPACT

6.01   The Strategy will make a measurable impact on reducing poverty in the County.

7.00   ENVIRONMENTAL IMPACT

7.01   The delivery of the Strategy will be underpinned by the Sustainability cross cutting theme which will ensure that the environment impact of projects is taken into account.

8.00   EQUALITIES IMPACT

8.01   The delivery of the Strategy will be underpinned by the Social Inclusion cross cutting theme which will ensure that the equalities impact of projects is taken into account.

9.00   PERSONNEL IMPLICATIONS

9.01   None

10.00   CONSULTATION REQUIRED

Date: 21/10/2009

10.01   None

11.00   CONSULTATION UNDERTAKEN

11.01   Extensive consultation with partners and other stakeholders has taken place as part of the development of the Strategy. Consultees have included:

- Town and Community Councils
- Chamber of Commerce
- Confederation of British Industry
- Federation of Small Business
- Welsh Assembly Government
- Local Health Board
- Flintshire Local Voluntary Council
- Deeside College
- Pennaf Housing
- Flintshire Tourism Association
- Airbus UK
- Careers Wales
- Jobcentre plus

12.00   APPENDICES

12.01   Draft Flintshire Regeneration Strategy.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

None

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Flintshire Regeneration Strategy
2009 - 2020

Flintshire County Council
Environment Directorate
County Hall
Mold
Flintshire
CH6 6NB

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Foreword

Flintshire has seen strong economic growth over the last ten years, however, we now face very uncertain times and we will need to work hard to maintain the prosperity we now enjoy. Many parts of the County have not shared in the prosperity that we have enjoyed in recent times. This Strategy sets out a framework for the Council and its partners to guide regeneration over the next ten years.

Flintshire is a proud Welsh county with a long history. We have strong cultural, social and economic ties with neighbouring parts of England as well as with the adjoining counties in Wales. We recognise that we have shared economic social and environmental interests and we will work alongside our neighbours to meet the needs of our county, whilst at the same time protecting and enhancing our environment.

The County Council has set out a bold and ambitious programme for our communities and people, particularly so given the challenging times we now face. The Council occupies a pivotal role in the local economy through the Local Service Board and by working in partnership with organisations from the public, private and voluntary sectors, the Council will provide clear, transparent leadership for raising prosperity across the County. This Strategy has been developed through consultation with a range of partner organisations. It has deliberately been kept concise and action focussed, we are now in very uncertain economic times and actions on the ground are needed quickly.

We know that success is most likely to come from making best use of those resources that are already available to us and by working more effectively. Flintshire has much to be proud of, we still have low unemployment, a successful economy with many well-known names located here, including Airbus UK, Toyota, Iceland and Unilever. However, we cannot be complacent. We know that in the future, those areas that are most successful will be those that are the most enterprising, innovative and are attractive places to live, work in or to visit. That is our vision for Flintshire.

The County Council will not be able to deliver this programme by itself, so I invite all those who wish to work with us to create a prosperous, fair and pleasant county, to work with us to achieve these ambitions. We have already established a Regeneration Partnership to drive implementation and monitor progress. It is serviced by the Council and includes Councillors and Officers, as well as local organisations and national agencies. This will be reviewed to ensure that it meets the demands placed upon it. We are committed to moving forward quickly and the timescale in preparing this strategy is a clear demonstration of that. We know that after the current recession there will be an upturn and we want Flintshire to be prepared for that.

Councillor Mel Higham   **Dave Heggarty**

Portfolio Holder Regeneration, Tourism and Property   Head of Regeneration

Mel Higham 1948 - 2009

Sadly Councillor Mel Higham passed away on 6th September 2009. He will be greatly missed by all who had the pleasure to work with him and to benefit from his patience, wisdom and kindness. He worked tirelessly for his community and was a driving force behind the preparation of this strategy. We dedicate it to his memory.

Background

Flintshire's economy has seen successful regeneration following the steel, coal and textiles closures of the 1980's and 1990's. However, the economic situation now being faced is one of the most challenging since 1945. The UK economy is now in a period of recession with potentially severe impacts for businesses, employment and individuals.

A crisis in the banking system has brought with it a sharp fall in the sterling exchange rate and a collapse in the housing market. The world economy is facing a downturn, with the financial and construction sectors likely to be most affected.. A reduction in consumer spending is being felt on high streets, leading to the loss of a number of household names in the retail sector.

This recession is unlikely to be like any other experienced in recent times. It is against this background that the Regeneration Strategy is being prepared.

It is still unclear as to how the recession will impact on Flintshire. As a minimum, we are likely to see the following effects.

► An increase in unemployment. The level for Flintshire is currently 2.8% (December 2008), compared to 5.6% for the UK. A study commissioned by the Local Government Association on the prospects for North West England in November 2008 suggests a rise in unemployment of up to 6.7% - Flintshire's economy is similar to that of the North West and we may well see a similar increase. There are also significant numbers of local people employed in the financial services sector in Chester and the automotive sector across the West Cheshire / North East Wales sub-region. It is these sectors that are expected to experience the greatest difficulties.

► A fall in private sector investment, particularly in housing and the retail sectors.

► A fall in private house building, this is also the main source of affordable housing for Flintshire - via the Affordable Housing Policy which requires residential developers to provide a proportionate range of affordable units.

► A reduction in the level of new business starts and inward investment.

► Reduced income to the public sector through falling capital receipts with fewer sales of assets, alongside with a general tightening of public spending which is set out within the Comprehensive Spending Review.

Vision

"Economic prosperity is fundamental to creating well-being in Flintshire. We want Flintshire to be a prosperous County where a strong local economy with a sound knowledge and skills base provides the foundation for success.

We want Flintshire to be a County of innovation and excellence that fulfils its potential for economic development and prosperity at the regional, national and international level. Across the public, private and voluntary sectors, we want Flintshire to have a strong reputation for high quality and innovative service delivery and collaborative partnership working.

We aim to develop a sustainable, world class, modern economy, based on business enterprise and a highly motivated, well-trained workforce, supported by cutting-edge technology and which maximises the area's physical and human assets.

We will strengthen the rural economy through encouraging diversification and revitalise the County towns by developing them as popular local centres, each with their own distinctive character that complement each other and the wider retail 'offer' across the sub-region.

We will also develop a range of initiatives aimed at a substantial minority of local people who are subject to poverty, disadvantage and hardship. We are committed to helping our most deprived communities, to give them an equal opportunity of enjoying the economic future success of Flintshire.

We recognise that people's actual or potential economic circumstances are influenced by many factors including educational attainment, health status, living circumstances, caring responsibilities and their family situation. We will work together in partnership to lead public sector responses to the economic position to support local organisations (especially Small and Medium sized Enterprises (SMEs)), skills and retraining; housing market support; infrastructure; and help for individuals and families."

The draft Economy Statement of Ambition from the Flintshire Local Service Board Vision, January 2009

What will the Strategy do?

► It will take forward the vision emerging from the Local Service Board (LSB) into a long term Regeneration Strategy, to 2020.

► It will focus on economic regeneration in a broad sense, bringing together needs relating to people, places and employment. It will link to other priorities being developed by the LSB in relation to environment, health, education and community safety.

► It will set out to engage the wider group of partners and stakeholders in Flintshire and beyond and will be challenging and ambitious.

► It will require a change of culture and will play to Flintshire's strengths.

► It will contribute to a reduction in factors leading to poverty and disadvantage.

► It will respond to the challenges and opportunities resulting from demographic change.

► It will provide a framework for policy development and investment.

► It will promote sustainable economic development and regeneration.

- ► It will connect areas of need to areas of opportunity.

- ► It will give appropriate emphasis to both rural and urban regeneration issues.

- ► It will set out deliverable actions, which are both sustainable and will produce clear benefits.

- ► It will consolidate what has gone before, highlighting the issues and challenges faced.

- ► It will identify the resources required to deliver the right outcomes.

The strategy will fit within a hierarchy of strategies and policies from the European to national devolved government levels, to the regional and sub-regional levels and down to the Flintshire County level. The actions set out within the strategy all comply with and complement this wider policy background. The relevant policies and strategies are listed in Appendix 1.
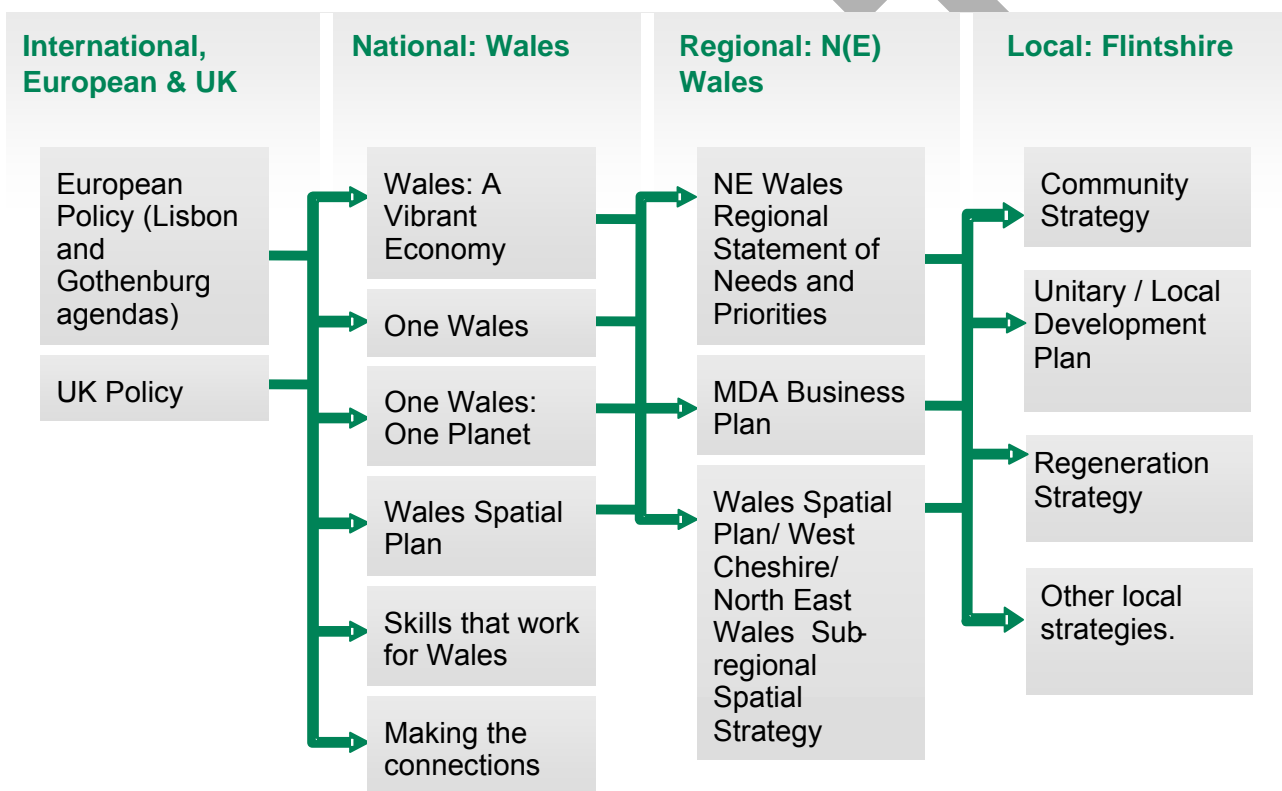
International, European & UK	National: Wales	Regional: N(E) Wales	Local: Flintshire
European Policy (Lisbon and Gothenburg agendas)	Wales: A Vibrant Economy	NE Wales Regional Statement of Needs and Priorities	Community Strategy
UK Policy	One Wales	MDA Business Plan	Unitary / Local Development Plan
	One Wales: One Planet	Wales Spatial Plan/ West Cheshire/ North East Wales Sub-regional Spatial Strategy	Regeneration Strategy
	Wales Spatial Plan		Other local strategies.
	Skills that work for Wales		
	Making the connections		

Figure 1 | Strategic fit

Key principles

The Strategy will be developed and implemented on the following principles:

- ► working to improve economic performance across the County;

- ► working to improve economic activity levels and support enterprise in our most deprived areas;

- ► creating sustainable places where people want to live and work and where businesses want to invest;

- ► developing a stronger sense of common purpose for regeneration across different agencies;

- ► recognising that some areas have been left behind and that what works well in one area of Flintshire may not be appropriate in another.   Actions will be better targeted, co-ordinated and based on strategic priorities;

- ► recognising that everyone, irrespective of their health status, level of physical or learning ability or background will be supported to reach their individual potential and benefit from opportunities developed through the implementation of this strategy;

- ► recognising that Flintshire is part of a closely interrelated wider economic sub region in the Mersey Dee area. Working with our partners in the Mersey Dee Alliance to sustain shared economic social and environmental strengths;

- ► involving local people and businesses from the start, using local knowledge of what works best;

- ► creating the right conditions for businesses to grow and to help local people into work.

Appendix 3 presents a brief statistical analysis of the needs of Flintshire. This data, and information from other sources (listed in Appendix 2), has been used to inform the SLOT table presented below, and hence the Vision and Strategic Objectives for the Strategy.

Strengths, Limitations, Opportunities, Threats (SLOT) analysis

Strengths

► Well located for serving UK markets, although more peripheral to Europe as a whole, with excellent access to the national highway and rail infrastructure.

► Part of a dynamic sub-region – West Cheshire and North East Wales.

► Economically successful area with low unemployment, high Gross Value Added per head and high levels of economic activity.

► Strong base of high value manufacturing employers.

Limitations

► Heavy reliance upon car use.

► Prosperity of the County not shared by all of the population.

► House prices remain high compared to incomes.

► Employers finding skills supply problems

► Out dated image as purely heavy industrial area.

► Town centres suffering varying levels of decline.

Opportunities

► Greater joint working with other successful partners across the sub-region.

► Potential A55 Technology Corridor initiative.

► Potential new employment sites at Northern Gateway and Warren Hall.

► Nationally important landscapes of the Dee Estuary and Clwydian Range Area of Outstanding Natural Beauty and predominantly high quality rural setting.

► Six million people within 90 minutes drive time.

► Manufacturing base is well-positioned to take advantage of any economic upturn and the favourable exchange rates.

► Future development of the Wrexham / Bidston line to increase sustainable transport opportunities.

Threats

► Current economic downturn will impact upon businesses, employment, housing development and investment.

► Extensive areas with flood risk, especially employment land along the Dee Estuary.

► High level of dependence upon manufacturing, which is a nationally-declining sector.

► Increased commuting by car between lower priced housing in Flintshire and employment centres in West Cheshire and Chester.

► Decline in high street retail sales creating abandoned town centres.

Table 5 | Strengths, Limitations, Opportunities, Threats (SLOT) analysis

Targets

Target	Amount	By when?
Increase VAT Registered New Business Start Up Rate	40% increase over 2009 level	2013
Increase small – medium sized enterprise (SME) employment	15% increase over 2009 level	2013
Increase employment of disadvantaged groups	5% increase over 2009 level	2013
Businesses receiving support to start or to grow	1600	2011
Employees receiving training	920	2011
People benefiting from new rural services to support community sustainability	300	2011
Town centre action plans produced	7	2010
Individuals receiving support to access employment, learning or volunteering	825	2011
Events to attract visitors supported	55	2011
People receiving training	1335	2011
Projects to develop Flintshire's heritage and culture	36	2011

Strategic Objectives

The Regeneration Strategy sets out an integrated set of actions contributing towards three Strategic Objectives

Strategic Objective 1 | A Competitive Flintshire

To develop a sustainable, world class, modern economy, based on business enterprise and a highly motivated, well trained workforce supported by modern technology, which maximises the County's physical and human assets.

The key themes are to:

Theme 1.1 | Support business competitiveness
Theme 1.2 | Make best use of the County's employment land

Strategic Objective 2 | Sustainable Communities

Strengthen the rural economy through encouraging diversification and revitalise towns by developing them as successful local centres, each with their own distinctive character which complement each other and the wider retail offer across the County and neighbouring Counties

The key themes are to:

Theme 2.1 | Develop successful town centres
Theme 2.2 | Regenerate our housing stock
Theme 2.3 | Maintain viable and attractive rural areas
Theme 2.4 | Develop the tourism potential of the County

Strategic Objective 3 | Employment & Skills

Develop a range of initiatives aimed at local people who are suffering poverty, disadvantage and hardship. The most deprived communities will be helped to give them an equal opportunity of benefiting from the future economic success of Flintshire.

The key themes are to:
Theme 3.1 | Improve levels of employment and skills
Theme 3.2 | Tackle poverty and exclusion

Strategic Objective 1 | A Competitive Flintshire with Strong Successful Businesses

Theme 1.1 | Support business competitiveness

Flintshire is strategically located on a key European route stretching from Dublin to Hamburg (Trans European network 22). Successful development of employment sites principally in the east of the County rely heavily on access to the UK motorway network and to the markets of North West England. Within 30 minutes drive of Flintshire there is a population of nearly 1.6 million people, principally to the east.

Flintshire is considered to be the economic driver for North Wales. It has attracted a range of large highly successful employers and retained a substantial manufacturing base where other areas have seen major decline. The economy has more in common with that of the neighbouring North West of England than with North Wales.

The County is highly dependent upon manufacturing with around 34% of all jobs, the figure for UK is now around 14%. In the recent past this was seen as a weakness, given the rapid growth in the service and financial sectors. However, Flintshire's strength is manufacturing, particularly advanced manufacturing which is increasingly a focus for policy makers because of its significant wealth generating potential.

The advanced manufacturing sector in Flintshire includes aerospace, pharmaceuticals, fine chemicals, paper and automotive components.

The global economy is moving from the industrial age to the knowledge age. Competitiveness is increasingly derived from the application of knowledge and high level skills rather than simply price. These 'knowledge intensive business sectors' (KIBs) are

the foundation of the local economy and to survive they will need to be continuously innovative, creative and fast moving.

The County will need to support this sector by the development of higher level skills and capabilities, innovation, research and development (R&D), training and technology transfer, if it is to maintain a substantial KIBs employment.

The strategy will:

► build closer links with the further education/higher education sectors;

► prioritise the development of a Centre for Advanced Materials in Flintshire - a link to transfer research and development (R&D) and technology from higher education to local employers;

► support the development of Northop Campus as a new further / higher education facility, with expertise in biosciences;

► support the development of a North Wales-North West England Technology Corridor, based on the opto-electronics facilities at Optic, St Asaph, the proposed Northop Biosciences Centre, the proposed Advanced Materials Centre at Deeside, the Creative Industries Centre at Wrexham, Chester 'Super Zoo' and the Daresbury Advanced Research Centre;

► ensure that Flintshire has the appropriate transport and other infrastructure needed to sustain a modern competitive economy.

The development of a strong 'KIBS' (Knowledge Intensive Business Sector) base will be critical to Flintshire's future prosperity.

Flintshire has succeeded in the past by providing a very attractive package, particularly to footloose manufacturing industry. There is now little inward investment in this sector with areas in Eastern Europe and the Far East more attractive. There are also very few head office functions located in the County, meaning that discussions on investment are often taken outside the County, in part a consequence of the lack of suitable sites for head office functions. Bringing forward appropriate land and premises will be key to attracting future job creating investment.

Success in attracting major employers has not been matched by the development of 'home grown' local small businesses.

There are 2685 businesses in Flintshire employing between 2 - 49 people, these offer potential for growth in the future. It is important that the needs of this group are met in terms of skills, business support, premises and procurement.

Flintshire has a poor tradition of business start up, in part a reflection of its large employer culture and in part, because of the choice of jobs available. The rate at which Flintshire generates new businesses needs to be stronger. Prosperous areas tend to show high rates of business start up, but Flintshire is only about three quarters of the average UK rate (29 VAT registered start ups per 10,000 population, compared with 44 for the UK). In comparison, the figure for Macclesfield, an area that has similarly transformed itself from reliance on traditional industries, is 66.

A step change is needed, in the promotion of, and support for, self employment. The Council proposes to develop a new strategy for small business support working in partnership with Manchester University Business School. This will require a long term culture change, including working with schools and colleges to raise the attractiveness of self employment as an option.

Support for emerging and existing small businesses also needs to take into account the needs of the social business sector, which has a valuable role to play in meeting local needs through an alternative, sustainable, business model.

The goals for the Strategy are therefore to:

1. develop a new strategy for small business support and provide a package of measures to support the SME sector in Flintshire, including social enterprises;
2. work with partners to provide a responsive one-stop-shop for business in Flintshire;
3. help businesses to improve their environmental performance and increase the number of environmental industry jobs in Flintshire.
4. support the development of strong local supply networks and encourage local purchasing;
5. build further links with the Higher and Further Education sectors;
6. support the development of a Centre for Advanced Materials;
7. support the development of a North Wales-North West England Technology Corridor.

Theme 1.2 | Make best use of the County's employment land

Employment sites in Flintshire vary in quality and in the roles they play. Existing employment sites need investment to enable them to adapt to the changing needs of new business.

In 2008, Flintshire County Council commissioned consultants DPDS Ltd., to review the current supply of employment land in Flintshire, its relevance to current needs and its availability in order to clarify our understanding of current land supply.

The DPDS study recognised that Flintshire has a large supply of employment land, although only half was found to be suited to the type of high quality uses that the County needs in order to attract higher value employment opportunities[1]. The study also examined the constraints upon developing sites, identifying that while the majority of employment land was identified as unconstrained, it was not necessarily ready for occupation.

Poorer quality land may not be suitable for modern employment use. It may also need significant investment in transport links and infrastructure before it can be classed as readily available for business development. This may not be cost-effective for some of the poorer quality sites.

Many existing employment sites in Flintshire are also in need of improvement to maximise their value to the economy of Flintshire, reduce their environmental impacts and increase their value to local communities

The goals for the Council and its partners are to:
1. facilitate the development of high quality strategic employment sites at Northern Gateway and Warren Hall. These sites will provide the great majority of employment opportunities in the County over the next ten years
2. re-engineer sites to maximise their attractiveness as business locations
3. encourage the development of sustainable alternative uses for vacant brown field sites and derelict properties;
4. provide a greater level of co-ordination, business support and networking on employment sites, beginning with Deeside Industrial Park;
5. support environmental improvements by businesses and encourage the adoption of environmental good practice (as demonstrated at Flint Castle Park) including the development of sustainable travel planning; and
6. manage Flintshire County Council property assets to support wider regeneration.

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1   DPDS 2009 – high quality sites include high quality business park, office park, high quality industrial estate and specialised cluster.

Strategic Objective 2 | Sustainable communities

The UK Government, defines Sustainable Communities as:

► "active, inclusive and safe;

► well run;

► environmentally sensitive;

► well designed and built;

► well connected;

► thriving;

► well served; and

► fair for everyone."[2]

We will contribute to the development of Sustainable Communities in Flintshire, alongside the other strategies prepared under the over-arching Community Plan. In particular, we will apply the principles outlined above to the development and management of communities in Flintshire.

The quality of places, whether they are rural areas, town centres, employment sites or green space, is critical to the vitality of the County. Poor quality places deter investment, reduce business viability, raise the fear of crime amongst residents, increase the incidence of poor physical and mental health, and promote a cycle of spiralling decline. We will follow the principle of environmental justice – that everyone should have access to a good environment.

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2   DEFRA 2006

Theme 2.1 | Develop successful town centres

As the 'shop windows' for the County and as vital providers of services and employment, town centres are critical to the perception and image of Flintshire as well as the focus of social and economic activity. The physical appearance and vitality of the town centres does not currently reflect the overall prosperity of the County and all town centres are experiencing decline.

In 2007 Flintshire County Council commissioned a household survey by BMG Research. Households were asked to identify the town they used most frequently and to rate their satisfaction against a range of criteria including safety, environment, congestion, parking availability, and range of services. Flintshire towns in general were found to have significantly lower satisfaction ratings than towns outside the County across many of the survey questions.

The 2008 Town Centre Health Checks Study commissioned by Flintshire County Council and prepared by Roger Tym and Partners found that the majority of towns secured a very small market share of the available consumer spend, with the majority "leaking" to other destinations. It is considered that a relatively small shift in patterns of consumer behaviour could bring significantly higher levels of expenditure into Flintshire's town centres. In particular, Roger Tym and Partners found that there is a significant untapped market for further growth in the leisure and hospitality sector upon which local towns could capitalise. Tourism was also identified as an under-developed opportunity.

The Regeneration Strategy will seek to ensure that Flintshire town centres are vibrant and attractive with successful businesses serving the needs of the local community through a number of innovative measures.

In 2009/10, the County Council commenced a programme of working with local partners to develop Town Action Plans for each of the seven main town centres - Buckley, Connah's Quay, Flint, Holywell, Mold, Queensferry and Shotton. This brought together funding support from:

► Flintshire County Council

- ► WAG Tidy Towns Programme
- ► WAG Local Environmental Quality Fund
- ► Town Councils

A number of 'early win' projects included environmental upgrades, 'Spring Cleans', security projects and retail support ('Shop Doctor')

This programme will move forward into the development of bespoke action plans, setting out a vision and master plan for each town centre, bringing together funding from the widest range of sources.

A priority action is to bring stakeholders for each town together to:

- ► identify a future role for each town;
- ► identify what strengths and opportunities the town has and to create a vision for the future of the town;
- ► identify the barriers to achieving that vision;
- ► put in place actions to overcome these barriers;
- ► put in place arrangements which ensure that the town is managed effectively, efficiently and will respond to the future needs of its users.

This action planning process will provide clear, practical plans that will set out the approach to the regeneration of town centres in Flintshire. This will give clarity to stakeholders, provide encouragement and confidence to potential investors, provide a useful tool to monitor progress and feed into future planning processes. The town action plans will be adopted as policy tools and will be used to guide future supporting strategies and plans.

Although formal action plans won't be developed, in the short term, for other towns in Flintshire, their regeneration needs will still be assessed and action taken wherever possible to maintain their viability and vitality.

Action plans will be developed on a town by town basis and reviewed as market forces dictate. The goals for the action plans include:

1. facilitating new commercial developments in the retail core of the town centres, including through land assembly exercises and bringing derelict sites and vacant premises into use;
2. improving the built environment, public realm, and facilities for users;
3. manage the town centres so that they provide a safe and hospitable environment for evening and night-time users;
4. develop a strategy to enable markets to play a more significant role in the economy of the town centres;
5. providing alternative means of transport to the private car;
6. improving access for all abilities and supporting businesses to adapt their practices to changing customer demands;
7. promoting the development of housing above retail premises and encouraging new town centre housing;

8. improving the integrated management of town centres.

Theme 2.2 | Regenerate Flintshire's housing stock

Housing is an important element in developing Sustainable Communities. The Welsh Assembly Government document 'One Wales: A progressive agenda for the governance of Wales' states that "lack of good quality housing affects people's health and well-being, and influence their long-term life chances... A stock of good-quality affordable homes is the foundation of thriving local communities in all four corners of Wales." Some of the most deprived communities in Flintshire are characterised by a predominance of social housing and in many cases by a poor physical environment and housing stock. There are other areas within the County where there are concentrations of older housing in private ownership that are also in need of significant upgrading.

There is a wide range of partners involved in managing areas of housing and success in raising the quality of neighbourhoods will depend upon a cohesive approach to their improvement and management. Examples of partners and initiatives which will need to be joined up will include:

► Communities First partnerships;

► WAG Tidy Towns and Local Environmental Quality programmes;

► Voluntary sector activity to improve the environment by both local groups as well as larger national organisations such as Groundwork and BTCV Cymru;

► Police environmental audits and neighbourhood policing panels;

► Council and Registered Social Landlord (RSL) housing management and tenant participation services; and

► Council service providers.

Housing will play a crucial role in delivering the objectives of the Regeneration Strategy. An adequate supply of quality homes is essential to the economic success of Flintshire, whilst investing in new and upgraded housing is likely to remain a major contributor to improvement in the physical environment of Flintshire and will be a critical component of many regeneration schemes. The Regeneration Strategy will need to utilise and consider the North East Wales Housing Market Assessment, Hometrack Housing Intelligence, Affordable Housing Delivery Statement, Local Housing Plan, the emerging Unitary Development Plan / Local Development Plan and the Leisure Strategy for Flintshire, to ensure complementarity and in particular to:

1. maximise the value of housing investments in the public and private sector bringing opportunities for wider regeneration as well as opportunities for new employment and training programmes;

2. ensure housing development meets varied and changing needs of the area, and contributes to the supply of affordable housing, including links to the work of the Wrexham and Flintshire Rural Housing Enabler;

3. further develop the strategy and initiatives to bring redundant properties back into residential use to meet housing need, in particular in town centres, contributing to their revitalisation;

4. manage areas of social housing to tackle areas of blight and ensure access to a quality environment for residents

5. tackle areas of poor private sector housing in urban and rural areas.

Theme 2.3 | Maintain viable and attractive rural areas

Flintshire's rural area, as designated by WAG in 2005 covers nearly 80% of the County with a population of 67,370 and an area of 34,514 hectares. The rural area is mainly served by the two market towns of Holywell and Mold which service the rural hinterland for shopping, health facilities, leisure facilities and secondary school education. The area is characterised by the presence of picturesque villages and agricultural dwellings forming a high quality landscape and natural features such as the Clwydian Range, Dee Estuary and Halkyn Mountain.

Since the year 2000, there have been a number of new rural initiatives launched to regenerate Flintshire's rural communities. Some of these concentrated on regenerating rural communities, for example Rural Community Action, Article 33 and LEADER, while others such as the Small Towns and Villages Enterprise Initiative focused on business and investment.

These initiatives have provided a catalyst for the revitalisation of Flintshire's rural communities and made a valuable contribution in improving the quality of life in the county's rural areas. The intention is to build upon this success by maximising the opportunities presented by new regeneration programmes, such as the Rural Development Plan for Wales.

Although rural Flintshire predominantly has a high quality landscape, high levels of affluence and strong tourism potential, it also has some areas of deprivation, poor access to services in some locations and low availability of affordable housing.

The general good health and state of the county can disguise and overlook the fact that there are some communities within Flintshire that are experiencing social and economic difficulties. Two of the five Communities First areas (Rural North Flintshire and Mold Bryn Gwalia) are located in rural Flintshire. Within the rural areas, deprivation tends to be concentrated in isolated pockets and because there is often a perception of idyllic rural lifestyles, this deprivation can be masked.

The Rural Development Strategy (2007–13) sets out a strategic framework to facilitate the development of initiatives and projects using the following approach:

► encouraging the diversification of the rural economy;

► supporting schemes that will raise the standard of living and quality of life in rural communities;

► enabling of holistic, innovative approaches to rural regeneration;

► engaging with rural communities and facilitating their participation in the regeneration of their locality.

The Rural Development Strategy highlights four strategic themes;

► development of the tourism industry;

► developing a greater Sense of Place;

► developing rural services, social enterprise and IT;

► reducing energy use and generation of waste, promoting sustainable land use, forestry and supporting the development of the agri-food sector.

The Rural Development Plan for Wales (RDP) 2007 – 2013 channels European Commission and Welsh Assembly Government funding to implement a number of projects under these themes through the Flintshire Rural Partnership.

This programme will be one of the key drivers of rural development over the life of the Regeneration Strategy. At a grass roots level it will provide an opportunity for individuals, businesses, organisations and communities to access funding support and participate in activities that will contribute to the development and strengthening of Flintshire's rural communities.

In the longer term, the goals for the Regeneration Strategy are to:

1. encourage entrepreneurial activity, especially creating opportunities for young people;

2. enhance the skills of the rural workforce;

3. modernise and diversify the rural economic base; encourage collaborative working to reduce costs and support the development of local supplier networks and pilot new products and markets;

4. improve access to rural services and explore access to innovative solutions to declining rural services, (for example Pub is the Hub);

5. support the development of social enterprise solutions to the provision of rural services;

6. develop the rural tourism industry and increase its contribution to the economy;

7. develop links between service centres and the rural hinterland;

8. support the development of affordable rural housing, including the reuse of empty or redundant properties; and

9. improve transport links to rural communities, particularly sustainable transport provision.

Theme 2.4 | Tourism

"Tourism is an important part of the local economy contributing directly to the financial buoyancy of the county. It provides employment and is an important contributor to the social and environmental well being of the area."

Flintshire Tourism Strategy 2008

Tourism also helps to raise the image and profile of an area. A favourable image and perception are key elements in securing private investment. Tourism is currently estimated to be worth £160.6m[3] annually to Flintshire's economy, generated by 2.7 million visitors each year. The North Wales Borderlands partnership between the local authorities and businesses in Flintshire, Denbighshire and Wrexham has promoted the area nationally since 1996, securing funding from external sources to support the campaign.

Flintshire has many strengths as a destination – including a high quality landscape, a rich heritage and culture (in particular Clwyd Theatr Cymru in Mold), attractive towns and a range of attractions and events. There is significant potential to grow the value of the industry in Flintshire, by maximising the role of tourism as part of a wider regeneration approach. The County's large business base also generates significant levels of business tourism. This ranges from visits from sales representatives and customers, to contractors and suppliers. These generate a substantial demand for hotel, catered and self-catered accommodation.

"The Flintshire Tourism Strategy will make use of the superb natural environment of Flintshire, along with the richness of its heritage, culture, language and products, to invite people to explore, understand and enjoy the county. This diverse offer will be complemented by: a commitment to quality; easy access to information; and by striving to ensure that every facet of the visitors' experience meets their expectations."

The Vision from the Flintshire Tourism Strategy 2008

It sets out five strategic aims for tourism:

► reviewing and improving branding for marketing

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3   STEAM 2007 figures

► improving the tourism product

► raising the quality of the industry and the destination as a whole

► improving access to information

► fostering greater partnership working

Major investment in the tourism industry in rural Flintshire is underway through the Rural Development Programme, supporting the development of sustainable tourism in the Clwydians, piloting new tourism products, raising the quality of businesses and the destination as a whole, developing sense of place initiatives, together with a range of regular events, such as Mold Food Festival, Cadi Ha and Buckley Jubilee.

In the context of the Regeneration Strategy, tourism has a wider role to play. Tourism can:

► "be a major element of regeneration in urban and rural areas

► provide a catalyst for growth, raising the profile and stabilising out – migration

► provide new employment opportunities and diversification of the local economy

► help maintain local facilities, including shops, pubs, leisure centres and accessibility, including public transport

► drive improvements in the quality of the local environment

► improve image and perception of the County and encourage investment"[4]

The key goals proposed are:

1. implement actions identified within the Flintshire Tourism Strategy 2008-13;

2. integrate tourism development into wider town centre development so that the role of the towns as attractive and well-managed destinations is strengthened;

3. integrate tourism development into the management of the major landscape areas in Flintshire – Clwydian Range and the Dee Estuary;

4. the tourism industry is heavily concentrated around the north Flintshire coastal villages, particularly Talacre and Gronant, which need an integrated approach to their regeneration and management to balance environmental, social and economic pressures;

5. maximise the role of tourism as a career and support increased employment flexibility in the industry to widen participation;

6. improve accessibility, including sustainable transport provision; and

7. improve the image and profile of Flintshire through tourism marketing, events and the management of the destination as a whole.

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4   Flintshire Tourism Strategy 2008-13

Strategic Objective 3 | Employment & Skills

Theme 3.1 | Employment and Skills

Over the last 20 years, traditional industries in Flintshire have given way to aerospace, food, paper, chemicals and automotive components. However, although engineering, manufacturing, retail, financial and business services were recently predicted to grow in Flintshire, there is now concern that these sectors are to be amongst those most subject to the economic downturn.

Although this downturn could affect all occupations, it is more likely that, combined with the constant need for improvement and the demand for higher level skills, they will mostly impact on those occupations requiring the lowest skill levels.

Local redundancies are currently having a small but significant impact both within the county and the surrounding area. Flintshire is heavily dependent on manufacturing, with 33.9% of all employment being within the sector.

Part - time and lower skilled workers are more likely to be affected by these redundancies. The number of lower skilled employees in the manufacturing sector in the county has fallen 15% over the last three years (2005 – 08) (Office of National Statistics Annual Population Survey). The number of higher skilled workers in the sector has risen 32% over the same period.

Table 7 shows how Flintshire compares to Wales and the UK on employment and skills levels.

Proportion of people:	Flintshire	Wales	UK
Of working age who in employment	61.3%	60.3%	62.2%
Active in the labour market	81%	75.8%	78.8%
Self employment	69.9%	62.2%	64.7%
Not in employment or training	19%	24.2%	21.2%
Registered as not working	3.2%	3.8%	3.4%
Working in lower skilled jobs	20.7%	20.9%	18.7%
Skilled to NVQ1 or equivalent	28.2%	36.2%	35.5%
Skilled to NVQ4 or equivalent	23%	25.4%	28.6%

Table 7 | Key unemployment indicators
Source: NOMIS

In addition, 28% of the people in Flintshire have problems with literacy and 27% have problems with numeracy (Basic Skills Agency). Without the basic skills to read and understand information, these individuals' potential to enter and sustain employment is diminished further.

Flintshire's County Council's Draft 14 – 19 Strategy acknowledges that there is further work needed to match employment and skills needs to training opportunities there is also recognition that education and skills are essential for maintaining the economic prosperity of Flintshire. A commitment to lifelong learning will help the county to adapt to changing economic conditions and the changing demand for different occupations and industrial sectors.[5]

Flintshire County Council's Directorate Plan for Lifelong Learning and the planned Schools Modernisation Strategy aim to support the 14 – 19 agenda and lifelong learning by making the schools network fit for the current demands of the area, demographical changes and business[6]

One of the biggest challenges faced in Flintshire is worklessness.

The number of unemployed is relatively low but in addition there are up to a further 12000 people who have been made redundant or taken early retirement, or are out of work and living on benefits. Although many of these people would like to work, various factors including discrimination, poor childcare and transport facilities and low wages, often allied to a lack of skills, have combined to make them feel that it is often not worth even applying for jobs.

We will focus actions on:

► hard to reach adults with low skills

► a recognition of the value of 'pre engagement work'

► intensive outreach work

► local delivery and local solutions

'Re: Working Flintshire', the Flintshire Employment Strategy states that:

► 39% of companies in Flintshire believed there is a significant gap between the generic skills needed for business and those of applicants.

► 18% reported a significant skills gap exists amongst their current employees.

► 11.1% of working age people in Flintshire are reliant on key 'out of work' benefits including 7.2% on incapacity benefit, 1.6% on lone parent benefit and 1.2% on disabled benefit. This equates to 10250 people of working age who are not experiencing the positive effects that employment can bring.

'Re: Working Flintshire' is the first dedicated strategy for regenerating employment within the County. The strategy includes six strands:

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[5] Lifelong Learning Directorate, Draft 14 – 19 Strategy
[6] Lifelong Learning Directorate Draft Plan

1. Realising goals – partnership working, recognising and celebrating achievement
2. Reaching out – provision of advice and information services
3. Releasing potential – provision of training, pre- and post-employment support, and work experience
4. Reducing barriers – provision of support services to increase opportunities
5. Recognising equality and diversity – providing for the needs of disadvantaged groups
6. Responding to employer needs – provision of skills to meet employer needs

Individuals who are economically inactive already face multiple barriers to engaging with the labour market. Therefore, with increasing redundancies, the challenge for Flintshire is even greater in providing support and training for those who want to work.

There is a need to provide locally based solutions to local needs and to recognise the need for soft skills development, volunteering and the gradual steps towards activity that are required before entering accredited training or mainstream employment.

Flintshire, like many other counties, is now seeking to develop projects to assist people into employment and training, and to support local SME's through possible bids to the European Social Fund (ESF) and the European Regional Development Fund (ERDF) and other funding initiatives.

The following actions and projects have been taken forward from the recommendation of the Flintshire Employment Strategy:

► Employment and European Development Officer role has been created

► Employment Strategy Group has been developed with key partners

► An internal Community Learning partnership is being developed

► Employment Training Action Team project has now been approved for RDP funding, to be delivered in partnership with Flintshire Local Voluntary Council

► Genesis has received 6 years funding to increase economic activity amongst those who are hardest to reach

► Workwise has RDP funding to support access to employment

► Business in the Community Business Action on Homelessness project has been supported

► Intermediate Labour Market has been supported to provide structured work experience to economically inactive people

► PRIME CYMRU supported to pilot mentoring for older people into employment

► ReACT being supported to help redundant workers secure new employment

► ProACT programme being supported to provide training to people at risk of redundancy

The following sub regional projects are under development in partnership with WCBC and are aiming to apply for external funding:

► Extending the Deeside Shuttle and improve access to employment and training

► Supporting young people leaving care and entering training, education or employment

► Business co-ordinator to support the development of DIP including fostering relationships with employers

The following projects are under development with partner organisations and are aiming to apply for external funding:

► Intermediate Labour Market - North East Wales in partnership with the Wales Council for Voluntary Action
► Family Employment Initiative in partnership with BTCV Cymru

The following projects Mersey Dee Alliance projects are under development

► Make – It in Manufacturing - in partnership with North West Manufacturing Institute and Local Authorities in the Mersey Dee Alliance region

The Regeneration Strategy proposes the following goals:

► The role of the Employment Strategy Group needs to be developed further, with particular focus on the efficient co-ordination of employment support programmes.
► Community Learning needs to be co-ordinated effectively across the local authority and in partnership with other organisations.
► Lifelong learning needs to be supported further in partnership with schools, colleges and training providers.
► Further development of partnership with employers to support the transition of young people from school to the world of work.
► Further funding needs to be sought through EU and other external sources to develop and support continued delivery of new and existing projects in the county and the North East Wales / West Cheshire sub region.
► The role of FCC as an employer within the community needs to be developed further.
► The growth in HVA manufacturing needs to be supported with programmes that develop skills to advance new technologies and support the sustainability of high level skills.
► ReACT / ProACT needs to be supported within the county and the surrounding area to assist businesses in retaining and / or supporting employees in times of economic hardship.

Theme 3.2 | Tackling poverty and social exclusion

Poverty particularly affects those: in work but with low incomes, with caring responsibilities; with low skills, in temporary or seasonal employment; with poor mental or physical health or with disabilities, or dependent upon benefits. Social exclusion is about more than poverty. It is a shorthand term for what can happen "when people or areas face a combination of linked problems, such as poor health, unemployment, discrimination, poor skills, low incomes, poor housing, high crime and family breakdown. These problems are linked and mutually reinforcing."[7]

A key finding from the report, Defining and Describing Poverty and Related Disadvantage in Flintshire, commissioned by the Flintshire Well Being Network was that many people face more than one factor which can contribute to poverty and its related disadvantage.

Poverty and deprivation have a recognised negative impact on general health, and, in turn, this is likely to lead to unemployment, loss of income and disadvantage. In addition, for some young people factors such as a negative experience of education and exposure to crime can increase the risk of social exclusion further.[8]

Those most at risk of exclusion are often the hardest to engage in improving the provision of services. This engagement, though, is essential if service provision is to be properly targeted and tailored to individuals' needs. The voluntary and community sectors often play a leading role in engaging with excluded groups.

Flintshire has a number of communities amongst the most deprived in Wales. Pockets of poverty and disadvantage are scattered across the county, with particular concentrations in the areas targeted by the Communities First programme. However, poverty is found across the whole County and can be masked by surrounding affluence so that those affected are harder to identify and target and more likely to be missed.

The Housing and Regeneration Strategies will be delivered through integrated actions to ensure that housing investments have the greatest impact possible. Joint working on the Welsh Housing Quality Standard, housing renewal programme and fuel poverty initiatives will be prioritised, in addition to projects for welfare rights support.

We will develop joined up approaches to assessing and meeting the needs of individuals. Service providers will be brought together so that their services can be made more accessible within deprived communities. In particular, support will be provided for the provision of advice services, financial literacy projects, community finance initiatives and activities to increase benefit take-up.

Partnership with the voluntary sector offers opportunities to utilise the strengths of both sectors in addressing complex problems and brings additional resources to bear. For example, Flintshire County Council currently funds the Citizen's Advice Bureau (CAB) to provide advice services. The CAB has been able to draw down additional funding from other sources, increasing the original investment fourfold. The development of social enterprises offers an alternative way to create job and training opportunities.

Social enterprises are project making businesses set up to tackle a social or environmental need, examples in Flintshire include Flintshire Refurbs (furniture recycling), Flintshire

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[7]   Social Exclusion Unit 2004
[8]   Jehu, LM, Defining and Describing Poverty Related Disadvantage in Flintshire, Flintshire Well-Being Network,2007

Credit Union (finance) and Groundwork Wrexham and Flintshire (environmental educational, training). This sector offers a route to training and employment for those people who find difficulties in entering the conventional employment market.

The Regeneration Strategy proposes the following goals:

1. encourage flexibility in the workplace so people can juggle work with changing personal circumstances such as health status and caring responsibilities;

2. form strong partnerships with the voluntary sector to tackle poverty and exclusion;

3. support the work of the Communities First partnerships and other community development programmes in Flintshire;

4. raise skill levels to increase earning potential and reduce vulnerability to unemployment and associated disadvantage;

5. provide guidance and support to keep people in the workplace;

6. create innovative approaches to providing joined-up, cost effective and flexible service provision, for example, through the use of mobile services and shared facilities will improve access to services;

7. improve the co-ordination of support to people with barriers to learning, employment or volunteering;

8. use the opportunities created by housing investment to reduce fuel poverty, improve neighbourhoods, engage with excluded groups and improve community facilities;

9. work in partnership with key agencies to raise awareness of the links between, poverty, health, disadvantage and unemployment

10. build the capacity and facilities available to communities;

11. improve accessibility to work, services and leisure; and

12. develop social enterprises as a means to create jobs, new businesses and as a means of delivering services.

Cross cutting themes

The Strategy is underpinned by four cross cutting themes:

Theme 1 | Sustainability

The Regeneration Strategy proposes a number of actions that seek to improve the economic prosperity of the County. Whilst ensuring that these actions do not adversely affect the global and local environment, the Strategy needs to maximise the opportunities the local environment has to offer. This can be achieved through promoting sustainable development and the sustainable management of environmental resources.

The UK wide approach to sustainable development recognises the following key priority areas:

- ► Climate change and energy – mitigation and adaptation
- ► Peak oil – pressures of supply
- ► Sustainable consumption and production
- ► Natural resource protection and environmental enhancement
- ► From local to global: building sustainable communities.

The Welsh Assembly Government has signed up to these key priorities. Wales is the first country in the world to place a duty on itself to deliver services through the principle of sustainable development and has signed up to the following:

- ► Sustainable Development Scheme – One Wales One Planet
- ► Zero Carbon Economy
- ► Green Jobs for Wales
- ► Climate Change Strategy High Level Policy Statement
- ► Environment Strategy

Flintshire County Council operates in accordance with its Environment Policy which underpins the requirement to work with local partners and stakeholders. The Council has achieved Green Dragon Level 3 and signed the Welsh Declaration for Climate Change. Environment is a theme of the Community Plan and an initial project is looking at carbon mitigation and adaptation. In addition there is a pilot for an 'All Wales' Changing Climate: Changing Places which will explore local contingencies by adapting to local incidents through amending working practices and locations.

A detailed monitoring framework for this cross-cutting theme is appended below.

Theme 2 | Social inclusion

The Regeneration Strategy seeks to reduce inequity and tackle social exclusion and poverty: the activities to be taken forward under the third objective, "Employment and Skills", are entirely focussed on this theme. Major projects will be subject to an Equality Impact Assessment to ensure that the varying needs of the people affected are identified and met.

Theme 3 | Welsh language

The Welsh language represents an important asset for Flintshire. In 2001 there were over 20,000 people who could speak Welsh [9]. The Strategy contains a number of initiatives to promote and safeguard the Welsh language. In particular, activities under the "Sustainable Communities" objective focus upon the language, culture and heritage of the area and upon developing a stronger "sense of place".

Iaith Pawb, the WAG Action Plan for the Welsh language suggests a number of actions that WAG will take to increase the use of the Welsh language and maximise its economic potential, many of which operate within Flintshire. It also suggests actions that can be taken through rural development and tourism which can bring economic benefit to the County and which are covered in the relevant strategies and action plans.

In addition, all activities developed under the Strategy will need to meet the requirements of Flintshire County Council's Welsh Language Scheme.

Theme 4 | Developing Flintshire's image

Although Flintshire has seen strong economic growth in recent years, it lacks a clear identity and strong visibility. A strong image helps to create a sense of identity and underpins local pride. It is also an important element in securing external investment– areas with a poor image or with little local identity will struggle to attract investment.

The County has a good story to tell. It has good and improving transport links, a strong economy with many well known companies based here, a good environment and a high quality of life.

We will review our process for publicising local success stories and promoting the county's offer to potential investors. This will be linked to the marketing of Flintshire's offer to visitors as a border county, rich in Welsh cultural heritage, but close to the tourists, businesses and markets of North West England.

Adoption of the cross cutting themes will be monitored through the lifetime of the Strategy and the impact of the overall Strategy in meeting them will be assessed and reported upon on an annual basis.

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9   Flintshire Profile 2008

Monitoring framework

The framework contains three elements:

► The overarching Strategy sets out what headline results will be delivered in its early years.

► Each project within the Strategy will set out the outcomes it will seek to achieve, for example: jobs created; new businesses created; visitors attracted, as part of its creation.

► Each project will also be expected to outline what outputs they will deliver in order to achieve these outcomes, for example: number of businesses advised; number of grants given; number of physical improvements made; private sector leverage etc.

This framework will ensure the monitoring of the overall Strategy in terms of its progress towards the headline results and cross-cutting themes and in terms of the outputs and outcomes being delivered over time. It will need to be flexible to react to changing circumstances.

The Regeneration Strategy will be reviewed on an annual basis. This review will examine the evidence gathered during the 12 month period and will assess:

► whether the original Vision, Objectives and Action Plan remain relevant or whether amendment is required in the light of changing circumstances;

► whether the Strategy is making satisfactory progress towards the results set out initially, whether those Results require amendment due to changing circumstances, and whether new activities are required to keep the Strategy delivery on target;

► whether the individual projects within the Action Plan are meeting their expected outcomes;

► whether projects are meeting their development milestones, or whether refocusing of the projects is required;

► whether the activities within the Strategy are demonstrating measurable impacts upon the four cross-cutting themes;

► whether partners are fully engaged in the delivery of the Strategy and whether there are new opportunities for joint working; and

► what lessons have been learnt through the process that could be applied to future work or shared.

The outcomes of this review will be reported:

► to the public through the Council web site;

► to Council Members through Executive and Scrutiny committees;

► to partners and other strategic partnerships; and

► to funding bodies.

Monitoring environmental sustainability cross-cutting theme

The impact of actions undertaken will be monitored to measure:

► At the lowest level, Level 1, where activity creates awareness of the environmental consequences of what is proposed.

► At the second level, Level 2, where the activity encourages or promotes action to address environmental sustainability.

► At the highest level, Level 3, where the activity achieves a measurable change that enhances the environment or improves sustainability.

The Regeneration Strategy will address environmental sustainability. It sets out an evaluation process which will:

► confirm that all activity meets the minimum standard for environmental sustainability

► identify which environmental sustainability priority has been addressed

► establish the range of issues which are being addressing such as climate change, efficient energy use, carbon footprint, sustainable purchasing policies, recycling, biodiversity, local products and local renewable energy.

► determine what has been achieved

► identify how these have been attained.

Tools that could be used to monitor progress include:

► Green Dragon Accreditation Level 1,2 and 3 – ranging from developing an environmental policy, evaluating business impact to implementing change.

► BACLIAT (Business Area Climate Impact Assessment Tool)

► Flintshire County Council Equalities Impact Assessment, Welsh Language Assessment and Health Impact Assessment – to assess levels of community cohesion, equality within communities and futurity.

The three levels reflect the different potential environmental gains that may be delivered by activities within the Strategy. Level 1 achieves a minimum standard of environmental sustainability, Level 2 achieves a desirable standard and Level 3 an ideal standard. All activity and actions delivered through the Regeneration Strategy will have an economic impact, however small, and thus should achieve Level 1 at the very least.

Action Plan 2009 - 2013

1.1 Support business competitiveness

Action	Outcomes	Lead	Timescale					
			2009	2010	2011	2012	2013	On
Work in partnership with Manchester Business School to develop a strategy to encourage new business start-ups and support existing small businesses throughout Flintshire.	Strategy to lead future action	FCC	x	x				
Provide a one-stop-shop for business at Greenfield Business Centre.Flintshire.	Improved business competitiveness	FCC	x					
Develop and deliver Flintshire Business Week as the main annual business networking event in the county.	Improved business competitiveness	FCC	x	x	x	x	x	x
Develop social enterprises as a key element in delivering employment and training and as a means of service delivery.	Improved business competitiveness	FCC	x	x	x	x	x	x
Secure funding to provide advice to businesses on improving their environmental performance.	Improved business competitiveness	FCC	x	x	x	x		
Develop and support campaigns to encourage local purchasing.	Improved business competitiveness	FCC / Cadwyn / WAG	x	x	x	x	x	x
Work with Further and Higher Education sectors to ensure that there is an adequate supply of appropriate skills available to the local economy	Increased skills levels amongst SME employees	FCC / FE / HE / DCELLS	x	x	x	x	x	x

Action	Outcomes	Lead	2009	2010	2011	2012	2013	On
Support the development of a Centre for Advanced Materials as a means of channelling advanced technology and R&D into local businesses.	Development of prestigious centre of excellence.	WAG / Deeside College / FCC	x	x	x			
Support the development of the M56/A55 Technology Corridor.	Increased profile of area.	Glyndwr / WAG	x	x	x			
Ensure that Flintshire has a road, rail, sustainable transport and utility infrastructure (including IT) that meets the needs of a dynamic, modern economy.	Improved business competitiveness	FCC / partners	x	x	x	x	x	x

1.2 Make best use of Flintshire's employment land

Action	Outcomes	Lead	Timescale					
			2009	2010	2011	2012	2013	On
Develop a major strategic mixed-use employment site in Deeside - Northern Gateway.	Masterplan due March 2010	Developers	x	x				
Develop major strategic employment site at Warren Hall.	Access arrangements to be on site by end of 2009	WAG	x	x				
Identify options for the further improvement of existing employment sites in Flintshire.	Identify constraints by Mar 2010	FCC	x	x				
Provide improved business support to businesses on Deeside Industrial Park, through a targetted service.	More businesses assisted.	FCC	x	x	x	x	x	
Work with sub-regional partners to develop a project to provide environmental advice and support to businesses.	Improved environmental practice	FCC	x	x	x	x	x	

2.1 Develop successful town centres

Action	Outcomes	Lead	Timescale					
			2009	2010	2011	2012	2013	On
Town Action Plans will be developed for each of the seven main centres. These will set out a vision for each centre and will identify the actions to be implemented in each town. Implementation will draw together all partners and programmes to ensure joined-up delivery.	Clear partnership approach	FCC	x	x				
Implement projects across all towns that will support independent retailers, encourage footfall, and bring best practice from elsewhere into the County.	Improved environment in the town centres.	FCC / town partnerships	x	x	x	x	x	x
Develop strategies for sustainable travel towns in Flintshire and seek funding to implement.	Improve sustainable travel options.	FCC	x	x				
Integrate Townscape Heritage Initiative programme and Housing Renewal programme into wider town centre process.	Improved environment in the town centres.	FCC	x	x	x	x	x	

2.2 Regenerate our housing stock

Action	Outcomes	Lead	Timescale					
			2009	2010	2011	2012	2013	On
Integrate wider regeneration into the design and delivery of the Housing Renewal Area programme in Deeside.	Environmental improvements to neighbourhoods.	FCC	x	x				

Ensure that wider regeneration, including physical regeneration, skills and employment development, is considered in programme design should the FCC housing stock transfer ballot agree to a transfer in ownership.	Environmental improvements to neighbourhoods.	FCC			x			
The Flintshire Affordable Housing delivery statement 2009-12 will set out how suitable levels of affordable housing will be provided in the County.	Clear approach to meeting housing needs	FCC	x	x				
Implement the Local Environmental Quality programme to upgrade the environment in neighbourhoods.	Environmental improvements to neighbourhoods.	CF / FCC	x	x				
Support the provision and management of green space, play and recreation facilities where people live. In association with Leisure Services, employing the Green Spaces Toolkit and support the Leisure Strategy for Flintshire 2009-14 (an actif future).	Environmental improvement to neighbourhood and community well being	FCC		X	X	X		

2.3 Maintain viable and attractive rural areas

Action	Outcomes	Lead	Timescale					
			2009	2010	2011	2012	2013	On
Implement the Rural Flintshire Enterprise Bursary scheme through the Rural Development Plan (RDP).	The creation of 30 rural micro enterprises	Cadwyn	x	x	x			

Deliver the Rural Employment Training Action Team project to assist rural communities to access employment, learning and volunteering.	Increased awareress of training, education and employment opportunities	FCC / FLVC	x	x	x			
Implement the Flintshire Product Innovation - Food & Forestry project.	New businesses, products, processes, technologies and markets.	Cadwyn	x	x	x			
Deliver the Environmental Community Pilots and Agri-Energy Diversification project.	Development of innovative renewable energy schemes and techniques. Waste reduction.	Cadwyn	x	x	x			
Support the Cittaslow Mold and Holywell Transition Town partnerships to increase local supply and purchase networks.	Creation of jobs and businesses. Assist the diversification of the agricultural sector	Cittaslow / Transition Towns	x	x	x	x	x	x
Implement the Workwise project to provide bespoke transport and travel options to enable rural residents to access training and employment opportunities.	More people accessing jobs and learning opportunities.	FCC	x	x	x			
Undertake a rural services audit to inform future RDP development work.	Greater awareness of current provision and identification of gaps.	FCC	x	x				

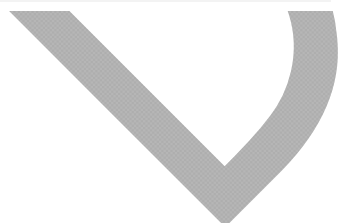| Action	Outcome	Responsible					
Deliver the 'Pub is the Hub' scheme.	Creating new or safeguarding existing rural services and facilities. Providing diversification opportunities for rural pubs	FCC / Pub is the Hub		x	x	x	
Deliver tourism-related RDP projects - supporting pilot projects, events and a greater sense of place.	Increased tourism destination quality and visitor numbers	FCC	x	x	x		
Deliver the Flintshire Community Heritage and Language and Heritage projects.	A greater appreciation of the heritage offer and language of rural towns and villages	Cadwyn	x	x	x		
The Rural Housing Enabler will develop new affordable housing provision in areas of proven need.	Increased availablility of affordable housing	FCC	x	x	x		
Work in close association with Leisure Services to support the Public Open Spaces Strategy (a priority in Leisure Strategy for Flintshire 2009-14) that aims to maximise the natural environment in terms of its potential for physical activity, outdoor leisure pursuits and tourism.	Creating new or safeguarding rural jobs, services and facilities. Rural neighbourhood improvements	FCC		X	X	X	

2.4 Develop the tourism potential of the County

Action	Outcomes	Lead	Timescale					
			2009	2010	2011	2012	2013	On
Implement Tourism Action Plan (2008-10) contained in the Tourism Strategy (2008-2013).	Improve quality and value of tourism business	FCC, Private Sector	x	x				
Develop 2011-13 action plan - review progress to date and external factors.	Further develop the Branding & Marketing, Product, Quality, Access & Partnership	FCC, Private Sector			x	x		
Encourage visitors into the town centres through developing and promoting the heritage, culture and sense of place of each.	Increased footfall.	FCC	x	x	x	x	x	
Support the development of sustainable tourism facilities in the Clwydians AONB and on the River Dee.	Greater visitor numbers. Increased business success. Reduced conflict between users.	FCC		x	x	x	x	
Maximise the benefits to the economy and local communities from the development of the All Wales Coastal path.	Greater visitor numbers. Increased business success.	FCC	x	x	x	x	x	x
Create a plan to increase the attractiveness of Talacre and Gronant to residents and visitors and implement early projects.	Clear plan of action.	FCC	x	x				

Action	Outcome	Lead							
Secure funding for, and deliver, a programme of environmental improvements to the Talacre and Gronant area.	Increased business success. Greater visitor numbers. Sustainable use of area.	FCC					x	x	x
Undertake promotional campaign to encourage entrants into industry and develop programme to encourage businesses to provide placement opportunities.	Increased business success.	FCC		x	x	x			
Market Flintshire internationally, nationally and sub-regionally to attract visitors and develop accessible and co-ordinated information for those in-county.	Greater visitor numbers. Improved awareness and perceptions of the County.	FCC / Borderlands	x	x	x	x	x		
Develop a programme of events for Flintshire, providing co-ordination and support.	Greater visitor numbers. Improved awareness and perceptions of the County.	FCC	x	x	x	x	x		
Work in close association with Leisure Services to support the Public Open Spaces Strategy (a priority in Leisure Strategy for Flintshire 2009-14) that aims to maximise the natural environment in terms of its potential for physical activity and outdoor leisure pursuits.	Enhance tourism offer. Creating new or safeguarding rural jobs, services and facilities.	FCC		X	X	X			

3.1 Improve levels of employment and skills

Action	Outcomes	Lead	Timescale					
			2009	2010	2011	2012	2013	On
Continue to lead and develop the Employment Strategy Group as a partnership for taking forward the Employment Strategy and steering employment projects,	Effective partnership working, information exchange and steer on employment projects	FCC	x	x	x	x	x	x
Work with partners to develop and deliver the projects that support the skills needs of the sub region and pilot new programmes of learning.	Increase in the number of people gaining skills for employment.	FCC	x	x	x	x	x	x
Support the FE sector in the development of new project and programmes that support the needs of low skilled employees.	Increase in the number of low skilled employee gaining qualifications	FE	x	x	x	x	x	x
Work with partners to support the development and delivery of programmes that support people into employment, training and volunteering.	An increase in the number of people gaining the experience, skills, confidence and motivation required to enter employment	FCC / partners	x	x	x	x	x	x
Develop and deliver projects that support people with specific barriers to gaining employment skills and that offer additional services e.g. childcare and transport.	An increase in the number of people accessing employment opportunities	FCC / partners	x	x	x	x	x	x

Action	Outcome	Lead						
Work with employers to develop more flexible employment opportunities.	An increase in the number of flexible opportunities offered by employers	FCC	x	x	x	x	x	x
Support the growth in HVA manufacturing with programmes that develop skills to advance new technologies, encourage knowledge transfer and promote the sustainability of high level skills.	An increase in the availability of skilled workers.	HE / FE		x	x	x	x	x
Deliver the Communities First (CF) Record of Achievement Project	An increase in the number of people accessing employment opportunities	CF	x					
Deliver Local Employment Partnership Projects in deprived areas.	An increase in the number of people accessing employment opportunities	CF	x					
Provide a programme of job preparation training in CF areas.	An increase in the number of people accessing employment opportunities	CF	x					
Deliver a programme of training to support local people to develop social enterprises.	Development of new social enterprises	CF	x					
Deliver the BTCV Cymru Family Employment Initiative.	An increase in the number of people accessing employment opportunities	CF / BTCV Cymru	x					

Action	Outcomes	Lead						
Support the development of social enterprises as a means of delivering jobs, training, goods and services.	Development of new social enterprises	FCC	x	x	x	x	x	x

3.2 Tackle poverty and exclusion

Action	Outcomes	Lead	Timescale					
			2009	2010	2011	2012	2013	On
Support local food co-operatives.	Increase in co-op membership	CF	x					
Support credit union to improve services in CF areas	New members	CF	x					
Deliver a programme of financial literacy training.	People gaining improved financial literacy skills.	CF	x					
Provide a programme of training and support to enable local people to take ownership and management of community assets.	Local people trained in asset management	CF	x					
Support the development of a new social enterprise in Holywell, that may include arts and crafts, community cafe.	New centre for Arts, Culture and Events managed by local people	CF	x					

Key: CF = Communities First | FCC = Flintshire County Council | HE = Higher Education | FE = Further Education | FLVC = Flintshire Local Voluntary Council | WAG = Welsh Assembly Government | DCELLS = Department of Children, Lifelong Learning and Skills

Appendix 1 | Policies and Strategies

- ► Wales: A Vibrant Economy (WAG)
- ► One Wales (WAG)
- ► One Wales: One Planet (WAG)
- ► Wales Spatial Plan (WAG)
- ► Skills that Work for Wales (WAG)
- ► Making the Connections (WAG)
- ► NE Wales Regional Statement of Needs and Priorities
- ► West Cheshire / North East Wales Sub-regional Spatial Strategy
- ► Mersey Dee Alliance Business Plan
- ► Flintshire Community Plan
- ► Flintshire Unitary Development Plan
- ► Council Plan

Appendix 2 | Evidence Base

In the last two years the Council and its partners have carried out extensive work which has been drawn on to produce this strategy. This has given us a substantial evidence base which helps us to better understand Flintshire's social-economic position - business, people and places. Sources include:

- ► FCC LSB Vision - Economy Statement of Ambition
- ► The Flintshire Profile 2008
- ► The Economy: A Focus on Wales, (Office for Wales/WAG October 2008)
- ► Flintshire Rural Development Strategy 2007-13
- ► Flintshire Tourism Strategy 2008-13
- ► Flintshire Employment Strategy 2005-10
- ► Flintshire Town Centre Health Check Study, (Roger Tym and Partners October 2008)
- ► Good Health, Good Care Strategy 2008-2011
- ► Transforming Education and Training Provision for Flintshire: Outline Strategic Programme for 14-19 and post 16
- ► Children and Young Peoples Plan
- ► Draft Directorate Plan - Lifelong Learning
- ► Draft 14 – 19 Strategy
- ► Youth Services Strategy
- ► Defining and describing poverty and related disadvantage in Flintshire, 2007
- ► Flintshire Local Housing Market Assessment
- ► Local Housing Strategy

- ► Renewal Policy
- ► Flintshire Employment Land Study (DPDS February 2009)

Appendix 3 | Statistical Analysis

Flintshire's economy

Flintshire, is in general, a healthy mixed economy, with a strong manufacturing base. It is more successful in terms of GVA per head of population than the Wales average, but less so than the UK average. It has a better qualified population and a lower unemployment rate than that for Wales and the UK. In terms of economic activity, Flintshire outperforms both Wales and the UK figures, however, the exception is business registration rates, where Flintshire lags behind both Wales and UK averages.

Key indicator	Flintshire	Wales	UK/GB
GVA per head (Flintshire and Wrexham combined)	£16,442	£14,226	£18,945
Working age population as % total population	61.30%	60.30%	62.20%
Economic activity rate as % working age population	81.00%	75.80%	78.80%
Job Seekers Allowance claimants as % of working age population	3.20%	3.80%	3.40%
% with level 4+ qualifications	23.00%	25.40%	28.60%
% with no qualifications	10.50%	15.40%	13.10%
Business registration rate (reg/10k population)	29	37	49
Incapacity Benefit claimants as % of working age population	7.20%	10.60%	7.00%
Residents median household earnings	£22,927	£22,116	£24,924

Table 1 | Key indicators

Flintshire is an area characterised by its 'borderland' location, bridging as it does the industrial tradition of North West England and the rural beauty of North Wales and the Dee Estuary.

Its location is strategically important, offering the main thoroughfare between North Wales and the motorway network of North West England and beyond.

Following a long period of industrial decline, the county has undergone large scale restructuring and sustained economic success. The County has built on its strengths in industrial processes, advanced manufacturing, aerospace, food and environmental technologies. Flintshire is now one the most important manufacturing areas in Wales, accounting for around twenty per cent of all such jobs. International companies such as Airbus UK, Toyota, Corus, UPM Kymmene, Warwick International and Convatec. The

service sector is also growing, particularly in both IT and finance. Moneysupermarket.com and Unilever, are now major employers.

There are currently 6,800 businesses trading within the county, 94% of which employ fewer than 50 employees, providing 38% of all jobs. Conversely, 4% of Flintshire companies employing over 50 employees are responsible for 47% of all jobs.

Employees	% Businesses	% Job Contribution
0-50	94%	38%
50-250	4%	47%
250+	2%	15%

Table 2 | Nomis Statistics, 2005

The importance of the SME contribution to Flintshire and the UK economy is therefore highly significant and needs to be further strengthened in the current economic turndown and the loss of over 1200 jobs since January 2006[10].

Flintshire contributes some 60% to the North East Wales GDP of £4,269 million. Deeside Industrial Park represents one of the largest employment centres in Wales with more than 10,000 people employed by over 600 businesses. The manufacturing strength of the County represents 34.54% of total employment, compared to an average 13.4% for Wales and 10.9% for the UK. The overall restructuring of our business base and the move to higher value added activity, means that the economy is very different than when the county faced the downturn of the early 1990s. This changed business base presents Flintshire with real long term opportunities, since the county has relative strengths and greater than average concentrations in sectors which are likely to prove more resilient to current global conditions.

	Manufacturing	Construction	Services	Tourism
Flintshire	34.5%	5.8%	59%	7%
Wales	13.4%	5.3%	79.6%	8.9%

Table 3 Jobs by sector (Census 2001)

Flintshire's economy has much more in common with neighbouring areas of England than it does with the rest of North Wales. It is in recognition of shared economic and community interests that the Mersey Dee Alliance (MDA) has developed across the West Cheshire, Wirral and North East Wales areas. The Alliance is led by the local authorities of Cheshire, Chester, Denbighshire, Ellesmere Port & Neston, Flintshire, Wirral, Wrexham, and the Welsh Assembly Government and Merseytravel.

The partnership recognises that the area represents a single economic sub-region with a population of approximately 930,000 which is divided by a national boundary. Partners agree to work together on common strategic interests to sustain the economic future of the travel-to-work area, and facilitate a coherent approach to social, economic and environmental issues.

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10 Jobcentre plus

The MDA partnership was established in April 2007. It has developed a shared strategy designed to build on the area's competitiveness to secure its long term future, through working more effectively in partnership to meet the needs of the real economy that operates beyond the confines of borders and administrations.

Demographic change

Flintshire, in common with the rest of the UK, will see an ageing population. (Table 4). In addition to putting extra pressure on service provision, this will impact upon the County in many ways, including: the loss of workforce to caring roles, the need to retain older workers through changed working patterns; and coping with a tightened labour market.

Population projections by age	1991	2005	2026
Below working age (17 or less)	24%	22%	18%
Working age (18 to 59/64)	59%	59%	54%
Above working age (60/65 or over)	17%	19%	28%

Table 4 Population projections by age
Source: Flintshire Profile 2008

Distribution of deprivation
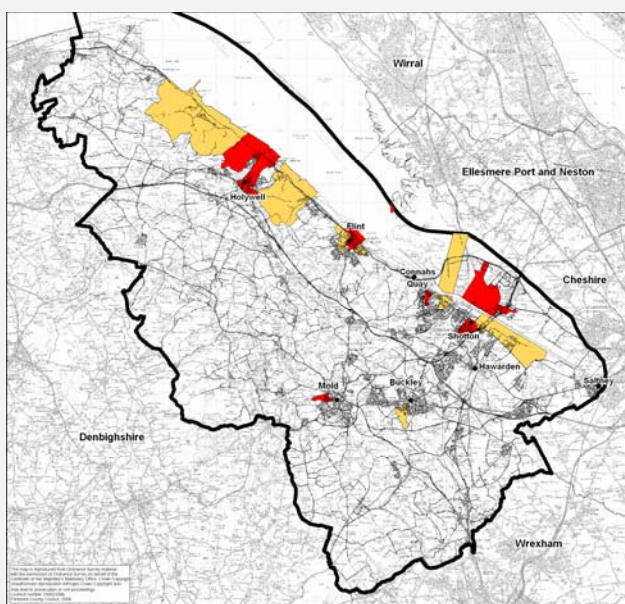
**Overall deprivation - neighbourhoods amongst the most deprived in Wales**

Legend: 10%   20%

Overall deprivation map
Source: WIMD

Although Flintshire as a whole is performing better than Wales there remain concentrated pockets of deprivation where the overall level of prosperity is not shared.

The map shows the distribution of deprivation across Flintshire, as identified in the Welsh Index of Multiple Deprivation 2008. There are areas of Flintshire amongst the 10% most deprived in Wales in Holywell, Greenfield, Shotton, Mold, and Flint. Other areas within the 20% most deprived in Wales are also located across the urban areas of Flintshire, so that every town has at least some level of deprivation.

The distribution of deprivation is particularly concentrated in certain areas of Flintshire, requiring integrated, multi-agency responses. However, in addition, there are people suffering from deprivation and exclusion in lower concentrations across the whole of Flintshire, where they are harder to identify, reach, and support effectively.
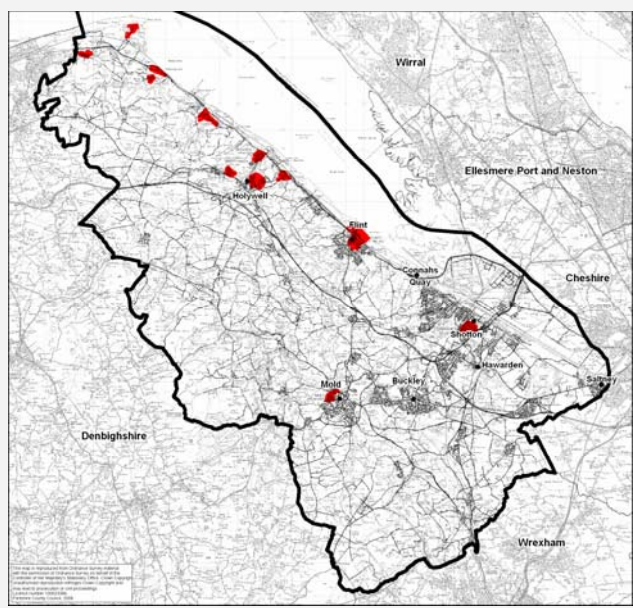
Communities First neighbourhoods

Legend:	![red]	Communities First coverage

Communities First Neighbourhoods
Source: FCC

Many of the deprived areas of Flintshire benefit from the Welsh Assembly Government Communities First designation, to tackle problems of severe multiple deprivation, as shown in the map.

Appendix 4 | Glossary

AONB	Area of Outstanding Natural Beauty
BACLIAT	Business Area Climate Impact Assessment Tool
BTCV	British Trust for Conservation Volunteers
CAB	Citizens Advice Bureau
Cadwyn	Cadwyn Clwyd
CF	Communities First
Cittaslow	International organisation promoting slow town values
DCELLS	Department of Children, Lifelong Learning and Skills
ESF	European Social Fund
ERDF	European Regional Development Fund
EU	European Union
FCC	Flintshire County Council
FE	Further Education
FLVC	Flintshire Local Voluntary Council
HE	Higher Education
HVA	High Value Added
KIBs	Knowledge Intensive Business sectors
LSB	Local Service Board
MDA	Mersey Dee Alliance
NOMIS	Web-based database of labour market statistics
North Wales Borderlands	Tourism Marketing Area
NVQ	National Vocational Qualification
PRIME CYMRU	Prince's Trust Charity supporting people in Wales, 50+
ProACT	Employers Support Programme
ReACT	Redundancy Action Scheme
R&D	Research and Development
RDP	Rural Development Plan for Wales

RSL	Registered Social Landlord
SLOT	Strengths, Limitations, Opportunities, Threats
SME	Small and Medium sized Enterprises
WAG	Welsh Assembly Government
WCBC	Wrexham County Borough Council

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 9

REPORT TO: **EXECUTIVE**

DATE :   **27 OCTOBER 2009**

REPORT BY: **DIRECTOR OF LIFELONG LEARNING**

SUBJECT :   **TRANSFORMING EDUCATION AND TRAINING PROVISION FOR 14-19 YEAR OLDS IN FLINTSHIRE**

1.00   PURPOSE OF REPORT

1.01   To provide Members with an update on the progress on transforming education and training provision for Flintshire for 14-19 year olds.

2.00   BACKGROUND

2.01   In 2008 the National Assembly for Wales produced a new Skills Strategy 'Skills that Work for Wales', and the 'Learning and Skills Legislation'. The strategy deals with the entitlement of all 14-19 year old students to a wide range of curriculum options and requires new says of collaborative working across the network of providers in Wales.

2.02   In its policy paper entitled 'Transforming Education and Training in Wales' published in September 2008, the Welsh Assembly Government formulated a strategy for change based upon: -

   a)   Widening the options available for students at 14-19 in a way that prepares young people for a comprehensive range of learning and skills pathways that remain accessible and open to them and that reflects different learning styles of students;

   b)   Reducing unnecessary duplication of provision by increased levels of collaborative working and organisation, particularly in the area of curriculum planning and delivery, and specifically in respect of 14-19 and 16-18 provision.

   c)   Moving to excellence across all provider networks, building on good progress made by individual providers in raising the quality of institutional management and students' learning experience.

2.03   In recent years, within Flintshire, there has been an increase in collaborative working between schools, colleges and other providers prompted and supported by the 14-19 network.

2.04   The collaborative Learning Centre located at Deeside College was recently opened. It is the focus for delivering post 14 curriculum opportunities across both the college and local schools. The joint delivery programme shows what can positively be achieved on a collaborative basis.

2.05   However, there also remain key challenges in delivering an appropriate breadth of high quality sustainable local curriculum opportunities, particularly at post-16 level. These challenges are exacerbated by pressures on post-16 revenue funding.

3.00   <u>CONSIDERATIONS</u>

3.01   In response to the strategy, an Outline Business Case and draft work programme on longer term governance organisation issues was produced for consideration by DCELLS.

3.02   Receipt of feedback and endorsement from DCELLS in the Summer was positive. This was also accompanied with the availability of development funding from DCELLS to commission further work to produce a Strategic Business Case.

3.03   The Strategic Business Case will address both the work programme and feedback received from the Welsh Assembly Government. It will involve joint working by education and training providers and appropriate engagement of both Scrutiny and Executive Functions of the Council.

3.04   During the Autumn Term 2009, officers and providers will be further developing the draft strategy and will be presenting a short progress submission for DCELLS' consideration by December, 2009.

3.05   A full submission will be completed for DCELLS in line with development of the overall School Modernisation Programme. This is to ensure that any recommendations are proofed for viability and sustainability both in terms of 14 to 19 developments and wider implications for the secondary sector.

3.06   The submission will address the following: -

   a)   Introduction - covering purpose for strategy for change and vision.

   b)   Strategic Context - covering demographics, summary of current provision, employment patterns and skills set, curriculum access/coverage/gaps and areas for development, funding, transport.

   c)   Priorities for transformation.

   d)   Options for development of a new Post 16 delivery structure.

   e)   Appraisal and analysis of the benefits and costs of each option presented.

   f)   Business Case for overall transformation.

3.07   The criteria to be used by DCELLS to evaluate plans will be: -

   o   The strategic fit;

   o   Improvements to learners;

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- o Improvements for employers and the local economy;

- o Cost effectiveness, long term sustainability and financial benefits;

- o Provision of high quality learning;

- o Enhancement of Welsh language and bilingual provision;

- o Demonstrate improvements in equality and diversity;

- o Management and governance arrangements; and

- o Demonstration of anticipated sources of funding to facilitate the proposals

4.00 RECOMMENDATIONS

4.01 Members receive the report and note the progress made with the submission on transforming education provision for 14 to 19 year olds in Flintshire.

5.00 FINANCIAL IMPLICATIONS

5.01 The Directorate is in receipt of £30k grant funding from DCELLS to produce Flintshire's Strategic Business Case.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 None.

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 DCELLS grant funding will be utilised to commission a survey to ascertain the opinions of focus groups of learners to provide support for officers working on the project.

10.00 CONSULTATION REQUIRED

10.01 Consultation will be undertaken with the following key partners in respect of options appraisal:

- o Hawarden High School
- o Holywell High School
- o John Summers High School
- o St David's High School

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- o St Richard Gwyn Catholic High School
- o Work based learning providers including North Wales Training (NWT)
- o Ysgol Maes Garmon
- o Ysgol Maes Hyfryd
- o Alun School, Mold
- o Argoed High School
- o Castell Alun High School
- o Connah's Quay High School
- o Deeside College
- o Diocese (Church in Wales and RC)
- o Elfed High School
- o Flint High School
- o Flintshire County Council
- o Glyndwr University

10.02 Consultation will be undertaken with focus groups of learners so that they may share their experiences and views concerning 14-19 provision for the future.

11.00 <u>CONSULTATION UNDERTAKEN</u>

11.01 All partner organisations, listed above, have been involved in consultation during earlier stages of this process. Head of Schools Service and Principal Learning Adviser Secondary have met with the Secondary Headteachers Federation.

12.00 <u>APPENDICES</u>

12.01 None.

<u>LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS</u>

Local Government (Access to Information) Act 1985 Background Documents.
'Transforming Education and Training Provision in Wales - delivering skills that work for Wales'. Welsh Assembly Government September, 2008.
Paper to Lifelong Learning Overview & Scrutiny 22nd April 2009 on the 14-19 Outline Business Case.

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Date: 21/10/2009

AGENDA ITEM NUMBER: 10

REPORT TO: **EXECUTIVE**

DATE :   **27 OCTOBER 2009**

REPORT BY: **DIRECTOR OF LIFELONG LEARNING**

SUBJECT :   **SCHOOL MODERNISATION STRATEGY**

1.00   PURPOSE OF REPORT

1.01   To consider the next steps in development and, implementation of the School Modernisation Strategy.

2.00   BACKGROUND

2.01   One of the Council's key education functions is to secure access for pupils to a sufficient number and variety of school places. National Assembly for Wales Circular 23/02 requires local authorities to make proposals for the removal of excessive surplus places. Key tasks include:

- forecasting pupil numbers;

- managing the supply of school places;

- managing demand through admissions and appeals procedures;

- ensuring that a framework is in place to secure improvement through school organisational change;

- being prepared to take difficult decisions; and

- monitoring and evaluating the impact of decisions.

2.02   In its 2009 report on the strategic management of education in Flintshire, ESTYN identified tackling this issue as a key recommendation, whilst recognising that considerable preparatory work had been undertaken over the last year. The regulators can be expected to maintain their monitoring of the Council's progress.

2.03   Key issues that inform the discussion are: -
- the duty to provide sufficient school places in the right places;

- population forecasts indicating demographic changes affecting both urban and rural communities;

- raising educational standards through high quality teaching and learning and improving the learning environment;

- seeking to minimise the impact of transitions between different stages of education;

- local and national initiatives to make all school buildings "fit for purpose" and removing excessive surplus places;

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- future financial settlements leaving decreasing financial room for manoeuvre;

- significant differences in the way schools are funded, with very small provision being disproportionately expensive;

- the breadth of educational and extra-curricular provision very small schools can provide;

- schools and their buildings being important to their communities, and being able to do more than provide education for children; and

- the challenge of refurbishment and renewal without sufficient money to replace, remodel or improve all inadequate school buildings.

2.04   An initial way forward to address the challenges would be to establish the Council's policy position in key issues. This was last undertaken in 2004. A key second step would be to undertake a programme of individual school and local area reviews, involving pupils, parents, carers, staff, governors, service partners and other interested parties, considering the following options: -

- removing temporary or unused accommodation;

- developing new school uses of surplus accommodation;

- developing community use of premises;

- non-school use of surplus accommodation;

- closure of part of a school; and

- federations, merging/amalgamating schools, and where appropriate school closure.

2.05   The attached draft School Modernisation Strategy (at Appendix 2) sets out the key issues in greater detail. The introduction, Parts 1 to 3 and Apendices are issues for which views from stakeholders on the way forward will be important. Part 4 essentially looks more internally at issues of programme management.

3.00   CONSIDERATIONS

3.01   A key issue is what happens next. Indicative timetables for consultation with partners, agreeing strategy and programming ongoing review work in localities is set out at Appendix 1.

3.02   A further issue for Members to consider is the very long time-scales involved in moving from preparing a strategy, through the various stages of consultation and gaining agreement, to the giving of adequate notice to parents of changes. Because of the statutory need for a lengthy consultation process, a policy framework agreed in Autumn 2009 would see most actual changes taking place in September 2012.

3.03   Situations arise in schools which will require decisions about their future on a much shorter time-scale. If a headteacher gains a post elsewhere and there are questions about the organisation of the school, if the realities of surplus places and falling pupil numbers have an impact on a particular school or if the school's governing body can see a strong case for a re-organisation, it is the responsibility of the Local Authority to respond appropriately.

3.04   Part of the process should therefore be to bring forward some proposals for implementation in September 2011. These proposals, however modest in scale, would on the one hand be in the best interests of those specific situations which have arisen but also consist with the Executive framework in Appendix 2. An example of this in practice is the matter of Custom House Lane and Dee Road schools.

4.00   RECOMMENDATIONS

4.01   Recommendations are that Executive:

- commissions the Lifelong Learning Overview and Scrutiny Panel to scrutinise and make recommendations in relation to school modernisation strategy;

- in common with the Lifelong Learning Overview and Scrutiny Committee, Executive recognises the need to review and subsequently renew and rationalise current educational provision;

- supports the indicative timetable at Appendix 1;

- agrees that overall surplus places in primary and secondary phases should be maintained at around 10% to facilitate parental preference and meet WAG and WAO guidelines, with no school with over 25% surplus capacity being unreviewed; and

- commissions consultation on school organisation policy and decision making criteria.

5.00   FINANCIAL IMPLICATIONS

5.01   The production of a county-wide modernisation plan for schools represents a significant financial investment programme for the Council. It is important to ensure that the financial implications of the programme are robust and that a financial model for the project has been developed. This model can include expenditure and income over time to ensure that cash-flow implications and associated debt financing costs are documented. It is essential that the financial model is updated during the programme to reflect the progress of individual reviews and external financial change.

The expenditure items in modelling include capital expenditure (including from external sources) and the impact of staffing changes. Income items in the model will include capital receipts, capital grants and funding saved within existing revenue budgets.

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A prudent view will need to be taken on the figures included in the model and the following potential risks will need to be considered and factored into the figures: -

- estimates of construction or refurbishment costs;

- building inflation;

- potential underachievement of capital receipts;

- inability to realise revenue savings;

- cash flow impact of changes in the timing of expenditure and income; and

- implementation costs, including redundancy costs.

6.00 ANTI POVERTY IMPACT

6.01 Welsh Assembly Government documentation recognises that priority should be given to local school modernisation work that contributes to the Government's Anti-Poverty Strategy.

7.00 ENVIRONMENTAL IMPACT

7.01 The environmental implications of any specific school organisational change are part of the envisaged local and national decision making processes.

8.00 EQUALITIES IMPACT

8.01 None arising directing from this report.

9.00 PERSONNEL IMPLICATIONS

9.01 The paper envisages that work will be undertaken with the recognised trade unions to finalise a staffing protocol.

10.00 CONSULTATION REQUIRED

10.01 Appendix 1 of this report sets out a process for more detailed consultation and decision making related to this report. The model timetable envisages consultation being commissioned by the Executive on 6th October 2009.

11.00 CONSULTATION UNDERTAKEN

11.01 Aspects of the school modernisation strategy were considered by a reference panel of key stakeholders in 2008-09.

12.00 APPENDICES

Date: 21/10/2009

12.01   Appendix 1 - School Modernisation Strategy - Proposed Consultation
Appendix 2 - Draft School Modernisation Strategy

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Flintshire County Council: Estyn Inspection Report & Action Plan
Flintshire County Council: Lifelong Learning Directorate Plan
Flintshire County Council: Education Asset Management Plan
Flintshire County Council: Fit for Purpose Schools: Primary
Flintshire County Council: Fit for Purpose Schools: Secondary
Flintshire County Council: Welsh Education Scheme
Flintshire County Council: Strategic Outline for 14-19 and Post 16
Flintshire County Council: A Policy for Small Schools 2004
Flintshire County Council: Leisure Strategy
Flintshire County Council: Project Management Principles
A Fair Future for Our Children - The Strategy of the Welsh Assembly Government for
Tackling Child Poverty
A Guidance to Asset Management Planning in Wales
Building Bulletin 98: Briefing Framework for Secondary School Projects
Building Bulletin 99: Briefing Framework for Primary School Projects
Defining schools according to Welsh Medium Provision - Welsh Assembly Government
Information document No: 023/2007
Disability Discrimination Act 2002
Education Act 1996
Education Act 2002
Estyn: Small Primary School in Wales 2006
European Charter for Regional or Minority Languages
Foundation Phase Framework for Children's Learning for 3 to 7 year olds in Wales
Guidance accompanying the School Organisation Proposals by the National
Council for Education and Training in Wales Regulations 2004 (The National Assembly
for Wales Circular 48/2004)
Human Rights Act 1998
Iaith Pawb
Learning and Skills (Wales) Measure 2008
Learning and Skills Act 2000
Learning Pathways 14-19 Guidance: National Assembly for Wales Circular Number:
37/2004
National Assembly for Wales Circular No 15/2004: Planning to Increase Access to
Schools for Disabled Pupils
One Wales: A progressive agenda for the government of Wales
School Standards and Framework Act 1998: Organisation of School Places The National
Assembly for Wales Circular 9/99
Sex Discrimination Act 1975
Shared Planning for Better Outcomes: Planning Guidance and Regulations for Local
Authorities and their Partners on Children and Young People's Plans: Welsh Assembly
Government Circular No 31/2007
Skills That Work for Wales - A Skills and Employment Strategy and Action Plan
Special Educational Needs and Disability Act 2001
The 1999 School Premises Regulations: Welsh Office Circular 15/99
The Change of Category of Maintained Schools (Wales) (Amendment) Regulations 2005
The Change of Category of Maintained Schools (Wales) Regulations 2001
Education (Infant Class Sizes) (Wales) Regulations 1998
Education (Maintained Special Schools) (Wales) Regulations 1999
Education (School Organisation Proposals) (Wales) (Amendment) Regulations 2004
Education (School Organisation Proposals) (Wales) Regulations 1999
Education (School Premises) Regulations 1999

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The Learning Country
The Learning Country: Vision into Action
The National Action Plan for a Bilingual Wales: Iaith Pawb
The School Organisation Proposals by the National Council for Education and Training for Wales Regulations 2004
School Standards and Framework Act 1998
Special Educational Needs Code of Practice for Wales
Welsh Language Act 1993
Survey for the demand of Welsh Medium Education
Estyn Inspection of PPRU

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Appendix 1: School Modernisation Strategy

Proposed Consultation

ACTION	TARGET AUDIENCE	DATE
Submission of draft timetable for Consideration	Lifelong Learning Overview and Scrutiny Committee	1st Oct 09
Member briefings	Elected members	Oct 09
Submission of draft strategy for consultation approval	Executive	27th Oct 09
Consideration of draft strategy	Lifelong Learning Overview and Scrutiny Committee	5th Nov 09
Seminars for Stakeholders	Trades Unions. Primary and Secondary Headteachers. Representatives of Flintshire Governors Forum. Members of Reference Group. Diocesan Directors. Welsh Medium Provision	Period from Nov to Dec
Further scrutiny	Lifelong Learning Overview and Scrutiny Committee	Dec 09
Consideration of Scrutiny recommendations and consultation outcomes	Executive	Dec 09 / Jan 10

The following table sets out an example timeline for subsequently commissioned reviews:

Year	Term	Activity
2010	Spring	Informal discussions with Headteachers and Governors about outline proposals (Phase 1) Executive approval for initial draft proposals and draft consultation documents (Phase 1)
2010	Summer	Consult with schools, parents and others on draft individual school proposals (Phase 1) Analyse responses and draft Executive report (Phase 1)
2010	Autumn	Report to Executive (Phase 1) Publish statutory proposals (Phase 1)
2011	Spring	Consider any formal objections (Phase 1) Refer proposals to WAG (Phase 1)
2011	Summer	Minister decides for or against proposals (Phase 1) Inform schools, parents and others of decisions (Phase 1)
2011-12	Autumn-Summer	Planning for Implementation (Phase 1)
2012-	Autumn-	Implementation (Phase 1)

SCHOOL MODERNISATION STRATEGY

Content

Introduction

Introduction

Flintshire is committed to securing high quality learning opportunities for all.

Today's children have access to a wider range of educational experiences than ever before. We must ensure that our resources are deployed to prepare every child and young person with the skills and knowledge for today's world.

We face a challenge. The challenge is to ensure that our schools continue to provide an appropriate 'fit for purpose' environment at a time when there is limited money to deliver increasing expectations. Too many of our schools are also in inappropriate buildings that cannot meet the needs of current or future pupils and staff. Key issues that inform the debate are:

- the duty to provide sufficient school places in the right places;
- population forecasts indicating demographic changes affecting both urban and rural communities;
- raising educational standards through high quality teaching and learning and improving the learning environment;
- seeking to minimise the impact of transitions between different stages of education;
- local and national initiatives to make all school buildings "fit for purpose" and removing excessive surplus places;
- future financial settlements leaving decreasing financial room for manoeuvre;
- significant differences in the way schools were funded, with very small provision being disproportionately expensive;
- the breadth of educational and extra-curricular provision very small schools can provide;
- schools and their buildings being important to their communities, and being able to do more than provide education for children; and
- the challenge of refurbishment and renewal without sufficient money to replace, remodel or improve all adequate school buildings.

In its 2009 report on the strategic management of education in Flintshire, ESTYN identified tackling school modernisation as a key recommendation. Estyn recognised that considerable preparatory work had been undertaken over the last year, but that this needed to be followed through with key decisions in relation to some school communities.

The purpose of this document is to provide a policy framework in which schools and communities can engage in discussions to help identify solutions and options for change.

Part 1: Responsibility & Vision

1.1 School Modernisation Responsibility

All Local Authorities (LA) have a statutory responsibility under the Education Act 1996 '...to ensure that schools in its area are sufficient in number, character and equipment to provide education suitable for the different ages, abilities and aptitudes and special educational needs of pupils of school age.' The way in which the Council discharges this duty is crucial in ensuring that limited financial resources are spent to best effect. An effective educational infrastructure is vital to realise the Council's aims to improve educational standards and attainment.

The task involves:
- forecasting pupil numbers;
- managing the supply of school places;
- managing demand through admissions and appeals procedures;
- ensuring that a framework is in place to secure improvement through school organisational change;
- being prepared to take difficult decisions; and
- monitoring and evaluating the impact of decisions.

The current pattern of school provision is largely based on the demographic patterns of the past. There have been significant changes in recent years that have resulted in some schools being over-subscribed, whilst others have significant numbers of unfilled places.

The challenge for the Council is to provide the right number of places in the right locations. In responding to this challenge, the Council needs to make the best educational provision for its area, taking into account current provision, community issues, demographic factors, the conditions of schools buildings, surplus places and the quality of the teaching and learning environment.

Key issues that inform the debate are:
- the duty to provide sufficient school places in the right places;
- population forecasts indicating demographic changes affecting both urban and rural communities;
- raising educational standards through high quality teaching and learning and improving the learning environment;
- seeking to minimise the impact of transitions between different stages of education;
- local and national initiatives to make all school buildings "fit for purpose" and removing excessive surplus places;
- future financial settlements leaving decreasing financial room for manoeuvre;
- significant differences in the way schools are funded, with very small provision being disproportionately expensive;
- the breadth of educational and extra-curricular provision very small schools can provide;

- schools and their buildings being important to their communities, and being able to do more than provide education for children; and
- the challenge of refurbishment and renewal without sufficient money to replace, remodel or improve all inadequate school buildings.

An initial way forward to address the challenges would be to establish the Council's policy position on key issues. This was last undertaken in 2004. A key second step would be to undertake a programme of individual school and local area reviews, involving pupils, parents, carers, staff, governors, service partners and other interested parties, considering the following options:
- removing temporary or unused accommodation;
- developing new school uses of surplus accommodation;
- developing community use of premises;
- non-school use of surplus accommodation;
- closure of part of a school; and
- federations, merging/amalgamating schools, and where appropriate, school closure.

1.2 School Modernisation Vision

Flintshire's educational vision is to secure high quality lifelong learning opportunities for all throughout life.

Our aspirations for learners consist of nine statements which form a coherent framework for learning which has been endorsed by schools and the local authority.

We aspire that all learners will:
- work in a physical and emotional environment, which enhances learning;
- learn with their mind, body and emotions;
- have fully meaningful learning experiences;
- experience learning in a variety of different situations, both structured and unstructured;
- experience learning which matches their academic, emotional and social needs;
- have lifelong learning attitudes and skills integrated into their learning;
- have opportunities to be involved as partners in learning with the wider community;
- have the broadest range of their achievements valued and recognised; and
- have their range of achievements assessed in a constructive way.

The vision and aspirations serve to provide:
- a shared sense of direction for learning providers and partners in Flintshire;
- a challenge to move learning from 'good' to excellent; and
- a foundation for future policy and strategy development.

In order to deliver the vision and aspirations we have developed the School Modernisation Strategy. The Strategy requires delivery of five key themes. They are summarised as follows:

Learning & Achievement
Children and young people in Flintshire will develop essential life skills, a strong desire for lifelong learning and be very well prepared for the world of work. All children and young people will be supported to progress through transition between different phases and settings. Every child and young person will be entitled to a learning programme that will be personalised to make the most of his or her abilities. Children and young people will learn in an exciting and innovative range of styles and settings. These will include vocational, enterprise, voluntary, spiritual, cultural and sporting learning experiences. School organisation will provide opportunities for Welsh and English medium provision, and also faith provision.

Inclusion & Wellbeing
Partners will work together to deliver sufficient excellent provision for all children and young people. Barriers to learning will be addressed to enable all to achieve to their potential. Schools and other learning providers will provide a range of well planned community focused services for families. They will play an important role in promoting community cohesion, wellbeing, inclusion and diversity. Partners will be committed to ensuring that the emotional, social and physical needs of children are fully met.

Workforce Development
The high quality of Flintshire's learning provision will be secured through attracting and retaining the best professionals. Flintshire will be a leader in the professional development of its learning workforce. Creative succession planning will inspire talented professionals to become senior leaders. Governors will be supported to fulfil their key leadership role in shaping the future of learning in their communities.

Improved Learning Environments
Our modernisation programmes will deliver high quality environments that inspire users to learn. In new school buildings and refurbishments we will endeavour to deliver:
- buildings and grounds that are welcoming to both the school and the community whilst providing adequate security;
- good organisation of learning spaces that are easily "legible" and fully accessible;
- internal spaces that are well proportioned, fit for purpose and meet the needs of the curriculum;
- flexible design to allow for short-term changes of layout and use, and for long-term expansion or contraction;
- good environmental conditions throughout, including optimum levels of natural light and ventilation for different activities;
- well-designed external spaces offering a variety of different settings for leisure, learning and sport;
- a sustainable approach to design, construction and environmental servicing; and
- good use of the site, balancing the needs of pedestrians, cyclists and cars and enhancing the school's presence in the community.

Working in Partnership

The School Modernisation Strategy will provide a common sense of direction among partners. It will enable them to embrace change and engage effectively with government at all levels. The Local Authority will ensure that there are local opportunities to discuss school modernisation with a clear focus on ensuring sustainable high standards. Parents, children and young people will play a key role in decision making, and in the delivery of high quality learning across the county. Partners will work together to find innovative ways of providing mentoring to ensure that children and young people benefit from the wide range of individual and group learning opportunities available.

Part 2: Key Considerations

2.1 Learning & Achievement

Our aim is that children and young people in Flintshire will develop essential life skills, a strong desire for lifelong learning and be very well prepared for the world of work. All children and young people will be supported to progress through transition between different phases and settings. Every child and young person will be entitled to a learning programme that will be personalised to make the most of his or her abilities. Children and young people will learn in an exciting and innovative range of styles and settings. These will include vocational, enterprise, voluntary, spiritual, cultural and sporting learning experiences. School organisation will provide opportunities for Welsh and English medium provision, and also faith provision.

Standards

Figures show that the education system is performing at or above most key national indicators. They also show an improving trend over the tabulated period. There are, however, some significant differences in outcomes between individual schools. The schools and the Council are working effectively in partnership to improve outcomes.

In order to continue to progress, schools and the Council need to:
- in a context of annual budget pressures, ensure that all resources available to schools are focused on improving outcomes for children and young people;
- implement an agreed consistent approach to the collection, analysis and usage of information (knowing where every child is in terms of their learning);
- share consistent guidance on the range of support available (bespoke packages dependent on need) with rigorous monitoring to ensure that advice and support is acted upon and is achieving the desired outcome;
- use consistent and effective tracking systems so that any amendments in support can be made as quickly as possible (knowing the progress of every child);
- value learners and learning by improving learning environments that are "fit for purpose" and capable of supporting children's future educational needs; and
- continuing commitment to the professional development of school staff.

| | CORE SUBJECT INDICATOR RESULTS 2000-2008 | | | | | | 5+ GCSE A* - C | |
| | KS1 | | KS2 | | KS3 | | KS4 | |
Year	Flintshire	Wales	Flintshire	Wales	Flintshire	Wales	Flintshire	Wales
2000	80.2	80.0	65.5	63.8	51.6	49.1	50.4	49.1
2001	80.4	80.9	71.2	68.1	51.2	50.8	47.4	49.8
2002	80.3	80.4	69.8	69.6	54.6	52.5	50.9	56.5
2003	79.6	79.4	69.6	70.6	56.0	54.4	53.0	51.1
2004	79.9	80.1	73.5	71.9	63.1	56.9	53.4	51.4
2005	81.1	80.9	72.1	74.3	64.7	58.3	55.2	52.2
2006	82.4	80.6	75.1	74.2	60.7	58.2	56.8	53.8
2007	81.6	80.1	73.3	74.1	62.4	56.7	53.0	54.2
2008	80.7	80.0	77.9	75.5	64.6	59.6	57.0	56.0

2008 RESULTS BY SUBJECT

Subject	KEY STAGE 1 2008		KEY STAGE 2 2008		KEY STAGE 3 2008		5 GCSE A*-C 2008	
	Flintshire	Wales	Flintshire	Wales	Flintshire	Wales	Flintshire	Wales
English	84.8	82.4	81.9	79.8	75.7	69.5	62.0	61.0
Welsh	92.7	88.5	81.7	77.0	61.4	72.3	37.0	41.0
Maths	87.0	86.8	84	81.3	76.7	72.5	50.0	51.0
Science	90.6	89.7	88.6	85.6	78.2	73.7	63.0	59.0

At Key Stage 1 the CSI (Core Subject Indicator) for Flintshire over the past four years has been consistently above the All Wales averages. At Key Stage 2 the trend is in the main above the All Wales % average.

In 2008 the % of pupils achieving at least the expected level in Key Stage 1 and Key Stage 2 was higher than the All Wales averages in all core subjects of English, maths, science and the CSI (Core Subject Indicator).

In Key Stage 1 this placed Flintshire in =9th position for the Core Subject Indicator out of the 22 Local Authorities in Wales and in 5th position in Key Stage 2 moving the Local Authority into the Upper Quartile. KS1 and KS2 has improved over time, but with the greatest improvement at KS2.

General improvement priorities for the Primary phase include:
- developing basic and key skills across the curriculum;
- promoting the wellbeing of children, including Children and Young People's Plan implementation, Healthy Schools and Appetite for Life agendas);
- implementation of the School Effectiveness Framework; and
- developing community focused schooling and out of school activities.

These are all a key part of School Modernisation. Specific priorities for improving outcomes in the Primary phase fall under three priority areas:
- improving attainment;
- improving pedagogy; and
- improving leadership and management.

Improving attainment involves:
- raising standards in the Foundation Phase/Key Stage 1 and Key Stage 2;
- monitoring, supporting and challenging school improvement plans;
- increasing the value added for all pupils in terms of attainment; and
- increasing the number of schools in the top two quartiles for outcomes.

Improving pedagogy involves:
- introducing curriculum content and pedagogy that will raise attainment and at the same time increase pupils' wellbeing and self-esteem (including Foundation Phase and the Skill-based Curriculum for Key Stage 2);
- facilitating effective transition from the Foundation Phase to Key Stage 2 and from Key Stage 2 to Key Stage 3;
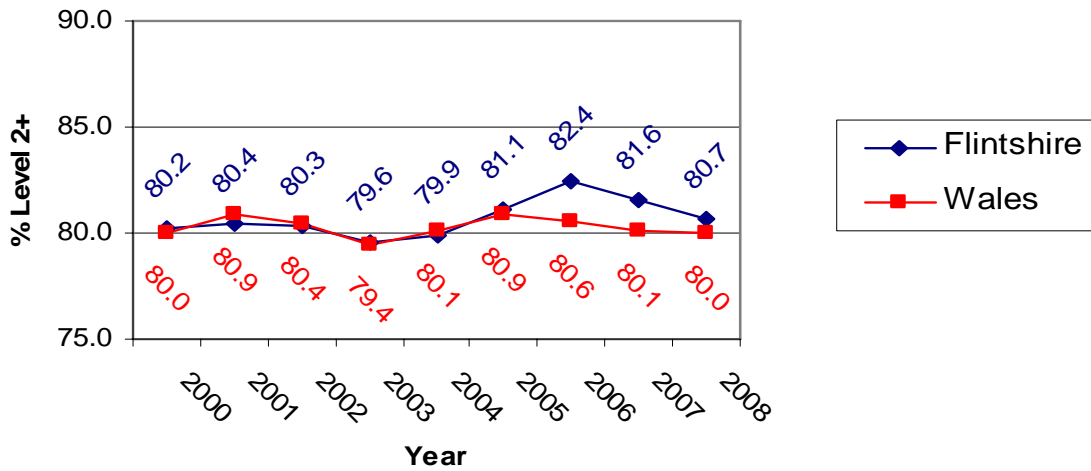
- ensuring that schools are "fit for purpose" to meet changing educational needs;
- further development of the more able and talented programme;
- increasing bilingualism through the Foundation Phase to Key Stage 2; and
- monitoring of the accuracy of end of Key Stage data and the use of data by schools.

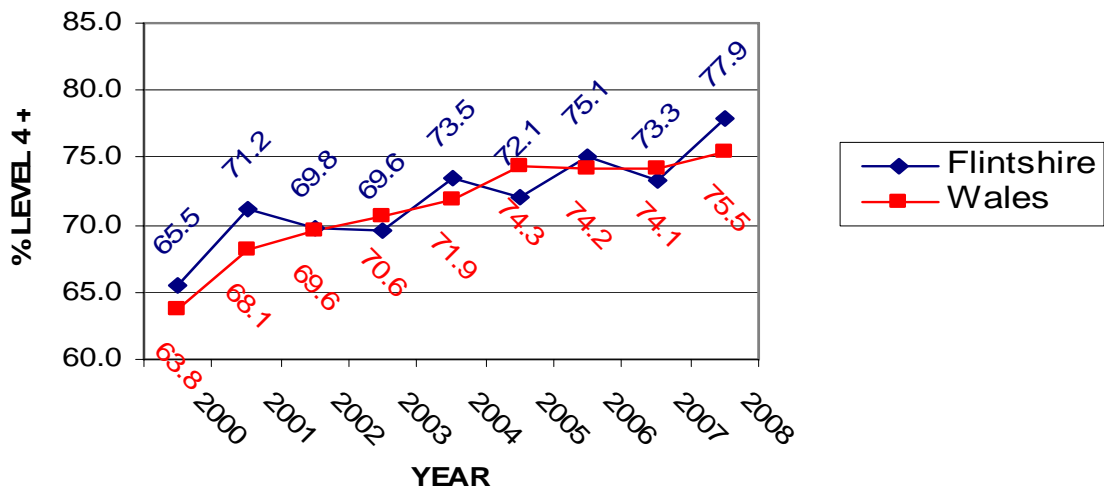Improving school leadership and management involves:
- continuing induction arrangements for new headteachers through the PHIP programme;
- continuing leadership training through Headteacher and Deputy Headteacher Conferences and Inset;
- developing programmes and methods which will prepare headteachers and aspiring headteachers for leadership and management in the 21st century;
- supporting effective liaison between schools, school improvement, business support services and school organisation functions; and
- developing the strategic management capacity of Governing Bodies.

KEY STAGE 1 CSI RESULTS 2000 to 2008

Flintshire: 80.2, 80.4, 80.3, 79.6, 79.9, 81.1, 82.4, 81.6, 80.7
Wales: 80.0, 80.9, 80.4, 79.4, 80.1, 80.9, 80.6, 80.1, 80.0

KEY STAGE 2 CSI RESULTS 2000 TO 2008

Flintshire: 65.5, 71.2, 69.8, 69.6, 73.5, 72.1, 75.1, 73.3, 77.9
Wales: 63.8, 68.1, 69.6, 70.6, 71.9, 74.3, 74.2, 74.1, 75.5

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At Key Stage 3 the CSI (Core Subject Indicator) for Flintshire has been consistently above the All Wales average in recent years, with the Flintshire figure of 64.6% of learners achieving the CSI in 2008 compared to 59.6% across the whole of Wales.

The trend of performance of learners in Flintshire schools has also been upward, with a temporary downturn in performance only in 2006 and 2007 when figures reflected Teacher Asses sment rather than results of tests for the first time.
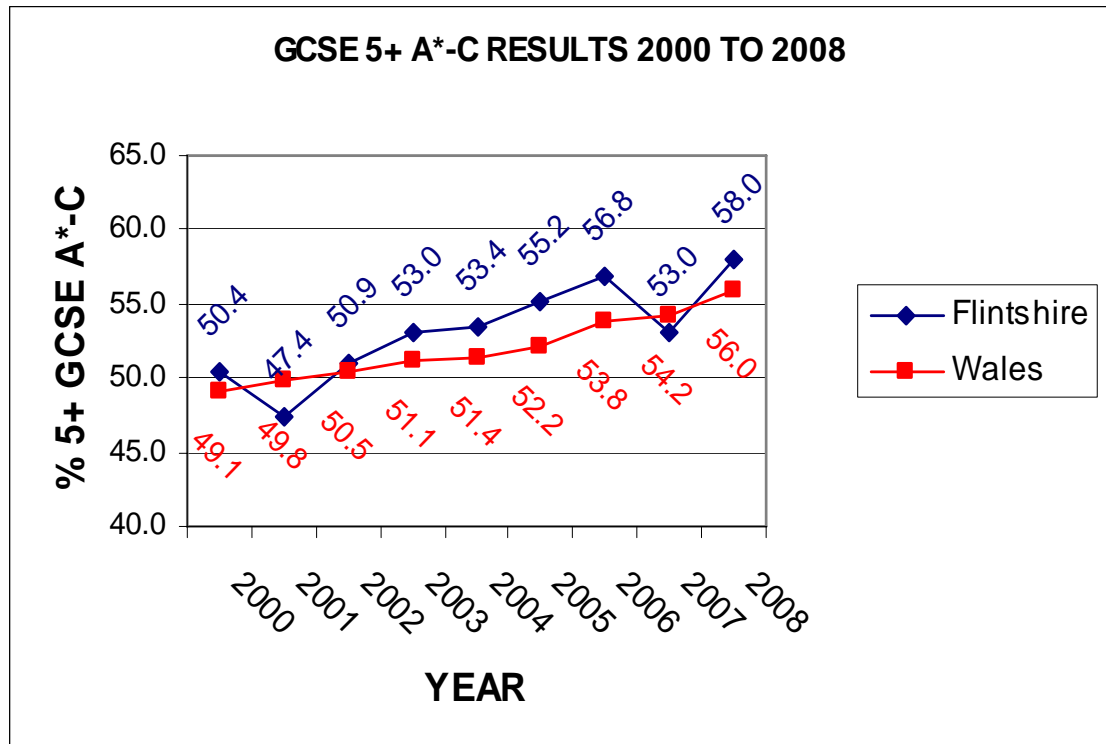
Results in the individual Core subjects at Key Stage 3 are also above All Wales averages with 75.7% of learners achieving Level 5 or above at Key Stage 3 in English in 2008 compared to an All Wales figure of 69.5%. In Mathematics, 76.7% of learners in Flintshire achieved Level 5 or above in 2008, compared to 72.5% for Wales and in Science the equivalent figures were Flintshire 78.2% and Wales 73.7%.
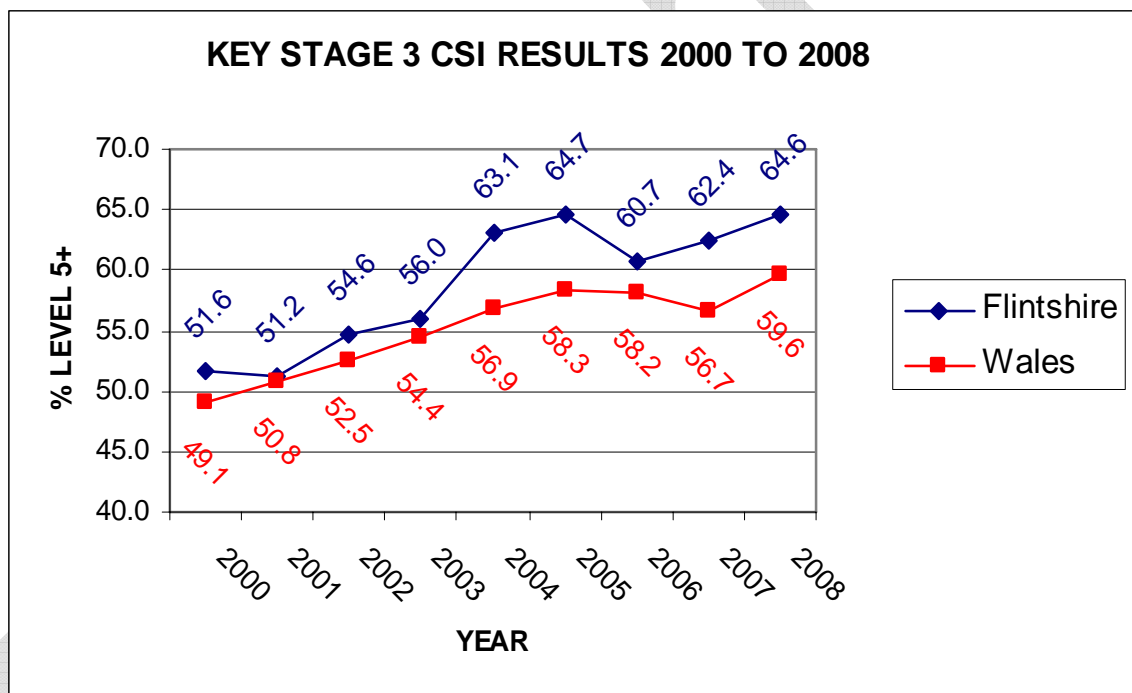
At Key Stage 4, the trend of performance of learners in Flintshire in the key GCSE 5A*-C indicator is upwards in recent years and with only one exception, in 2007, the performance of learners in Flintshire is above that of learners in Wales as a whole in all years since 2002.

Flintshire learners have also performed well in recent years within the GCSE 5A*-G indicator, with the figure of 90% of learners achieving in this indicator in 2008 being in line with performance in recent years and comparing to a Wales average of 86% in 2008.

Figures for the percentage of learners achieving the CSI at Key Stage 4 also show a generally upward trend in recent years, with the Flintshire figure of 43% in 2008 compared to 41% for Wales as a whole.

GCSE 5+ A*-C RESULTS 2000 TO 2008

Flintshire: 50.4, 47.4, 50.9, 53.0, 53.4, 55.2, 56.8, 53.0, 58.0
Wales: 49.1, 49.8, 50.5, 51.1, 51.4, 52.2, 53.8, 54.2, 56.0

Y-axis: % 5+ GCSE A*-C (40.0, 45.0, 50.0, 55.0, 60.0, 65.0)
X-axis: YEAR (2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008)

Legend: Flintshire, Wales

Priorities for improvement in the secondary sector include:

- supporting schools, including implementing the School Effectiveness Framework (SEF), local authority partnership agreements, the new inspection framework, measuring the impact of school improvement support and developing the schools' intranet;
- supporting partnership working, by developing collaborative working between schools;
- supporting workforce remodelling, including the implications of school modernisation and implementing "rarely cover" requirements;
- developing school self-evaluation, through common approaches, identifying good practice and boosting use of data;
- developing teaching and learning, through developing skills, the Key Stage 3 strategy, the more able and talented programme and the pedagogy framework;
- developing inclusion, through reviews of the Behaviour Support Service and funding for children with additional learning needs;
- extending opportunities through the Children and Young People's University and the review of the School Library Service;
- developing curriculum themes of wellbeing, respecting others and bilingualism;
- supporting middle leader development; and
- making progress is ensuring that more school environments are "fit for purpose", value learning and are capable of meeting curriculum delivery needs in the 21st century;
- developing provision in accordance with the agreed 14-19 strategy to ensure effective delivery of the Curriculum offer; and
- to examine the delivery of Key Stages in schools to ensure efficient delivery of a broad curriculum to students.

Post 16

Analysis of A level results in Flintshire over the past six years has shown that the percentage of students achieving at least two passes is at or above the Welsh average. The percentage of students achieving at least two passes at A* to C is lower than the Welsh average. The average points score is also slightly lower in Flintshire than the Welsh average.

Preliminary analysis for 2009 indicates improvement on 2008, with 98.7% passes compared to 98.3% in Flintshire in 2008 and 97.6% across Wales in both years. 79.4% of all Flintshire entries resulted in top (A-C) grades, a significant increase on the figure of 75.2% at the same stage last year. 23.7% of Flintshire WJEC entries resulted in A Grades compared to 18% in 2008, but just below the 2009 figure of 25.0% across Wales as a whole. The improvement trend is greatest amongst the larger sixth forms in Flintshire.

The Council has a work programme agreed with the Welsh Assembly Government focused on transforming education and training provision in Flintshire. Key challenges include:

widening the options available for students;

reducing unnecessary duplication of provision by increased levels of collaborative working and reorganisation; and

moving to excellence across all providers, by improving the quality of provision and students' learning experience.

Transformation work needs to focus on:

- an improvement in levels of basic skills;
- an increase in the rate of participation in education, training and employment of 16 to 18 year olds;
- an increase in the rate of participation in education, training and employment of 19 to 24 year olds;
- an increase in overall learner success rates, reflecting higher levels of learner completion as well as the achievement of qualification aims; and
- an increase in progression to higher level learning and employment.

These challenges are being addressed at a time in which the funding mechanism for post 16 education is coming under particular pressure.

Progress can be achieved through:

- undertaking local area reviews to ensure that local provision is sustainable and meets learner needs in terms of breadth of opportunity and quality;
- building on developing federated and collaborative arrangements to improve the efficiency and effectiveness of delivery where appropriate, including developing governance models for post-16 delivery;
- increasing the vocational offer available to all learners across the County, without creating new duplication of provision;
- engaging employers to secure access to work based learning and apprenticeships;
- developing commissioning arrangements that improve efficiency in delivery; and

- developing improved access to educational provision through the medium of Welsh.

Strategic ICT

Earlier School Modernisation papers did not always address the transformative role of ICT in delivery of the modern curriculum and in providing personalised learning opportunities matched to learners' progress. There are significant implications from this in terms of design of the County-wide and individual school infrastructure for learning.

County-wide infrastructure challenges are acknowledged in the recent Estyn Inspection and the post-inspection Action Plan. Individual school implications are addressed in School Improvement Plans, and will be a specific focus in planning for any school refurbishment or building projects. The specific focus will include:
- the critical contribution that improved school design and use of new technologies can play in personalising learning;
- how the school will develop flexible approaches to learning that meet the individual needs of learners;
- how the school will develop assessment for learning that includes the use of data to set and review personal targets;
- how the school will support the development of innovative approaches to learning including the use of ICT;
- how ICT will enable the school to provide greater and more flexible access to a range of learning environments; and
- how technology will be able to help to encourage and enable greater parental awareness and involvement in their children's learning.

Small Schools

The WAG policy position on small schools is set out in "School Organisation Proposals" which states that in the case of rural and small schools particular considerations include:
- the educational challenges faced by small schools, such as:
  o teaching mixed age classes containing more than 2 or 3 age groups;
  o the restricted size of peer groups and sufficiency of challenge;
  o limited opportunities for social interaction;
- difficulties with recruitment and retention of staff;
- excessive burdens on staff ;
- increased expertise required to support pupils with additional educational needs;
- limited choice of options for learners aged 14 and over;
- the additional cost per pupil of keeping small schools open in a sparsely
- populated area; and
- older school buildings which need substantial investment or which are less energy efficient.

These factors need to be weighed against other considerations such as:
- the home to school transport implications, including the impact on emissions, and increased journey times;

- the overall effect on the community of closure, and the extent to which the school is serving the whole community as an important resource for lifelong learning or other services e.g. childcare or services that meet the particular needs of older people (findings of community impact appraisal);
- the potential impact on the Welsh language in educational and community terms (findings of language impact appraisal);
- suitability of and distance to alternative schools;
- availability and cost of public transport to alternative schools, and potential impact on private travel;
- impact on local services and shops;
- effect on young people in the area in terms of accessibility to after school activities, which help to broaden children and young people's experiences and promote healthy lifestyles;
- any impact on child poverty in the communities affected.
- effect on potential future workforce; and
- potential impact on vocational and other training providers in the area.

The Welsh Assembly Government does not have a presumption against closing rural schools. The Government position is that there is not a presumption in favour for or against closing rural schools. Any case for closure must be robust. Proposals must be in the best interests of educational provision in the area. An assessment should be undertaken so as to establish whether the case for closure outweighs other considerations.

The Welsh Assembly Government also notes that Local Authorities identifying the need to retain primary schools with fewer than 90 pupils must accept that such schools require additional support so as to ensure that pupils have, as far as possible, access to similar opportunities as pupils in larger schools.

2.2 Inclusion and Wellbeing

Our aim (in accordance with Flintshire's Children and Young People's Plan) is that partners will work together to deliver excellent provision for all children and young people. Barriers to learning will be addressed to enable all to achieve to their potential. Schools and other learning providers will provide a range of well planned community focused services for families. They will play an important role in promoting community cohesion, wellbeing, inclusion and diversity. Partners will be committed to ensuring that the emotional, social and physical needs of children are fully met.

Additional Learning Needs and Those Who Are Vulnerable or At Risk
All schools in Wales are likely to have some children on roll who have Additional Learning Needs (ALN). Every school or area review therefore has an implication for ALN provision, whether in terms of access to the curriculum or physical access to school premises.

School modernisation provides the opportunity to consider the most effective ways of ensuring that appropriate ALN support is provided for pupils. This may be in mainstream schools, in specialist resource bases attached to mainstream schools,

or where appropriate, in Flintshire's recently modernised special schools. The modernisation of Flintshire's special schools, in itself, provides opportunities for new ways of configuring outreach provision to sustain young people in local educational provision.

Individual school and local area reviews should consider strategies to deliver:
- appropriate provision and smooth transitions for children with ALN;
- appropriate disabled access, and enable inclusion of children with ALN;
- proposals that will help in improving attendance and behaviour, and in reducing bullying; and
- proposals capable of delivering improved achievement for underperforming groups and for those who are at risk or vulnerable.

There will also be consideration given to the size, location, nature and environment of Pupil Referral Unit (PRU) provision through a separate but linked modernisation strategy.

Children and Young People's Plan
Area reviews provide the opportunity to ensure that services and physical accommodation support the goals of the Children and Young People's Plan in relation to the wellbeing of children and young people.

As part of area reviews, work will be undertaken within and with external partners (including Health) to ensure that we have joined-up planning, funding and delivery of integrated services for children, particularly through community focused schools provision. Work will also be undertaken to ensure that area plans consider the opportunities to support relevant corporate priorities (e.g. neighbourhood renewal and regeneration) as well as community cohesion.

Most schools are under utilised, yet they are an expensive investment in the community. Community focused schools expand the range of activities that take place in a school as they seek to provide a range of services and activities, often beyond the school day, to help meet the needs of pupils, their families and the wider community. There is no blueprint for the types of activities that schools might provide, or how they might be organised, however, working with local partners, schools can develop the community they serve. Working in this way schools can provide a base for delivery of:
- lifelong learning;
- childcare;
- health and social services;
- cultural and sporting activities; and
- others e.g. Police etc.

The Council's Community Focused Schools and Healthy Schools programmes will prioritise capacity to support area reviews. Plans for community use will be based on a realistic audit and assessment of need, taking into account the views of children, parents and the wider community. Local plans may be reflected in redeployment of partners' financial and staffing resources, or in work commissioned as part of physical refurbishment or rebuild. Efforts will be made to "join up" available funding streams to maximise the potential for offering sports, leisure or

community use. Area reviews will also consider the opportunities for better ways of delivering service provision (see also Leisure Strategy for alternative models of delivering sports facility provision).

Support During School Organisational Change
The County Council recognises that times of school organisational change are times of uncertainty for children, young people, parents and carers. This is often heightened for vulnerable students. During any school organisational change it is important that the local authority takes steps to protect the most vulnerable children in schools. This support will include looked-after children, those with additional learning needs and attention to other potential factors of vulnerability such as pupils with English as a second language or those from minority ethnic backgrounds.

As part of any reorganisation implementation, the Council will:
- identify the number of children and young people with Additional Learning needs attending mainstream schools;
- consider the type/range of need experienced by the pupils;
- identify patterns/profiles of need;
- identify the risk factors involved in school reorganisation as they impact upon vulnerable children;
- draw up a protocol for monitoring and managing any proposed change of school for vulnerable children;
- establish a mechanism whereby the voices of both the young person and their families can be listened to and their views recorded and addressed;
- identify a key person in each area to be a Link Person for the young people and their families to ensure they are fully informed and involved in any proposed change;
- develop a model of working that can be transferred to other Areas as necessary.

2.3 Workforce Development

As stated earlier in the vision statement, our aim is that the high quality of Flintshire's learning provision will be secured through attracting and retaining the best professionals. Flintshire will be a leader in the professional development of its learning workforce. Creative succession planning will inspire talented professionals to become senior leaders. Governors will be supported to fulfil their key leadership role in shaping the future of learning in their communities.

Change Management to Deliver the School Modernisation Vision & Aims
A key focus of the Workforce Remodelling Partnership, school improvement professionals and training providers during the School Modernisation Programme would be develop the change management programme to prepare all staff (in schools and the authority) to implement new policies and teaching/learning practices.

Implementation Support

It is important that Governors and Headteachers receive support in the following areas during the implementation of school reorganisation proposals:

- curriculum and Assessment;
- staffing;
- finance;
- governance; and
- inspections.

It is also important that support is available to all members of the workforce in affected schools, which would need to include:

- helping schools to audit their existing skills and identify where and when additional support is needed;
- maintaining a focus on school leadership, ensuring we retain high quality leaders who feel confident leading change;
- disseminating good practice, including training and development opportunities for school staff to support them in delivering new methods of teaching and learning, encompassing ICT, 14-19 etc;
- acting as a signposting agency helping schools to identify additional support or expertise;
- providing expertise and programmes to meet identified needs at both a County and local level;
- providing advice and guidance to staff; and
- encouraging change teams in schools, representing all staff roles

This support will be offered through prioritising the work programme of relevant school support professionals. Additional capacity may be required at key points in the implementation of proposals. This is not yet possible to map as the number of specific school reorganisation proposals is not agreed.

2.4 Improved Learning Environments

The School Modernisation Programme aims to deliver sufficient high quality environments that inspire users to learn. In new school buildings and refurbishments we will endeavour to deliver:

- buildings and grounds that are welcoming to both the school and the community whilst providing adequate security;
- good organisation of learning spaces that are easily "legible" and fully accessible;
- internal spaces that are well proportioned, fit for purpose and meet the needs of the curriculum;
- flexible design to allow for short-term changes of layout and use, and for long-term expansion or contraction;
- good environmental conditions throughout including optimum levels of natural light and ventilation for different activities;
- well-designed external spaces offering a variety of different settings for leisure, learning and sport;

- a sustainable approach to design, construction and environmental servicing; and
- good use of the site, balancing the needs of pedestrians, cyclists and cars and enhancing the school's presence in the community.

Sufficiency

The Welsh Assembly Government in its policy paper "School Organisation Proposals" stated that "It is important that funding for education is used cost effectively. Some spare places are necessary to enable schools to cope with fluctuations in numbers of pupils, but excessive numbers of unused places, with consequentially excessive numbers of schools, mean that resources are tied up unproductively."

Local Authorities are recommended to review individual schools where they have "significant" levels of surplus places (defined as 25% surplus and a minimum of 30 places), require significant investment or have a catchment area which is unlikely to provide sufficient numbers of pupils to make it sustainable for the future. Local Authorities are recommended to ensure that schools to be retained are of an appropriate number and are located so as to maximise potential engagement with the community. Local Authorities are also recommended to retain no more than 10% surplus places overall, although levels in individual schools may be higher than this. The current level of surplus places in Flintshire is 15.8%* in the Primary phase and 12.55% in the Secondary phase, although the highest percentages in individual schools are 75% in Primary and 28.7% in Secondary.
* Primary figures based on full-time pupils.

As an important "building block" for School Modernisation decision making the County renewed its pupil forecasting system in 2008-09 to take into account:
- current projections of the number of pupils in the school system overall;
- population projections and forecasts of inward or outward migration;
- birth rates within the area;
- changes in demand for a particular schools and types of provision e.g. Welsh medium schools;
- plans for economic or housing development;
- for post-16 proposals, student demographics and participation rates, economic and labour market data and skill shortages information.

School capacity information and projections have also been agreed with schools. The agreements will be renewed prior to commissioning of any individual school or local area organisation review.

A demand study (2009) has also been undertaken into Welsh Medium Education across Flintshire.

The Authority is now well placed to begin a programme of individual school or local area reviews focused on matching pupil numbers and future demand estimates to provision of places.

Admissions

The recent Estyn Inspection of Flintshire (2009) concluded that the Council manages admissions effectively. During implementation of any individual school or local area review the specific plans will need to be in place to maintain the Council's record of:

- clear comprehensive information for parents in English and Welsh; and
- liaison with other local admissions authorities (such as Aided Schools).

Elected members have also commissioned a separate assessment of options in relation to managing secondary admissions, considering the benefits and challenges with prioritisation by catchment area or distance from home.

Condition & Suitability

Maintaining and improving the quality of school buildings is an important task for the council and its schools. Changing the environment of a school can have a positive impact on the learning and teaching. Capital building improvements have a key part to play in realising the Council's aspirations for children and ensuring that our schools are maintained and equipped to meet the needs of learning and teaching in the 21st century.

Good recent progress has been made in developing "Fit for Purpose" documentation and the Education Asset Management framework. However the condition of school buildings remains a key strategic risk within the Strategic Assessment of Risks and Challenges. It is estimated that almost £40million is required to address issues identified in school condition surveys alone. An examination of the Council's Authority's portfolio of school buildings also indicates that there are serious shortcomings in the suitability of a number of sites and buildings.

The need to maintain a large number of ageing school buildings and the supporting infrastructure can have a serious impact on capital expenditure. A more effective use of limited capital programmes can be achieved by rationalising the number of school buildings or other Council buildings (perhaps by utilising surplus places in schools). Options can be identified by local area reviews. Taking such action would also make revenue savings.

Sustainability

The identified issues in suitability, sufficiency and condition of some school buildings mean that there are significant challenges for Flintshire with regard to sustainability. Over the next few years, the population of some schools will continue to fall, leaving some small schools whose viability will inevitably be affected. The Council must consider steps that will provide a sustainable basis for addressing the challenges of the next several decades and, if it does not go ahead with change, how it will ensure that these challenges can be met.

A School Modernisation programme brings with it the opportunity to promote high standards of practice in sustainability. As part of any individual school change proposal or area review we can consider:

- the potential environmental impact of possible changes to the organisation of schools;
- how carbon emissions arising from schools' direct use of heat, power and transport will be reduced;
- how we can enable schools to showcase good sustainability practices in energy, water, waste, travel, food and procurement to their pupils, staff and communities;
- how we can improve the teaching of sustainable development through the provision of innovative learning environments, inside and outdoors; and
- how we can catalyse further environmental improvement and regeneration efforts in the local area to improve local environmental quality and quality of life.

Transport

Any reorganisation proposals would be subject to a sustainability assessment, including careful consideration of efficient provision of transport. Any proposals should not have the effect of unreasonably extending pupils' journey times and should be set against Welsh Assembly Government objectives to reduce traffic congestion, reduce carbon emissions, and promote alternatives to the car. An important consideration is the welfare of children if journeys one way would exceed 45 minutes for primary pupils or one hour for secondary pupils. Additional consideration would be given to the welfare of pupils with special educational needs. The possible effect of any transport difficulties on pupils' engagement and attendance at school will be assessed. The safety of likely walking or cycling routes and accessibility will also be considered. In addition the recurrent cost to the Council of transporting pupils to schools further away needs to be taken into account (as part of the Financial appraisal).

2.5 Working in Partnership

The School Modernisation Programme will provide a common sense of direction among education stakeholders and service partners. It will enable them to embrace change and engage effectively at all levels. In order to achieve this there is a need for clear communications and engagement strategies to develop a sense of collective understanding, involvement and ownership of the process. Great attention needs to be paid to effective communication and consultation with:
- Headteachers, staff and Governors;
- parents, carers and pupils;
- elected members of the Council and representatives of Community Councils;
- Local MPs, AMs and MEPs;
- Diocesan Authorities;
- Appropriate Trade Unions;
- Media; and
- Neighbouring Authorities and other education providers.

The Local Authority will ensure that there are local opportunities to discuss school modernisation with a clear focus on ensuring sustainable high standards. Parents,

children and young people will play a key role in decision making, and in the delivery of high quality learning across the county.

Partners will also ensure that their communications and engagement routes are used to ensure that "hard to reach groups" are able to have their say on the future of education provision in their communities. Partners will work together to find innovative ways of providing mentoring to ensure that children and young people benefit from the wide range of individual and group learning opportunities available and delivering other Children and Young People's Plan priorities.

The Local Authority recognises that Community Councils and the communities that they serve are key partners. They should be consulted on developing ideas for the future of education provision within their area. In some areas, a school may be the main focal point for community activity, and reorganisation could have implications beyond the issue of provision of education. In all reviews a Community Appraisal should be undertaken which would consider the feasibility of co-locating local services within the school to offset the costs of maintaining the school.

The County Council recognises that Diocesan Authorities are key partners in delivering education in Flintshire. Their views should be integral to developing proposals for the future of local education in the County. Any proposals for future provision will either maintain or enhance the balance of faith provision within the County.

The County Council recognises that Trade Unions are key partners in delivering education in Flintshire. The Trade Unions and their members will have developed views on how education provision can best be sustained and enhanced across Flintshire's communities. Updated staffing protocols will be agreed with the relevant Trade Unions addressing communication, engagement and consultation, together with processes for considering Early Voluntary Retirement, redeployment and other staffing issues as part of any specific proposals.

These issues are among the most sensitive to be dealt with as part of a school re-organisation and will require attention to detail and close dialogue with schools as well as the teaching and support staff unions.

Part 3: School Organisation Policy & Recommendations

3.1 Primary Education: All-through Schools

Flintshire County Council supports all-through primary education. An all-through primary school is one where children start statutory education with the school and continue through until they move on to secondary school.

There is a general trend towards amalgamating infant and junior schools into all-through primary schools. All-through primary schools are able to provide children with a continuity of education, thus removing a transition which can cause disruption at an early age. With the implementation of the Foundation Phase replacing Key Stage 1 in Wales there is also an increased need to minimise disruptive transition to Key Stage 2.

All-through primary schools provide the following benefits:
- **Continuity and progression.** An all-through primary school means there is greater continuity and progression for pupils aged 4-11 in all aspects of teaching and learning. With the implementation of the Foundation Phase and a focus on a skills-based curriculum there is a greater need for staff to work and plan together across the curriculum and across key stages.
- **Vision.** One head teacher supported by one governing body will present a single vision of education and a common ethos. Research shows that clear and visionary leadership and management is the key feature of successful schools. In separate infant and junior schools, however good liaison, they remain single establishments with differences in approach. Continuity of governance is also greater as parent governors are less likely to resign when their child moves from the Infant to the Junior School.
- **Tracking pupils' progress.** An all-through primary school has common expectations of pupils' progress, based on whole school approaches to assessment, recording and target setting. Through schools are more responsible for their own actions related to 'value added' and pupils' overall progress from age 4 to 11 years. Through schools avoid the dip in progress that can occur when pupils move from one school to another.
- **Additional Needs.** An all-through primary school has consistent whole school approaches to the management of pupils with additional or behavioural needs. These can be identified early and their progress tracked more effectively from Nursery to Year 6 by one ANCO (Additional Needs Co-ordinator) so that time is not lost in meeting children's needs. A continuous relationship with external agencies is beneficial for the school and parents.
- **Resourcing.** There is more efficient use of a wider range of resources, particularly for older pupils with additional needs who may benefit from access to resources more common to KS1 to meet their needs. In addition high cost/low use equipment, which may be too expensive for a single school, can be used to benefit the whole school e.g. a PA system, stage lighting, a new piano, musical or art equipment.
- **Staff specialism/professional development.** Two schools combined can provide a larger team of staff who can work more flexibly in terms of covering all the subjects of the curriculum. There are increased opportunities for staff

to develop skills and specialisms across the whole primary range e.g. music or PE, making best use of teacher expertise and providing higher quality teaching and learning across the full age range. Teachers and teaching assistants have greater opportunities to teach cross-phase e.g. for a KS2 teacher to teach in KS1 and vice versa.

- **Staff responsibilities**. In separate schools, a smaller number of staff take on a greater number of curriculum responsibilities. A larger school provides more flexibility in the way in which responsibilities are apportioned. There is greater flexibility in deploying teaching assistants to undertake intervention/booster classes.

- **Leadership and management.** An enhanced head teacher role can make it easier to recruit and retain a good leader. In larger schools there are more opportunities for career development and for teachers to develop as leaders and managers.

- **Accommodation**. There are greater opportunities to be creative and flexible in the use of internal and external space to improve the learning environment/opportunities for all pupils. There is potential for more effective site maintenance.

- **Admissions and relationships with parents**. Parents make one application for a place to an all-through school and build a relationship with senior leaders and staff across all of the primary phase. Evidence shows that transition from one phase to another can be traumatic for children, however good the liaison. An all-through primary school will make this transition much smoother and siblings are also more likely to go to the same school. The opportunity for the through primary school to work with one parent body over a longer period of time strengthens relationships. A larger school also gives greater resilience to fluctuations in pupil numbers

- **Pupils' social development.** Pupils, particularly those who are vulnerable or have low self-esteem, get to know all staff through daily contact in the playground, assemblies, breakfast and after school clubs so that there are no issues nor uncertainties on transfer between KS1 and KS2. Older pupils can act as role models and mentors with younger pupils e.g. on paired reading, as playground buddies, on the School Council, supporting richer personal and social development. Other advantages include consistency of approaches to inclusion and well-being.

Flintshire County Council will consider infant and junior amalgamations as an option during an area review. Outside of an area review, the Council will consider amalgamating infant and junior schools at the request of a Governing Body or if the Headteacher of an infant or junior school announces his/her decision to leave the post.

When the decision to amalgamate an infant and junior school is taken, the authority will aim to amalgamate both schools onto one campus site. Where this is not immediately possible the infant and junior schools can be amalgamated into a single school based on two sites. The County Council will then adopt a strategy to move the school onto a single site.

Flintshire County Council will also consider the future viability of separate nursery school provision in the relevant area review.

3.2 Primary Education: Small Schools

Current WLGA recommendations are that schools of less than 90 pupils should be reviewed. However, the past and current policy for small primary schools in Flintshire is underpinned by a number of principles:

* commitment to reviewing small schools on their individual merit;
* commitment to consider first and foremost the quality of education they offer;
* recognition of the achievement of small schools in Flintshire;
* recognition that a number of the small schools are Church schools;
* that all partners must be involved in discussions on schools under review;
* that a comprehensive assessment of the cost of small schools and the cost of alternative provision will be undertaken
* recognition of parental preference;
* recognition of the value of small schools in the context of small communities;
* commitment to minimising the disruption on small children in relation to travelling; and
* recognition that federations may be a way forward.

There is a need to ensure that all schools and school sites are able to provide children with the widest possible learning and social opportunities. As a result the local authority must also consider the educational challenges faced by small schools or sites, including (Estyn – Small Primary Schools in Wales, 2006):

* teaching mixed age classes containing more than 2 or 3 age groups;
* the restricted size of peer groups and sufficiency of challenge;
* limited opportunities for social interaction;
* difficulties with recruitment and retention of staff;
* excessive burdens on staff;
* increased expertise required to support pupils with special educational needs.

To minimise the effects of these challenges schools need sufficient pupil numbers on roll within each Key Stage. Where the number of full-time pupils on roll at specific school or school site has fallen below 15 pupils in Key Stage 1 and/or 20 pupils in Key Stage 2 for three years in succession; the authority reserves the right to review the school or site within the context of the area.

The Governing Body of a school being reviewed will be given the opportunity to consider, test and adopt the Federation model at (3.3) below. If the model does not provide the best range of educational opportunities for children or have an impact on cost effectiveness further review may be commissioned (see (3.4) below). Any subsequent stage of review would have to take into consideration the availability of sufficient places within an alternative school that could provide an equal or improved educational experience for pupils within the schools affected.

Where a review subsequently determines that a school is to be closed, statutory notices would need to be published in order to close any primary school including those within a federation. Statutory notices would not be required when closing a specific site within a primary school (see (3.4) below).

3.3 Primary Education: Federated Schools

The Federation under a single governing body could enable small schools to share leadership and curriculum expertise, whilst retaining the separate identities of the schools involved. Benefits include:

- improved teaching and learning opportunities through increased specialism and access to a range of expertise;
- a way for schools to collaborate, learn from each other and share best practice;
- models of good practice to extend curriculum entitlement and improve teaching, learning and inclusion;
- the potential for a stronger teaching team through the appointment of shared staff, better access to professional development opportunities; and
- savings in planning, administration time and resources.

The decision to form a federation must come from the governing bodies of the schools involved. Where schools refuse to consider the option of federating, the Council may look at alternative proposals for the area including the formation of area schools.

Specific details regarding the structure of the federation (such as addressing Welsh Medium or Faith issues) would be considered prior to formation. The final decision as to how a federated school operates will be down to the governing body of each individual federation.

Schools must be prepared to commit time and resources to ensuring that the federation is effective and sustainable. They will also need a commitment to raising standards of achievement in all of the communities involved.

3.4 Primary Schools: Area Schools

Area schools are formed through amalgamating two or more schools onto one site to deliver improved educational experiences for the children attending those schools.

Where at the request of schools, selection or through area review there is consideration of amalgamation into area schools, it involves closure of one or more of the schools concerned. If there is no consensus on which school should be a continuing school, then all the schools concerned should be closed, with a new school opening on one existing site or on a new site. This may require investment on an existing site.

The benefits of area schools are as follows:
- improved facilities and equipment;
- opportunities for improved teaching and learning through increased specialism and shared expertise;
- additional time available for leadership and management;
- increased opportunity for community services/facilities in line with the 'Community Focused Schools' programme;

- more class organisation options;
- cost savings through reducing the fixed costs associated with maintaining several sites, with opportunity to re-direct these savings to provide better educational provision;
- increased opportunities for professional development among staff, giving the opportunity to develop strengths and expertise in wider areas, leading to improved recruitment and retention of staff; and
- increased leadership capacity.

3.5 Secondary Education: 11-16

Flintshire County Council is committed to all schools being able to deliver the entitlements in the Welsh Assembly Government's 21st Century Schools Vision. A school with four forms of entry at 11-16 will be capable of providing and sustaining the facilities and opportunities described in this vision. Therefore the Council accepts that the minimum size for any new secondary school will be a four-form entry school providing 600 11-16 places.

Any review of secondary school provision will take into consideration the Learning Pathways available to pupils within the area. It is important that any changes secure the best possible learning environments for children and young people, maximising curriculum breadth, quality and inclusion. Secondary schools should also be the 'hub' for a range of community focused services.

Where a secondary school has fallen below 600 pupils (11-16) for three years in succession, the authority reserves the right to review the school.

Ysgol Maes Garmon is the only Welsh-medium High School in Flintshire. A specific strategy needs to be adopted to ensure sustainable local access to Welsh Medium Education reflecting patterns of increasing demand in the primary phase and transfer from English medium schools at year 7.

3.6 Secondary Education: 16-18

Transforming Education and Training in Wales sets out ambitions for the future of post-14 learning across the Country. Flintshire County Council is currently developing its plans to ensure that there is sustainable local access to high quality local vocational and non-vocational educational provision. The Council's detailed plans are set out in separate detailed 14-19 strategy documents. Flintshire, in common with other authorities, faces sustainability and improvement challenges through the presence of some small sixth forms.

Small class sizes in sixth forms can lead to limited student interaction which diminishes the effectiveness of learning (Transforming Education & Training in Wales, Welsh Assembly Government, 2008).

In presentations on the Welsh Assembly Government's 'Transformation Education and Training in Wales' officials have stated that sixth forms with less than 150

pupils are potentially unsustainable. Flintshire County Council takes the view that this would unduly limit access to local or Welsh Medium Provision.

Flintshire County Council takes the view that area plans for post 16 education should be developed to ensure that local provision offers the best possible opportunities for learners. In addition, in any secondary school where the number of pupils within the 6th form has fallen below 120 for three years in succession, the authority reserves the right to review the school, in order to consider sustainable options for post-16 education. It may not be viable for all secondary schools to have 6th forms; it is dependant on the availability of post-16 provision within an area.

Ysgol Maes Garmon is the only Welsh-medium High School in Flintshire. A specific strategy needs to be adopted to ensure sustainable local access to Welsh Medium education reflecting patterns of increasing demand.

3.7 Surplus Places

Where a school has more than 25% (and a minimum of 30) surplus places in either the primary or secondary sector, it should be reviewed as part of an area review of provision with an aim of developing options to reduce surplus places within the area.

Any review on the basis of surplus places will take into consideration past numbers and future projections for the schools involved. Strategies for addressing significant surplus places include identifying alternative uses for part of the building (sometimes delivering alternative Council services) or removal/redesignation of surplus accommodation.

The Council will also pursue a strategy of removing mobile school accommodation as part of its programme to ensure that school buildings are fit for purpose. Mobiles are designed for temporary use and do not generally meet with sustainability goals because of higher maintenance costs and energy demands of such buildings. WAG and the Council recognise that inadequate buildings make improvements in standards of achievement more challenging
(Estyn, An Evaluation of Performance Before and An Evaluation of Performance of Schools Before and After Moving into New Buildings or Significantly Refurbished Premises, 2007).

This strategy may involve decommissioning of mobile accommodation in neighbouring schools to those with excess surplus accommodation, and consideration of admissions numbers at all of the schools involved.

However, the Council does recognise that mobiles can have a valuable role to play in addressing temporary accommodation shortages:
- in an emergency (for example in the case of fire or flood);
- during building works so that the school can continue to operate with minimum disruption to pupils; or

- to meet a short term increase in pupil numbers in areas of population growth with no alternative school places.

It may also be appropriate to consider the strategies for Area Schools at (3.4) in seeking a solution to over capacity in the area.

3.8 Underperforming Schools

The County Council will consider at an early stage the long term viability of schools judged by Estyn to require special measures or significant improvement. The Council will consider closing such schools where there are places available nearby at better performing schools. Opening a new school on the site of the old school will only be considered where there is a need for the places and there is no suitable alternative available.

3.9 Key Considerations in Decision Making

Key issues which should be taken into consideration in promoting any school organisational change proposal include:
- the effect on the standard of education to be provided in the area, including provision for pupils with additional learning needs, delivery of the Foundation Phase and the 14-19 Transformation Programme (Educational Impact Assessment);
- the need for the particular type of provision that is proposed, for example the level of parental demand for Welsh medium education or impact on the proportion of places in faith schools in the area (Demography and Demand Assessment)
- the effect on compliance with equality legislation such as the Disability Discrimination Act 2002 and the Sex Discrimination Act 1975, and the Welsh Assembly Government's strategy for tackling child poverty (Equalities Impact Assessment);
- the effect on accessibility to schools, particularly in rural areas and on the journey times to school (Sustainability Assessment);
- the effect on the Welsh language, its maintenance in the community and the extent to which proposals would contribute to the aims of Iaith Pawb (Welsh Language Impact Assessment);
- whether the proposal includes additional community focused facilities or preserves existing community service provision offered by a school, together with the impact on the local community and on social cohesion (Community Impact Assessment);
- the views of those most directly affected, such as children, young people, parents, staff, governors and other schools or providers in the area (Consultation Assessment);
- whether the proposal contributes towards achieving the County Council's agreed strategy for making all its school buildings fit for purpose (Asset Management Assessment); and

- the cost-effectiveness of proposals and whether adequate financial resources are available to implement them (Financial Assessment).

Full impact assessments should be undertaken for action proposed under 3.1, 3.2, 3.4, 3.5, 3.6 and 3.8.

Part 4: Programme Management & Phasing

4.1 Programme Governance

The recent Estyn Inspection (2009) analysed the Council's capacity to deliver a School Modernisation Programme. It noted positive leadership from elected members and officers in the programme development work so far. It concluded that the planning for the programme appropriately takes a "holistic approach to improving pupils' attainment…to ensure that the authority has the right number of school places in fit for purpose buildings in the right locations."

The inspection also noted that the Authority has also not recently been tested by difficult School Modernisation and Organisation decisions. The key issue in this is that the School Modernisation Strategy represents a long-term transformational programme of school improvement and improvement of children's services. It will provide both opportunities and risks for the Council and these need to be considered carefully at each stage.

If approved to progress, the programme is of such a size that it will need to be seen as a Council-wide corporate priority. Estyn recognised a high level commitment to addressing the issues of school reorganisation and inadequate buildings across Council teams.

Key decisions on the future of individual schools are reserved to the Executive. The Executive may refer draft policy issues and individual proposals for consideration by Scrutiny, and the decisions of the Executive may also be "called in" using normal constitutional rules. Executive and Scrutiny processes can be supported by officers involved in managing the programme.

Under a School Modernisation programme there is much evidence to consider and there are significant additional influential roles that can be undertaken on both a County-wide and local basis. A further set of local groups for Area Reviews could also be commissioned to assist in development of the pattern of schooling in each area. A group of local Councillors, Headteachers, staff, parents and governors, with approved terms of reference, could be involved in the identification of the range of possible options in line with overall School Modernisation Strategy principles. The conclusions of these discussions would subsequently require consideration and approval for consultation from the Executive.

4.2 Programme Phasing

One of the key factors in considering how School Modernisation should proceed is the Council's capacity to complete the work required. School Organisation work involves statutory processes to develop and present proposals relating to specific schools. The statutory processes involve compliance with Welsh Assembly Government regulation and guidance.

An initial stage (Stage 1) for area reviews would be local engagement with Headteachers and Governors to develop initial local proposals for school modernisation and school organisation.

For individual school reviews and the second stage of area reviews (Stage 2) every relevant school and governing body must be consulted, including parents and their wider community. This would involve meetings with staff, governors and parents at each school. This phase of consultation will entail informal discussions with Heads and Governors, a formal consultation period with staff, governors and parents, and consultation with prescribed consultees (e.g. Diocesan Authorities.) The consultation will, of course, require the preparation of options and option appraisals (see 3.9).

Stage 2 is a substantial undertaking. Good practice would require a consultation period of no less than 6 weeks and the meetings would need to be held at a sufficiently early point to enable the proposals to be understood and considered before responses are made. This would involve a concentration of meetings in the first half of the consultation period, involving officers and Councillors.

Following consultation, Stage 3 would involve proposals coming to Executive for a final decision to be taken and the authorisation of statutory notices. Following the publication of these notices, there will be a period during which objections may be made to the proposals. If such objections are made and not withdrawn, the matter will be referred to the Minister for Children, Education, Lifelong Learning and Skills for a final decision which would be binding on all parties.

Given the need for careful management of Stages 1 to 3, it would not be possible to attempt reorganisation in one phase. Instead, by grouping schools it would be possible to manage the process in two phases based on geographical areas. The following is recommended for consideration based on addressing:
- the policy criteria at 3.1 to 3.8;
- areas of socio-economic deprivation; and
- issues of sustainability for post-16 provision.

The following phasing is recommended:

Phase 1:
- *Review individual schools compliant with 3.1 to 3.4 or 3.8;*
- *Complete Primary Area Reviews of Connah's Quay, Deeside, Flint, Holywell and Saltney areas (compliant with 3.1 to 3.4 and 3.7);*
- *Complete 11-16 Area Reviews of Connah's Quay, Deeside, Flint, Holywell and Saltney areas (compliant with 3.5);*
- *Complete 16+ Area Review of Flint, Holywell, Connah's Quay, Deeside and Saltney (compliant with 3.6);*
- *Complete county-wide review of Welsh Medium provision (compliant with 3.1 to 3.7); and*
- *Complete PRU Commissioning Strategy.*

Phase 2:

- *Review any additional individual schools becoming compliant with 3.1 to 3.4 or 3.8;*
- *Complete Primary Area Reviews of Buckley/Mynydd Isa, Hawarden, Hope and Mold areas (compliant with 3.1 to 3.4 and 3.7);*
- *Complete 11-16 Area Reviews of Buckley/Mynydd Isa, Hawarden, Hope and Mold areas (compliant with 3.5);*
- *Complete 16+ Area Review of Buckley/Mynydd Isa, Hawarden, Hope and Mold (compliant with 3.6).*

The pace with which work at Phase 1 will be completed, and lead to commencement of Phase 2 will depend on availability of capital and revenue resourcing to support developments. The projected length of Phase 1 analysis, consultation and decision making is likely to be two years.

Project phasing should not prevent the promotion of change in phase 2 areas where governors consider it desirable or opportunities (such as additional capital funding) occur.

The following table sets out an example timeline:

Year	Term	Activity
2009	Autumn	Consideration of School Modernisation Strategy by Partners, Scrutiny and Executive
2010	Spring	Informal discussions with Headteachers and Governors about outline proposals (Phase 1)
		Executive approval for initial draft proposals and draft consultation documents (Phase 1)
2010	Summer	Consult with schools, parents and others on draft individual school proposals (Phase 1)
		Analyse responses and draft Executive report (Phase 1)
2010	Autumn	Report to Executive (Phase 1)
		Publish statutory proposals (Phase 1)
2011	Spring	Consider any formal objections (Phase 1)
		Refer proposals to WAG (Phase 1)
2011	Summer	Minister decides for or against proposals (Phase 1)
		Inform schools, parents and others of decisions (Phase 1)
2011-12	Autumn-Summer	Planning for Implementation (Phase 1)
2012-	Autumn-	Implementation (Phase 1)

On this examplar timescale, all schools in Phase 1 will know what will happen locally within five terms or 18 months of the process starting. Implementation would take place in September 2012 for any Primary School changes and from September 2012 in any Secondary School changes involving multiple year groups.

4.3 Programme Management

The programme would consist of a number of linked projects within each phase overseen by a programme team of key Council officers and representatives of key partners. This programme team would regularly report into the governance arrangements at 4.1. The programme team would develop the detailed proposals for:

- project governance,
- project management structures, roles and responsibilities;
- fulfilment of commitments to BREEAM/ CABE best practice etc;
- project team budget and resource approvals;
- considering project documentation, including Project Initiation Documents, Briefs, Plans, Business Cases, Risk Logs, Issues Logs, Communications Plans, Quality Plans, Change Control processes, Lessons Learned Logs and End Stage Reports where appropriate; and
- facilitating programme progress and project exception reporting.

Individual projects would be managed in accordance with Flintshire's new Project Management Principles. Senior managers have recently been trained on the Principles. There will be a need for further training for others taking project sponsor or management roles.

In order to have sufficient capacity to deliver on the envisaged Phase 1 of the programme there will need to be some changes to responsibilities and reporting arrangements within relevant Lifelong Learning Directorate teams. There will need to be leadership and coordination capacity dedicated to the programme. Proposals for these changes are due to be considered shortly.

Implementation of any school change proposals may also require further additional temporary capacity to facilitate curriculum, staffing and buildings development.

4.4 Financial Issues

The speed of implementation of any School Modernisation Programme is subject to the availability of resources. While it may be a clear aim to implement the programme, it may not be possible to do this in the planned timescale if funding is unavailable.

Each individual school proposal and area review will need a full financial appraisal identifying revenue savings, cost pressures and any programme of capital investment. Action will be necessary to enhance capital allocations, generate

capital receipts and develop self-funding opportunities (such as through prudential borrowing and asset disposal).

Whilst much of the overall programme will be supported through reprioritisation of existing staff work programmes, there may be a need to identify funding to resource implementation support pressures and a core time limited project team.

Attention also needs to be given to the future resourcing scenario for schools. School reorganisation involves the generation of revenue savings. Consideration needs to be given (with the School Budget Forum) to:
- the funding implications of alternative options for primary school organisation (including the possibility of further amalgamations, federation and closures);
- the funding formula and the case for changing it to ensure it is fair to all schools;
- the prospect of using revenue savings to support capital funding for school modernisation through prudential borrowing;
- setting up models for the projected savings accruing from any proposed amalgamations, federations or closures (taking into account all of the knock-on effects of transport, possible Early Voluntary Retirement etc).

Work with the Corporate Asset Management Group also needs to consider strategies with regard to:
- maximising external capital funding (through 21st Century Schools, SBIG, SCIF and other external sources);
- asset disposal;
- ensuring sufficient funding to deliver minor works as part of organisational change; and
- developing a prudential borrowing programme.

Given the significant capital investment needs arising from the School Modernisation Programme and the need for the Council to focus its limited resources on the assets which it owns and must provide (such as roads, community school buildings and so on), disposal of sites that are being closed will form a key part of the funding package.

In terms of revenue funding, 60.77% of Flintshire's total income is funded by the Welsh Assembly Government through the Revenue Support Grant (RSG). The number of pupils in our schools is a significant factor in the Welsh Assembly Government deciding how much money the Council needs to deliver its services for all people in Flintshire. A fall in pupil numbers or pressures in the use of funding must be addressed.

Appendix 4 sets out the allocation of revenue funding to individual schools. The average amount of money provided for Primary Schools was £2,935 per pupil. This ranged from as low as £2,605 per pupil (in a school with 402 pupils) to as high as £6,866 per pupil (in a school with 26 pupils). Funding per pupil rises significantly in the smallest schools in order to sustain facilities and curriculum delivery.

The average amount of money provided to Secondary school was £3,584 per pupil. This ranged from as low as £3,365 per pupil (in a school with 1,023 pupils) to as high as £4,151 per pupil (in a school with 472 pupils).

Appendix 1: Ministerial Decision Making Checklist

Standards of provision

These considerations are of prime importance:

- whether the proposals are likely to improve the standard of education provision in the area;
- the standard of education currently provided and the continuing ability of the school to maintain satisfactory standards;
- whether the proposals will ensure delivery of a broad and balanced curriculum, including all the required elements of the curriculum for all
- affected age groups, and pupils with varying needs, including the requirements for wider choice and flexibility for learners aged 14 and over, taking into account arrangements for co-operation with other schools, Further Education Institutions and training providers in the area;
- whether the proposals are likely to lead to increased participation in learning by pupils beyond compulsory school age;
- the effect of the proposals on other schools and educational institutions.

In assessing the impact of proposals on standards of education the Minister will normally seek advice from Estyn, refer to the most recent Estyn reports and take into consideration any other information available on a school's performance.

The Minister would not normally be prepared to approve closure of a popular and effective school unless evidence is presented that the alternative proposed would offer at least equivalent quality and diversity of education at lower total cost than would have been available had the school remained open.

Need for places and the impact on accessibility of schools

The Minister considers:

- whether there is surplus provision in the area and the effect of the proposal on that surplus;
- where a school is proposed for closure, that there will be sufficient capacity at alternative schools of at least equivalent quality, and of equivalent linguistic type, paying due regard to the language categories of schools set out in "Defining schools according to Welsh medium provision" Welsh Assembly Government Information document No: 023/2007;
- whether there is evidence of a current or future need for additional places in the area or demand for a particular type of provision, for example Welsh medium provision or provision for particular faiths or denominations;
- the resulting journey times for pupils, the provision of, and accessibility to, safe walking and cycling routes, public transport, and, where relevant, the home-school transport arrangements proposed by those bringing forward proposals;
- the length and nature of journeys to alternative provision; in particular whether primary school pupils will have one-way journeys in excess of 45 minutes or secondary school pupils journeys of over an hour;
- whether the proposal will improve access for disabled pupils in accordance with requirements under the Special Educational Needs and Disability Act 2001.

Finance

The Minister considers:

- the financial implications for both recurrent and capital costs, and an assessment of the relative cost effectiveness of alternative options, including the status quo;
- whether the proposals represent a cost-effective use of public funds, including consideration of the long term transport, environmental and building maintenance and repair costs;
- the existence of written confirmation from the body or bodies concerned that any capital funding needed for the project will be available at the level required and at the right time;
- whether the necessary recurrent funding is available, including consideration of whether, without the proposals, the schools would face budget deficits;
- the scale of any projected net savings over a period of at least three years;
- whether the proceeds of sales (capital receipts) of redundant sites are to be made available to meet the costs of the proposal or contribute to the costs of future proposals which will promote effective management of school places;
- whether any savings in recurrent costs will be retained in the LA's local schools' budget; and
- in the case of closures, what capital investment would be needed if the school were to stay open and bring it up to a proper standard for delivery of the curriculum.

Before approving proposals, the Minister will need to be satisfied that the proposals can be implemented; in particular, that any necessary recurrent and capital funding will be available. The Minister will check that the proposals can be implemented by reference to information provided by promoters. Usually this information is provided by means of written confirmation from the source of funding on which the promoters rely.

Views of interested parties

The Minister considers:

- the views of children and young people, parents and other local residents, including views relating to parental choice and the impact on the local community;
- the concerns of any LA affected by the proposals;
- the concerns of any diocese affected by the proposals;
- if the proposals affect the provision of post-16 education, the view of: local employers; the Careers Service; the 14-19 Local Area Network; relevant Further Education and Higher Education Institutions and work based providers.
- the views of other schools, playgroups or other providers in the area;
- the level of objections and the validity of points raised by objectors.

Consideration of alternatives

The Minister considers:

- whether the establishment of multi site schools has been considered as a means of retaining buildings, and the reasons for not pursuing this option;

- whether alternatives to closure have been actively considered, in particular whether clustering or collaboration with other schools have been looked at by the proposer (taking account of the scope for use of ICT links between school sites) and the reasons for not pursuing these as an alternative to closure;
- whether the possibilities of making fuller use of the existing buildings as a community or an educational resource have been explored.

Other issues

The Minister considers:
- the overall effect of a closure on the local community (the community impact assessment), particularly in areas receiving funding as part of regeneration activity;
- the overall effect of a closure on the Welsh language including effect on the community and progression opportunities for learners (the Welsh language impact assessment);
- whether the statutory consultation has been sufficient, allowing sufficient time and providing sufficient information for interested parties to make an informed response;
- whether school age children and young people have had the opportunity to participate in the consultation process;
- whether publication procedures have been properly carried out;
- the existence of safe walking, cycling and bus routes to the proposed site;
- any effect of the proposals on statutory class size limits and junior class size policy; and
- any sex discrimination issues.

Additional factors taken into account for proposals to reorganise Secondary Schools or to add or remove sixth forms

The Minister considers:
- whether the proposed provision will contribute to the wider range of relevant courses and qualifications and high quality, employer informed, vocational learning routes targeted at pupils of all abilities, whilst maintaining GCSE, AS/A level and other established courses which is required under the Learning and Skills (Wales) Measure 2008 for 14-19 year old learners;
- the views, of relevant divisions in the Welsh Assembly Government, and whether they approve in principle the necessary financial support. The views of the local 14-19 Network will also be a key consideration in deciding such proposals;
- whether the proposed post 16 provision is of sufficient size and quality to deliver a range of courses appropriate to the particular needs and abilities of the likely intake, without adverse effects on 11-16 provision at schools;
- how the proposals would affect the viability of institutions already providing good-quality post-16 provision, including school sixth forms, Further Education Institutions and private training organisations;
- the effect of the proposals on the 'staying-on' rate;
- whether there are already sufficient, and appropriately diverse 16-19 places in the area;
- the effect of the proposals on the range of provision available to students;

- how proposals might affect the sustainability and enhancement of Welsh medium provision in the local 14-19 network and the wider cross-country area;
- the views of young people, parents, schools and colleges in the area;
- current levels of collaboration and innovation and the extent to which proposals will provide additional learner benefits compared with the status quo and other tenable options for Post 16 organisation.

Schools Causing Concern

When considering any proposals relating to schools causing concern, the Minister will in such cases have regard to the length of time the school has been in special measures (or requiring significant improvement), the impact on its ability to take forward its action plan, the progress it has made, the prognosis for timely improvement and in the case of closure proposals, whether sufficient places will be available at neighbouring schools.

Appendix 2: School Organisation Areas in Flintshire
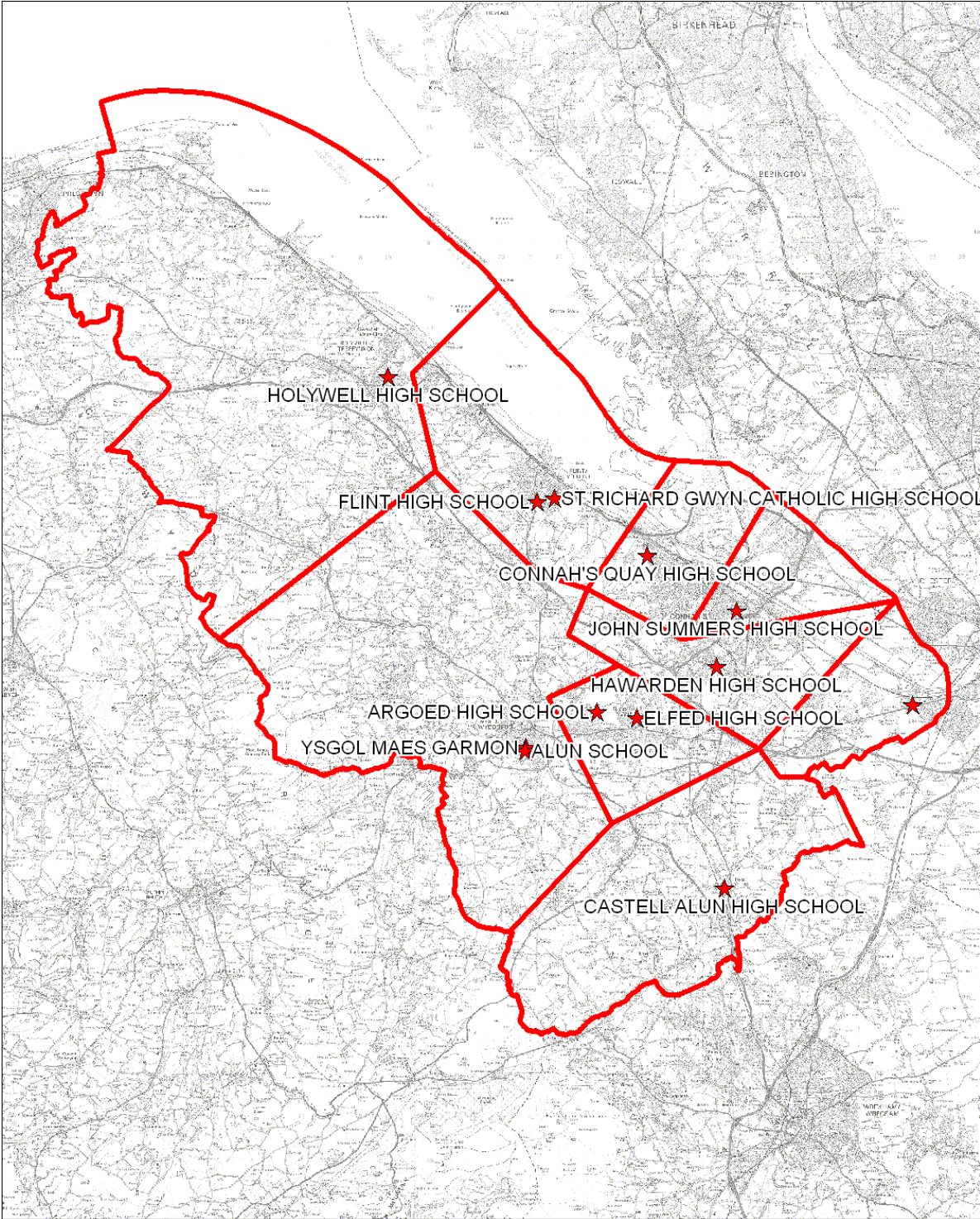
Appendix 3: Revenue Resources

60.77% of Flintshire's total income is funded by the Welsh Assembly Government through the Revenue Support Grant (RSG). The number of pupils in our schools is a significant factor in the Welsh Assembly Government deciding how much money the Council needs to deliver its services for all people in Flintshire.
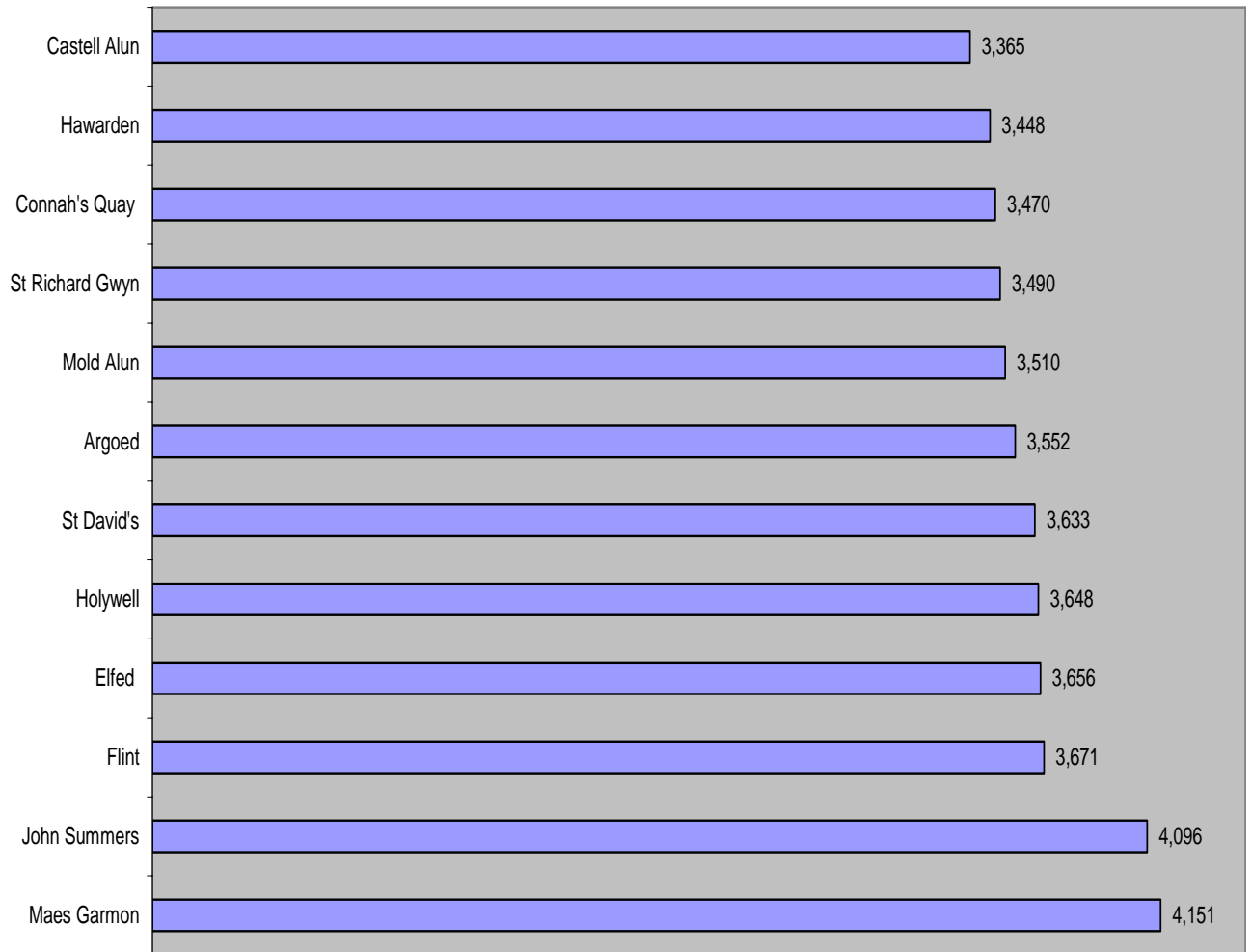
In Flintshire, the average amount of money provided for Primary Schools was £2,935 per pupil. This ranged from as low as £2,605 per pupil (in a school with 402 pupils) to as high as £6,866 per pupil (in a school with 26 pupils).

The average amount of money provided to Secondary school was £3,584 per pupil. This ranged from as low as £3,365 per pupil (in a school with 1,023 pupils) to as high as £4,151 per pupil (in a school with 472 pupils).

School	Value
EWLOE GREEN C.P.	2,605
MYNYDD ISA JUNIOR C.P.	2,620
BUCKLEY (MOUNTAIN LANE C.P.)	2,630
BUCKLEY (SOUTHDOWN C.P.)	2,637
CONNAH'S QUAY (WEPRE LANE CP.)	2,653
CONNAH'S QUAY (GOLFTYN CP.)	2,669
MOLD (BRYN COCH C.P.)	2,677
HAWARDEN VP (RECTOR DREW AIDED)	2,690
FLINT R.C. (ST.MARY'S)	2,715
FLINT (CORNIST CP)	2,718
SANDYCROFT C.P.	2,747
HAWARDEN PENARLAG C.P.	2,749
HIGHER KINNERTON (YSGOL DERWEN)	2,755
ABERMORDDU CP	2,780
CONNAH'S QUAY (BRYN DEVA CP.)	2,790
FLINT GWYNEDD C.P.	2,805
SALTNEY (ST.ANTHONY'S R.C.)	2,825
SHOTTON (VEN. EDWARD MORGAN R.C.)	2,831
FLINT (YSGOL CROES ATTI)	2,841
BROUGHTON JUNIOR C.P.	2,860
BAGILLT (MERLLYN C.P.)	2,866
LEESWOOD C.P.	2,879
HOPE C.P.	2,886
SYCHDYN C.P.	2,898
SALTNEY WOOD MEMORIAL C.P.	2,901
SEALAND C.P.	2,908
CONNAH'S QUAY (CUSTOM HOUSE CP)	2,913
HAWARDEN INFANTS C.P.	2,916
PENTROBIN AIDED SCHOOL	2,925
MOLD (YSGOL GLANRAFON CP)	2,928
RHOSESMOR (RHOS HELYG C.P.)	2,936
DRURY C.P.	2,939
PENYFFORDD JUNIOR C.P.	2,950
MYNYDD ISA INFANTS C.P.	2,953
BROUGHTON INFANTS C.P.	2,955
HOLYWELL RC.(ST.WINEFRIDES R.C.)	2,991
CONNAH'S QUAY (DEE ROAD C.P.)	2,998
CARMEL C.P.	3,011
HOLYWELL (YSGOL GWENFFRWD C.P)	3,026
NORTHOP C.P. (YSGOL OWEN JONES)	3,028
NORTHOP HALL C.P.	3,028
MOLD (ST. DAVIDS R.C.)	3,105
HOLYWELL INF (PERTH Y TERFYN)	3,140
HOLYWELL JUN (YSGOL Y FRON C.P)	3,144
WHITFORD V.P.	3,146
MOLD (BRYN GWALIA C.P.)	3,146
FFYNNONGROEW (YSGOL BRYN GARTH)	3,174
MAES GLAS	3,183
QUEENSFERRY C.P.	3,196
CILCAIN (YSGOL Y FOEL C.P.)	3,201
SALTNEY FERRY C.P.	3,210
SHOTTON (TALIESIN JUNIOR C.P.)	3,222
BAGILLT (YSGOL GLAN ABER C.P.)	3,238
BUCKLEY westwood	3,245
YSGOL PARC Y LLAN	3,256
LIXWM C.P.	3,305
PENYFFORDD (ABBOTS LANE CP)	3,311
SHOTTON (ST. ETHELWOLD'S V.P.)	3,358
TRELAWNYD V.P.	3,382
GWESPYR PICTON (YSGOL MORNANT)	3,409
GRONANT C.P.	3,439
CAERWYS V.P.(YSGOL YR ESGOB)	3,469
MOSTYN (BRYN PENNANT C.P.)	3,512
BRYNFORD C.P.	3,518
TREUDDYN (YSGOL TERRIG C.P.)	3,561
TRELOGAN C.P.	3,575
SHOTTON INFANTS C.P.	3,604
NANNERCH V.P.	3,661
GWERNYMYNYDD C.P.	3,691
LLANFYNYDD C.P.	3,884
GWERNAFFIELD C.P. (YSGOL Y WAEN)	3,902
NERCWYS V.P.	3,991
RHESYCAE V.P.	5,602
FLINT MOUNTAIN CP (MAES EDWIN)	6,866

11 -16 funding per pupil 2009-10

School	Funding
Castell Alun	3,365
Hawarden	3,448
Connah's Quay	3,470
St Richard Gwyn	3,490
Mold Alun	3,510
Argoed	3,552
St David's	3,633
Holywell	3,648
Elfed	3,656
Flint	3,671
John Summers	4,096
Maes Garmon	4,151

Appendix 4: Background Documents

- Flintshire County Council: Estyn Inspection Report & Action Plan
- Flintshire County Council: Lifelong Learning Directorate Plan
- Flintshire County Council: Education Asset Management Plan
- Flintshire County Council: Fit for Purpose Schools: Primary
- Flintshire County Council: Fit for Purpose Schools: Secondary
- Flintshire County Council: Welsh Education Scheme
- Flintshire County Council: Strategic Outline for 14-19 and Post 16
- Flintshire County Council: A Policy for Small Schools 2004
- Flintshire County Council: Leisure Strategy
- Flintshire County Council: Project Management Principles
- A Fair Future for Our Children - The Strategy of the Welsh Assembly Government for Tackling Child Poverty
- A Guidance to Asset Management Planning in Wales
- Building Bulletin 98: Briefing Framework for Secondary School Projects
- Building Bulletin 99: Briefing Framework for Primary School Projects
- Defining schools according to Welsh Medium Provision - Welsh Assembly Government Information document No: 023/2007
- Disability Discrimination Act 2002
- Education Act 1996
- Education Act 2002
- Estyn: Small Primary School in Wales 2006
- European Charter for Regional or Minority Languages
- Foundation Phase Framework for Children's Learning for 3 to 7 year olds in Wales
- Guidance accompanying the School Organisation Proposals by the National
- Council for Education and Training in Wales Regulations 2004 (The National Assembly for Wales Circular 48/2004)
- Human Rights Act 1998
- Iaith Pawb
- Learning and Skills (Wales) Measure 2008
- Learning and Skills Act 2000
- Learning Pathways 14-19 Guidance: National Assembly for Wales Circular Number: 37/2004
- National Assembly for Wales Circular No 15/2004: Planning to Increase Access to Schools for Disabled Pupils
- One Wales: A progressive agenda for the government of Wales
- School Standards and Framework Act 1998: Organisation of School Places The National Assembly for Wales Circular 9/99
- Sex Discrimination Act 1975
- Shared Planning for Better Outcomes: Planning Guidance and Regulations for Local Authorities and their Partners on Children and Young People's Plans: Welsh Assembly Government Circular No 31/2007
- Skills That Work for Wales - A Skills and Employment Strategy and Action Plan
- Special Educational Needs and Disability Act 2001
- The 1999 School Premises Regulations: Welsh Office Circular 15/99

- The Change of Category of Maintained Schools (Wales) (Amendment) Regulations 2005
- The Change of Category of Maintained Schools (Wales) Regulations 2001
- Education (Infant Class Sizes) (Wales) Regulations 1998
- Education (Maintained Special Schools) (Wales) Regulations 1999
- Education (School Organisation Proposals) (Wales) (Amendment) Regulations 2004
- Education (School Organisation Proposals) (Wales) Regulations 1999
- Education (School Premises) Regulations 1999
- The Learning Country
- The Learning Country: Vision into Action
- The National Action Plan for a Bilingual Wales: Iaith Pawb
- The School Organisation Proposals by the National Council for Education and Training for Wales Regulations 2004
- School Standards and Framework Act 1998
- Special Educational Needs Code of Practice for Wales
- Welsh Language Act 1993
- Survey for the demand of Welsh Medium Education
- Estyn Inspection of PPRU

Appendix 5: Performance Indicators

Learning & Achievement
- Local Monitoring of Quality of Teaching
- Estyn Inspection Judgements
- Results from Student Survey
- Data on improved outcomes at Key Stages and Post 16
- Data on provision and use of ICT

Inclusion & Wellbeing

Local Authority monitoring data on ALN

Results from student, parent and community survey

Higher population of pupils with statements with complex needs in Local Authority schools

Audit of Community Focused Schools offers & community needs

Data on behaviour & attendance

Data related to healthy schools standards

Improved quality & quantity of out of school activities & sports provision from baseline

Staying on & NEET rates

Use of schools by adults to gain vocational skills & qualifications

Workforce Development

Involvement of staff in preparation for later School Modernisation projects

Visits to School Modernisation schools by other schools

Change team participation at School Modernisation schools

Results from staff survey

Improved Learning Environments
- Surplus places
- Proportion of admissions for first choice schools
- Energy usage before and after development
- Design Quality Indicators (DQI) post occupancy
- Breeam Very Good & Better standards
- Occupant satisfaction survey
- Cost per square metre for refurbishment and rebuilding
- Operational costs per square metre post occupancy

Working in Partnership
- Involvement and engagement of partners in programme delivery

<div align="center">**FLINTSHIRE COUNTY COUNCIL**</div>

<div align="right">**AGENDA ITEM NUMBER: 11**</div>

REPORT TO: **EXECUTIVE**

DATE :   **27 OCTOBER 2009**

REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**

SUBJECT :   **FLINTSHIRE HOMELESSNESS STRATEGY 2009 - 15**

1.00   PURPOSE OF REPORT

1.01   To present for approval the Flintshire Homelessness Strategy 2009 – 15.

2.00   BACKGROUND

2.01   Members will be aware that the Homelessness Act 2002 requires all Local Authorities to undertake a review of homelessness in their area and produce a homelessness strategy that focuses upon homelessness services around a preventative agenda. Flintshire County Council's Homelessness Strategy has been integrated with both key national and local strategies, including the Welsh Assembly Government's *'Ten Year Homelessness Plan Consultation Draft'* which sets out some guiding principles around the general direction that the development and delivery of services will need to take to meet the target of reducing homelessness to a minimum by 2019. The Homelessness Strategy will be fully integrated into Flintshire's Housing Strategy and will be underpinned by accurate and comprehensive information on the extent and nature of homelessness within the local area.

2.02   Flintshire's Homelessness Strategy 2009 - 15 sets out how the Council will work with partner agencies and local stakeholders to ensure that people have access to the widest possible housing options, enabling them to secure their own accommodation before they become homeless or as soon as possible after losing their home. This has involved reviewing the quality of the services we currently provide to homeless households to ensure people can act in a planned way to improve their housing circumstances. We have identified many strengths in our services to the homeless, and also areas where there is room for improvement. As part of the initial process in developing the Homelessness Strategy 2009 – 15 the Housing Strategy Unit consulted extensively with service users, officers from different Directorates within the Council and partner agencies including Shelter Cymru, Women's Aid and the North Wales Probation Service.

2.03   Elected Members have also played an important role in putting the Homelessness Strategy together through an Elected Members Seminar on 26 June to discuss the Council's approach towards tackling homelessness in Flintshire. The draft Homelessness Strategy has been revised to reflect the feedback received from Members. The revised Homelessness Strategy has also been circulated once again to key players involved with providing and

delivering Homelessness services and advice. Consultation with the broader local population has also been carried out on the revised Homelessness Strategy on the Council's website at the beginning of September.

3.00   CONSIDERATIONS

3.01   The Homelessness Strategy aims to reduce homelessness to a minimum in Flintshire by placing the customer at the centre of service delivery and ensuring everyone can access the advice and support they require, when they require and at the earliest possible opportunity to resolve their housing difficulties and the underlying causes of these. With this in mind, the Council's vision for tackling homelessness is as follows:

'Develop an accessible, equitable and holistic homelessness service which places service users at the centre of service planning and delivery with a clear pathway to securing secure, independent and sustainable housing'.

3.02   In order to realise this vision the four following strategic objectives and accompanying priority outcomes which will sit at the heart of the homelessness strategy.

Strategic Objective 1 - Focus upon homelessness prevention and customer service through improved strategic and operational working arrangements within the Council and partner organisations in the planning and delivery of homelessness services

Priority Outcomes
- Homelessness prevention services continue to improve;
- A reduction in the number of homeless households owed a housing duty under the homelessness legislation through the provision of timely housing information, advice and support which is directed towards early intervention and homelessness prevention;
- Establishment of a Flintshire Homelessness Forum which encourages and promotes a partnership approach to tackling homelessness;
- Address the housing and support needs of the BME community;
- Improved understanding of the housing needs of   migrant workers and the impact of migration trends upon homelessness in the County;
- Improved understanding and provision to meet the needs of the Gypsy Traveller community;
- Promote and develop services for Welsh speakers;
- Improved collaboration and partnership working towards tackling homelessness across statutory, directorate, private and voluntary sector that operate within and across service areas leading to enhanced outcomes for service users
- Development of new services through refocusing of existing resources and expertise;
- Raised awareness amongst service users and partner organisations of the homelessness services available in Flintshire;

- Encourage the development and promotion of good practice.

Strategic Objective 2- Provide integrated housing support services for vulnerable groups that prevent homelessness and promote the health and well-being of vulnerable adults and families

Priority Outcomes:

- Vulnerable service users are empowered to make informed decisions through increased choice, self-determination and control;

- Vulnerable service users feel self-sufficient and empowered to support themselves;

- Closer Working arrangements at strategic and operational level between homelessness and Supporting People;

- Better demonstration of value for money for services commissioned through Supporting People funding;

- Ensure that the holistic health and well-being needs of service users are identified and appropriate;

- Undertake a feasibility study to assess the need for a Resources Centre / Night Shelter in Flintshire;

- Responsive services tailored to the needs of service users.

Strategic Objective 3 - Improve access to temporary and settled accommodation

Priority Outcomes:

- Halve the number of households in temporary accommodation by 2010;
- Provision of high quality hostel accommodation as a stepping stone to permanent and settled living;
- Greater housing choice by maximising the use of all existing social housing stock in Flintshire;
- strengthened links with Empty Homes Strategy with increased properties in the private sector brought back into use;
- Improved access to permanent homes in the private rented sector;
- More new affordable housing delivered throughout all communities in Flintshire.

Strategic Objective 4 - Improve performance management arrangements for all aspects of the homelessness service provided by the Council

Date: 21/10/2009

Priority Outcomes:

- Maximise internal and external resources to support the delivery of the strategy including the better use of existing financial and people resources;
- Increased supply and availability of good quality information which promotes improved data sharing to support the development of the service and any new initiatives;
- Better informed service planning and delivery of homelessness planning and delivery;
- Better prioritising what gets done, when, and making sure there are enough resources to do it;
- Improved and more effective decision making through continuous service improvement and cost effectiveness;
- Demonstrate greater accountability and value for money to the customer and other key stakeholders;
- Increased involvement of service users in the design, delivery and evaluation of homelessness services with new ways of communicating with service users and the community.

3.03   The Homelessness Strategy and Action Plan will be a living document subject to continuous review by the proposed Flintshire Homelessness Forum on a quarterly basis to ensure it is meeting objectives and achieving targets. An Annual Report will be presented to the Housing Overview and Scrutiny Committee to report on progress against agreed objectives listed in the Action Plan.

3.04   Copies of the Homelessness Strategy are available in the Members library.

4.00   RECOMMENDATIONS

4.01   That the Executive approves the Flintshire Homelessness Strategy 2009-15.

5.00   FINANCIAL IMPLICATIONS

5.01   Whilst there will be some financial implications arising from the implementation of the Strategy e.g establishment of Flintshire Homelessness Forum, efficiency savings will be generated through improved working arrangements between Directorates and partner agencies.

6.00   ANTI POVERTY IMPACT

6.01   Addressing homelessness through the development of prevention measures such as housing advice and support will have a direct and positive impact on poverty in the county.

7.00   ENVIRONMENTAL IMPACT

7.01   None.

8.00   EQUALITIES IMPACT

8.01   The Homelessness Strategy sets out how the Council will address inequality issues through the provision of accessible services.

9.00   PERSONNEL IMPLICATIONS

9.01   None identified.

10.00 CONSULTATION REQUIRED

10.01 On-going consultation and monitoring will take place with all key stakeholders through the proposed Flintshire Homelessness Forum.

11.00 CONSULTATION UNDERTAKEN

11.01 A comprehensive consultation and information gathering exercise has also been carried out between December 2008 and July 2009, with our key partner agencies, housing providers and service users in order to identify some key priorities that have been included in the new Strategy.

- The co-ordination of the Homelessness Strategy Working Group;
- Interviews with over 25 key housing stakeholders in the County;
- Visits with Temporary Accommodation Officer to people placed in temporary housing;
- Workshop sessions with Leaving Care Team;
- Workshop session with the Housing Options Team;
- The publication and distribution of a draft strategy for comment to all housing stakeholders in the County.
- A homelessness workshop for Elected Members;
- Questionnaire Survey on Flintshire County Council's website.

12.00 APPENDICES

12.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

None

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Date: 21/10/2009

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 12

REPORT TO: **EXECUTIVE**

DATE :   **27 OCTOBER 2009**

REPORT BY: **HEAD OF FINANCE**

SUBJECT :   **REVENUE BUDGET MONITORING 2009/10 (MONTH 5)**

1.00   PURPOSE OF REPORT

1.01   To provide members with the most up to date revenue budget monitoring information (Month 5) for the General Fund and the Housing Revenue Account in 2009/10.

1.02   **INDEX OF CONTENTS**

2.00   EXECUTIVE SUMMARY

2.01   Members are requested to note the projected position at Month 5 which is :

- General Fund - Net overspend of £0.467m (Underspend of £0.310m at Month 4)

- Housing Revenue Account - Net overspend of £0.571m (£0.500m at Month 4)

3.00   CONSIDERATIONS

   GENERAL FUND

3.01   The table below shows a projected in-year overspend of £0.467m.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 4	Month 5	Month 4	Month 5	Month 4	Month 5
	£m	£m	£m	£m	£m	£m	£m	£m
Directorates								
Community Services	53.957	53.088	(0.749)	(0.435)	(0.540)	(0.212)	(0.209)	(0.223)
Environment	31.777	31.019	1.272	1.351	0.819	0.819	0.405	0.405
Lifelong Learning	106.821	106.794	0.625	1.102	0.436	0.436	0.189	0.633
Corporate Services	17.113	17.644	0.143	0.083	0.115	0.115		
Total Directorates	**209.668**	**208.545**	**1.291**	**2.101**	**0.830**	**1.158**	**0.385**	**0.815**
Central and Corporate Finance	25.389	26.512	(1.601)	(1.634)	(1.601)	(1.634)		
Total	**235.057**	**235.057**	**(0.310)**	**0.467**	**(0.771)**	**(0.476)**	**0.385**	**0.815**

3.02 The Original Budget column reflects the budget approved by Council on the 3rd March 2009. The Revised Budget column reflects changes approved by Executive and in-year virements for items less than £0.075m as set out in the Council's Financial Procedure Rules.

3.03 The two most significant changes in revised budget to date are the directorate effect of holding pay inflation centrally pending the outcome of the national pay negotiations (£1.543m), and the directorate effect of measures taken to achieve the efficiency target (£0.905m). These items were reported to Executive on 4th August 2009 and 21st April 2009 respectively. Directorates will be allocated the relevant budgetary provision in line with the actual pay award, which has now been agreed, and this will be reported in future monitoring reports.

3.04 The significant in-year projected variances to date are detailed in Appendices 1 - 5 (General Fund), and Appendix 7 (HRA), and in addition to giving the reasons for the variances, the actions required to address each variance is provided.

RISKS / ASSUMPTIONS

3.05 The in-year over / (under) spends shown in the table at paragraph 3.01 reflect the following risks and assumptions :-

1. Community Services

- Social Services for Adults

  o Projections based on current client numbers / care packages
  o Demand led services susceptible to changes outside the Directorate's control e.g. severity of winter, flu epidemics
  o Local Health Board income cannot be guaranteed at the levels assumed

Date: 21/10/2009

- Development & Resources

  - Domiciliary and Property client income is dependent on individual client circumstances
  - Wider economic recession may have an impact

- Social Services for Children - Out of County Placements

  - Length of current placements uncertain - court led timeframes
  - Number of new placements difficult to predict - needs led
  - Uncertainty of income level from Local Health Board

- Family Placement

  - Service dependent on sufficient numbers of carers being attracted and retained

- Other Residential - Care for Children with Disabilities

  - Timing of new service at Arosfa becoming operational - delays would impact on the projected outturn position

2.   Environment

- Winter Maintenance

  - Assumed 60 turnouts within projection, but the actual number of turnouts may vary

3.   Lifelong Learning

- Out of County Placements

  - Uncertainty of lengths of current placements
  - Difficult to predict number of new placements
  - Varying income levels from Local Health Board

- Pupil / Student transport

  - Uncertainty as to whether savings assumed from new contracts will be achieved - contracts due to be finalised in October. The route rationalisation programme will however continue to make savings in 2010/11 and future years.

- Youth Service

> - o Delay to deletion of a post to achieve efficiency saving
> - o Organisational redesign project is currently looking at all staffing structures within the service
>
> - Primary and Secondary Non-Delegated budgets
>
>   - o Costs of redundancies arising from budget reductions due to the economic downturn may exceed central contingency budget

4. Corporate Services

- All Service Areas

  - o Work relating to the budgetary effect of Organisational Redesign being finalised (may impact on Contingency Reserve)

- Finance / Legal & Democratic / Former Corporate Strategy

  - o Salaries budgets are under provided due to a past budget saving to reflect a 2 % vacancy provision
  - o A future pressure will emerge if not corrected
  - o A budget pressure item will need to be considered as part of the 2010/11 budget process - See Appendix 4

4.00 NON STANDARD INFLATION/CENTRAL CONTINGENCIES

NON STANDARD INFLATION

4.01   Included in the budget was an amount of £0.137m in respect of energy and £0.106m in respect of increased fire levy. Due to the stabilisation of anticipated energy costs the £0.137m energy budget was subsequently removed from the budget as part of the efficiency programme reported to Executive on 21st April 2009. The fire levy increase has been allocated to meet the additional known costs. Therefore, there is no centrally held non standard inflation available for 2009/10.

CENTRAL CONTINGENCIES

4.02   The budget for 2009/10 included £1.025m in respect of Central Contingencies. It was agreed that these items be held centrally and only allocated out to services when the actual increase in cost is known. The allocation of these items will be reported through future monitoring reports.

5.00 UNEARMARKED RESERVES

5.01   The 2008/09 final outturn reported to Executive on 4th August showed unearmarked reserves at 31st March 2009 (above the base level of £5.112m)

of £2.146m, after the setting aside of funding for 2009/10 one-off pressures of £2.097m and increasing the base level of reserves by £0.157m.

5.02 Appendix 6 details the movements to date on unearmarked reserves and the level of contingency sum available for allocation by the Executive. As a result of these movements, the estimated amount currently available in the Contingency Reserve is £1.562m. The Contingency Reserve is set aside to meet :

- Organisational re-design and modernisation of services
- Invest to Save initiatives
- Additional costs on ringfenced and / or volatile budgets

6.00 HOUSING REVENUE ACCOUNT

6.01 On 17th February, 2009, the Council approved a Housing Revenue Account budget for 2009/10 of £22.886m.

6.02 The budget provided for a closing balance at 31st March, 2010 of £1.292m which at 5.65% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.

6.03 The 2008/09 final outturn reported to Executive on 4th August showed a closing balance at the end of 2008/09 of £0.890m (subject to audit) which was £0.416m higher than the estimate of £0.474m when the 2009/10 budget was set. This had the effect of increasing the opening balance for 2009/10 by the same amount.

6.04 Appendix 7 details an in-year projected overspend of £0.571m and the reasons for significant variances and the actions planned to deal with them.

6.05 The net effects of the revised balance brought forward and the projected overspend of £0.571m is that there would be balances in hand at the end of the year of £0.708m (budget £1.292m) which at 3.1% of budgeted expenditure is greater than the minimum level of 3% recommended by the Head of Finance.

7.00 RECOMMENDATIONS

7.01 Members are recommended to:-

a) Note the overall report.

b) Note the General Fund Contingency Sum available as at 31st March 2010. (Section 5).

    d)   Note the projected final level of balances on the Housing Revenue Account. (para 6.05)

8.00 FINANCIAL IMPLICATIONS

8.01   The financial implications are as set out in Sections 3.00 - 6.00 of the report.

9.00 ANTI-POVERTY/ENVIRONMENTAL IMPACT

9.01   None.

10.00 PERSONNEL IMPLICATIONS

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 General Fund Variances - Appendices 1 - 5
       General Fund - Movements on unearmarked reserves - Appendix 6
       Housing Revenue Account Variances - Appendix 7

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

     Month 5 Monitoring Papers

Contact Officer: Gary Ferguson
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Date: 21/10/2009

COMMUNITY SERVICES

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Domiciliary Support (Services for Older People)	6.621	7.137	0.516	0.464	• Increase in complexity of need for clients supported to live at home • Increase in numbers of clients is contributing towards the increase in income reported within Development & Resources	• Realignment of budget from Residential Services to be taken forward • Consider showing income from charging against related expenditure from 2010/11
Residential Services (Services for Older People)	9.802	8.904	(0.898)	(0.926)	• Significant reduction in the number of clients currently being supported in residential care • Offset by the increase in the number of clients supported at home	• Budget Realignment (see above), and forward planning regarding future Extra Care Expansion as part of the 2010/11 budget process
Living Well	0.148	0.091	(0.057)	(0.075)	• Delay in approving and establishing the Living Well Dementia Team • Movement in Occupational Therapy support	• The service is likely to underspend in 2009/10 but this is temporary and the budget will be fully spent in future years
Extra Care	0.436	0.349	(0.087)	Nil	• Projection reflects impact of the timing of settling residents into the Shotton Extra Care scheme and filling the vacancies to support them	• Further review of the Extra Care budget to be undertaken

1

COMMUNITY SERVICES

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Professional Support (Services for Older People)	2.457	2.582	0.125	0.104	• Additional agency costs needed to cover staffing issues within the hospital Social Work Team due to retirement, long term sickness absence and maternity cover • Additional cost of EDT service	• Recruit to vacant post. • Position will continue in the current year until position resolved
Domiciliary Support (PDSI)	1.524	1.440	(0.084)	(0.066)	• Lower hourly rates for Direct Payments have reduced costs • Suspension of payment to one high cost client	• Review budget requirements as part of 2010/11 budget process noting that the projected underspend is based on current client numbers, which may increase due to WAG initiatives or increase in demand as Direct Payments are expected to expand

2

COMMUNITY SERVICES

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Ringfenced Budgets (LD & Mental Health)	1.039	0.676	(0.363)	(0.331)	• **Movements out of service, and cost reductions for two clients resulting from reduction in care delivery** • **Reduction in client costs following review of care package**	• **Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts.** • **To be considered as part of the 2010/11 efficiency savings** •
Community Living (LD) (includes Independent Purchasing, Care Management, Supported Living and Short Term Care)	8.041	7.980	(0.061)	(0.107)	• **Underspend on Independent Sector Purchasing Residential Care (£0.039m), Block Contracts (£0.040m) and Domiciliary (£0.052m) due to reviewed packages and renegotiated fees** • **Overspend due to additional staff costs to cover rotas** • **Additional cost of scheme taken over from Independent Sector** • **Staff vacancies whilst a service redesign in one element of the service is being considered (£0.060m)**	• **Keep under review as health income may be reduced if service users are re-assessed by NHS** • **This is contributing to short term vacancy savings in 2009/10**

3

COMMUNITY SERVICES

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Strategy & Regulation	(0.100)	0	0.100	0.100	• **Corporate efficiency target**	• **Ongoing identification of vacancy savings** • **Potential saving to be agreed by DMT and actioned prior to period 5 monitoring**
Family Placement (Children's Services)	1.508	1.704	0.196	0.213	• **Additional adoption allowances payable to secure permanency for a sibling group of 4 (£0.079m)** • **National Foster Carer recommended rates increasing above the level budgeted for in 2009/10 (£0.038m)** • **Specialist family placements - additional carers to provide teenage foster placements and short breaks for disabled children have been identified and if these arrangements are put in place, this would result in a projected overspend of approx £0.79m**	• **This option is 50% cheaper than previous Out of County Arrangement** • **This budget pressure will be considered as part of the 2010/11 budget process** • **The number of carers and the placement needs of children will be reviewed and costs controlled where possible** • **Further work is needed to ensure a sustainable budget to meet the growth in demand. However, a cap on in-house placements will**

4

COMMUNITY SERVICES

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
						lead to additional pressure on the Out of County budget • The overspend will be partially offset by a WAG grant for short breaks of £0.035m which has recently been confirmed
Other Residential (Children's Services)	0.634	0.427	(0.207)	(0.188)	• This funding is currently earmarked to commission additional short breaks for children with disabilities to be based at Arosfa	• Work is progressing on finalising proposals to bring forward to Executive
Out of County Pooled Budget (Children's Services)	2.931	3.496	0.565	0.245	• Current position based on existing clients and duration of packages of care	• Review in progress to revise key processes for budget management • Potential volatility due to changes in client numbers and demands • Consider future funding needs/controls in light of Out of County Review

5

COMMUNITY SERVICES

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Carelink	0.154	0.227	0.073	0.073	• Staff salaries to cover for sickness (£0.019m) • Equipment maintenance contract - past increases significantly above inflation (£0.045m)	• Steps being taken to manage absence • Pressure bid submitted for maintenance contract as part of 2010/11 budget process
Resident Wardens	0.922	0.826	(0.096)	(0.096)	• Significant underspend due to 9 Resident Warden vacancies • Reduced rent abatement costs due to vacant former warden properties • Corresponding pressure reflected in the HRA until properties let	• Future realignment of budget is needed as part of Sheltered Housing Improvement Project
Homelessness (Ringfenced)	0.291	0.154	(0.137)	(0.123)	• Reduced B&B placements reflects effective service provision/prevention	• Volatile area which could experience pressure due to economic climate-maintain review

6

COMMUNITY SERVICES

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Business Services Income	(3.034)	(3.238)	(0.204)	Nil	• Increase in clients and changes relating to clients under 60 has resulted in an increased projection • Clients previously funded through Supporting People are now subject to assessment and charging	• Consider reporting in conjunction with related expenditure in future years • Potential efficiency for 2010/11 budget
Family Support	0.283	0.376	0.093	Nil	• Increase in sessional workers and their travel costs due to current demand of the service	• Approval awaited on third lease car to offset/reduce mileage costs • Hold placed on new packages of support other than for court ordered supervision contact and child protection packages
Other variances (aggregate)	19.431	19.522	0.091	(0.036)		
Total :	53.088	52.653	(0.435)	(0.749)		

ENVIRONMENT

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Winter Maintenance	0.495	0.900	0.405	0.405	• Base budget provision is insufficient to meet the fixed costs of Winter Maintenance (£0.600m) or any call-outs • Variance reflects the fixed and variable costs of an average winter based on an estimated 60 call-outs	• Put forward a pressure bid to inform the 2010/11 budget setting process to provide a budget which meets average winter requirements
Fleet Services	0	0.100	0.100	0.100	• Non-standard inflation cost increases for fuel, parts etc. have not been reflected in cost increases for service provision	• Review costs of service and uplift charges for remainder of 2009/10 financial year • Put forward a Non-Standard inflation pressure bid to inform the 2010/11 budget setting process to ensure a sustainable budget in the future
Environment and Conservation	0.329	0.229	(0.100)	(0.100)	• Vacancy savings in Planning Service Area	• See comments below

1

ENVIRONMENT

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Planning Control	0.230	0.505	0.275	0.275	• The economic downturn has reduced the number of applications being received, particularly from housing developers and the minerals sector • The total number of applications processed in 2008/09 fell by 381 to 1,337 compared with 1,718 in 2007/08, a 22% year on year drop in volume, but a 36% drop in actual income • Only 286 applications were received in the first quarter of 2009/10, a 29% year on year decrease in volume	• Continue to monitor number and size of applications received and update financial projections • Seek cost reductions where opportunities arise. e.g. staff vacancies; address efficiency savings through service review and restructuring • Exploit external funding opportunities and appropriate income generation initiatives
Industrial Units	(1.624)	(1.693)	(0.069)	(0.076)	• Focused management of the Industrial Estate portfolio during the economic downturn has enabled the Council to maximise letting potential and charges during this period	• Keep under review – continue to monitor potential bad debts closely and maximise lettings

2

ENVIRONMENT

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Civic Amenity Sites	1.587	1.894	0.307	0.243	• Efficiency savings have been taken for Waste Disposal and the closure of Saltney CA site, which remains open due to the Sandycroft site being deferred • Efficiency payment is due to be made to AD Waste for the achievement of Recycling targets, costing the authority an extra £0.115m	• Take AD Waste in-house and realign Waste Service budgets
Design Services	(0.091)	(0.004)	0.087	0.092	• Uncertainties over the capital programme make it difficult to project volume of work and scale of fees at the present time	• Continue to monitor the fee earning position and update the financial situation regarding the Trading Account • Historically, trends would suggest that this position can be recovered
Waste Collection - Trading A/c	(0.308)	(0.107)	0.201	0.092	• Annual RPI previously projected at 3% has now been reprofiled to 0%. This has had an adverse effect on the trading account	• Review operational costs and scope to increase trade waste customer base. Review to inform the 2010/11 budget process

3

ENVIRONMENT

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Property Holdings	0.138	0.220	0.082	0.075	• Properties which are vacant such as Warren Hall, Broughton and Terrig House, Mold are incurring NNDR charges as well as leaving shortfalls in rental income	• Seek to let vacant properties at earliest opportunity • Submit budget pressure bids for change in legislation and unachievable rental income as part of 2010/11 budget setting process
Waste Collection	2.752	2.812	0.060	0.104	• Projected overspend on domestic collections due to historical under funding for the number of properties in the County (64,735 rather than 66,442) • Internal skip hire projecting a shortfall in revenue • Removal of 3% RPI increase projection has reduced the overspend in the current month	• Budget pressure bid for 2010/11 detailing the number of increasing domestic properties to provide a sustainable budget • Realign Waste budgets to reflect Skip Hire income which is now being shown under the Waste Trading Account

ENVIRONMENT

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Administration Buildings	1.278	1.365	0.087	0.087	• NNDR costs above budget • Overspend on cleaning services following a review of charges	• Review cost apportionment corporately as part of 2010/11 budget process • Consider realignment of NNDRs • Apply the new rate to cleaning of buildings
Valuations and Estates	0.519	0.447	(0.072)	(0.066)	• Various vacancies	• Vacancies to be advertised in Sept/Oct. • Interim/Agency proposals not deemed appropriate
Other variances (aggregate)	25.714	25.702	(0.012)	0.041		
Total :	31.019	32.370	1.351	1.272		

5

LIFELONG LEARNING

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Out of County Pooled Budget (Special Education)	1.606	2.239	0.633	0.189	• Nine new placements have been identified, including two very high risk placements, each costing £5,100 per week, of which £2,550 falls to the special education budget. The recharges and income to/from other local authorities are currently based on estimates as we are yet to receive invoices or detailed indications of costs.	• Following consideration of the interim project report, the officer task and finish group is developing a detailed action plan, led by Lifelong Learning and Community Services Heads of Service. The plan concentrates on changes to key workstreams with allocated leads and implementation dates.
Youth and Community	1.275	1.327	0.052	0.052	• Recurring pressure regarding Holywell InfoShop. The aim was for the ongoing revenue costs to be part funded by partner organisations, however a shortfall has now been identified	• The service is looking at options to fund some of this pressure within service budgets in 2009/10 • A paper has been commissioned to identify the future operational sustainability of the InfoShop
Leisure	2.583	2.687	0.104	0.104	• Net loss of income due to	• Similar pressures have

LIFELONG LEARNING

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Centres and Pools					centre closure for essential works; ○ **Deeside Leisure Sports Hall - 4 weeks (£0.006m)** ○ **Replacement pool hall roof at Flint Pavilion - 7 weeks (£0.019m)** ○ **Mold Sports Hall - 5 weeks (£0.012m)** ○ **Artificial turf pitch on Elfed High School Campus - full year (£0.013m)** • **Staffing costs in relation to the downsized centres at Connah's Quay, Hope and Saltney (£0.054m). The staffing model was amended, following member recommendations on lone, which resulted in an unachievable efficiency saving (2007/08 budget strategy).** • **The budgeted deficit position has not been readjusted since 2007/08 resulting in an ongoing structural cost due to the extra staffing.**	occurred in recent years, but have been funded from year-on-year increases in income. However since the beginning of the recession this has not been possible • **A bid has been submitted as part of the 2010/11 budget process to allow for a sustainable rolling programme of remedial works to existing assets** • **Under the Leisure Strategy the County Council is due to consider future operational models for these sites.** • **Options could include delegation or changed staffing arrangements.**
Facilities	**1.314**	**1.454**	**0.140**	**0.140**	• **Increased costs of central**	• **Phase 2 of the Central**

LIFELONG LEARNING

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Services					support costs following phase 1 review. Projection based on previous years charge plus inflationary rise of 1.5%	Support costs review is due to be completed in year
Other variances (aggregate)	100.016	100.189	0.173	0.140		
Total :	106.794	107.896	1.102	0.625		

3

CORPORATE SERVICES

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	0.788	0.790	0.002	0.002	• **Minor variances**	
Finance	3.157	3.152	(0.005)	0.095	• **Salary shortfall (£0.075m)** • **Housing Benefits (HB) reduction in subsidy due to delays in processing claims (£0.016m)** • **Additional costs of senior staff interim cover and essential additional resources (£0.77m)** • **Various vacancy savings (£0.142m)** • **Reduced running costs (£0.031m)**	• **The HB position is being closely monitored** • **The backlog of claims due to an increase in caseload numbers has reduced since the start of the year and it is hoped that the shortfall can be reduced by the end of the financial year**
Legal & Democratic Services	3.935	3.927	(0.008)	(0.019)	• **Salary shortfall (£0.018m)** • **Various vacancy savings (£0.011m)** • **Reduced running costs (£0.015m)**	

1

CORPORATE SERVICES

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Human Resources & Organisational Development	1.802	1.816	0.014	0.013	• Salary shortfall (£0.029m) • Vacancy savings (£0.042m) • Greenfield Business Centre overspend (£0.002m) • External Training pressure savings above (£0.015m) • Income Shortfall Payroll (£0.010m)	
Policy, Performance & Partnerships	1.661	1.671	0.010	0.005	• Salary shortfall (£0.016m) • Vacancy savings (£0.004m) • Minor savings (£0.002m)	
Clwyd Theatr Cymru	1.026	1.026	Nil	Nil		
Total :	17.644	17.727	0.083	0.143		

3

CENTRAL & CORPORATE FINANCE

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Central Loans & Investment Account	13.414	13.730	0.316	0.316	• **Net reduction in interest / principal / debt management expenses (£0.078m)** • **Net reduction in temporary investment and other interest income of £0.394m, largely attributable to the fall in Bank Rate (from 1% to 0.5%) on 5th March, 2009**	• **Continue to monitor closely**
Financing & Funding (insurance, banking etc.)	2.590	2.079	(0.511)	(0.455)	• **Windfall income of £0.439m relating to refunds of VAT overpaid and underclaimed following a recent House of Lords decision (Fleming and Conde Nast Publications Ltd)** • **Anticipated underspend in external audit fees of £0.015m** • **Write off income of £0.001m** • **Anticipated underspend on insurance premiums of £0.056m as a result of re-tendering process**	• **Continue to monitor closely**

1

CENTRAL & CORPORATE FINANCE

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Corporate Other	7.622	6.195	(1.427)	(1.450)	• **The efficiency programme reported to Executive on 21st August identified efficiencies of £1.638m compared to the revised target of £1.169m** • **Decrease in Non Standard Inflation costs of £0.022m** • **An anticipated underspend in pay of £0.930m (due to the pay offer being an increase of 1.1% {on average} as compared to the budgeted increase of 2.3%)** • **Overspend in Senior Management / Organisational Restructure review costs of £0.065m** • **Increase in rebates from MASS – Matrix contract of £0.042m**	• **Continue to monitor closely** • **The restructure / reviews are ongoing hence this figure will change throughout the financial year**
Other variances (aggregate)	2.886	2.874	(0.012)	(0.012)	• **Anticipated underspend in Coroners' fees of £0.012m**	**This service is managed and monitored by Wrexham C.B.C.**
Total :	26.512	24.878	(1.634)	(1.601)		

2

Movements on General Fund Unearmarked Reserves

	£m	£m
Un-earmarked Reserves as at 1 April 2009		7.415
Less - Base Level (Includes increase as per budget report 2009/10		5.269
Amount Available for Delegation to Executive		2.146
Less allocations previously reported		(0.117)
Revised Total		2.029
Less Projected Overspend as at 31st March 2010		(0.467)
Level of Contingency Reserve at 31st March 2010 (above base level of £5.269m)		1.562

HOUSING REVENUE ACCOUNT

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Income - Capitalised Salaries	(0.453)	(0.241)	0.212	0.216	• **Significant under spend on Capitalised Salaries due to a large number of vacancies being carried**	**Review of budget and vacancies held within Capitalised Salaries as part of Housing Restructure**
Rents	(23.247)	(22.987)	0.260	0.323	• **£198k over spend to budget on Voids rent loss. £30k over spend on Council Tax and £81k under recovery of rental income due mainly to unbudgeted Right to Buy Sales. Large reduction to the Bad Debt provision of £48k based on current levels now partly offsets the projected over spend.**	**Dedicated project manager for voids and member & officer working group both to be appointed in Sept. Revision of Rent budget 2010/11. Report to CMT on debt policy to be produced reflecting the impact on rent collection and claw back of Housing Benefit and Council Tax debts. Monitor closely the Bad Debts.**
Housing Management	1.224	1.108	(0.116)	(0.119)	• **Significant under spend due to vacancies held in ASB and 3 area offices. Currently recruiting 3 Area Office posts.**	**Review as part of Housing restructure**

1

HOUSING REVENUE ACCOUNT

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Repairs & Maintenance	7.972	7.746	(0.226)	(0.150)	• Significant under spend on Capitalised Salaries due to a large number of vacancies being carried.	Review of budget and vacancies held within Capitalised Salaries as part of Housing Restructure
Policy & Management	0.891	1.009	0.118	0.116	• £29k Home Loss Disturbance for Jasmine Crescent which could not be finalised in 08-09. £36k over spend due to agency costs under Senior Management Team. £44k SMT redundancy costs.	Investment in short term improvement project to assist restructuring and revise key processes.
Building Maintenance Trading Account	0.400	0.576	0.176	0.101	• £100k over spend due to an increased projection on Purchases Direct in line with 08/09 outturn. £75k Demolition costs for an unsafe building at Canton depot.	Careful monitoring and controls in place to try and absorb within existing budget. Demolition cost to be considered for a 'one-off – emergency service critical item' which should not have an adverse effect on the trading account.

2

HOUSING REVENUE ACCOUNT

Budget Monitoring 2009/10 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Housing Subsidy	6.357	6.423	0.066	0.000	• The eligible Capital Financing charges within the original budget figure was incorrect. This has resulted in £0.066m less eligible Capital Financing charges than anticipated.	Discussions between Directorate and Corporate Finance Teams to improve projections for 2010/11.
Other Variances (aggregate)	6.467	6.548	0.081	0.013		
Total :	(0.389)	0.182	0.571	0.500		

REPORT TO: **EXECUTIVE**

DATE :   **27 OCTOBER 2009**

REPORT BY: **HEAD OF FINANCE**

SUBJECT :   **COUNCIL TAX HELP FOR PENSIONERS**

1.00   PURPOSE OF REPORT

1.01   To provide members with background information about an Assembly
        Government grant scheme in relation to Council Tax help for pensioners.

1.02   To set out two potential options to administer the grant and to recommend to
        members the best way forward.

2.00   BACKGROUND

2.01   The 2008-2013 Assembly Government 'Strategy for Older People in Wales',
        published by the Deputy Minister for Social Services gives a commitment that
        *"within its devolved powers the Assembly has continued to develop and
        implement a range of policies and programmes to combat the poverty and
        exclusion faced by disadvantaged groups and those living in the most
        deprived communities. The aim to increase income, encourage better
        financial management and stimulate wealth creation. Our commitment in One
        Wales is to provide extra help for pensioners with council tax"*

2.02   A grant scheme was announced by the Assembly on the 4th August 2009
        following extensive discussions over several months between the Welsh
        Local Government Association and the Assembly Government to determine
        a workable scheme to target funding to those pensioners most in need of
        financial help. A total of £2 million has recently been made available to all 22
        authorities in Wales and has been distributed on the older adults formula
        used in the calculation of the Standard Spending Assessment for 2009-10.
        As a result, the amount of grant offered to Flintshire is £84,564.

2.03   The way in which the grant is administered and distributed is entirely at the
        discretion of each local authority, given that the grant conditions stipulate no
        predefined criteria to assist local authorities in formulating their local
        schemes, other than the purpose of the scheme is to   *"provide assistance to
        people with payment of their council tax but only to pensioners whom the
        authority considers it appropriate to assist."*

2.04   As part of the planned introduction of the scheme, officials from the
        Assembly recently met with officers from all Welsh authorities to explore
        various options to utilise the grant funding in a consistent way. A number of
        options were considered and one scheme, developed by the Vale of

Date: 21/10/2009

Glamorgan Council, gained the most prominence as the scheme that is likely to be adopted by most Welsh authorities. This is set out in section 4.01 of this report.

3.00   **CONSIDERATIONS**

3.01   As the amount of grant is fixed at £84,564 to offer to all pensioner households would be unrealistic as the reduction in Council Tax would be minimal and the cost of administration would absorb approximately £65,000 of the grant on the basis that it would be necessary to initially canvass all Council Tax households to determine whether the liable person was of pensionable age. Even if this way a feasible way forward, it would be difficult to justify giving all pensioners paying Council Tax a grant award as it would cut across the purpose of the scheme, by giving assistance only to pensioners in need of help.

3.02   In order to work within the principles of the scheme and to provide help for those pensioners on a limited income, option 1 as outlined in section 4.01 is designed to provide direct help to a targeted group of pensioners.

3.03   An alternative way forward, accepted by the Assembly Government as meeting the aims of the scheme, is detailed in Option 2, This would provide financial assistance to voluntary organisations that help pensioners and could potentially help a wider group of pensioners, although further research work would need to be undertaken to consider how this scheme would operate.

4.00   **OPTIONS APPRAISAL**

4.01   Option 1 - Providing direct financial assistance to certain pensioners

This option would assist pensioners who are on a limited income and who are assessed through 'means testing' as on a limited income. This information is already available through the Council Tax Benefits system and therefore administrative costs would be kept to a minimum as the grant could be applied automatically.

For this option it is proposed that eligible pensioners must meet the criteria as detailed below :-

• Liable to pay Council Tax at a property which is their sole or main residence on the 31st October 2009

• Aged 60 years or over on the 31st October 2009 and be in receipt of State Retirement Pension

• In receipt of Council Tax Benefit on the 31st October 2009

• Must not be in receipt of the maximum amount of Council Tax Benefit on the 31st October 2009.

This option would apply a fixed financial grant, based on the number of pensioners that would qualify on the 31st October 2009 in line with the information available from the Council Tax Benefits system. Allowing for a small contingency fund to deal with potential backdated claims, it is calculated that the grant will equate to £40 on the basis that there are approximately 2,056 pensioners that meet the criteria outlined above. It is envisaged that the grant award would be applied to the Council Tax bill, having the overall effect of reducing monthly instalments. Also, the total Council Tax Benefit being paid and any fixed financial grant allowed under this scheme shall not exceed the Council Tax liability for 2009-10.

It should be noted that this option would not be open to all pensioners, especially those who have not claimed Council Tax Benefit but nevertheless may be on a limited income. However, the Council has recently been very proactive in promoting benefit 'take-up' and has, for a number of years, undertaken campaigns targeted directly towards pensioner groups, specifically an annual data matching exercise with the Pension Service to identify any residents who are claiming State Retirement Pension or Pension Credits and are not in receipt of Council Tax Benefit.

This scheme, designed by the Vale of Glamorgan, is likely to be adopted by most other authorities in Wales on the basis that it directs the funding to the most vulnerable pensioners and one which is the simplest to adminster in a short timescale, keeping administrative costs within budget.

On balance, this is the preferred option, and is recommended to members.

4.02   Option 2 - Providing financial assistance to Voluntary and Charitable Organisations that Promote the interests and welfare of Pensioners

The Assembly has also confirmed that Council's may allocate the grant to charitable and voluntary organisations whose purpose is to wholly or mainly promote the interests and welfare of pensioners. Whilst this may target wider groups of pensioners there is no data currently available to support this view and it remains unclear how this option may help with Council Tax.

This option could potentially and in-directly target help to a wider group of pensioners by providing assistance to organisations that provide invaluable services to pensioners.

This option would also meet the overall aims of the Assembly Government scheme on the basis that the Assembly have agreed that the terms of the scheme are sufficiently wide enough to provide financial assistance to pensioner network organisations.

The inevitable delays with defining the qualifying criteria under this option and the need to establish arrangements with suitable voluntary and

charitable organisations may result in funding no longer being available to the Council. The Council must confirm its approved scheme for distributing the grant by 31st October 2009 and ensure that the grants are distributed by 31 st March 2010.

Arguably, Option 2 would not provide any direct financial assistance to help pensioners with their Council Tax.

5.00 RECOMMENDATIONS

5.01   That members note the report and confirm agreement to accept Option 1 as the preferred scheme.

5.02   To authorise officers to accept the £84,564 grant from the Assembly Government and to administer the grant in line with Option 1.

6.00 FINANCIAL IMPLICATIONS

6.01   An amount of £5,000 has been made available by the Assembly Government to cover the administrative costs associated with the implementation of this scheme.

6.02   The overall grant awards as outlined in the two options would be cost neutral to match the funding provided by the Assembly.

7.00 ANTI-POVERTY IMPACT

7.01   The purpose of the scheme is part of an Assembly Strategy to help promote to combat the poverty and exclusion faced by disadvantaged groups and those living in the most deprived communities. For this scheme, assistance is only available to pensioners that the authority considers it appropriate to assist.

8.00 ENVIRONMENTAL IMPACT

8.01   None

9.00 EQUALITIES IMPACT

9.01   None

10.00 PERSONNEL IMPLICATIONS

10.01 None

Date: 21/10/2009

11.00 CONSULTATION REQUIRED

11.01   None

12.00 CONSULTATION UNDERTAKEN

12.01   The Assembly Government has introduced this scheme as part of the Strategy for Older People in Wales. The Welsh Local Government Association has been involved in direct discussions with the Assembly Government in relation to the introduction of this scheme.

13.00 APPENDICES
13.01   None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

Welsh Assembly Government Grant Scheme - Council Tax Help for Pensioners

2008-2013 Assembly Government Strategy for Older People in Wales

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Date: 21/10/2009

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 14

REPORT TO: **EXECUTIVE**

DATE :   **27 OCTOBER 2009**

REPORT BY: **HEAD OF FINANCE**

SUBJECT :   **LOCAL TAXATION POLICIES 2010-11**

1.00   PURPOSE OF REPORT

1.01   Members are asked to approve various policies for the administration of Council Tax and Business Rates for the financial year 2010-11.

The policies required by statute to be approved each year are :-

Council Tax Discounts on second and long term empty homes (section 2)
Council Tax Discretionary discounts (section 3)
Discretionary Rate Relief for Charities (section 4)
Discretionary Rate Relief for Small Businesses (section 5)

Some policies are detailed for information purposes only, these are :-

Payment dates for Precepting/Levying Bodies (section 6)
Payment dates for Council Tax and Business Rates (section 7)

2.00   COUNCIL TAX ON SECOND AND LONG TERM EMPTY HOMES

2.01   Each year the Council is required to determine what discount, if any, is awarded to second or holiday homes (known as Prescribed Classes A or B) and long term empty properties (known as Prescribed Class C). The prescribed Classes are :-

Class A   A property which is unoccupied and furnished but occupation is prohibited by law for over 28 days each year.

Class B   A property which is unoccupied but furnished and occupation is not prohibited by law.

Class C   A property which is unoccupied and substantially unfurnished beyond the normal exempt period (usually 6 months)

2.02   The current policy is not to award discounts to any Prescribed Class and this applies to the whole of the County area.

.

2.03　The current policy of charging for long term empty properties (Prescribed Class C), was introduced in April 2006, which brought Flintshire's charging policy in line with local authorities across North Wales. These type of properties qualify for full exemption from Council Tax for a period ranging from a minimum of six months and a maximum of twelve months, after which time they are then chargeable at the full rate. They typically tend to be those which are :

- o　Purchased for investment purposes

- o　Left empty for over 12 months and in need of major repair to make them habitable

- o　Inherited by families of people who have passed away

- o　For Sale where the previous occupants have moved to another property

3.00　COUNCIL TAX DISCRETIONARY DISCOUNTS

3.01　In accordance with section 13A of the Local Government Finance Act 1992 (as amended by section 76 of the Local Government Act 2003), the Council has a general discretion to reduce the amount of Council Tax payable, effectively granting a local Council Tax Discretionary Discount.

3.02　In exercising these discretionary powers the Council must act reasonably having regard to all relevant considerations and the interests of all tax payers as the cost of awarding a Discretionary Discount would in effect be borne by other Council Tax payers.

3.03　The current policy is for the Head of Finance and Executive Member for Finance and Asset Management to consider discretionary discounts through the use of delegated powers **only** in cases of civil emergencies and natural disasters.

4.00　DISCRETIONARY RATE RELIEF POLICIES - CHARITIES

4.01　Discretionary Rate Relief for Charitable and Non Profit Making Organisations is currently awarded on a continual basis, subject to 12 months notice if any ratepayer is affected by a change in policy.

4.02　The authority's existing policy for Discretionary awards is determined by the following categories :-

A　　Premises that are used for charitable purposes by organisations specifically registered with the Charity Commission.

(20% discretionary 'top up' relief is awarded, with the exception of shops operated by national organisations, who receive 80% Mandatory Relief only).

Date: 21/10/2009

B   Premises that are used by non-profit making organisations that are treated as charities, for the reason that they bear the same characteristics as those organisations that are registered charities. This category consists of Community Centres, Institutes and Village Hall, other than those occupied by Precepting Authorities.

(20% 'top up' relief is awarded)

C   Premises occupied by sporting clubs, societies or other organisations used for the purpose of non profit making and used for the purpose of recreational, social welfare etc.

(100% Discretionary Relief is awarded with the exception of golf clubs, which are awarded 50% Discretionary Relief)

D   Premises not covered by any of the above categories, occupied by non-profit making organisations but are used for the benefit of the community and who are assessed on an individual basis based on their merits.

(Up to 100% Discretionary Rate Relief can be awarded)

5.00   DISCRETIONARY RATE RELIEF - SMALL BUSINESSES

5.01   The Welsh Assembly's Small Business Rate Relief scheme was first introduced in April 2007 which coupled with the Assembly's recent proposals to extend rate relief will now provide rate relief, financed entirely by the Assembly Government, as detailed below :

o   50% rate relief for most businesses with a rateable value limit up to £2,000

o   25% rate relief for most businesses with a rateable value limit between £2,001 and £6,500

o   25% rate relief for Small retailers, wholly or mainly selling goods, including shops, cafes, restaurants, public houses and petrol stations until 2012 if their rateable is between £6,501 and £9,000.

o   50% rate relief for Credit Unions until 2012 if their rateable value is £9,000 or less.

o   50% rate relief for Child Care providers and day nurseries until 2012 providing that the rateable value of the property is £12,000 or less.

o   100% rate relief for Post Offices with a rateable value of up to £9,000

o   50% rate relief for Post Offices with a rateable value between £9,001 and £12,000.

5.02   The Welsh Assembly's Small Business Rate Relief scheme contains provision to award discretionary 'top up' relief to small businesses although the Council is required to meet the costs in full of any 'top-up' awards.

5.03   The current policy is not to award additional discretionary 'top-up' discounts to small businesses.

6.00   PAYMENT DATES FOR PRECEPTING/LEVYING BODIES

6.01   The following payment dates currently apply to Precepting Authorities and Levying Bodies :-

North Wales Police Authority	12 payments on 15th of each month
Town/Community Councils	3 payments on the last day in April, August, December
North West & Wales Sea Fisheries	1st of April
North Wales Fire Service	12 payments on 15th of each month

7.00   PAYMENT DATES FOR COUNCIL TAX AND BUSINESS RATES

7.01   Council Tax and Business Rate customers have a right to pay their bills over 10 months, from April to January. Members have previously agreed that the default payment date will be on the 1st day of each month. For customers who choose to pay their bills by Direct debit, the policy offers customers a choice of four payment dates, the 1st, 8th, 18th or 25th day of each month as this is the most cost effective way of collecting bills.

7.02   Flintshire also offers alternative payment dates which provide customers with a range of flexible dates to suit individual finances and circumstances. These are :-

1 Annual Instalment	30th June
2 Half Yearly Instalments	31st May and 30th September
44 Weekly Instalments	1st April to 31st January

7.03   For customers who find it increasingly difficult to pay, a discretionary 12 month instalment scheme is offered to help reduce the customer's monthly outgoings and spread the charges over two additional months.

7.04   In order to promote payment of bills by direct debit for those customers who work to weekly budgets, an addtional facility will be implemented from April 2010 to enable customers to pay weekly by direct debit. This will be administered over 44 weeks and will result in more cost effective payment options being offered to customers who choose to pay weekly.

8.00   RECOMMENDATIONS

Date: 21/10/2009

8.01   Members are requested to consider continuation of the current Local Taxation Policies for 2010/11, as follows:-

- Not to award Council Tax discounts on any prescribed class and that this applies to the whole of the County area (2.02).

- For the Head of Finance and Executive Member for Finance & Asset Management to consider discretionary discounts (S.13A) through the use of delegated powers, only in the cases of civil emergencies and natural disasters (3.03).

- Discretionary rate relief for charities as set out (4.02).

- Not to award discretionary 'top-up' discounts to small business (5.03).

8.02   Note the payment dates for Precepting/Levying Bodies (6.01) and payment dates for Council Tax and Business Rates, giving support to the introduction of weekly direct debits from April 2010 (7.01 - 7.04).

9.00   FINANCIAL IMPLICATIONS

9.01   On the basis of a continuation of existing policies, costs will be contained within the current budget.

10.00   ANTI-POVERTY IMPACT

10.01   None

11.00   ENVIRONMENTAL IMPACT

11.01   None

12.00   EQUALITIES IMPACT

12.01   None

13.00   PERSONNEL IMPLICATIONS

13.01   None

14.00   CONSULTATION REQUIRED

14.01   None

15.00   CONSULTATION UNDERTAKEN

15.01   None

Date: 21/10/2009

16.00 APPENDICES

16.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

Local Government Finance Acts 1988 & 1992

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 15

REPORT TO: **EXECUTIVE**

DATE : **27 OCTOBER 2009**

REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**

SUBJECT : **ANNUAL COUNCIL REPORTING FRAMEWORK (ACRF) FOR SOCIAL SERVICES**

1.00 PURPOSE OF REPORT

1.01 To advise Executive about progress in implementing the new WAG reporting framework for Social Services.

2.00 BACKGROUND

2.01 The previous system for reporting on social services performance overseen by CSSIW on behalf of WAG was the annual Performance Evaluation Framework (PEF), the 5-yearly joint reviews and ad hoc themed inspections.

2.02 The ACRF replaces the PEF and Joint Review, but ad hoc inspections will continue. It aims to improve the timeliness and relevance of public reporting on social services performance across Wales, and meet the requirements for an annual report from the Director of Social Services contained in recent guidance.

3.00 CONSIDERATIONS

3.01 The purpose of the ACRF is to introduce a new approach to performance management in Social Services

The new approach will:
- seek continuous improvement
- respond to regular feedback from service users and carers
- be more evidence based.

3.02 Guidance from the WLGA suggests that the following fundamental questions should be addressed:

1. Do managers in key positions have a clear understanding of the key management tasks that have to be fulfilled? i.e., do managers have a clear model of what makes and effective service or function.

3. Is the organisation acting on this understanding in practice in a thorough way? i.e., are managers ensuring that all the necessary activities are

being carried out consistently and comprehensively across the organisation?

4. Are the results of the services actions being monitored appropriately and are lessons being learned and acted on? i.e., are there good mechanisms for assessing the impact of what is being done?

5. Does the organisation understand what its users think about the service they are receiving and is this information being used to improve services? i.e., is there good feedback on the actual experience of users rather user engagement in planning etc.?

3.03   The tangible output will be an **Annual Report:**

1. **The Overview Report**   - a published document that summarises the Council's view of its current effectiveness and its priorities for improvement

2. **An Analysis of Current Effectiveness** - an internal (though available on request) document that contains the Council's detailed self-assessment of our effectiveness and judgements about service and improvement priorities.

3. **The Evidence Trail**   - the store of evidence that believes justifies the analysis and judgements contained in the Analysis of Current Effectiveness.

4. **Service Improvement Plans** will build on the existing service planning model.

3.04   A Project Board has been established with the following representation:

Director of Community Services
Head of Development and Resources
Head of Social Services for Adults
Head of Social Services for Children
Partnerships Manager - Social Services for Adults
Planning and Management Information Team Manager - Social Services for Children
Policy, Performance and Partnerships Manager (Corporate Services)

3.05   The proposed timetable is:

Start Date	End date	Activity
1 Aug	1 Sept	Project Plan Put in place
1 Sept	30 Sept	Brief Managers
1 Oct	31 Oct	Brief Members
1 Sept	31 Oct	Brief Partners

Date: 21/10/2009

1 Oct	31 Dec	Producing draft template & evidence
1 Jan	31 Jan	Finalising templates & evidence
1 Jan	31 Jan	Producing draft Overview Report
1 Feb	28 Feb	Challenge phase
1 Mar	31 Mar	Finalising overview report
1 Apr	30 Apr	Presentation to O&S Committee for final challenge
1 May	30 Jun	Presentation to executive

3.06   The challenge phase will be undertaken by a broad spectrum of stakeholders:

- Social & Health Overview & Scrutiny Committee

- Service users and carers

- Staff

- Internal Governance (CMT, Corporate Services)

- Internal Partners (e.g., Housing, Lifelong Learning)

- Partners, (e.g., NHS, Independent and Voluntary sectors)

3.07   Executive is asked to note that wider corporate involvement in the ACRF is needed:

- from related services in e.g., Lifelong Learning and Housing to contribute to performance information.

- to minimise duplication of effort by aligning ACRF activity with the corporate performance management framework where possible.

3.08   There will be planned involvement of CSSIW during the development of the annual report and final approval of the report will be sought from CSSIW.

4.00   RECOMMENDATIONS

4.01   Members support the new arrangements for reporting on social services performance.

4.02   Members support the proposed arrangements for delivering the Annual Report.

5.00   FINANCIAL IMPLICATIONS

5.01   Officer time within existing budgets

Date: 21/10/2009

6.00 ANTI POVERTY IMPACT

6.01   None arising from this report

7.00 ENVIRONMENTAL IMPACT

7.01   None arising from this report

8.00 EQUALITIES IMPACT

8.01   None arising from this report

9.00 PERSONNEL IMPLICATIONS

9.01   None arising from this report

10.00 CONSULTATION REQUIRED

10.01   The Social & Health Overview & Scrutiny Committee will be consulted about the proposed project plan to deliver the Annual Report.

11.00 CONSULTATION UNDERTAKEN

11.01   None

12.00 APPENDICES

12.01   None

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS**

        None

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EXECUTIVE FORWARD WORK PROGRAMME
MONTHS 05/09 to 10/09

The following reports are included in the Forward Work Programme for submission to this meeting of the Executive. However, the reports are not included on the agenda for the reasons stated:-

Chief Executive Update

➢ Organisational Redesign Phase II - Update
  (Deferred until November)

Finance Update

➢ Provisional Welsh Local Government Settlement 2010/11
  (Deferred as the Provisional Settlement has not yet been released by WAG)

ICT Update

➢ ICT Strategy Update
  (Deferred until 8 December. The related Action Plan will be included with the report)

Environment Update

➢ Town Action Plans
  (Submitted to Executive on 6 October 2009)

FLINTSHIRE COUNTY COUNCIL

EXECUTIVE FORWARD WORK PROGRAMME

May 2009 to October 2009

MEETING DATE	DIRECTORATE/DIVISION	TOPIC	REPORT TYPE	PORTFOLIO
13 May 2009	Chief Executive	❖ Community Strategy	Strategic	Corporate Governance & Strategy
		❖ Organisational Redesign Phase II Update	Strategic	Corporate Governance & Strategy
	Finance	❖ Capital Programme 2009/10 to 2012/13	Operational	Finance & Asset Management
		❖ GF/HRA Revenue Budget Monitoring 08/09 (Month 11)	Operational	Finance & Asset Management
	ICT/Customer Services	❖ Customer Service Strategy Update	Strategic	Corporate Governance & Strategy
	HR & Organisational Development	❖ Workforce Information Report – Full Year 2008-09	Operational	Corporate Governance & Strategy
	Community Services	❖ Homelessness/Affordable Housing	Strategic	Estate Management
		❖ Housing Renewal Policy	Strategic	Housing Strategy
		❖ Community Equipment Service Integration	Operational	Social Services
		❖ Housing Repair Service Update	Operational	Estate Management
		❖ Welfare Benefits	Operational	Housing Strategy
	Environment	❖ Taith Transport Grants – Update	Strategic	Environment
		❖ Implications for FCC of the Public Inquiry Report Chaired by Professor Hugh Pennington into the	Strategic	Leisure & Public Protection

		September 2005 Outbreak of E.Coli 0157 in South Wales		
		❖ Update on Depot Relocation	Operational	Finance & Asset Management
		❖ Cardboard Collection Pilot – Update and Way Forward	Operational	Waste Strategy & Management
		❖ Appointment of Deputy Manager for Wales Road Casualty Reduction (WAG Funded)	Operational	Environment
	Lifelong Learning	❖ Deeside Leisure Centre	Strategic	Leisure & Public Protection
2 June 2009	Chief Executive	❖ Strategic Assessment of Risks and Challenges (SARC) Quarterly Review (Jan – March)	Strategic	Corporate Governance & Strategy
		❖ Target Setting – Improvement Targets	Operational	Corporate Governance & Strategy
		❖ Directorate Planning Overview – Summary of 3 Directorate Plans as part of Council's Business Planning Arrangements	Operational	Corporate Governance & Strategy
	Finance	❖ MTFS and Budget Planning 2010/11	Strategic	Finance & Asset Management
		❖ Procurement Strategy Update	Strategic	Finance & Asset Management
		❖ Efficiency Programme Update	Operational	Finance & Asset Management
	Community Services	❖ Affordable Housing Delivery Statement	Strategic	Housing Strategy

		❖ Learning Disability Service Integration	Operational	Social Services
		❖ National Services Framework Children's Services	Operational	Social Services
	Environment	❖ New National Waste Targets	Strategic	Waste Strategy & Management
		❖ Advertising on Roundabouts	Operational	Environment
		❖ Highways Maintenance Policies	Operational	Environment
		❖ Food Service Plan 2009/10	Operational	Leisure & Public Protection
	Lifelong Learning	❖ Education Asset Management Plan	Strategic	Education & Youth
		❖ Leisure Strategy	Strategic	Leisure & Public Protection
23 June 2009	Chief Executive	❖ Governance Framework	Strategic	Corporate Governance & Strategy
		❖ Strategic Partnership Performance – Summary	Operational	Corporate Governance & Strategy
		❖ Regulatory Plan Mid-Year Review	Operational	Corporate Governance & Strategy
		❖ 2008/09 Performance Reporting	Operational	Corporate Governance & Strategy
	Finance	❖ GF/HRA Revenue Budget Monitoring 08/09 (Month 12)	Operational	Finance & Asset Management
	ICT/Customer Services	❖ Revised ICT Strategy	Strategic	Corporate Governance & Strategy
	HR & Organisational Development	❖ Revised People Strategy	Strategic	Corporate Governance & Strategy
		❖ HRMIS Phase 2 Progress	Operational	Corporate Governance & Strategy

	Environment	❖ Holywell Communities First Outcome Fund Regeneration Project	Operational	Regeneration & Tourism
		❖ Enforcement Against Dog Fouling	Operational	Leisure & Public Protection
		❖ Air Quality Review	Operational	Leisure & Public Protection
	Lifelong Learning	❖ 14 – 19 Strategy Submission	Strategic	Education & Youth
		❖ LEA Estyn Inspection Report (Jan 09)	Strategic	Education & Youth
14 July 2009	Chief Executive	❖ Equalities Schemes Annual Reports	Strategic	Corporate Governance & Strategy
		❖ Welsh Language Schemes – Annual Reports	Strategic	Corporate Governance & Strategy
	HR & Organisational Development	❖ New Employee Relations Policies	Operational	Corporate Governance & Strategy
		❖ Workforce Information Report First Quarter 2009 – April to June	Operational	Corporate Governance & Strategy
	Community Services	❖ Fostering Inspection	Operational	Social Services
	Environment	❖ ERDF Priority 4 Bid	Strategic	Regeneration & Tourism
		❖ Flintshire Regeneration Strategy	Strategic	Regeneration & Tourism
		❖ Asset Management Plan and Capital Strategy	Strategic	Finance & Asset Management
		❖ UDP Progress Report	Strategic	Housing Strategy & Planning
		❖ Food Waste Project – Update	Strategic	Waste Strategy & Management

	Lifelong Learning	❖ Youth Service Strategy ❖ School Modernisation: Post Consultation Report	Strategic Strategic	Education & Youth Education & Youth
4 August 2009	Finance	❖ Medium Term Financial Strategy & Budget Planning for 2010/11	Strategic	Finance & Asset Management
		❖ Procurement Strategy Update	Strategic	Finance & Asset Management
		❖ GF/HRA Revenue Final Outturn	Operational	Finance & Asset Management
		❖ GF/HRA Interim Revenue Budget Monitoring 09/10 (Month 2)	Operational	Finance & Asset Management
		❖ Capital Programme Final Outturn 2008/09	Operational	Finance & Asset Management
		❖ Efficiency Programme Update	Operational	Finance & Asset Management
		❖ Prudential Indicators Actual 2008/09	Operational	Finance & Asset Management
16 September 2009	Chief Executive	❖ Housing Options – Progress Report	Strategic	Housing Strategy and Strategy
		❖ Update on North Wales Waste Treatment Partnership (joint report)	Strategic	Waste Strategy and Management
		❖ Changing Climate, Changing Places	Operational	Corporate Governance & Strategy
		❖ Gypsies and Travellers – Unauthorised Encampments Protocol - Final	Operational	Corporate Governance & Strategy
	Finance	❖ GF/HRA Revenue Budget Monitoring 09/10 (Month 3)	Operational	Finance & Asset Management

		❖ Treasury Management Outturn 2008/09	Operational	Finance & Asset Management
	HR & Organisational Development	❖ People Strategy Quarterly Progress	Strategic	Corporate Governance & Strategy
		❖ Workforce Information Report Second Quarter – July to September	Operational	Corporate Governance & Strategy
	Community Services	❖ Housing Strategy ❖ Mental Health Substance Misuse Service Integration	Strategic Operational	Housing Strategy Social Services
	Environment	❖ Car Parking Management Study ❖ Regional Transport Plan ❖ StreetScene Update	Strategic Strategic Strategic	Environment Environment Environment
	Lifelong Learning	❖ School Modernisation: Phase 1 Outline Proposal	Strategic	Education & Youth
		❖ School Modernisation: Personnel & Staffing Protocols	Strategic	Education & Youth
6 October 2009	Chief Executive	❖ Q1 Performance Reporting	Operational	Corporate Governance & Strategy
	Finance	❖ Medium Term Financial Strategy and Budget Planning for 2010/11	Strategic	Finance & Asset Management
		❖ Procurement Strategy Update	Strategic	Finance & Asset Management
		❖ GF/HRA Budget Monitoring 2009/10 (Month 4)	Operational	Finance & Asset Management
		❖ Capital Programme Monitoring 2009/10 (Month 4)	Operational	Finance & Asset Management
		❖ Making the Connections Return 2008/09 and 2009/10	Operational	Finance & Asset Management

		❖ Efficiency Programme Update	Operational	Finance & Asset Management
	ICT/Customer Services	❖ Customer Services Strategy Update	Strategic	Corporate Governance & Strategy
	HR & Organisational Development	❖ HRMIS Phase 2 Progress	Operational	Corporate Governance & Strategy
	Environment	❖ Update on Depot Relocation	Operational	Finance and Asset Management
	Lifelong Learning	❖ School Modernisation: Phase 1 Detail Project Proposal	Strategic	Education & Youth
27 October	Chief Executive	❖ Organisational Redesign Phase II – Update	Strategic	Corporate Governance & Strategy
		❖ Annual Performance Report 2008/09	Strategic	Corporate Governance & Strategy
	Finance	❖ Provisional Welsh Local Government Settlement 2010/11	Strategic	Finance & Asset Management
		❖ GF/HRA Budget Monitoring 2009/10 (Month 5)	Operational	Finance & Asset Management
	ICT/Customer Services	❖ ICT Strategy Update	Strategic	Corporate Governance & Strategy
	Environment	❖ Food Waste – Update	Strategic	Waste Strategy & Management
		❖ Town Action Plans	Operational	Regeneration & Tourism

FLINTSHIRE COUNTY COUNCIL

REPORT TO:	**EXECUTIVE**
DATE:	**27th OCTOBER, 2009**
REPORT BY:	**CHIEF EXECUTIVE**
SUBJECT:	**EXERCISE OF DELEGATED POWERS**

1.00 PURPOSE OF REPORT

1.01 To inform Members of action taken under delegated powers.

2.00 BACKGROUND

2.01 At the Executive Meeting held on 31st October, 2000 it was agreed that one of the standard agenda items at each Executive should be a report on the "Exercise of Delegated Powers".

3.00 RECOMMENDATION

3.01 Members note the details of actions taken under the "Exercise of Delegated Powers".

4.00 FINANCIAL IMPLICATIONS   **5.00 ANTI-POVERTY IMPACT**

4.01 As detailed in each report.   5.01 As detailed in each report.

6.00 ENVIRONMENTAL IMPACT   **7.00 EQUALITIES IMPACT**

6.01 As detailed in each report.   7.01 As detailed in each report.

8.00 PERSONNEL IMPLICATIONS

8.01 As detailed in each report

9.00 CONSULTATION REQUIRED

9.01 Not applicable

10.00 CONSULTATION UNDERTAKEN

10.01 Not applicable

11.00 APPENDICES

11.01 Summary of Decisions taken under Delegated Powers.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background documents: See individual report.
Contact Officer: See individual report.

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Directorate   **Subject**

Corporate Services   Award of Insurance tender 2009

Environment   Declaration of Dobshill Depot as surplus to
                                                   requirements for depot accommodation.

                                                   Transfer of freehold of land (0.1 acres of
                                                   Public Open Space) at Elfed Drive, Buckley
                                                   from the current owner to the County
                                                   Council

Copies of the Delegated Powers reports are on deposit in the Members' Library

FLINTSHIRE COUNTY COUNCIL - EXEMPT INFORMATION SHEET

COMMITTEE: Executive

DATE: 27 October 2009

AGENDA ITEM NO: 18

REPORT OF: (Director of originating Department)

Chief Executive

SUBJECT:

Review of Personal Assistants

The report on this item is NOT FOR PUBLICATION because it is considered to be exempt information in accordance with the following paragraph(s) of Schedule 12A to the Local Government Act 1972.

	Para	
Information relating to a particular individual *	12	✅
Information likely to reveal the identity of an individual *	13	
Information relating to financial/business affairs of a particular person * See Note 1	14	
Information relating to consultations/negotiations on labour relations matter *	15	✅
Legal professional privilege	16	
Information revealing the authority proposes to:	17	
(a) give a statutory notice or		
(b) make a statutory order/direction *		
Information on prevention/investigation/prosecution of crime *	18	

For Standards Committee meetings only:	Sec.
Information subject to obligations of confidentiality	18a
Information relating to national security	18b
The deliberations of a Standards Committee in reaching a finding	18c

	Sec.
Confidential matters which the County Council is not permitted to disclose	100A(3)

PLEASE TICK APPROPRIATE BOX

* Means exempt only if the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Note 1: Information is not exempt under paragraph 14 if such information is required to be registered under Companies Act 1985, the Friendly Societies Acts of 1974 and 1992, the Industrial and Provident Societies Act 1965 to 1978, the Building Societies Act 1986 or the Charities Act 1993.

SCHEDULE 12A LOCAL GOVERNMENT ACT 1972
EXEMPTION FROM DISCLOSURE OF DOCUMENTS

REPORT: Review of Personal Assistants

AUTHOR: Sharron Jones

MEETING AND DATE OF MEETING: Executive on 27 October 2009

I have considered grounds for exemption of information contained in the report referred to above and make the following recommendation to the Proper Officer:-

Exemptions applying to the report:
Paragraphs 12 and 15.

Factors in favour of disclosure:
Transparency.

Prejudice which would result if the information were disclosed:
Disclosure would be likely to undermine labour relations within the authority as dealing with such re-organisation proposals in public would be contrary to good human relations practice.

My view on the public interest test is as follows:
That the balance is in favous of treating the information as exempt to ensure confidence in the consultation process.

Recommended decision on exemption from disclosure:
To treat the information and report as exempt.

Date: 19/10/2009

Post: Democratic Services Manager

I **accept** the recommendation made above.

_____
Proper Officer
Date: _____