

# Public Document Pack

**Gareth Owens LL.B Barrister/Bargyfreithiwr**  
Head of Legal and Democratic Services  
Pennaeth Gwasanaethau Cyfreithiol a Democraataidd



**To: Cllr Ian Roberts (Chairman)**

CS/NG

Councillors: Marion Bateman, Amanda Bragg,  
Adele Davies-Cooke, Ian Dunbar, Ron Hampson,  
Stella Jones, Colin Legg, Phil Lightfoot,  
Dave Mackie, Nancy Matthews, Ann Minshull,  
Paul Shotton, Nigel Steele-Mortimer and  
David Williams

4 April 2014

Maureen Potter 01352 702322  
maureen.potter@flintshire.gov.uk

**David Hych, Rita Price, Rebecca Stark,  
Reverend John Thelwell and  
Stephanie Williams**

Dear Sir / Madam

A meeting of the **LIFELONG LEARNING OVERVIEW & SCRUTINY COMMITTEE**  
will be held in the **DELYN COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA**  
on **THURSDAY, 10TH APRIL, 2014** at **2.00 PM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

## **AGENDA**

- 1 **APOLOGIES**
- 2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING  
DECLARATIONS)**

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

- 3 **MINUTES** (Pages 1 - 6)  
To confirm as a correct record the minutes of the last meeting.
  
- 4 **REGIONAL SCHOOL EFFECTIVENESS AND IMPROVEMENT SERVICE (GWE)** (Pages 7 - 38)  
Report of Director of Lifelong Learning
  
- 5 **IMPROVEMENT PLAN MONITORING REPORT** (Pages 39 - 80)  
Report of Member Engagement Manager
  
- 6 **FACILITIES REVIEW** (Pages 81 - 88)  
Report of Director of Lifelong Learning
  
- 7 **LIFELONG LEARNING FORWARD WORK PROGRAMME** (Pages 89 - 94)  
Report of Member Engagement Manager -

## **LIFELONG LEARNING OVERVIEW & SCRUTINY COMMITTEE** **6 MARCH 2014**

Minutes of the meeting of the Lifelong Learning Overview & Scrutiny Committee of Flintshire County Council, held at Ysgol Maes Garmon, Mold on Thursday, 6 March 2014.

### **PRESENT: Councillor Ian Roberts (Chairman)**

Councillors: Marion Bateman, Amanda Bragg, Adele Davies-Cooke, Ian Dunbar, Ron Hampson, Stella Jones, Colin Legg, Phil Lightfoot, Dave Mackie, Nancy Matthews, Paul Shotton, and Nigel Steele-Mortimer

**CO-OPTED MEMBERS:** David Hytch, Rebecca Stark, and Rev. John Thelwell

**SUBSTITUTIONS:** Councillor Carolyn Thomas for David Williams

**APOLOGIES:** Cabinet Member for Waste Strategy, Public Protection and Leisure. Councillor Ann Minshull and Stephanie Williams

### **CONTRIBUTORS:**

Cabinet Member for Education, Director of Lifelong Learning, Head of Development and Resources, Head of Schools Improvement Service, Head of Primary Services, Head of Inclusion Services, and Member Engagement Manager

### **IN ATTENDANCE:**

Housing and Learning Overview and Scrutiny Facilitator and Committee Officer

Prior to the start of the meeting the Chairman expressed thanks on behalf of the Committee to Mrs Brownwen Hughes, Headteacher, Ysgol Maes Garmon, for her hospitality and tour of the School.

## **71. DECLARATIONS OF INTEREST (including Whipping Declarations)**

The Chairman advised Members of the need to declare a personal interest in school related items on the agenda if they were school or college governors. All Members present except Councillor Amanda Bragg and Reverend John Thelwell (who were not school governors) declared an interest as school governors.

## **72. MINUTES**

The minutes of the meeting of the Committee held on 30 January 2014 were submitted.

**RESOLVED:**

That the minutes be received, approved and signed by the Chairman as a correct record.

**73. NATIONAL MODEL FOR REGIONAL WORKING ON SCHOOL IMPROVEMENT**

The Director of Lifelong Learning introduced a report to provide an update on developments with school improvement services and the new National Model for Regional Working on School Improvement.

The Director provided background information and advised that the Model agreed between Welsh Local Government and the Welsh Government outlined a consistent approach to school improvement activities, such as school-to-school support. The Model aimed to encourage schools to take more responsibility for their own improvement and sought to clarify what activities should be undertaken at local authority level and what was best addressed regionally or nationally.

Councillor Nigel Steele-Mortimer expressed a number of concerns in relation to the Regional School Effectiveness and Improvement Service (GwE) and commented that schools in Flintshire had previously been able to use the services of specialist advisors for “free” but were now required to pay for the service under the new scheme.

Councillor Stella Jones raised concerns around the opportunity for scrutiny to be undertaken. In his response the Director advised that the responsibility for securing school improvement lay with individual local authorities, but that new arrangements had been based on less funding being retained by local authorities. He explained that the Model suggested that service governance was best placed in a Joint Committee whose members would be appointed by the constituent local authorities. However, the service is also subject to scrutiny in the individual authorities.

The Director reported that a common business plan template was required to enable consortia to clearly identify their key priorities for the year and the expected outcomes. The Minister for Education and Skills would use the plans as the basis of an outcome agreement with consortia and would formally accept or reject the plans on an annual basis.

The Housing and Learning Overview and Scrutiny Facilitator informed Members that Mr. Huw Foster Evans, Managing Director of the Regional School Effectiveness and Improvement Service (GwE), had agreed to attend the next meeting of the Lifelong Learning Overview & Scrutiny Committee to provide details of the performance of GwE in its first year.

Councillors Carolyn Thomas and Dave Mackie referred to difficulties experienced by schools with the new service. Councillor Thomas also commented on the need for training for school governors. She raised the

issue of how local authorities ensured that specific grants were deployed to benefit local learners in the collaborative arrangements.

The Director, Cabinet Member for Education, and Secondary Phase Officer responded to the matters raised. In response to a request from Mrs. Rebecca Stark the Director agreed to distribute a copy of the new 2014/15 business plan for GwE to members for information prior to the next meeting of the Committee.

Councillor Nigel Steele Mortimer proposed that the Committee express its dissatisfaction with the progress made by GwE. This proposal was supported by the Committee.

**RESOLVED:**

That the Committee express its dissatisfaction with the progress made by GwE.

**74. ANNUAL SCHOOL MODERNISATION REPORT**

The Head of Development and Resources introduced a report to update on the progress made with School Modernisation. He provided background information and outlined the key considerations in the report.

Councillor Nancy Matthews referred to the governance arrangements for the proposed post-16 Hub in Connah's Quay. In response to the queries raised by Councillor Matthews, the Head of Development and Resources explained that the new Sixth Form Centre would have its own Governing Body to address the day-to-day running of the centre. Overarching strategic governance would be provided by Coleg Cambria. In answer to the further questions raised by Councillor Matthews concerning staffing arrangements at the Hub, the Head of Service explained that staffing would be ring fenced for those schools affected to reduce the risk of redundancy. The Chairman commented on the need to ensure that there would not be a net loss to teachers in affected schools. The Director advised that Trade Unions were involved in ongoing consultation on the development of school modernisation plans.

In response to comments around the inter-relationship between the school modernisation programme and the repairs and maintenance budget, the Committee agreed that a report on this be presented to a future meeting of the Committee.

Councillor Carolyn Thomas referred to the consultation to be undertaken with the community of Saltney to consider options for post-16 provision and asked whether Primary schools were also being consulted. She also referred to the issue of funding for the 21<sup>st</sup> Century Schools programme and sought clarification around any underspend and if this could be reallocated into other projects. The Director confirmed that Welsh

Government funding is for designated announced projects only. Only the Local Authority contribution would remain available to the Local Authority's Capital Programme.

Councillor Nigel Steele-Mortimer referred to the need to commission further review work in relation to primary education and asked if the Committee could have a list of the Primary schools with a high percentage of surplus places. The Director agreed to provide updated data on primary school demography.

In response to a concern from Councillor Mackie and Rebecca Stark the Director confirmed that officers would continue to update members with the developing plans for the new Sixth Form Centre, for which state of preparedness had been assessed positively at the recent independent Gateway review. This would include arrangements on curriculum design and staffing as they develop over the two and half years to implementation.

Councillor Dave Mackie referred to the report on Secondary School Area Reviews which was submitted to Cabinet on 12 June 2012. He emphasised that the objectives of the Flintshire School Modernisation strategy was to reduce the number of surplus places in secondary schools. In his response the Director referred to the range of principles underpinning school modernisation which had been reflected in Members' consideration and selection of options and preferred outcomes at the time.

Councillor Mackie referred to the Council's UDP and the impact on future housing development and surplus places in secondary schools. Councillor Marion Bateman expressed concerns around the progress of the Northern Gateway development.

Councillor Nigel Steele-Mortimer proposed that the Committee received a further update report on school modernisation to respond to the issues raised by members during the meeting. The Chairman suggested that the update report included information on the progress of the Northern Gateway development. He also asked that the School Modernisation Partnership Board be invited to attend a future meeting of the Committee to respond to members' questions.

**RESOLVED:**

- (a) That the Committee receives further update reports on school modernisation to respond to the issues raised by members during the meeting;
- (b) That the update report includes information on the progress of the Northern Gateway development; and
- (c) That the School Modernisation Partnership Board be invited to attend a future meeting of the Committee.

**75. ADJOURNMENT**

Due to the number of items on the agenda the Chairman suggested that Members may wish to consider deferring the items for consideration at a future meeting. Councillor Dave Mackie proposed that the meeting be adjourned and this was agreed by the Committee. The Chairman said he would liaise with the Facilitator concerning the need for an additional meeting to be arranged.

**RESOLVED:**

- (a) That the meeting be adjourned; and
- (b) That an additional meeting of the Committee be arranged to consider the remaining items on the agenda.

**76. ATTENDANCE BY MEMBERS OF THE PRESS AND PUBLIC**

There was one member of the press in attendance.

(The meeting commenced at 2.00 pm and ended at 4.05pm)

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**Chairman**

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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **LIFELONG LEARNING OVERVIEW & SCRUTINY COMMITTEE**

**DATE:** **THURSDAY, 10 APRIL 2014**

**REPORT BY:** **DIRECTOR OF LIFELONG LEARNING**

**SUBJECT:** **REGIONAL SCHOOL EFFECTIVENESS AND IMPROVEMENT SERVICE (GWE)**

### **1.00 PURPOSE OF REPORT**

1.01 The purpose of the report is to provide an update on progress with the development of the regional school effectiveness and improvement service (GwE).

### **2.00 BACKGROUND**

2.01 Discussions and consultation on initial Business Cases for the setting up of the Regional School Improvement Service took place in 2011 and the Full Business Case was approved by Cabinet in February 2012. The Service (GwE) became fully operational on 1<sup>st</sup> April 2013.

2.02 The report to Scrutiny in December 2012 identified the future key functions of the service to be developed to be:

1. to support local authorities to undertake their statutory functions in relation to school effectiveness;
2. to provide support for both LAs and schools in school improvement activity;
3. to specifically undertake responsibility for the implementation of the School Effectiveness Framework and the Common Inspection Framework;
4. to make provision for the development, maintenance and review of regional frameworks on a commissioned basis;
5. to provide a centre of expertise for Management Information service and for management, analysis and interpretation of data; and
6. to provide a specialist centre for Education Management matters and an Education Human Resources Service to provide expertise and advice.

- 2.03 The Minister for Education has recently supported the GwE business plan for 2014-15, concluding that:
- the region, and its constituent local authorities, have responded well to the challenges of the National Model for regional working on school improvement;
  - representatives have engaged well in the process of co-constructing the model and this spirit of collaboration and dialogue has continued as the business plan evolved;
  - the plan articulates the vision the consortium has to realise to bring about school improvement;
  - outcomes identified are appropriate and intelligence driven;
  - actions to deliver the outcomes are useful, and reflect the significant developments underway and those delivered at a regional level;
  - governance, accountability arrangements and structures are detailed and illustrate how the consortium is taking steps to advance the National Model regionally; and
  - the consortium is developing a data collation and sharing system to add capacity to and inform its work of their model for school to school working.
- 2.04 A copy of the full GwE business plan has been placed in the Members Library. The agreed National Model envisages a more detailed plan for each individual authority to be developed as part of future annual service planning cycles.
- 2.05 Flintshire County Council and all North Wales Local Authorities are committed to working collaboratively with each other and the Welsh Government to ensure that children and young people are given the best possible start in life and achieve life skills of the highest standards. The commitment is embodied in local improvement plans and the development of the National Model for regional working on school improvement.
- 2.06 Whilst learner outcomes in Flintshire continue to improve, we recognise that Wales as a whole has a major challenge in ensuring that its levels of educational attainment are at least comparable with its competitors in the world economy. Our society and economy have no greater asset than the skills and learning capacity of our people. Through the local improvement plan, the regional business plan and the national improving schools plan we recognise that we must play our part in making a significant change in how the education system monitors, challenges, supports and intervenes in schools, in order to work in partnership with schools to drive the raising of standards in pupil achievement. The ongoing evolution and development of GwE as our commissioned school improvement service is an important step within the new delivery mechanisms.

- 2.07 GwE's mission is to develop and deliver a quality school improvement and effectiveness service in a cost effective and efficient manner, to raise standards and 'make a difference' for children and young people. The service's aim is to ensure a consistency of challenge and support for schools leading to our children and young people fulfilling their potential. It hosts new robust systems of performance information to measure effectiveness. It seeks to raise standards – improving literacy and numeracy; promoting well being, raising aspirations; improving pupils' resilience as learners; improving outcomes and reducing variation between and within schools to realise the moral purpose of education; supporting education improvement in schools; and supporting leadership development within schools and governing bodies.
- 2.08 GwE is commissioned by North Wales local authorities, including Flintshire. It is also accountable to North Wales local authorities, including Flintshire. This is embodied in the developing model for performance planning and reporting (including to scrutiny). It is also embodied in the participation of the Cabinet Member, Chief Education Officer and school representatives in service governance. It is also embodied in the participation of commissioning officers and delivery officers in local scrutiny.

### **3.00 CONSIDERATIONS**

- 3.01 The attached PowerPoint slides support the presentation of progress with development of the service to be given to this committee by Huw Foster Evans, Chief Officer of GwE.
- 3.02 The future development of GwE is guided by the agreed National Model for regional working on school improvement. An update report on the National Model has previously been considered by the Lifelong Learning Overview and Scrutiny Committee.

### **4.00 RECOMMENDATIONS**

- 4.01 That members receive the update from the Chief Officer of GwE and support the planned development of the regional service within the framework provided by the National Model for regional working on school improvement.
- 4.02 That scrutiny incorporates the school improvement business plan for Flintshire and outcome reporting, envisaged within the National Model, into its annual work programme.

### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 Local Authority contributions to GwE for the school improvement functions it provides are protected in 2014-15. In line with Cabinet decisions across North Wales, additional funding to meet functions

identified in the National Model will only be transferred to GwE following the individual authority's approval of a business case.

#### **6.00 ANTI POVERTY IMPACT**

6.01 The Welsh Government, the Local Authority, School Improvement Consortia and Schools are committed to anti poverty working and reducing impact of disadvantage as key priorities for school improvement.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 There are no environmental implications arising directly from this report.

#### **8.00 EQUALITIES IMPACT**

8.01 There are no equalities impact implications arising directly from this report.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 There are no personnel implications at this point. Additional services listed in the National Model may be incorporated into regional delivery models, in stages, subject to a satisfactory business case for each and a supporting transition plan to ensure service continuity and performance. This will involve appropriate consultation with staff and their representatives.

#### **10.00 CONSULTATION REQUIRED**

10.01 Ongoing consultation with school leaders, governors, school improvement officers, partner authorities and the Welsh Government will be required in developing and implementing the regional business plan for 2014/15.

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 Consultation of the National Model has included engagement with Local Authorities and with School Leaders. The Chief Officer of GwE has met with Flintshire Headteacher groups in relation to the development of the service.

#### **12.00 APPENDICES**

Appendix A: PowerPoint Presentation  
Appendix B: Lime Survey Feedback

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

**Contact Officer:** Ian Budd  
**Telephone:** 01352 704010  
**Email:** [ian.budd@flintshire.gov.uk](mailto:ian.budd@flintshire.gov.uk)

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**Pwyllgor Craffu Sir y Fflint**  
***Flintshire Scrutiny Committee***

Huw Foster Evans  
10 Ebrill / April 2014



# Cael y cydbwysedd yn gywir – her a chefnogaeth

## *Getting the balance right – challenge and support*

- Y cyd-destun cenedlaethol
  - sefyllfa addysg yng Nghymru
  - disgwyliadau Llywodraeth Cymru
  - y “Model Cenedlaethol” ar gyfer gwella ysgolion
- *The national context*
  - state of education in Wales
  - expectations from Welsh Government
  - the “National Model” for school improvement
- Y cyd-destun rhanbarthol
  - 466 ysgol, chwech awdurdod lleol a GwE
  - dyletswyddau statudol a threfniadau cyllidol
  - Cytundeb Lefel Gwasanaeth
  - Cynllun Busnes Rhanbarthol
- *The regional context*
  - 466 schools, six local authorities and GwE
  - statutory duties and funding arrangements
  - Service Level Agreement
  - Regional Business Plan





# Cael y cydbwysedd yn gywir – her a chefnogaeth

## *Getting the balance right – challenge and support*

- Herio cefnogol
  - ar bob lefel
  - o fewn ysgol
  - gan GwE ar ran yr ALI
  - gan LC i GwE
  - ysgolion i'w gilydd
  - cyfleodd am secondiadau i fwy o benaethiaid
- Supportive challenge
  - at every level
  - within school
  - from GwE on behalf of the LA
  - from WG to GwE
  - schools to each other
  - further HT secondment opportunities
- Cefnogaeth heriol
  - cynyddu cynhwysedd GwE o fewn adnoddau presennol a grantiau
  - brocera cefnogaeth a datblygu cyfundrefnau cefnogi ysgol i ysgol
  - Cynyddu cynhwysedd ysgolion i frocera
  - TGAU Medi 2015
- Challenging support
  - increase GwE capacity from within current resources
  - brokering support and develop school to school support systems
  - increase schools' capacity to broker support
  - GCSE September 2015

# Beth am y dyfodol? And the future?

- Cefnogaeth ysgol i ysgol fel prif yrrwr
- *School to school support as the main driver*
- Strwythurau
- *Structures*
- Atebolrwydd wedi ei rannu
- *Shared accountability*
- Profion PISA, sgiliau a'r disgwyliadau cenedlaethol
- *PISA tests, skills and the national expectations*
- Arweinyddiaeth
- *Leadership*
- Cefnogaeth Adnoddau Dynol
- *HR support*
- Cefnogaeth i Lywodraethwyr
- *Governor Support*



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## Results

### Survey 52932

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Number of records in this query:	157
Total records in survey:	157
Percentage of total:	100.00%





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Field summary for a

Name:

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<b>Answer</b>	<b>Count</b>	<b>Percentage</b>
Answer	157	100.00%
No Answer	0	0.00%



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Field summary for a

Name:

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Answer (157)





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Field summary for b

School:

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<b>Answer</b>	<b>Count</b>	<b>Percentage</b>
Answer	157	100.00%
No Answer	0	0.00%



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## Field summary for b

School:

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### Field summary for 1

The process was of benefit to me and to the school.

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<b>Answer</b>	<b>Count</b>	<b>Percentage</b>
Strongly Agree (1)	92	58.60%
Agree (2)	57	36.31%
Disagree (3)	5	3.18%
Strongly Disagree (4)	3	1.91%
No answer	0	0.00%

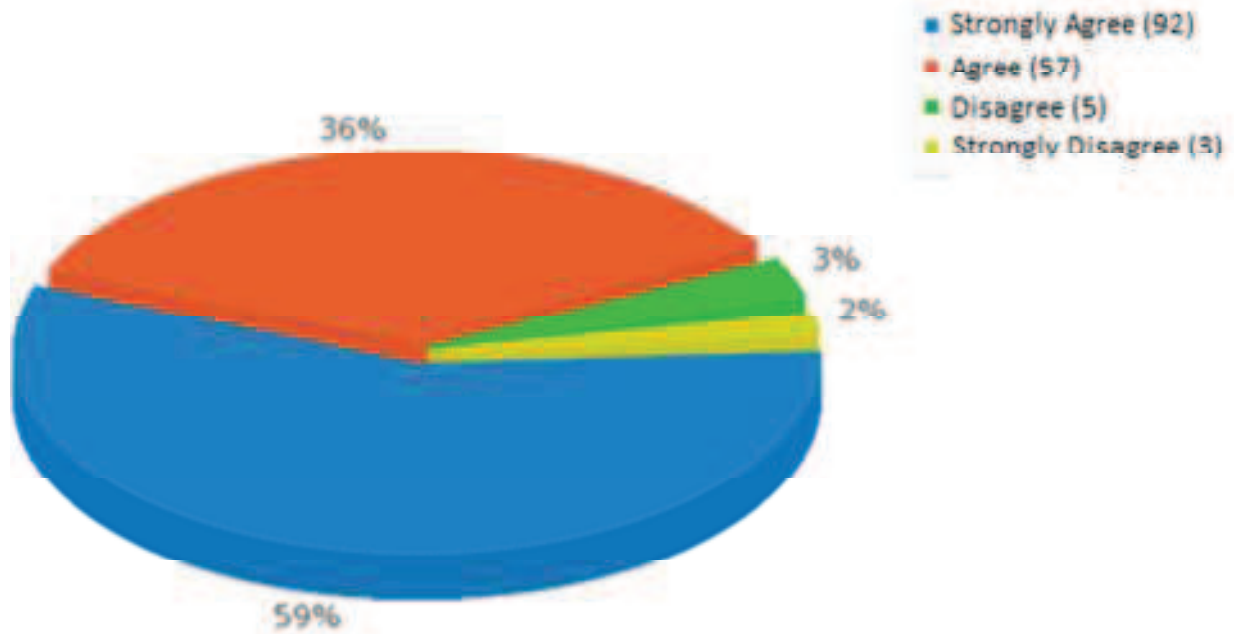


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## Field summary for 1

The process was of benefit to me and to the school.

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## Field summary for 2

The instructions and requirements prior to the visit were clear.

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Answer	Count	Percentage
Strongly Agree (1)	73	46.50%
Agree (2)	76	48.41%
Disagree (3)	8	5.10%
Strongly Disagree (4)	0	0.00%
No answer	0	0.00%

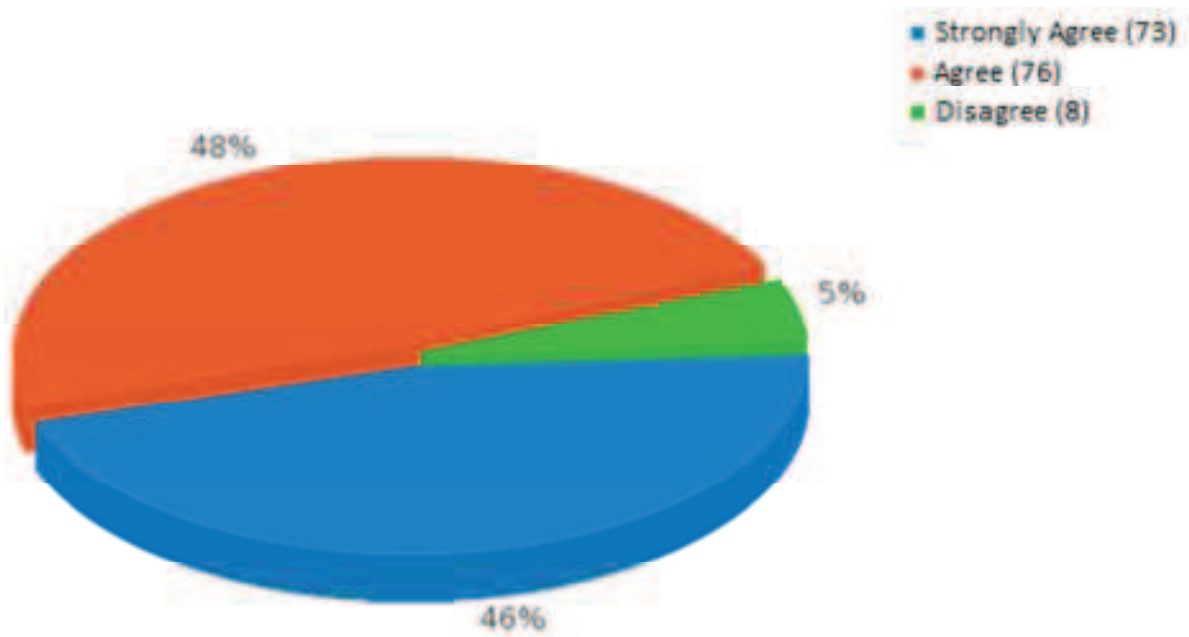


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### Field summary for 2

The instructions and requirements prior to the visit were clear.

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### Field summary for 3

The matrix assisted me in forming a judgement on outcomes.

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Answer	Count	Percentage
Strongly Agree (1)	34	21.66%
Agree (2)	94	59.87%
Disagree (3)	24	15.29%
Strongly Disagree (4)	5	3.18%
No answer	0	0.00%

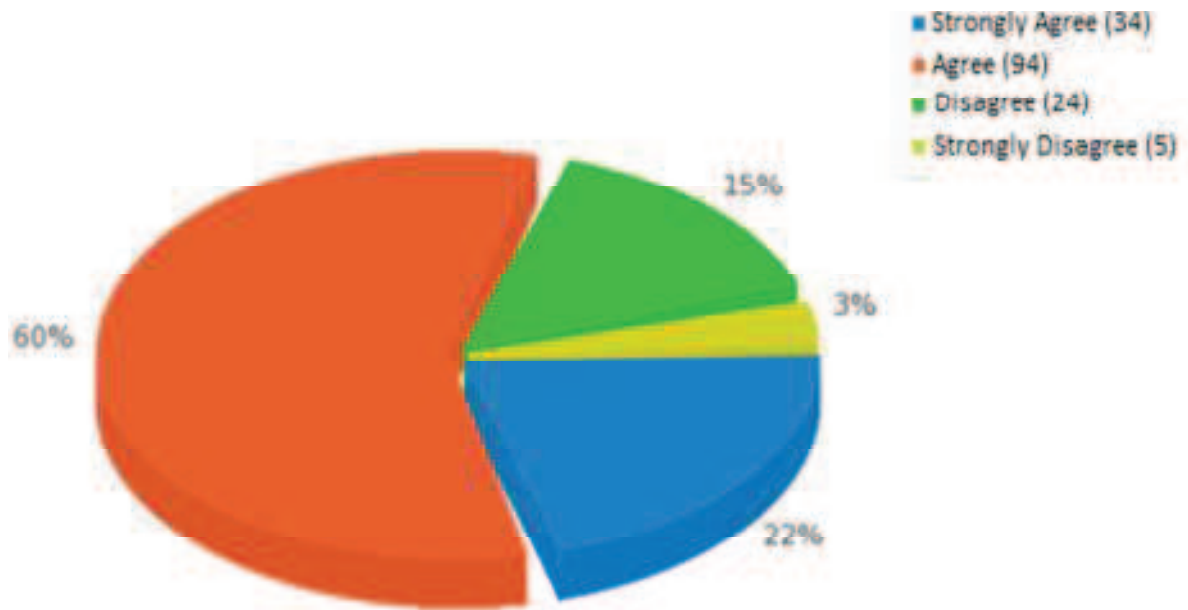


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### Field summary for 3

The matrix assisted me in forming a judgement on outcomes.

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### Field summary for 4

The discussion and subsequent recommendations were beneficial in moving the school forward.

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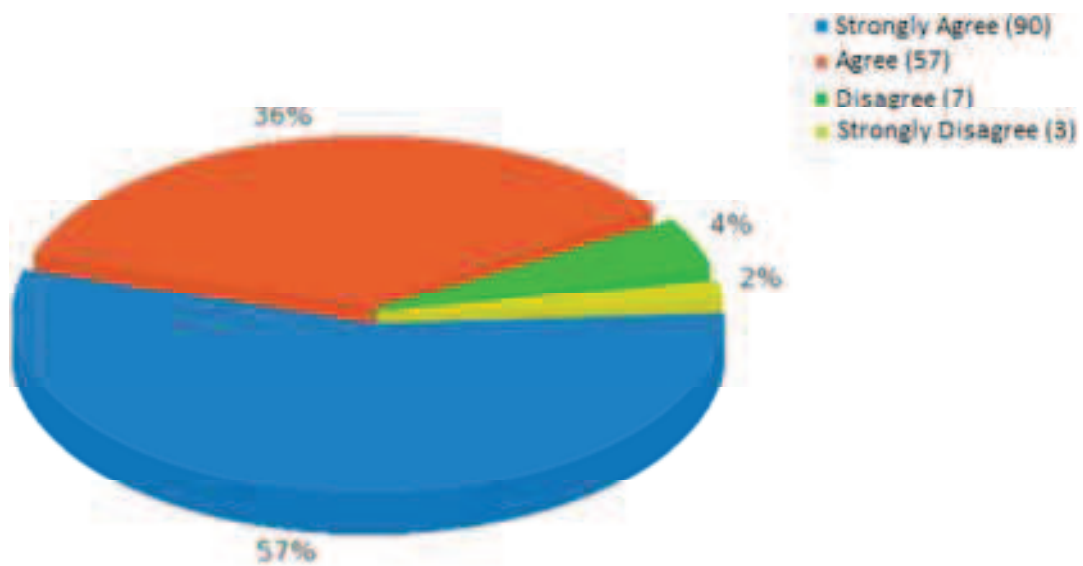
<b>Answer</b>	<b>Count</b>	<b>Percentage</b>
Strongly Agree (1)	90	57.32%
Agree (2)	57	36.31%
Disagree (3)	7	4.46%
Strongly Disagree (4)	3	1.91%
No answer	0	0.00%



### Field summary for 4

The discussion and subsequent recommendations were beneficial in moving the school forward.

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## Field summary for 5

The level of challenge was appropriate

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Answer	Count	Percentage
Strongly Agree (1)	82	52.23%
Agree (2)	65	41.40%
Disagree (3)	8	5.10%
Strongly Disagree (4)	2	1.27%
No answer	0	0.00%

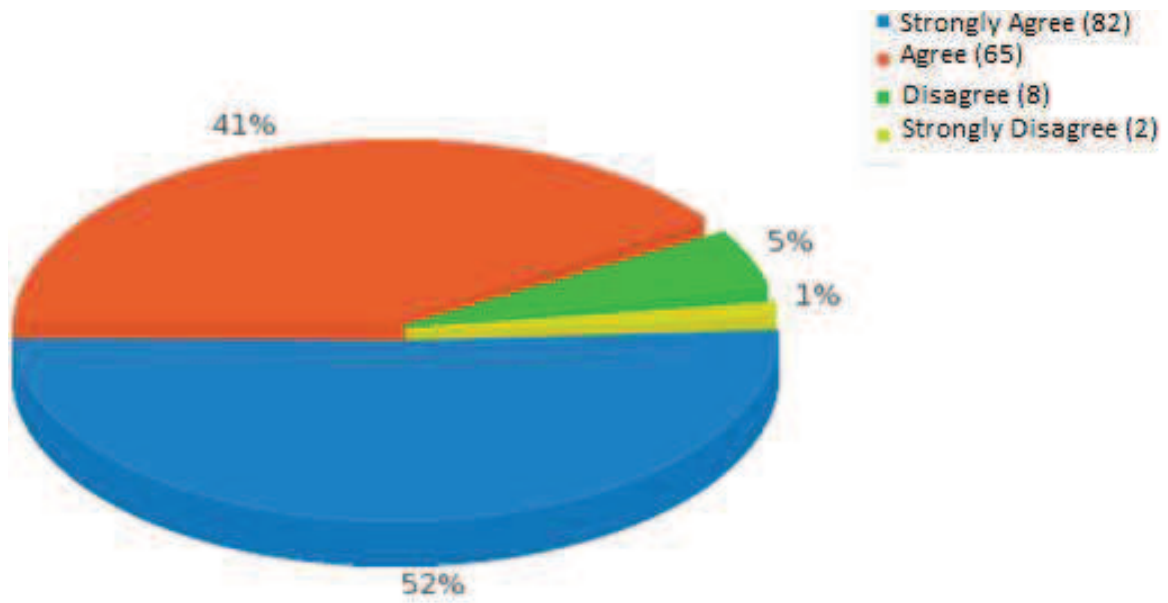


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## Field summary for 5

The level of challenge was appropriate

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### Field summary for 6

The timescale for receiving the visit report was acceptable.

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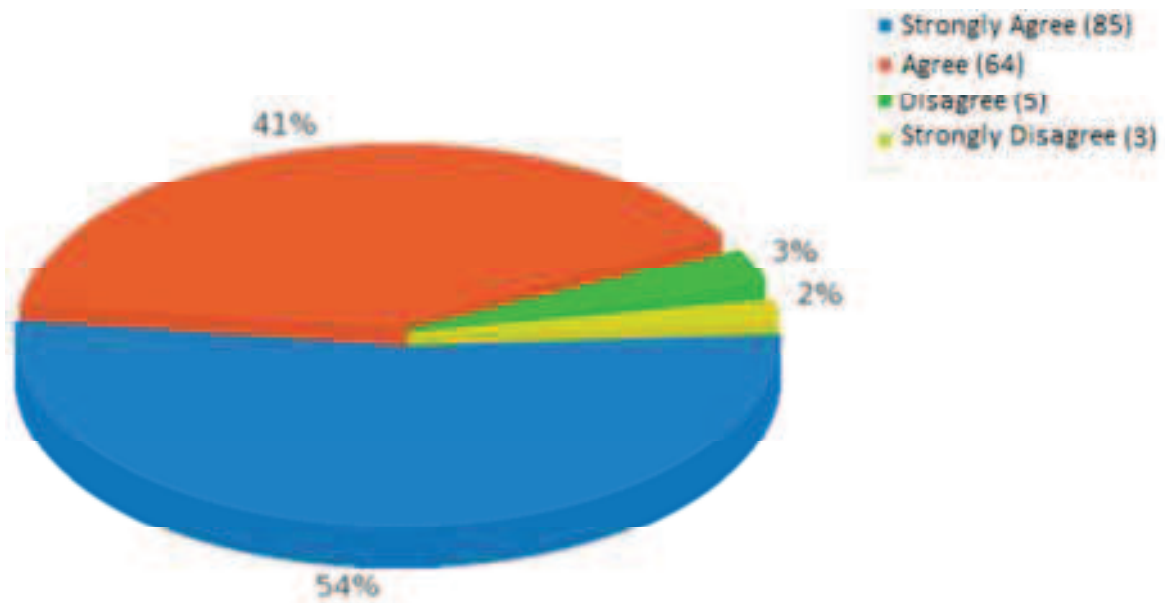
Answer	Count	Percentage
Strongly Agree (1)	85	54.14%
Agree (2)	64	40.76%
Disagree (3)	5	3.18%
Strongly Disagree (4)	3	1.91%
No answer	0	0.00%



## Field summary for 6

The timescale for receiving the visit report was acceptable.

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### Field summary for 7

Do you have any suggestions for future visits?

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Answer	Count	Percentage
Yes (1)	50	31.85%
No (2)	107	68.15%
No answer	0	0.00%

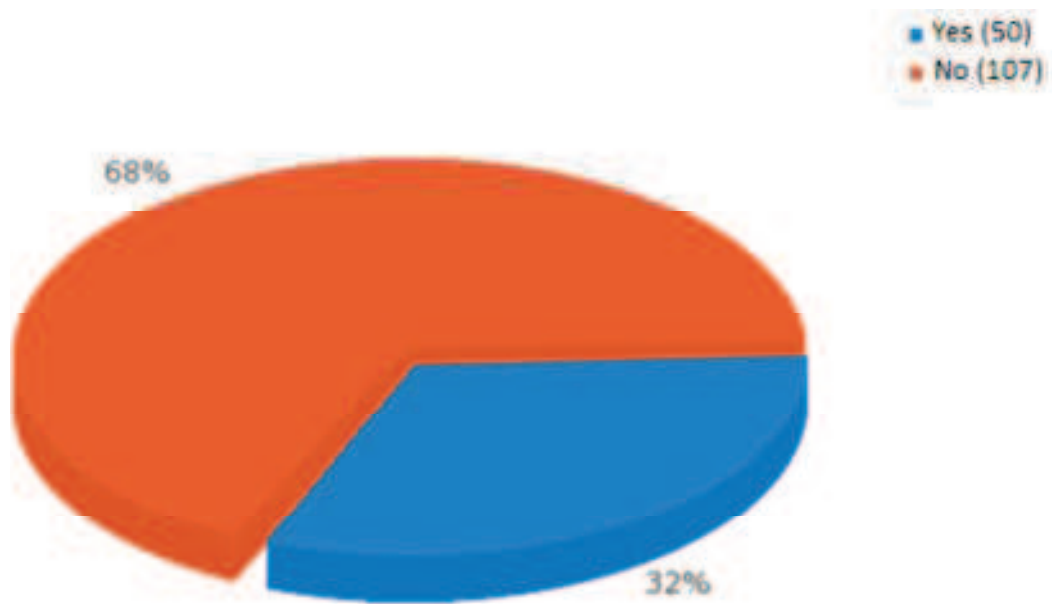


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## Field summary for 7

Do you have any suggestions for future visits?

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Field summary for 8

Any further comments:

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<b>Answer</b>	<b>Count</b>	<b>Percentage</b>
Answer	80	50.96%
No answer	77	49.04%

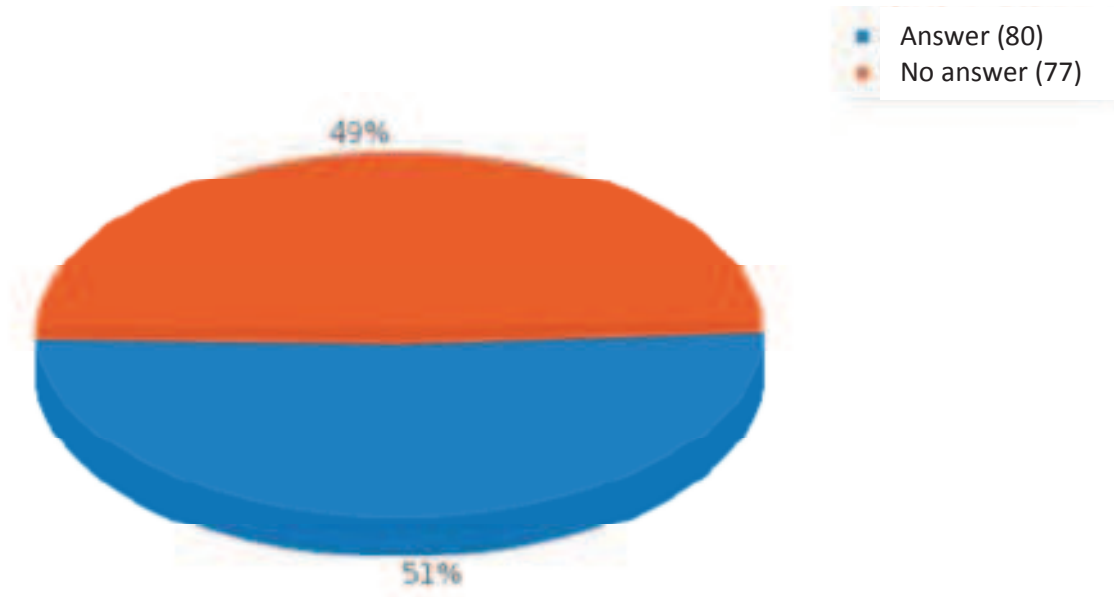


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## Field summary for 8

Any further comments:

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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **LIFELONG LEARNING OVERVIEW & SCRUTINY COMMITTEE**

**DATE:** **THURSDAY 10<sup>TH</sup> APRIL, 2014**

**REPORT BY:** **HOUSING & LEARNING OVERVIEW & SCRUTINY FACILITATOR**

**SUBJECT:** **IMPROVEMENT PLAN MONITORING REPORT**

### **1.00 PURPOSE OF REPORT**

1.01 To note and consider elements of the 2013/14 Mid Year Improvement Plan Monitoring Report relevant to the Lifelong Learning Overview and Scrutiny Committee. The report covers the period October – December 2013.

1.02 To note the following:-

- The levels of progress and confidence in meeting the Council's Improvement Priorities and their impacts including the milestones achieved.
- The measures which evidence achievement and the baseline data, and targets.
- The baseline risk assessment for the strategic risks identified in the Improvement Plan and the arrangements to control them.

### **2.00 BACKGROUND**

2.01 The new style Improvement Plan adopted by Council in June 2013 which is aligned to the new three year Outcome Agreement, focuses on the priorities which are expected to have the most impact during 2013/14.

2.02 In addition to the Improvement Plan Monitoring Report, bi-annually performance highlight reports will be presented from the Heads of Service. These will be similar to those previously produced for quarterly reporting.

### **3.00 CONSIDERATIONS**

3.01 The Improvement Plan Monitoring Report gives an explanation of the progress being made towards delivery of the impacts set out in the Improvement Plan. The narrative is supported by measures and/or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.

3.02 For Lifelong Learning Overview and Scrutiny Committee the following Improvement Plan sub-priority reports are attached at Appendix 1 – 3:-

- Modernised and High Performing Education
- Places of Modernised Learning
- Apprenticeships and Training

#### **4.00 RECOMMENDATIONS**

4.01 That the Committee consider the 2013/14 Mid Year Improvement Plan Monitoring Report, highlight concerns and feedback details of any challenge to the Corporate Resources Overview & Scrutiny Committee who are responsible for the overview and monitoring of performance.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 There are no specific financial implications for this report; however the Council's Medium Term Financial Plan is aligned to resource the priorities of the Improvement Plan.

#### **6.00 ANTI POVERTY IMPACT**

6.01 There are no specific anti poverty implications for this report, however poverty is a priority within the Improvement Plan 2013/14.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 There are no specific environmental implications for this report; however the environment is a priority within the Improvement Plan 2013/14.

#### **8.00 EQUALITIES IMPACT**

8.01 There are no equalities implications for this report.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 There are no personnel implications for this report.

#### **10.00 CONSULTATION REQUIRED**

10.01 Publication of this report constitutes consultation.

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 Corporate Management Team and the Performance Leads from across the Authority have contributed to help shape the new approach to reporting.

**12.00 APPENDICES**

- 12.01 Appendix 1 – Modernised and High Performing Education  
Appendix 2 – Places of Modernised Learning  
Appendix 3 – Apprenticeships and Training

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

None.

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**APPENDIX 1**

**Priority: Skills and Learning**  
**Sub-Priority: Modernised and High Performing Education**  
**Impact: Improving standards in schools to get the best learner outcomes**

**What we said we would do in 2013/14: -**

**1. Make a difference through our School improvement Strategy by: -**

- Raising standards by improving skills in literacy and Numeracy;**

<b>Progress status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>G</b>
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This area of work is being coordinated and delivered by regional teams using the national model. National Support Partners (NSP) have been allocated to all mainstream schools and Pupil Referral Units. A separate system is being utilised for special schools and Ysgol Pen Coch is leading the support for these schools across the Consortium. Where audits have identified areas of need, Associate Partners, funded via the LA's School Effectiveness Grant, have been allocated with a clear remit for action. The information and activity is being collated by the NSP Coordinator for analysis by LA officers in the Autumn Term 2014, using pupil outcome data to support evaluation of impact.

Catch Up training has been offered by GwE (Regional School Improvement Service) to all schools. Four schools had teachers attending training during the Autumn Term and a further 15 have indicated an interest in attending future training.

National Literacy and Numeracy tests were completed in May 2013 for Years 2-9. This data will provide a benchmark for future analysis with tests being repeated on an annual basis.

- Raising educational attainment by reducing the impact of poverty and disadvantage;**

<b>Progress status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>G</b>
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Officer support continues to be provided to schools in the use of School Effectiveness Grant and Pupil Deprivation Grant (SEG/PDG). Implementation of completed SEG/PDG spending plans are being monitored by the LA. A further conference has been held for both Flintshire and Wrexham schools advising in relation to effective strategies, specifically in the use of PDG. An element of the retained SEG funding has been targeted at schools with identified significant needs.

North Wales Consortium bid for WG Attendance Grant has been successful, a Lead Officer has been recruited and task groups of staff from across the region have been identified to work with targeted schools across the North Wales Consortium. LA Inclusion Service

continue to develop opportunities for alternative curriculum provision, and advice to schools, to support the maintenance of mainstream placements for learners at risk. Validated data indicates that performance of learners entitled to FSM has improved in 2013 relative to 2012 at KS4 (see Table on Page 6 for learner outcomes).

**• Raising standards by sharing best teaching practice and resources across schools and the region;**

<b>Progress status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>G</b>
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The Steering Group for Collaborative Working continues to meet on a half-termly basis and has school representation from Primary and Secondary phases. The Steering Group has reviewed and developed the existing group structure for sharing good practice at Primary, Secondary and across phases. With reduction in the capacity of the LA (and in line with national school improvement strategy), schools are being encouraged to take more responsibility for collaborative working, with teachers taking more responsibility for the agenda of meetings. Secondary schools have identified Convenors to lead 13 subject forums focusing on national priorities and sharing good practice. These forums met in the Autumn Term and a further programme of meetings is planned for the Spring Term. The 5 Foundation Phase Partnerships continue to meet frequently and provide an effective forum for sharing best early years practice, for the delivery of further professional development opportunities and the development of resources.

**• Raising standards through effective use of new technologies;**

<b>Progress status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>G</b>
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Work in providing suitable infrastructure in every Flintshire school and PRU, to maximise the potential of new and emerging technologies, utilising the Learning in Digital Wales Grant (£1m) is nearing completion, with target date of April 2014. The plan was for wireless networks to be provided in all these locations together with the installation of new high capacity networking infrastructures. Broadband provision will be improved in all schools and PRUs which for some has been a severe limiting factor, this is being funded by WG and will be achieved by July 2014. ICT Unit plan to complete the Wireless and network installations by April 2014, in advance of the broadband completion. Central solutions have been identified to allow safe and secure access to the internet using a range of mobile devices, owned by schools, staff and learners.

In association with WG Digital Leaders regional conferences on best practice have already taken place and further are planned to support the roll out of HwB (the National Learning Platform for Wales provided by WG)

<ul style="list-style-type: none"> <li>• Better preparing young people for the work place;</li> </ul>				
<b>Progress status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
<p>Links with Careers Wales have been renewed and meetings held to identify and disseminate best practice locally and nationally. Best practice locally is currently based around events in schools, rather than integration of activities into the curriculum. Curriculum leaders shared best practice during their Summer Term meeting. Work on identifying best practice in integrating activities into the curriculum is being led by Dawn Spence, Headteacher of Argoed High School, working with colleagues from Argoed and Connah's Quay High Schools and supported by funding identified in the 14-19 Regional Plan. Views of employers were gathered through attendance at a meeting of the 14-19 Employers' Forum. Aim is to identify and design good practice activities to be shared with schools across 2014.</p>				
<ul style="list-style-type: none"> <li>• Making sure schools receive the best possible support from the new Regional School Effectiveness and Improvement Service</li> </ul>				
<b>Progress status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>A</b>
<p>Monthly monitoring of progress on actions identified in the School Improvement Strategy by lead officers group, identifying key lessons learned and modifying actions accordingly.</p> <p>Perception surveys of schools to be repeated in 2014.</p> <p>GwE/regional forums attended by Lead Member, Director, Headteacher and Governor representatives. Regional School Effectiveness Group attended by Primary and Secondary Principal Officers, who also meet locally with the sub regional GwE Senior System Leader and team. Officers attend Headteacher Federations and other regular meetings with School Leaders. LA School Partnership Agreement identifying roles and responsibilities has been shared and agreed with schools. GwE SLA identifies support LA (and therefore schools) receives from the regional service; this is focused on schools with greatest need for support. After a 12 month period where no Flintshire schools were in a significant Estyn follow-up category, GwE and the LA are now supporting 3 such schools.</p> <p>Welsh Government has produced a National Model of Regional Working for School Improvement Services to be implemented by April 2015, which will add additional responsibilities to the regional teams, creating an extended period of developmental work before the region as a whole can settle into a period of consistent and embedded school improvement roles and practice.</p> <p>Having been established, GwE's activities are limited by the restrictive Service Level Agreement., which initially provided assurance to stakeholders on levels of provision. This needs to be addressed so that GwE can demonstrate that it is "adding value" through tailored bespoke support to individual schools in fulfilment of its responsibilities during its first full operational school year.</p>				

**Achievement is measured through:-**

- outcomes in Maths and English at all Key Stages
- reduction in the gap in performance in learners entitled to free school meals and those who are not
- % of learners achieving 5 or more A\* to C passes at GCSE or the vocational equivalent
- % of learners achieving Core Subject Indicator at Key Stage 3
- % of learners achieving Core Subject Indicator at Key Stage 2

Outcomes in schools in 2013-14 have shown improvement in almost all areas when compared to outcomes in 2012-13 and this demonstrates good performance.

At all Key Stages targets set are aggregated from aspirational targets set by all schools and at Key Stage 4 these targets always aim for schools to be adding considerably more value than average to the outcomes achieved by learners in previous Key Stages. It is not unexpected, therefore, that these ambitious targets are not always achieved even though performance has improved. We do consider the setting of aspirational targets to have been a valuable tool in driving performance forward over recent years.

Trends in performance in all indicators at Key Stage 4 have been positive over several years, demonstrating the good work done by the Flintshire School improvement Team, staff and learners in schools. The indicator considered to be the most important one for judging school (and LA performance) is the Key Stage 4 Level 2 inclusive of English/Welsh First Language and Mathematics indicator. In 2013 outcomes achieved by Flintshire learners were targeted for improvement of 3.2% compared to the previous year. This ambition was rewarded with an increase of 2.6% making Flintshire learners the top performing group in Wales.

A relatively new set of indicators are based around reducing the detrimental effects of deprivation. These indicators measure outcomes achieved by learners who are entitled to Free School Meals and the outcomes achieved by this cohort in Flintshire compare very well to those with the same measure of disadvantage across Wales. For the key indicator described above, 35.7% of Flintshire learners were successful compared to 25.8% across Wales as a whole.



- Outcomes in Mathematics and English at all Key Stages;

Achievement Measures	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Current Annual Outturn (Summer 2013)	Performance RAG (Summer 2013)	Outcome Performance Predictive RAG (Summer 2014)
The percentage of learners achieving GCSE grade C or above in Mathematics	Secondary Services Officer	69.4%	71.5%	75.5%	68.5%	A	G
The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in Mathematics	Secondary Services Officer	83.9%	85.1%	90.9%	86.5%	G	G
The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in Mathematics	Primary Services Officer	86.3%	86%	89.8%	88.2%	G	G
The percentage of learners achieving GCSE grade C or above in English	Secondary Services Officer	69.2%	75.1%	77.4%	72.7%	A	G
The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in English	Secondary Services Officer	83.1%	84.7%	90.5%	85.8%	G	G
The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in English	Primary Services Officer	83.8%	85.4%	88%	88.1%	G	G

- The reduction in the gap in performance of learners entitled to free school meals and those who are not

Achievement Measure	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Current Annual Outturn (Summer 2013)	Performance RAG (Summer 2013)	Outcome Performance Predictive RAG (Summer 2014)
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 1 Indicator (Five GCSE passes A* to G or vocational equivalent)	Secondary Services Officer	89.5%	93.8%	95.8%	91.2%	A	G
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 2+ Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1 <sup>st</sup> Language)	Secondary Services Officer	26%	48%	61.3%	35.7%	A	G
Improve performance of cohort of learners entitled to Free School Meals (FSM) in The Capped Points Score indicator. (Points achieved in best eight course outcomes)	Secondary Services Officer	267.8	319.3	330.9	293.0	A	G

**- Percentage of learners achieving 5 or more A\* to C passes at GCSE or the vocational equivalent**

Achievement Measure	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Current Annual Outturn (Summer 2013)	Performance RAG (Summer 2013)	Outcome Performance Predictive RAG (Summer 2014)
The percentage of learners achieving the Level 2 Threshold (5 or more A* to C passes at GCSE or the vocational equivalent)	Secondary Services Officer	77.3%	75.4%	86.3%	79.6%	G	G
The percentage of learners achieving the Level 2 Threshold inclusive of Mathematics and English and/or Welsh 1 <sup>st</sup> Language	Secondary Services Officer	59.6%	62.8%	69.9%	62.2% (Best in Wales)	A	G

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**- Percentage of learners achieving Core Subject Indicator at Key Stage 3**

Achievement Measure	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Current Annual Outturn (Summer 2013)	Performance RAG Summer 2013)	Outcome Performance Predictive RAG (Summer 2014)
The percentage of learners achieving the Core Subject Indicator at Key Stage 3	Secondary Services Officer	76%	77.2%	86.5%	80.0%	G	G

**- Percentage of learners achieving Core Subject Indicator at Key Stage 2**

Achievement Measure	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Current Annual Outturn (Summer 2013)	Performance RAG (Summer 2013)	Outcome Performance Predictive RAG (Summer 2014)
The percentage of learners achieving the Core Subject Indicator at Key Stage 2	Primary Services Officer	81.3%	81.7%	86.3%	85.5%	<b>G</b>	<b>G</b>

Risks to be managed: Ensuring that we wisely invest our resources to achieve the aspirations of our plans

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	Regular group meetings of lead officers for primary, secondary, Inclusion, governance and performance.  Identification of priorities and actions within the School Improvement Strategy for 2013-14 in consultation with school leaders.	M	M	A	Monthly monitoring of progress on actions identified in the School Improvement Strategy, by lead officers group, identifying key lessons learned and modifying actions accordingly.	School Phase Officers	↔	L	L	G

**Risks to be managed: Ensuring that schools receive the support they need from the Council and those organisations commissioned to provide support services**

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood (L)	Impact (I)	Gross Score (LxI)		Likelihood (L)	Impact (I)	Gross Score (LxI)				Likelihood (L)	Impact (I)	Gross Score (LxI)
H	H	R	<p>Officers attend Headteacher Federations and other meetings with School Leaders.</p> <p>Consultation on LA School Partnership Agreement completed and implementation from 1<sup>st</sup> September 2013.</p> <p>GwE SLA identifies support LA (and therefore schools) receives from the regional service.</p> <p>GwE Systems Leaders have met with School Leaders, but</p>	M	M	A	<p>Monthly monitoring of progress on actions identified in the School Improvement Strategy by lead officers group, identifying key lessons learned and modifying actions accordingly.</p> <p>Perception surveys of schools to be repeated in 2014.</p> <p>GwE/regional forums attended by Lead Member, Director, Headteacher and Governor representatives. Regional School</p>	School Phase Officers	↑	M	M	A

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
			GwE does need to do more in supporting schools in order to show maximum impact from being fully operational in the new school year.				<p>Effectiveness Group attended by Primary and Secondary Principal Officers, who also meet locally with the sub regional GwE Senior System Leader and team.</p> <p>An increased risk has been identified as the regional service is being expanded in line with the National Model for Regional Working for School Improvement before it has fully embedded its activities in line with the original SLA.</p>					

**Risks to be managed: Ensuring that schools work together effectively to share and develop best practice;**

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
M	H	R	Headteacher Federations for both Primary and Secondary phases established. History of effective collaborative work organised by officers from the Flintshire School Improvement Service, e.g. Foundation Phase, Secondary Forums, Consortium groups. Steering Group for Collaborative Working has been formed, including school representation from Primary and Secondary phases.	M	M	A	Steering Group for Collaborative Working has begun building on existing forums for sharing of good practice at Primary, Secondary and across phases. Revised groups now meet regularly. With the move towards more school autonomy and responsibility for school effectiveness, schools are being encouraged to take more responsibility for collaborative working.	School Phase Officers	↔	L	L	G



**Priority:** Skills and Learning  
**Sub-Priority:** Places of Modernised Learning  
**Impact:** Improving places of learning to get the best learner outcomes

What we said we would do in 2013/14: -

**Make a difference through our School Modernisation Strategy by: -**  
 • Implementing our Primary and Secondary School Modernisation plans.

Progress status	Progress RAG	A	Outcome RAG	A
<p>Review of schools in accordance with the criteria set out in the Flintshire School Modernisation Strategy has resulted in the closure of one small primary school and the completion of the consultation process relating to amalgamations of Infant and Junior Schools. By 1<sup>st</sup> September 2013, 12 of the former Infant and Junior Schools were amalgamated into six Primary Schools; the remaining pair will be brought together as part of the re-organisation of Primary and Secondary Schools in Holywell in September 2016.</p> <p>Consultations have been completed on the changing of age-range of four High Schools, the proposed closure of a stand-a-lone nursery, and the integration of foundation phase. Ministerial approval of the schemes in Holywell, Connah's Quay and Queensferry are expected. This formal approval has been received in respect of the Elfed High School in Buckley</p> <p>A new Primary School in Connah's Quay was completed for September 2012, and work is advanced on the new Primary School in Shotton, which will open in September 2014.</p> <p>In response to the requirements of the Welsh in Education Strategic Plans, additional capacity in the Welsh-medium sector is being planned to meet Welsh Government targets for the increase in participation. This is scheduled to open in September 2014</p>				

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• Submitting a Business Case for future change to Welsh Government for approval.

<b>Progress status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>A</b>
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The Outline Business Case - OBC (part of the treasury 5-case model) has been approved by Welsh Government. Work has now commenced on the preparation of the Final Business Case - FBC. Progress and timing of these business cases has been good, but the submission of further cases is dependant on the capacity of Welsh Government to appraise the documents. Work on the preparation of documents and the collation of data is ongoing.

The Gateway review of the progress of the 21 Century Schools Programme by an independent panel has concluded that the RAG status (appertaining to Gateway review criteria) would be an Amber /Green. This is formally interpreted as the scheme probably succeeding providing that any identified risks are mitigated, and is a good outcome in comparison with general Gateway reviews.

• Developing the design and building of planned new schools and the post-16 centre at Connah's Quay.

<b>Progress status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>A</b>
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Design of the new schools is progressing well, with architects working towards the submission of the final designs for planning approval. Designs for the new schools at Holywell and the post-16 Hub at Connah's Quay have been submitted to the Welsh Design Council, and received approval. Meetings of Primary and Secondary phase curriculum groups have ensured the completion of the specification in terms of classroom and specialist areas, final visuals have been prepared. The John Summers 3-16 school is subject to decisions on the final design on the modular/system build new school.

Coleg Cambria are leading on the 'Hub' proposed for Connah's Quay.

The curriculum specification is now complete which has been used to provide the final building design. Work is ongoing on formulating a governance structure and a legal memorandum of understanding between the Authority and the College.

• Strengthening school 'cluster working' and federations.

<b>Progress status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>A</b>
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Many Secondary Schools are meeting the Measuring and Skills Measure through collaborative working. The Deeside consortium is an example, but is neither efficient nor sustainable into the future. The Connah's Quay post-16 centre will replace this arrangement by providing one comprehensive and well resourced provision. Strong links already exist between schools and Deeside College (Coleg Cambria) in order to provide some areas of the curriculum, particularly vocational subjects.

Federations are presently arrangements that can only be brought forward by Governing Bodies of schools. Legislation is set to change whereby Local Authorities can propose federation. There are limited opportunities with the formation of federations to make significant savings. There are no federated schools currently in Flintshire. Work is in progress in bringing a Secondary and Primary School together under one leadership.

**• Improving Information Communication Technology Infrastructure in all schools using Learning in Digital Wales funding**

**Progress status**

**Progress RAG**

**G**

**Outcome RAG**

**G**

All schools have been designated funding to improve the ICT infrastructure. The Welsh Government grant is intended to bring all schools to a minimum standard of access to high-speed broadband and wireless technologies. This work is largely complete, with the final links being provided. Work has also commenced on the roll out of WiFi access in Schools

**Achievement will be Measured through:-**

- completing decision making on infant and junior school amalgamations
- completing consultation on post-16 provision (Saltney and Flint)
- improving governance and financial resilience through having fewer schools
- reducing surplus places
- approval of Business Cases by Welsh Government
- achieving key 21<sup>st</sup> Century Schools planning and design
- Introducing 'wireless' technology in all schools in 2013/14

**Achievement Milestones for strategy and action plans:** (Lead Officer – Director of Lifelong Learning)

- Amalgamation decisions now all completed.
- Consultations completed in Flint – December 2013-January 2014. Saltney – March 2014.
- OBC approved by Welsh Government – October 2013.
- Holywell schools design and plans submitted for planning approval – February 2014.
- Wireless technology being rolled-out. Infrastructure complete by April 2014.

• **Completing decision making on Infant and Junior School amalgamations.**

Progress status	Progress RAG	G	Outcome RAG	G
<p>The Cabinet has approved the proposed Infant/Junior amalgamations including the schools at Holywell, which were subject to statutory notice and did not attract formal objections. As a result, the amalgamation from 2016 has been approved by the Flintshire Cabinet.</p> <p>The process of amalgamation of the fourteen separate schools to seven primaries will then be complete.</p>				

• **Completing consultations on post-16 provision (Saltney and Flint).**

Progress status	Progress RAG	A	Outcome RAG	A
<p>Consultations at the two High Schools in Flint are now complete, with a period for responses until the end of January 2014. Consultations on the change in age – range in Saltney are expected to be arranged in the near future.</p> <p>Access to post-16 provision will be available at the Connah’s Quay post-16 centre from September 2016.</p>				

• **Improving governance and financial resilience through having fewer schools.**

Progress status	Progress RAG	A	Outcome RAG	A
<p>The completion of the programme of amalgamations has reduced the number of schools, Headteachers and governing bodies. Two new Primary Schools have been built as part of the amalgamation programme, and a third is scheduled for 2016 in Holywell. A small school closure was sanctioned by the Welsh Government following objections to the statutory process to close Ysgol Rhes y Cae.</p> <p>Having fewer governing bodies has meant a strengthening of participation and an increase in governing body size in accordance with the new instruments of governance for newly amalgamated schools. Increasing the possibilities of school amalgamations will also strengthen the strategic leadership of some schools</p>				

• Reducing surplus places

Amalgamations and the replacement of schools have reduced the percentage of surplus places. Much work is to be done particularly in the secondary sector, which is scheduled as part of the 21<sup>st</sup> Century Schools programme. 400 surplus places will be taken out with the replacement of Holywell High School.

Significant numbers of surplus places are scheduled to be removed from Elfed High School with the programme for implementing alternative use for some part of the building.

A programme for reductions in primary surplus places will be drawn up following the completion of the planning stage for the current 21<sup>st</sup> Century Schools programme.

These schemes are yet to be implemented, and the changes in Surplus percentages are a result of changes in pupil numbers in the schools.

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Achievement Measures	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Outturn data (January 2014)	Performance RAG	Outcome Performance Predictive RAG
Reduce the percentage of surplus places (primary)	Head of Development & Resources	17.83%	16.75%	10%	N/A	N/A	N/A
Reduce the percentage of surplus places (secondary)	Head of Development & Resources	12.76%	13.99%	10%	N/A	N/A	N/A

• Approval of Business Case by Welsh Government.

<b>Progress status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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The Strategic Outline Case SOC and Outline Business Case OBC have been approved by Welsh Government. Feedback from Welsh Government and the Gateway review will be used to inform the preparation of the Final Business Case (FBC) which will be submitted following the receipt of Final Agreed Prices – due in Summer 2014.

• Achieving Key 21<sup>st</sup> Century Schools planning and design.

<b>Progress status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>G</b>
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Design work on the new schools in Holywell and the post-16 Hub n Connah's Quay are largely complete. Design decisions for the new school in Queensferry have yet to be made.

• Introducing 'wireless' technology in all schools in 2013/14

<b>Progress status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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The terms of the LiDW grant have been approved by Welsh Government, and the completion of the programme is on schedule. **(Delivery period from Summer 2013 to Easter 2014).**

The engagement of an external contractor has given the capacity to complete the infrastructure work on time.

Risks to be managed: Changing demographics and impact on supply of school places

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
M	M	A	<p>Projections of school populations have been revised to include all known residential developments and planned developments for the future as detailed in the local Development Plan.</p> <p>Increases in birth rate are also included to show the areas where inward migration and other factors contribute to an increase in the local population.</p> <p>The effect of investment in schools and likely changes brought about by transport eligibility also factored.</p>	M	M	A	<p>Regular meetings by admissions, S.M.I.T. and Capital Planning officers help to coordinate future strategy for school place planning.</p> <p>Expansion of capacity to meet with the local increases, but not to meet with increases caused by popular schools attracting learners from outside the community.</p>	<p>P.V. – Capital Projects &amp; Planning</p> <p>J.D. – S.M.I.T.</p> <p>G. Y. - Admissions</p>	↔	M	M	A

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Risks to be managed: Community attachment to current patterns of school provision

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<p>Consultations with school communities undertaken. Some less controversial projects have progressed well without objection and determined locally.</p> <p>Most 21<sup>st</sup> Century Schools projects have attracted statutory objections. Ministerial approval is awaited if to continue.</p>	H	H	R	<p>Regulations changed in October to facilitate more local determination.</p> <p>Continued consultations on the current 21<sup>st</sup> Century Schools Programme. Most now complete but some consultations to be completed.</p> <p>Close liaison and good communications with leadership and local members essential</p>	<p>T.D. – Strategic Planning</p> <p>P.V. – Operational Planning</p>	↕	M	M	A



Risks to be managed: Limited funding to address the backlog of known repairs and maintenance works in educational assets

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<p>Replacement of some old schools by new – removing backlogs. R&amp;M budget reduced by 10% in accordance with Council policy. Increases in R&amp;M as building age and conditions deteriorate.</p> <p>Programme is now having a positive effect on the backlog.</p> <p>Current economic difficulties have however meant better value for contracts enabling additional work to be carried out.</p>	H	H	R	<p>To maximise the funding available. To reduce wherever possible the number and size of buildings. Transfer of assets to local management Committees where possible so they can access funding.</p>	<p>(S.B.) – for R&amp;M</p> <p>P.V. - Strategy</p>	↔	M	M	A

Risks to be managed: Programme delivery capacity

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<p>Programme of project delivery increasing as 21<sup>st</sup> Century Schools programme comes on stream.</p> <p>Project management now coordinated between offers and contractor. This is successful on single projects which are procured using a partnering approach.</p> <p>Programme governance structure includes addition manager and project coordination posts.</p>	H	H	R	<p>Increased work with the 21<sup>st</sup> Century Schools will mean that additional management/coordination will be needed. Posts appear on programme governance structure which has been approved.</p>	T.D. / H.R. Recruitment	↕	M	M	A

Risks to be managed: Approval of business cases to drawn down 21<sup>st</sup> Century Schools Grant

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<p>Regular meetings of relevant officers: - Strategic/data/property/finance to provide all of the information needed.</p> <p>Outline Business Case (OBC) approved.</p> <p>CPC engaged to draw together and develop the Final Business Case (FBC).</p>	H	H	R	<p>Regular meetings with CPC and relevant officers to provide information needed for submission of the FBC.</p> <p>Close working with Welsh Government and schools to develop the FBC and related documentation.</p>	<p>P.V. – Planning</p> <p>Ian Edwards – Property</p> <p>C.J. and L.M. – Finance</p> <p>T.D. - Strategy</p>	↔	L	L	G

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**Priority:** Skills and Learning  
**Sub-Priority:** Apprenticeships and Training  
**Impact:** Meeting the skills and employment needs of local employers

What we said we would do in 2013/14: -

**1. Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities**

Progress status	Progress RAG	A	Outcome RAG	G
<p>Work in relation to this area is on-going and is progressing well.</p> <p>Communities First are working in Partnership:</p> <ul style="list-style-type: none"> <li>• To take advantage of the opportunities to link the Jobs Growth Wales (JGW) &amp; Young Recruits Programme with Coleg Cambria and businesses on the Deeside Industrial Park. To date, 7 jobs have been secured under JGW. One more is currently being advertised for DangerPoint and Communities First are currently awaiting funding for a further 2 jobs at Flint. Further opportunities are being explored.</li> <li>• To work with West Flintshire Community Enterprises (a social enterprise set up by Communities First) to create and implement an initiative to support community-based job opportunities for young people in Flintshire who require more intensive support in the work place and will be helping many young people who require more intensive support to reap the benefits from work experience opportunities at the Artisans Shop on Holywell High Street. This work will link closely to the Business Entrepreneurship Network (BEN). This project will work in partnership with Coleg Cambria, WEA Cymru, Job Centre Plus, Careers Wales and Groundwork to provide fully supported training which will allow young people to learn in an environment that will overcome fears and build confidence without having the real pressure of the workplace. In addition to this it will give a “Hands on” approach to learning within the retail – hospitality and customer care sector.</li> <li>• To work with three local employers who all have low level skill vacancies.</li> <li>• With Reaching Higher, Reaching Wider to look at funding for future STEM (Science, Technology, Engineering &amp; Mathematics) events.</li> </ul>				

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In addition to the work that Communities First are undertaking:

- There is an active working group for a “Shared Apprentice” model being undertaken with Coleg Cambria / Shotton Paper (UPM) / Welsh Government and FCC.
- A proposal for a new shared Apprentice model is currently being mapped out. Final proposal to Welsh Government expected to be submitted by the end of March 2014.
- A construction industry led apprenticeship scheme to create at least 50 additional apprenticeships per year, with national sector led funding and tied to the community benefits commitments of the new North Wales Capital Procurement Framework is being developed.

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## 2. Launch the Employer’s Promise in the public sector to promote and enhance our roles as employers

Progress status

Progress RAG

A

Outcome RAG

G

An Employer’s Promise has been developed by the AEWE Project Board and has now been signed off by the LSB. Arrangements are currently being made to finalise a new launch for the Employer’s Promise and it is anticipated that the launch will now take place in March 2014.

All of the Partners of both the LSB and the AEWE Project Board will be invited to attend the launch to officially sign the promise.

Following agreement at the last LSB meeting, HR Representatives from partner’s organisations have been invited to join the AEWE Project Board and have been commissioned to start to identify any key areas or quick wins in line with the Promise which will benefit from collaboration. Work in this area is in its early stages. Work will continue and a detailed delivery programme will be developed. A further more detailed update will be reported to LSB In April 2014.

A Project Manager has now been appointed and will provide dedicated capacity to support the development and coordination of a programme of work around this.

**3. Set a marketing strategy to communicate the range of apprenticeship and training programmes available**

<b>Progress status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>G</b>
------------------------	---------------------	----------	--------------------	----------

Work in relation to this area is progressing more slowly than anticipated:

**Website**

The AEWE Project Board has undertaken a piece of work to look at various marketing and communicating models available that will help to promote the work of the AEWE and communicate the range of apprenticeships and training programmes available to young people. The AEWE Project Board has agreed to develop a website based on the “Inform Swansea” Model.

Contact has been made with the E-portal Project Manager at Swansea who is comfortable Flintshire to use their model in going forward. Further work is currently being undertaken to determine the following:

- Who will create and develop a similar website for Flintshire.
- The associated costs and whether there are any possible funding opportunities
- Developmental capacity of site
- Site content
- Timeframe around site development and implementation.

A Project Manager has now been appointed and will provide dedicated capacity to support the development and coordination of this area of work to develop a website and ensure that work is progressing as planned over the next couple of months.

In addition, Communities First have developed a Website and use Social Networking sites e.g. Twitter as a form of communication and also disseminate training information through Newsletters, posters and Community Networks.

**4. Identify the skills gaps for an increased number of apprenticeship and alternative programmes and investment in training**

<b>Progress status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>G</b>
------------------------	---------------------	----------	--------------------	----------

Work in this area is progressing both internally and in Partnership via the work of the AEWE Project Board.

Internally within FCC:

- Apprenticeship numbers (Flintshire Trainees) are growing, there are 72 currently in post. There are also an additional 122 employees undertaking Apprentice frameworks.
- An exit strategy has commenced for the current Trainees. Increased training in C.V. writing and interview skills is planned to accommodate the changes expected within Local Government. This work is being undertaken to ensure those Trainees who are unable to gain employment internally will have every opportunity to gain employment in the external labour market.

In Partnership:

- Communities First have now secured funding from “Reaching Higher, Reaching Wider” for Science STEM events and clubs.
- Much work has been undertaken with the Deeside Enterprise Zone to look at engaging businesses to work closely with Schools around the STEM (Science, Technology, Engineering and Mathematics) subjects and the Science Clubs to include workshops to identify business needs and those of young people. Employers are now involved within these projects.
- A new project is being developed as a Winter/Summer College with Schools, Employers and Coleg Cambria to be funded by Reaching Higher, Reaching Wide (RHRW).

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## 5. Support the development of the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network

Progress status

Progress RAG

G

Outcome RAG

G

Work in this area is on-going and is progressing very well:

### Business Entrepreneurship Network (BEN):

- The last BEN meeting took place in October 2013; the next is scheduled to take place in March 2014.
- Welsh Government are very supportive of the BEN.
- Good links have been developed with Coleg Cambria and Glyndwr University, both are partners on the BEN.
- The work Programme for 2014 has now been set.
- Communities First have been involved in the launch of Wrexham's BEN.
- Communities First are currently planning a Celebration event to celebrate the success of the BEN and all of its achievements to date across both clusters, scheduled to take place in June 2013.

### Dragon's Den:

- Events have taken place within both Communities First Clusters – November 2013
- Next event for both clusters is scheduled to take place in May 2014 at Deeside Leisure Centre.
- Communities First have been working with Askar Sheibani to support a Dragon's Den event in Wrexham.

### Enterprise Club:

- The Enterprise Club has over 50 members and crosses both Clusters.
- There are 6 Entrepreneurs trading.
- 3 Entrepreneurs are looking to feed into the Artisans Shop in Holywell to gain experience in retail plus this is an excellent outlet for the goods / business ideas.

**6. Continue to develop and increase the number and range of Communities First Job Club programmes**

<b>Progress status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
------------------------	---------------------	----------	--------------------	----------

Work in this area is on-going, much work has been undertaken and a lot of progress has been made since the mid year update:

- Communities First are continuing to work with three local employers who all have low level skill vacancies.
- There are now 6 job clubs running within the two Communities First clusters. These are all working well and have in total over 120 regular attendees.
- Jobs Clubs are supported by Job centre Plus (JCP) and Careers Wales.
- An education programme has been developed and employability workshops run alongside the Job clubs.
- 1 Careers Carousel event was run at Flint High School.
- The Employability club(s) are running weekly and are aimed at 16-24 year olds.
- A Jobs Fair is scheduled to take place and will be held at Flint in February 2014.

**7. Implement skills development programmes in partnership with local employers**

<b>Progress status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>G</b>
------------------------	---------------------	----------	--------------------	----------

Work in this area is ongoing and a lot of progress has been made:

**North Wales Advanced Manufacturing Skills and Technology Centre (NWAMSTC):**

- Significant progress has been made with the North Wales Advanced Manufacturing Skills and Technology Centre (NWAMSTC) project.
- The critical need now is to set out a project management/delivery plan, this will need a dedicated resource. Maintaining momentum is essential, otherwise we will lose the interest of business and the universities.
- Phase one of the feasibility study has been completed to develop a skills pipeline in partnership with Welsh Government, HE, FE and private industry.
- The Minister for Economy, Science and Transport has accepted in principle the second stage of the feasibility study and also acknowledged that Phase 1 of the NWAMSTC will cost in the region of £8m.
- Support in principle has been secured from Bangor, Glyndwr, Swansea, Cardiff, Liverpool and Chester Universities, the project is also being strongly supported by Toyota, Tata and UPM.
- The first stage of the NWAMSTC will be developed at Shotton Point. This will:-
  - Provide a hub for the NWAMSTC and safeguard an important historic building (former John Summers Steelworks offices).
  - Make a clear statement of the ambition of North Wales to be recognised as a major centre for advanced manufacturing.
- The NWAMSTC will link industry to education (at the HE/FE / school levels), it will provide access to technology and R&D and will also allow North Wales businesses to access funding such as that available through the UK Government’s Aerospace Technology Institute (currently £1.1 billion).
- Closer working relationships with partner Local Authorities have been developed.

**Skills / Jobs:**

- Committed jobs now exceeds 1,000, rate of delivery expected to increase in 2014.
- An increased proportion of jobs are being captured locally via the Local Labour Market Initiative.
- Skills issues underpin the approach to DEZ, to date attempts are underway to:
  - Develop a skills pipeline to address long term needs for growth and address the workforce demographic.
  - The NWAMSTC will be a key part of the skills pipeline
  - A shared apprenticeship scheme has been well received by employers but will look at 20 posts initially.

**Property:**

- Around 320,000 sq ft of existing commercial space has been taken up with a known demand for more.
- WG have accepted the need to deliver 80,000 sq ft immediately and is proposing a form of Property Development Grant.
- WG have secured a planning permission to undertake works to strengthen the River Dee flood embankment along the southern boundary.

**Marketing / Promotion:**

- A suggested marketing plan has been developed – Awaiting feedback from WG.

In addition, Communities First are:

- Continuing to develop a Local Labour Market initiative working closely with employers to meet their skill requirements, and job matching to meet the job requirements.
- Working with Schools, Colleges and local employers to develop an enrichment project which will target the under achieving young people who are at risk of becoming NEET.

Achievement will be measured through:-

- Reducing the percentage of 16 to 24 year olds claiming job seekers allowance
- Securing high levels of 16 year olds in education, employment and training
- Increasing the number of people who successfully establish and grow businesses
- Increasing the number of apprenticeships in the public and voluntary sector
- Increasing the number of new work experience and apprenticeships

Achievement Measures	Data Officer / Organisation	2012/13 Baseline Data	2013/14 Target	Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Reducing the percentage of 16 to 24 year olds claiming job seekers allowance	DWP	7.8% average	6.8%	7.0%	6.4%	G	G
Securing high levels of 16 year olds in education, employment and training	Careers Wales	97.7%		TBC	Annual Figure	TBC Q4	TBC Q4
Increasing the number of people who successfully establish and grow businesses	North Wales Economic Ambition Board	Flintshire (2011) - 420 new active businesses created  2012 – supported business to create 573 new jobs and safeguard 1,300	1,000	1,000	Q3 112 new 30 safeguarded  Q1-3 cumulative 1020 new 1176 safeguarded	G	G

**NB:-** Targets will be revised within this area to show achievement more clearly. In addition to the above listed which will remain , we will have separate categories for;

- 1) Overall number of apprenticeships with Coleg Cambria and other training providers,
- 2) Overall number of apprenticeships for every organisation/business in Flintshire
- 3) Overall number of apprenticeships employed in the public, voluntary and community sectors.

We will work with our partners to clearly define and set up a reporting process for this data in advance of the next quarterly submission.

**Risk to be managed: Ensuring that employer places match current and future aspirations and needs**

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> <li>Various approaches to skill gap identification and workforce planning are implemented across the external agencies</li> <li>The Regeneration Partnership has matured and plays an important role in addressing future skills gaps and 'growing the market'.</li> </ul>	M	L	G	<ul style="list-style-type: none"> <li>Launch of the Employers' Promise and follow-through of specific commitments</li> <li>Business Entrepreneur Network Dragon's Den Events</li> <li>Communities First expansion of Job Club programmes</li> </ul>	Head of Human Resources & Organisational Development  Head of Regeneration	↔	L	L	G

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Risk to be managed: Ensuring capacity to support paid work placements and other programmes

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<ul style="list-style-type: none"> <li>Council's Trainee Scheme</li> <li>Review of Council's work placements schemes</li> </ul>	M	L	G	<ul style="list-style-type: none"> <li>Renewal of Modern Trainee Scheme and launch of Graduate programme</li> <li>Fulfilment of Employers' Promise commitments</li> </ul>	Head of HR & OD	↔	L	L	G



Risks to be managed:

- Strengthening the links between Schools, Colleges and employers
- Ensuring that education providers participate fully

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<ul style="list-style-type: none"> <li>• Education providers including schools and Further Education are represented on the Apprenticeships, Entrepreneurships and Work Experience Board (AEWE )</li> <li>• Representatives have the responsibility to communicate with colleagues</li> </ul>	L	L	G	<ul style="list-style-type: none"> <li>• Conferences to provide opportunities for more education providers and students to be directly engaged in the programme</li> </ul>	Director of Lifelong Learning	↔	L	L	G

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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **LIFELONG LEARNING OVERVIEW & SCRUTINY COMMITTEE**

**DATE:** **THURSDAY, 10 APRIL 2014**

**REPORT BY:** **DIRECTOR OF LIFELONG LEARNING**

**SUBJECT:** **FACILITIES REVIEW**

### **1.00 PURPOSE OF REPORT**

1.01 To provide members with a comprehensive update with regards to the implementation of various service improvement initiatives designed to ensure the Facilities Services Unit complements 21<sup>st</sup> Century Schools and meets the legislative requirements of the Welsh Governments Appetite for Life health and wellbeing programme.

### **2.00 BACKGROUND**

2.01 Based on the Association of Public Service Excellence (APSE) consultancy report the Facilities Services Improvement project is now coming to the end of its second year.

2.02 The APSE report cited Efficiency, Innovation, Investment and Growth as the main criteria's for sustained service improvement.

2.03 Appendix 1 provides members with a comprehensive breakdown of the service improvements under each of the headings of Efficiency, Innovation, Investment and Growth. Completion of these service improvements which is being project managed under the Flintshire Value for Money programme will result in a resilient high quality modern Facilities Service, in which investment in staff, technology and updated working practices will secure efficiencies and ensure service improvements.

### **4.00 RECOMMENDATIONS**

4.01 That members note the contents of this report and that further updates will continue to be provided on a quarterly basis.

### **5.00 FINANCIAL IMPLICATIONS**

5.01 Due to the initiatives actioned as part of this service improvement programme like for like income compared to the same period in 2012/13 has increased in the following areas:

High schools:	6.5%
Primary schools:	9.4%
Bistro	6.25%

## **6.00 ANTI POVERTY IMPACT**

6.01 The schools PLASC data taken from the 2014 January census shows the following improvement in Free School Meal (FSM) uptake for those eligible:

High schools from 78.44% in 2013 to 80.08% in 2014.

Primary schools from 79.72% in 2013 to 82.59% in 2014.

6.02 The service will continue to promote the uptake of Free School Meals (FSM) and the Welsh Government universal free breakfast initiative by working in conjunction with schools, the pupil support unit and the Revenues and Benefits section to ensure that school age children in Flintshire have access to high quality food provision throughout the school day.

## **8.00 EQUALITIES IMPACT**

8.01 An Equalities Impact Assessment (EIP) has been carried out in each service area during the review period in consultation with HR the TU's and employees.

## **9.00 PERSONNEL IMPLICATIONS**

9.01 The management review has resulted in a flatter leaner structure based on 'spans of control' meaning no single line reports or deputies and introducing new ways of working more closely with schools and other Council departments such as Community, HR and Environment.

## **10.00 CONSULTATION REQUIRED**

10.01 The workforce and Trade Unions are being consulted at all key milestones in the review programme.

## **11.00 CONSULTATION UNDERTAKEN**

11.01 Consultations have taken place with HR, Trades Unions and individual consultation meetings (ICM) have taken place with all staff with regards to the primary school staffing review and those managers and supervisors affected in the management review.

## **12.00 APPENDICES**

12.01 Appendix 1 Efficiency, Innovation, Investment and Growth chart.

12.02 Appendix 2 Income comparison graphs.

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

None.

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## Facilities Services School Meals Catering Service

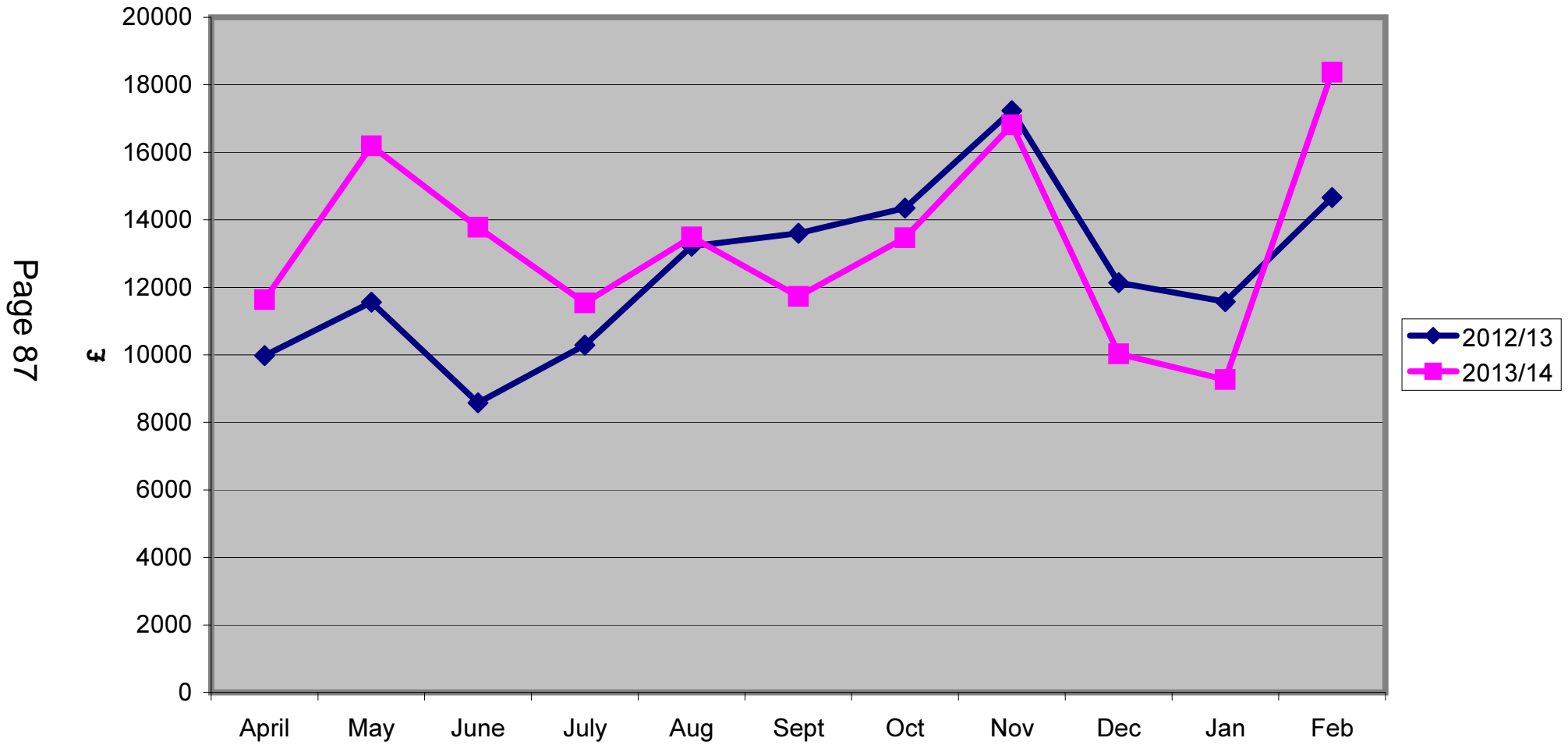
initiative	Description	Timescale
<b>Efficiencies:</b>		
Budget Realignment and Monitoring	Comprehensive review of the budgets with period on period comparisons has resulted in the 'trading' budgets showing a small trading surplus for 2013/14	In year on-going
Catering Staffing Review	Set new staff banding based on the number of meals served in primary schools at the national average of 10 meals per staff hour (APSE Performance Data). Reduction of circa 150 - 200 hours per week translating to savings between £80 and £100K per annum. Consultation with workforce and Trades Unions now complete.	Implementation in line with Single Status
Food costs	Food costs to be set at 40% cost of sales and monitored on a monthly basis with LL finance section to ensure targets achieved.	Ongoing
<b>Innovation:</b>		
Online Payments and SIMS Dinner Money Register	Facility for parents to pay for all school items including school meals online or via any council service point (at schools or Flintshire Connect Office, County Hall etc) or via telephone.  SIMS Dinner money register will allow Facilities to manage pre ordering of lunch in primary schools (avoids over production) and monitor and manage the dinner debts / free school meal provision on a 'live' basis	Now September 2014  33 primary schools already enrolled with a further 14 after Easter 2014.
High School Branding and Sales Development	High School Brand Visibility Package Refuel / Aillenwi including Sales Development Programme and Promotional Activity in order to generate additional sales / uptake of school meals. A Refuel web site hyperlinked to high schools own web sites.	Completed June 2013.
Primary school Branding and Sales Development	A contemporary design has been agreed with schools alongside a promotional pack to include 15 themed promotions, year planner and explanatory leaflet's and newsletter for teacher and parents	Summer 2014
Food for Life Award	Re-award of Food for Life (Soil Association) Bronze Award for all primary schools.	Spring 2014

## Facilities Services School Meals Catering Service

<b>Investment</b>		
Ventilation programme for school kitchens	Phase 1 includes installation of ventilation systems to meet the requirements of HSE 175 in 12 primary schools and one high school.	Phase 1 complete
Capital Improvement programme for school kitchens and dining rooms	A five year capital programme (subject to capital approval) to improve the kitchens, serveries and dining rooms in primary and secondary schools. The schedule to be based on the ventilation risk assessment works.	Phase 2 capital report to CAMG in May 2014
ICT in primary schools	Initial trial of laptops connected to schools wifi will allow two way communication and access to infonet data, financial information and monthly newsletter.	Spring 2014
<b>Growth</b>		
School meal uptake	Due to the initiatives actioned as part of this service improvement programme like for like income compared to the same period in 2012/13 has increased in the following areas: High schools: 6.5% Primary schools: 9.4%	On-going
Free school meal uptake	The schools PLASC data taken from the 2014 January census shows the following improvement in Free School Meal (FSM) uptake for those eligible: High schools from 78.44% in 2013 to 80.08 in 2014. Primary schools from 79.72% in 2013 to 82.59 in 2014.	On-going
County Hall Bistro	Branding, sales development and promotions have seen income in the Bistro increase by 6.3% compared to the same period last year.	On-going



## Bistro Income By Month



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## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **LIFELONG LEARNING OVERVIEW & SCRUTINY COMMITTEE**

**DATE:** **THURSDAY 10<sup>TH</sup> APRIL, 2014**

**REPORT BY:** **HOUSING AND LEARNING OVERVIEW & SCRUTINY FACILITATOR**

**SUBJECT:** **FORWARD WORK PROGRAMME**

### **1.00 PURPOSE OF REPORT**

1.01 To consider the Forward Work Programme of the Lifelong Learning Overview & Scrutiny Committee.

### **2.00 BACKGROUND**

2.01 Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Directors. Other possible items are identified from the Cabinet Work Programme and the Strategic Assessment of Risks & Challenges.

2.02 In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:

1. Will the review contribute to the Council's priorities and/or objectives?
2. Are there issues of weak or poor performance?
3. How, where and why were the issues identified?
4. Do local communities think the issues are important and is there any evidence of this? Is there evidence of public dissatisfaction?
5. Is there new Government guidance or legislation?
6. Have inspections been carried out?
7. Is this area already the subject of an ongoing review?

### **3.00 CONSIDERATIONS**

3.01 Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work Programme of the Committees of which they are Members. By reviewing and prioritising the Forward Work Programme Members are able to ensure it is Member-led and includes the right issues. A copy of the Forward Work Programme is attached at Appendix 1 for Members' consideration which has been updated following the last meeting.

**4.00 RECOMMENDATIONS**

4.01 That the Committee considers the draft Forward Work Programme attached as Appendix 1 and approve/amend as necessary.

**5.00 FINANCIAL IMPLICATIONS**

5.01 None as a result of this report.

**6.00 ANTI POVERTY IMPACT**

6.01 None as a result of this report.

**7.00 ENVIRONMENTAL IMPACT**

7.01 None as a result of this report.

**8.00 EQUALITIES IMPACT**

8.01 None as a result of this report.

**9.00 PERSONNEL IMPLICATIONS**

9.01 None as a result of this report.

**10.00 CONSULTATION REQUIRED**

10.01 N/A.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Publication of this report constitutes consultation.

**12.00 APPENDICES**

12.01 Appendix 1 – Forward Work Programme

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

None.

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**CURRENT FWP**

<b>Date of meeting</b>	<b>Subject</b>	<b>Purpose of Report</b>	<b>Scrutiny Focus</b>	<b>Responsible / Contact Officer</b>	<b>Submission Deadline</b>
<b>15 May 2014</b>  <b>Meeting to be held at Elfed High School</b>	<b>Lifelong Learning Directorate Plan 2014/15</b>	To provide Members with an overview of the Directorate Plan 2014/15 as part of the Council's Governance Framework	Service Planning	Director of LLL	<b>7 May 2014</b>
	<b>Development and Resource Service Plan</b>	To consider the Development and Resource Service Plan	Service Planning	Director of LLL	
	<b>School Improvement Strategy</b>	To consider the School Improvement Strategy	Service Planning	Director of LLL	
	<b>Culture &amp; Leisure Plan</b>	To consider the Culture & Leisure Plan	Service Planning	Director of LLL	
	<b>Apprenticeships, Training &amp; Development Opportunities</b>	To update Members on progress in relation to creation of Apprenticeship and Training Opportunities	Performance Monitoring	Director of LLL	
<b>19 June 2014</b>	<b>Quarterly Performance Reporting</b>	To consider Q4/Year End performance outturns for improvement targets	Performance Monitoring	Director of LLL	<b>11 June 2014</b>

<p><b>24 July 2014</b></p>					
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**Items to be scheduled**

- Update report on the timescales of the bespoke websites for all Leisure Facilities
- Update on the growth of sports development activities for 0 – 7 year olds – October 2014 (to allow for the scheme to be running for a school year)
- Update report on the Flintshire Music Service Review (to include information on the number of pupils who had requested tuition but had given up after a short period of time) – September, 2014
- Inclusion Service Review – To demonstrate to the Committee on how the Inclusion Service Review was being implemented in practice
- Post 16 Courses – To provide the Committee with information on how the Authority works with schools to commission Post 16 courses.

**Joint meeting with Social & Health Care Overview & Scrutiny Committee – Date to be confirmed**

- Corporate Parenting
- Children & Young People Plan
- Educational Attainment of Looked After Children
- Safeguarding
- Services for the blind / partially sighted in Flintshire

**REGULAR ITEMS**

<b>Month</b>	<b>Item</b>	<b>Purpose of Report</b>	<b>Responsible / Contact Officer</b>
<b>February</b>	<b>Pupil Attainment</b>	To provide Members with a summary of pupil attainment across primary and secondary school	Director of Lifelong Learning
<b>February / March</b>	<b>Incidents of arson, vandalism and burglaries in Flintshire schools</b>	Annual update report to review progress	Director of Lifelong Learning
<b>March</b>	<b>Children &amp; Young People Plan</b>	Monitoring Report	Director of Lifelong Learning
<b>March</b>	<b>Educational Attainment of Looked After Children</b>	To receive the annual educational attainment report (joint meeting with Social & Health Care)	Director of Lifelong Learning
<b>November 2010 onwards</b>	<b>School Balances</b>	To provide the Committee with details of the closing balances held by Flintshire schools at the end of the financial year	Director of Lifelong Learning
<b>November</b>	<b>School Exclusions</b>	Annual monitoring report to ensure effective mechanisms remain in place for exclusions, together with appropriate levels of intervention and support	Director of Lifelong Learning
<b>December</b>	<b>Health &amp; Safety in Schools</b>	To receive a summary report on accidents and incidents in schools during the academic year and the actions taken to support schools in achieving healthy and safe environments.	Director of Lifelong Learning
<b>Quarterly</b>	<b>Performance Monitoring</b>	To enable Members to fulfil their scrutiny role in relation to performance monitoring	Director of Lifelong Learning
	<b>School Meal Service</b>	To receive an update on the key project milestones of changes to the School Meal Service	Director of Lifelong Learning

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