

# Public Document Pack

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**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

9 May 2014

Maureen Potter 01352 702322  
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**David Hytch, 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 **ELFED HIGH SCHOOL, MILL LANE, BUCKLEY, CH7 3HQ** on  
**THURSDAY, 15TH MAY, 2014** at **2.00 PM** to consider the following items.

**Members are requested to arrive at the School at approximately 1.30 p.m.  
Members will then be given a tour of the facilities before the Committee  
meeting starts at 2.00 p.m.**

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 - 16)  
To confirm as a correct record the minutes of the last meeting.
- 4 **IMPROVEMENT PLAN 2014/15** (Pages 17 - 32)  
Report of Chief Executive
- 5 **CULTURE & LEISURE SERVICE PLAN 2014-15** (Pages 33 - 60)  
Report of Director of Lifelong Learning
- 6 **APPRENTICESHIPS, TRAINING AND DEVELOPMENT OPPORTUNITIES**  
(Pages 61 - 66)  
Report of Director of Lifelong Learning
- 7 **RECOMMENDATION FROM THE LEISURE FINANCE TASK & FINISH GROUP** (Pages 67 - 70)  
Report of Housing and Learning Overview & Scrutiny Facilitator
- 8 **LIFELONG LEARNING FOWARD WORK PROGRAMME** (Pages 71 - 76)  
Report of Housing and Learning Overview & Scrutiny Facilitator

## **LIFELONG LEARNING OVERVIEW & SCRUTINY COMMITTEE** **31 MARCH 2014**

Minutes of the meeting of the Lifelong Learning Overview & Scrutiny Committee of Flintshire County Council, held at County Hall, Mold on Monday, 31 March 2014.

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

Councillors: Marion Bateman, Amanda Bragg, Ian Dunbar, Colin Legg, Dave Mackie, Nancy Matthews, and Nigel Steele-Mortimer

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

**SUBSTITUTIONS:** Councillors Ray Hughes for Phil Lightfoot

**APOLOGIES:** Councillors Ron Hampson, Stella Jones, Ann Minshull, Paul Shotton, and David Williams

### **CONTRIBUTORS:**

Cabinet Member for Education, Cabinet Member for Waste Strategy, Public Protection and Leisure, Director of Lifelong Learning, Head of Development and Resources, Head of Schools Improvement Services, and Advisor for Social Inclusion and Wellbeing

### **IN ATTENDANCE:**

Member Engagement Manager and Committee Officer

## **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. TERM OF OFFICE OF CO-OPTED MEMBERS**

The Member Engagement Manager introduced a report to inform the Committee that the terms of office of two of the statutory co-opted Members had expired and to suggest an approach to ensure representation prior to an election being held.

The Member Engagement Manager provided background information and explained that the Lifelong Learning Directorate had initiated the election of parent governors. In the circumstances it was suggested that the most appropriate way of dealing with the issue was for the Committee to formally co-opt Mr. Hytch and Mrs. Stark until the results of the election of parent governor representatives was known. He advised that there was provision for

this within section 76 of the Local Government (Wales) Measure 2011. This would ensure that the ability of the Committee to conduct its business was not impaired. For the time being the co-optees would be able to retain their seats on the Committee with most arrangements remaining the same, apart from the loss of voting rights on education issues. The Member Engagement Manager apologised to Mrs. Stark and Mr. Hytch that this had happened and commented that he had taken steps to ensure that it didn't reoccur.

The Chairman asked the Committee to consider formally co-opting Mr David Hytch and Mrs Rebecca Stark from 1 March 2014 until such time as the results of the parent governor representative elections were known. Members voted on the proposal and this became the resolution of the Committee.

Councillor Nigel Steele-Mortimer asked when the results of the parent governor elections would be made available. The Member Engagement Manager advised that the process could take up to 6 weeks.

**RESOLVED:**

That Mr David Hytch and Mrs Rebecca Stark, parent governor co-optees, be co-opted to the Committee on a personal basis from 1 March 2014, until such time as the results of the parent governor representative elections were known.

**73. PUPIL ATTAINMENT**

The Director of Lifelong Learning introduced a report to provide Members with a summary of pupil attainment in statutory assessments across primary and secondary school phases for the school year 2012/13. He provided background information and advised that attached to the report was an analysis of pupil attainment in statutory assessment and public examinations in the academic year 2012/13 for pupils in years 2, 6, 9 and 11 in Flintshire.

The Director invited Mr. Kevin Grandfield, Head of Schools Improvement Services, to present the data on statutory teacher assessment and reporting at Foundation Phase and Key Stage 2. The Head of Schools Improvement Services also reported on the Key Stage 3 and 4 National Curriculum Assessment Results in Wales: 2013 and gave an overview of the trends in outcomes at Foundation Phase, Key Stage 2, and Key Stages 3 and 4.

The Director commented on the endeavours to secure high quality outcomes for learners. Officers reported on the targets for performance across secondary schools based on the proportion of learners entitled to claim Free School Meals and advised that the targets set for Flintshire were amongst the highest and most challenging in Wales. The outcomes were broadly in line with or above the targets set.

The Director invited Mr. David Messum, Advisor for Social Inclusion and Wellbeing, to present the data on attendance and exclusions in Flintshire Primary and Secondary Schools: 2013. Members were advised that school attendance was a high priority for the Welsh Government and local authorities in aiming to improve standards. There had been a trend of improvement in Flintshire schools with figures for both primary and secondary schools being above the national average for Wales. The Advisor for Social Inclusion and Wellbeing reported on the range of attendance across schools, target setting, and the number of permanent and fixed exclusions from Flintshire schools.

The Chairman thanked the Director, Head of School Improvement Services and Advisor for Social Inclusion and Wellbeing, for their detailed presentations and invited Members to raise questions.

The Chairman drew attention to the robustness of data. He asked the Director if the Authority was satisfied with the teacher assessments made in Flintshire. The Director responded that he had confidence in the professionalism of teachers and the workforce in schools. He emphasised that he was aware of the level of challenge concerning assessments that teachers were undertaking in individual schools, however, he commented that he did not have the same confidence in the level of consistency across the country.

The Chairman asked if there was any evidence that schools were not completing the forms correctly in relation to teacher assessments. The Head of Schools Improvement Services responded and explained the difference which had occurred between Flintshire and other Authorities last year. The Chairman was given an assurance that there was no evidence that any other authorities were completing their forms incorrectly.

Mr. David Hytch commented on the Foundation Phase data and referred to the pressure on schools to report matters in a favourable light. He also referred to the subject of vocational courses and asked how widespread the use of such courses was in Flintshire and how they were used in making comparisons.

Mrs. Rebecca Stark expressed praise for the mechanism used for tracking and monitoring students attendance and progress in secondary schools. However, she raised concerns about the level of exclusions in primary schools. She also raised concerns around the pressure on teachers to produce assessments and to consistently strive for the highest levels. She commented on the ability of individual children and the need to be realistic and not overly ambitious. She also referred to the subject of Free School Meals and the impact of changes in the benefits system and the recording of figures across Wales.

Mrs. Stark referred to the literacy and numeracy results for next year and asked how figures compared with the rest of Wales. She commented on the need for sensitivity regarding how the information was delivered to parents and pupils.

Councillor Nancy Matthews acknowledged the progress made by schools in Flintshire in comparison across Wales but said there was also a need to view the “wider picture” and prepare pupils for work outside Wales. She said it would be helpful to have comparative data with England. In his response the Director gave examples of outcomes in nearby Authorities and the Head of School Improvement Services agreed to provide additional information to the Committee on School performance in England's local authorities

Officers gave detailed responses to the queries and concerns raised and referred to the work undertaken around aspirational target setting, performance monitoring work for individual schools, high quality school leadership and teaching and learning, and the support provided by the Authority to schools and by schools to each other through sharing of good practice.

Members congratulated the Director and his team on the progress and achievements gained.

**RESOLVED:**

That the report be received and the achievements of pupils be noted.

**74. INCIDENTS OF ARSON, VANDALISM AND BURGLARIES TO FLINTSHIRE SCHOOLS**

The Head of Development and Resources introduced a report to provide an update on the implementation of the recommendations submitted to and approved by the Executive early in 2006, regarding the review of measures taken to reduce and/or prevent arson, vandalism and burglaries to Flintshire schools.

The Head of Development and Resources commented on the progress which had been made in implementing a number of measures in consultation with the School Security Group and schools. He referred to training for Caretakers, the work undertaken to develop and formalise a multi-agency approach, Flintshire Neighbourhood Watch, “OWL” (Online Watch Link) communication system, School/Cocoon Watch, and the Y-Factor Youth Programme.

Councillor Ian Dunbar spoke in support of the OWL communication system and the positive response from the general public in terms of assisting crime prevention in local schools. He referred to Welsh Government (WG) funding for CCTV systems and expressed disappointment regarding the recent unsuccessful bids which had been made by some schools. He commented on the police support for CCTV security systems in schools which assisted in crime prevention. The Head of Development and Resources explained that there had been a number of successful bids made by schools during recent years, however, applications for funding were becoming

increasingly competitive and there was less funding available from the WG for such bids than there had been previously.

Councillor Amanda Bragg reported that the Police and Crime Commissioner for North Wales had reduced funding for the “OWL” system for next year and suggested that the Committee may wish to write to Winston Roddick, QC, Police and Crime Commissioner, to make representation for the previous level of funding to the “OWL” service to be reinstated in recognition of its success.

During discussion the Head of Development and Resources provided further information to Mrs. Rebecca Stark around the “Teen Messaging” scheme and agreed to provide figures to her for the previous year in relation to burglary costs in schools.

**RESOLVED:**

- (a) That the Committee note the developments to date;
- (b) That the Committee specifically has regard to the contribution made by the “OWL” Online Watch Link to increasing public confidence in the Police; the reduction in the fear of crime and heightened levels of awareness of vigilance; and
- (c) That having regard to (2) above, that representation be made to the Police & Crime Commissioner for reinstatement of OWL funding.

**75. REQUEST FROM A MEMBER**

The Member Engagement Manager introduced a report to receive a request for consideration of an item which had been made by a Member of the Committee.

Mr. Hytch expressed the view that there was an anomaly with the current structure of the Committee in that it did not have any direct representation from the Welsh Medium Education. He also referred to the Welsh Government request for all local authorities throughout Wales to produce and implement a Welsh in Education Strategic Plan which encompassed a development strategy for both first and second language Welsh. .

In his response the Director of Lifelong Learning referred to the five statutory co-optees currently on the Committee, three of which were elected by parent governors to represent them. He commented that the five statutory co-optees had the right to vote on all education issues considered by the Committee.

The Director commented on the collective responsibility of Members and Officers to promote the wellbeing of the Welsh language in all schools. He referred to the work of the Welsh Education Forum which was revived to

strategically plan, monitor and evaluate the Welsh in Education Strategic Plan 2012-15 (WESP) and the clear expectation that the Authority would promote the principles underpinning the WESP. He reported that the Forum met regularly to refine and update the Plan.

During discussion the Chairman expressed the view that in granting the request a precedent may be created which could result in other parties making a request that they be considered for co-option to the Committee. This view, and those of the Director, were echoed by Councillor Nancy Matthews.

Councillor Colin Legg referred to the current size of the Committee which had 15 Members plus 5 co-opted members. He expressed the view that pupils should also be prepared for work and educational opportunities in Europe and other countries and suggested that the Committee might wish to consider co-option of a representative member from the sciences, mathematics or business community.

The Cabinet Member for Education reiterated the views expressed by the Director that Members and Officers had a responsibility to serve the interests of the Welsh medium sector on a daily basis.

The Chairman paid tribute to the consistent and valuable contribution made by the statutory co-optees to the work of the Committee. He commented that he was unconvinced that extending the number of current co-optees would make any significant improvement.

The Director advised that he would provide feedback to the Flintshire Governors Association and write to the Welsh Medium Schools to encourage participation in parent governor representative elections.

### **RESOLVED:**

That the suggestion to co-opt a representative of the Welsh Education Forum to the Committee be not pursued for the reasons given in the meeting but that regular reports be made to the Committee on the Forum's progress.

## **76. FORWARD WORK PROGRAMME**

The Member Engagement Manager introduced the Forward Work Programme of the Committee. He informed Members that the meeting of the Committee scheduled for 15 May 2014 would be held at Elfed High School, Buckley. It was agreed that Members would arrive at the School at 1.00 pm in order to be given a tour of the building before the Committee meeting started at 2.00 p.m.

Members reviewed the current programme and agreed that the following items be considered at the next meeting on 10 April 2014:



- Quarterly Performance Reporting
- Regional School Effectiveness and Improvement Service (GwE)
- Facilities Review

Councillor Nancy Matthews requested that regular reports be provided to the Committee to update on progress on school modernisation. The Director indicated that this would be provided, starting in May, when the Committee would be receiving a report on the School Improvement Strategy.

**RESOLVED:**

That subject to the above the Forward Work Programme be agreed.

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

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

(The meeting commenced at 10.00 am and ended at 12.07pm)

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**Chairman**

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**LIFELONG LEARNING OVERVIEW & SCRUTINY COMMITTEE**  
**10 APRIL 2014**

Minutes of the meeting of the Lifelong Learning Overview & Scrutiny Committee of Flintshire County Council, held at County Hall, Mold on Thursday, 10 April 2014.

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

Councillors: Marion Bateman, Amanda Bragg, 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 and Rita Price

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

**APOLOGIES:** Councillor Ann Minshull. Mrs. Rebecca Stark and Reverend John Thelwell

**ALSO PRESENT:** Cabinet Member for Waste Strategy, Public Protection and Leisure.

**CONTRIBUTORS:**

Cabinet Member for Education, Director of Lifelong Learning, Head of Schools Improvement Service, and Interim Facilities Services Manager

**IN ATTENDANCE:**

Housing and Learning Overview and Scrutiny Facilitator and Committee Officer

**78. 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 Councillors Amanda Bragg and Phil Lightfoot (who were not school governors) declared an interest as school governors.

**79. MINUTES**

The minutes of the meeting of the Committee held on 6 March 2014 were submitted.

**Accuracy**

Page1: the name 'Brownwen' to be amended to read 'Bronwen'.

## National Model for Regional Working on School Improvement

Mr. David Hytch asked that a copy of the 2014/15 Business Plan for GwE be provided to Mrs. Rebecca Stark and other co-opted Members who could not access the document in the Members Library.

## Annual School Modernisation Report

Councillor David Mackie referred to his comments on page 4 of the minutes and said that his concern had been that building a new school at John Summers the same size as the current school, would not address the issue of surplus places. Councillor Davie Mackie also asked that the following comment be added to minute number 74: “that the Chairman expressed concern during the meeting that Members had to ask the right questions in order to obtain information which should have been included in the reports”.

Councillor Marion Bateman asked that her concerns around the new hub being over-reliant on the ambitious Northern Gateway plan in Deeside be included as part of her comments on minute number 74.

### **RESOLVED:**

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

## **80. REGIONAL SCHOOL EFFECTIVENESS AND IMPROVEMENT SERVICE (GwE)**

The Chairman welcomed and introduced Mr Huw Foster Evans, Chief Officer of GwE and invited him to give a presentation on the Regional School Effectiveness and Improvement Service (GwE).

The Director of Lifelong Learning introduced a report to provide an update on progress with the development of GwE. He provided background information and reported that the Minister for Education had recently supported the GwE business plan for 2014-15. He advised that Flintshire and all North Wales Local Authorities were committed to working collaboratively with each other and the Welsh Government to ensure that children and young people were given the best possible start in life and achieve life skills of the highest standards. The commitment was embodied in local improvement plans and the development of the National Model for regional working on school improvement.

Mr. Huw Foster Evans gave a presentation on progress with development of the service which had been in place for 12 months. The main points of the presentation were:

- The national context
- The regional context
- Supportive challenge

- Challenging support
- School to school support as the main driver
- Structures
- Shared accountability
- PISA tests, skills and the national expectations
- Leadership
- HR support
- Governor support

The Director advised that GwE was commissioned by and accountable to North Wales local authorities including Flintshire. This was embodied in the developing mode for performance planning and reporting (including to scrutiny) , in the participation of the Cabinet Member, Chief Education Officer and school representatives, in service governance, in the participation of commissioning officers, and delivery officers in local scrutiny.

The Cabinet Member for Education spoke in support of GwE and said he was confident of progress and that the Service would continue to provide better outcomes for pupils in Flintshire schools.

Mr. Evans provided detailed responses to the written questions which had been submitted prior to the meeting by Councillor Ian Dunbar and Mr. David Hytch. Councillor Ian Dunbar asked that written responses to the questions be circulated to the Committee following the meeting. A copy of the questions and the responses are attached at Appendix 1.

The Chairman invited members to raise any further supplementary questions.

Councillor Paul Shotton commented on the educational results achieved in Scotland and asked if GwE could look at how these had been gained. Mr. Evans advised that he would be meeting with Professor Graham Donaldson on 1<sup>st</sup> May 2014, who had previously undertaken a personal review of teacher education in Scotland, concerning a review Professor Donaldson would be carrying out on behalf of the Welsh Government on the assessment of the national curriculum. He commented on the need to develop a more positive rather than negative language in terms of the education services in Wales and the accomplishments achieved.

Councillor Stella Jones referred to the mission statement for GwE and commented on the possibility of duplication of roles between GwE and Flintshire County Council.. She expressed further concerns in relation to the decisions made by GwE and adoption of a “one size fits all approach”. She referred to the need for effective scrutiny by individual scrutiny committees and more input in decision making. Mr. Evans and the Director acknowledged the points raised and responded to the concerns. The Director gave an assurance that there would be no duplication of work and commented on the importance of providing a streamlined coherent service. He also gave an assurance that no decisions would be taken about how services would change without an individual business case being considered.

Regarding Scrutiny's involvement in the decision making process, the Director of Lifelong Learning confirmed that reviews to the annual delivery plan during the year would be incorporated into the Committee's forward work programme.

The Cabinet Member for Education commented that the duties and responsibilities between GwE and Flintshire County Council had previously been agreed with Members during consideration of the Service Level Agreement.

Councillor Dave Mackie referred to the views expressed by the Committee in previous meetings that whilst acknowledging the need for a regional service members did not want standards to reduce. He said his concern was that a year had passed and Flintshire schools had not had the same level of service that they had been provided with previously. In his response the Director referred to the lengthy and detailed discussions which had taken place with Members around the development of the service and the national model. He said there was agreement on a need to improve opportunities for learning and outcomes in Flintshire schools. He explained that schools still had access to specialists in relation to core subjects but that the curriculum advisor role that existed in the past was now being undertaken by the Head of Department in schools working in collaboration with other schools.

In response to the queries raised by Councillor Nancy Matthews around commissioning, the Director advised that there was the facility to decommission, however, all 22 local authorities had signed up to work through a regional consortia and there would be a consequence if an individual local authority was to withdraw.

Mrs Rita Price made a number of observations in relation to sharing of good practice amongst schools and referred to a culture of encouraging schools to compete with each other. She also said there was little reference to the fact that schools were different and there was no regard to what diocesan schools were.

Councillor Nigel Steele Mortimer expressed the view that whilst it appeared GwE worked well in secondary schools, in his view this was not replicated in the primary sector. He commented on the level of reassurance which had been provided to teachers under the old system through direct contact with curriculum subject advisors. He said the new system had "gaps" in provision and that primary schools were left to bring in services as required. Mr. Evans acknowledged the concerns raised and referred to the reintegration of some of the services and that the perceived "gap" would be filled in a year or two.

The Chairman referred to monitoring visits of the System Leaders and asked how GwE ensured consistency across all local authorities. He asked whether the four regional consortiums would be subject to Estyn Inspections

and for further information around the procedures in place to ensure local authorities were informed of areas of concern.

During discussion Mr. Evans responded to the questions raised by the Chairman regarding the monitoring of System Leaders visits and consistency across all local authorities, inspections of the consortia by Estyn, the procedure for raising any concerns with a Local Authority and the process for Members to raise any concerns with GwE. The Chairman suggested that the Chief Officer of GwE be invited to attend a meeting of the Committee annually and that future presentations include case studies of actions taken by GwE to improve education in schools in Flintshire. The Chairman also suggested that a special meeting of the Committee be arranged in the future to address this item.

The Chairman thanked Mr. Huw Foster-Evans for his attendance and for his detailed responses to Members' questions.

**RESOLVED:**

- (a) That the update be received and the planned development of the regional service within the framework provided by the National Model for regional working on school improvement be supported; and
- (b) That scrutiny incorporates the school improvement business plan for Flintshire and outcome reporting, envisaged within the National Model, into its annual work programme.

**81. VARIATION IN ORDER OF BUSINESS**

The Chairman indicated that there would be a change in the order of the agenda and that the item on the Facilities Review would be brought forward.

**82. FACILITIES REVIEW**

The Interim Facilities Services Manager introduced a report to update on the implementation of various service improvement initiatives designed to ensure the Facilities Services Unit complemented 21<sup>st</sup> Century Schools and met the legislative requirements of the Welsh Government's Appetite for Life health and wellbeing programme. He advised that a comprehensive breakdown of the service improvements under each of the headings of Efficiency, Innovation, Investment and Growth was appended to the report.

The Interim Facilities Services Manager gave a presentation on Flintshire Primary Branding. The main points of the presentation were:

- Current situation
- The brief
- Brand proposals
- Logo/Brand

- Brand Values
- Brand values for Fuel up 205
- Brand extension
- In the schools: the Promotional Campaign

He also outlined future promotional campaigns to encourage the take up of school meals and commented on a Healthy Food week 1<sup>st</sup> to 7<sup>th</sup> June 2014, a cookery competition between Primary and Secondary Schools, participation in the Mold Food Festival, and the compilation of a School Cook's recipe book. The Interim Facilities Services Manager also commented on work undertaken to engage and promote local produce and suppliers

Councillor Paul Shotton said he was pleased to note the increased uptake in Free School Meals for those eligible.

Councillor Marion Bateman expressed concern that pupils were being given too much choice. She also asked how much the Flintshire Primary Branding had cost. The Interim Facilities Services Manager explained the cost per school of the branding package and commented on today's sophisticated Infant/Junior market. He referred to the importance of healthy eating and the need to make lunchtimes an integral part of the school day with the aim to improve attainment and development.

Members expressed their thanks to the Interim Facilities Services Manager and his team for their hard work and achievements. The Director and Cabinet Member for Education also expressed their appreciation to the Interim Facilities Services Manager for the service improvements and efficiencies, and the increased income and uptake of school meals. The Committee expressed best wishes to the Interim Facilities Services Manager for the future.

**RESOLVED:**

That the report be noted and further updates provided on a quarterly basis.

**83. IMPROVEMENT PLAN MONITORING REPORT**

The Director of Lifelong Learning introduced the 2013/14 Mid Year Improvement Plan Monitoring Report relevant to the Committee for the period October to December 2013. He provided background information and advised that the Improvement Plan Monitoring Report explained the progress being made towards delivery of the impacts set out in the Improvement Plan. Members were asked to consider and comment on the Improvement Plan sub-priority reports on Modernised and High Performing Education, Places of Modernised Learning, and Apprenticeships and Training, which were appended to the report.

In response to a query from Councillor Nancy Matthews concerning the support provided to schools in use of the School Effectiveness Grant and Pupil Deprivation Grant, the Head of Schools Improvement Services



explained that the Authority's purpose was to ensure that school's adhered to the grant criteria.

Mr. David Hytch commented on the reduction in the repairs and maintenance budget for educational assets and the information that the programme to address repairs and maintenance was having a positive effect on the repairs backlog. He referred to the increases in repair and maintenance as building age and conditions continued to deteriorate despite the replacement of some old schools by new removing some of the backlog. The Director acknowledged the points raised and explained that he would wish to see further progress in the removal of backlogs, however, capital programmes were under pressure, and he commented on the significant impact in relation to the reduction in backlog achieved so far through school modernisation, reorganisation, and new build. He also highlighted the future actions and arrangements to control the risk.

Councillor Nancy Matthews referred to the consultations undertaken on post-16 provision and asked if a report on post 16 outcomes, to include student drop-out rates, be submitted to the Committee in September 2014. The Director agreed to provide a report.

Mrs Rita Price referred to the request for comparisons to be made between Flintshire secondary schools and post 16 colleges and asked that preliminary work be undertaken with the colleges in Flintshire when seeking information about their performance.

In response to a query from Councillor Amanda Bragg concerning statutory objections the Director explained that a large number of statutory notices had been issued. Ministerial adjudication had been received in relation to the Elfed High School, however, Ministerial approval was still awaited in relation to other statutory notices issued.

**RESOLVED:**

- (a) That the report be noted;
- (b) That the Director provides a report on post-16 outcomes; and
- (c) That the Director provides data on the number of students who start A level courses and then "drop out".

**84. FORWARD WORK PROGRAMME**

The Housing and Learning Overview and Scrutiny Facilitator introduced the Forward Work Programme of the Committee. She informed Members that the next meeting of the Committee scheduled for 15 May 2014 would be held at Elfed High School, Buckley. It was agreed that Members would arrive at the School at 1.30 pm in order to be given a tour of the building before the Committee meeting started at 2.00 p.m. She also advised that a joint meeting of the Lifelong Learning and Social & Health Care

Overview and Scrutiny Committees had been arranged for Friday, 2 May 2014.

Members reviewed the current programme and agreed that the following items be considered at the next meeting on 15 May 2014:

- Lifelong Learning Directorate Plan 2014/15
- Development and resource Service Plan
- School Improvement Strategy
- Culture and Leisure Plan
- Apprenticeships, Training and Development opportunities

It was also agreed, in line with previous discussions, that the following items be added to the forward work programme:-

- Post 16 results to include information on student drop-out rates
- Education Repairs and Maintenance Budget
- Update report on School Modernisation

**RESOLVED:**

That subject to the above the Forward Work Programme be agreed.

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

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

(The meeting commenced at 2.00 pm and ended at 4.45pm)

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**Chairman**

## FLINTSHIRE COUNTY COUNCIL

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

**DATE:** **THURSDAY, 15 MAY 2014**

**REPORT BY:** **CHIEF EXECUTIVE**

**SUBJECT:** **IMPROVEMENT PLAN 2014/15**

### **1.00 PURPOSE OF REPORT**

1.01 To consider the content of the draft Improvement Plan 2014/15 and the “How achievement will be measured” document prior to final publication in June.

### **2.00 BACKGROUND**

2.01 It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan. It is a statutory requirement for the County Council to adopt the Improvement Plan.

2.02 Improvement Objectives and an accompanying Improvement Plan were first set and adopted by the Council in 2011. For 2013/14 the Council thoroughly reviewed the priorities to streamline them and reset them with clearer outcome based aims. A revised set of eight priorities supported by a structure of sub-priorities was adopted.

2.03 The Plan presentation also changed providing detail for each of the priorities which were to have the most impact during the year. This has helped the organisation to concentrate on the outcomes where most immediate attention was needed.

2.04 The refresh also took into account the comments of the Wales Audit Office (WAO) on:-

- the opportunity to present a plan which would engage the wider public
- the adoption of a smaller set of ‘in-year’ priorities
- the further development of outcome based objectives which identify the impact for each priority
- the need to ensure that any revisions of the Plan are updated on the public website.

2.05 The WAO in its letter of September 2013 said that the presentation and content of the Improvement Plan (2013/14) “enables public

engagement with the Council priorities more effectively than in the past". It also commented positively that "The Plan is much shorter than before and now communicates clearly and succinctly how each of the Improvement Objectives relates to the Council's eight medium-term corporate priorities and to those of partners in the Local Service Board".

### **3.00 CONSIDERATIONS**

- 3.01 For 2014/15 a review of the current priorities and sub-priorities has been undertaken to set: -
- priorities that continue into 2014/15 for sustained attention;
  - priorities that can now be removed as completion of a time-limited piece of work e.g. Single Status;
  - priorities which could be merged e.g. School Improvement and School Modernisation; and
  - emerging priorities for 2014/15 e.g. People Change and Development.
- 3.02 For each sub-priority which continues to be high profile for 2014/15 there has been a review based on: -
- the reasoning for the priority status;
  - what we will do and how we will measure achievement; and
  - the risks that will need to be managed.
- 3.03 The extract from the working draft Improvement Plan (Appendix A) is presented for member consultation by Lifelong Learning Overview and Scrutiny Committee prior to adoption of the Improvement Plan in June. Any slight technical changes are to be delegated to the Chief Executive in consultation with the Leader.
- 3.04 Appendix A contains the sub-priorities to be monitored and reviewed by Lifelong Learning Overview and Scrutiny Committee as part of the quarterly Improvement Plan monitoring process. A full draft version of the Improvement Plan is available for Members to view in the Members' Library.
- 3.05 Following Member consultation the Improvement Plan for 2014/15 will be presented to Cabinet and later the County Council for formal adoption in June. It will be accompanied by an appendix which details the specific measures and milestones on which achievement will be measured.
- 3.06 An extract of the supporting document "How achievement will be measured - supporting milestones and measures" is attached at Appendix B. This extract details the measures with targets and milestones with completion dates that will be reported as part of the quarterly Improvement Plan monitoring.

3.07 A further document is attached at Appendix C which gives benchmarking information (2012/13) for the national indicators which Flintshire has included in its Improvement Plan. This is attached for Members to compare Flintshire's historic performance with other Local Authorities in Wales. The national data for 2013/14 is not yet available.

#### **4.00 RECOMMENDATIONS**

4.01 Members to consider the content of the draft Improvement Plan 2014/15 and the "How achievement will be measured" document prior to final publication in June.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 The Council's Medium Term Financial Plan is aligned to resource these priorities.

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

6.01 Poverty is a specific priority within the Improvement Plan 2014/15.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 Environment is a specific priority within the Improvement Plan 2014/15.

#### **8.00 EQUALITIES IMPACT**

8.01 Equalities will be taken into consideration through any policy changes determined by the Plan and its implementation.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 Any personnel implications will be considered through any relevant changes determined by the Plan and its implementation.

#### **10.00 CONSULTATION REQUIRED**

10.01 Overview and Scrutiny Committees are being invited to review the priorities, and particularly the "How achievement will be measured" document.

10.02 Feedback on the Improvement Plan is invited to assist with both contributing on our priorities and further improvement in presentation and format. This feedback is encouraged from the public, workforce, our key partners and businesses.

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 Corporate Management Team and senior officers have contributed and helped shape the Improvement Plan 2014/15. In addition the Wales Audit Office has been informally consulted.

**12.00 APPENDICES**

Appendix A – Draft Improvement Plan Sub-priorities for Lifelong Learning Overview and Scrutiny Committee.

Appendix B – Extract of the supporting document “How achievement will be measured”.

Appendix C – Benchmarking data for 2012/13 for the national indicators included in Flintshire’s Improvement Plan.

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

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

**This is a priority this year because we need to:**

- Continue to achieve better learning opportunities, outcomes and wellbeing for all children and young people.
- Support the national Welsh Government priorities to improve literacy and numeracy outcomes and reduce the impact of poverty on educational attainment.
- Make better use of education resources through reducing surplus places and improving learning environments.
- Maintain effective and challenging governance arrangements in schools for the benefit of local learners and communities.

**What we will do in 2014/15:**

1. Make a difference through our Education Improvement and Modernisation Strategy by raising standards through: -

- Improving skills in literacy and numeracy
- Improving educational achievements of children in a position of disadvantage including our Looked after Children
- Sharing best teaching practice and resources across schools and the region
- Improving the preparation of young people for the work place
- Continuing the implementation of 21<sup>st</sup> Century Schools programme
- Implementing the outcomes of asset review including Primary School Organisation
- Strengthening collaborative work between schools to improve curriculum continuity and facilitate additional delegation of responsibility and resources
- Raising standards through effective use of new technologies
- Ensuring best quality educational support during implementation of the national model for regional working

**Achievement will be measured through:**

- Outcomes in Mathematics, English/Welsh 1<sup>st</sup> Language and Core Subject Indicator at all Key Stages
- Percentage of learners achieving 5 or more A\* to C passes at GCSE or the vocational equivalent
- Raising standards achieved by learners who are entitled to free school meals, "Looked After" or are otherwise identified as vulnerable
- Reduction of surplus places
- Completion of 21<sup>st</sup> Century school milestones in line with target dates

**Risks to manage:**

- Ensuring that schools receive the support they need from the Council and those organisations commissioned to provide school improvement services.
- Ensuring schools work together effectively to share and develop best practice.
- Changing demographics and impact on supply of school places.
- Limited funding to address the backlog of known repair and maintenance works in educational and community assets.
- Programme delivery capacity for the 21<sup>st</sup> Century Schools Programme.

**What we mean by: -**

**Core Subject Indicator** – learners achieve the expected level in Mathematics, English or Welsh 1<sup>st</sup> language and Science.

**21<sup>st</sup> Century Schools** – a national programme of funding to improve school buildings and environments.

**Surplus places** – the difference between the number of learners a school can accommodate and the number on roll.

DRAFT



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

**This is a priority this year because we need to:**

- Extend and improve the education, employment and training opportunities available for people.
- Improve the employment prospects of local people.
- Meet the needs of local employers.
- Help young people take the step from education to employment.
- Place and retain people in work.

**What we will do in 2014/15:**

1. Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities.
2. Make an impact with the Employers' Promise in key areas e.g. developing further apprenticeship opportunities and employees' skills.
3. Market and communicate broadly the range of apprenticeship and training programmes available.
4. Identify sectors with skills gaps in order to develop apprenticeships and alternative programmes and investment in training.
5. Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.
6. Continue to develop and increase the number and range of Communities First job clubs.
7. Commission and deliver skills development programmes in partnership with local employers.

**Achievement will be measured through:**

- Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance
- Securing high levels of 16 years olds in education, employment and training
- Improving the local skills base to improve employability and earning prospects through improved qualifications
- Increasing the number of people who successfully establish and grow a business
- Increase the number of apprenticeships in the public and voluntary sector

**Risks to manage:**

- Ensuring that employer places match current and future aspirations and needs.
- Ensuring capacity to support paid work placements and other programmes.
- Ensuring that education providers participate fully.
- Strengthening the links between schools, colleges and employers.
- Work with local employers and learning providers to meet the skills based needs of the future.

**What we mean by:**

**Employers' Promise** – employers committed to working together to create additional training, apprenticeships and work opportunities.

**Communities First job club programmes** – work to support adults into employment.

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

**Flintshire Business Entrepreneurship Network** – employers working together to support Entrepreneurship Programmes.

DRAFT

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

### What we will do in 2014/15:

1. Make a difference through our Education Improvement and Modernisation Strategy by raising standards through: -
  - Improving skills in literacy and numeracy
  - Improving educational achievements of children in a position of disadvantage including our Looked after Children
  - Sharing best teaching practice and resources across schools and the region
  - Improving the preparation of young people for the work place
  - Continuing the implementation of 21<sup>st</sup> Century Schools programme
  - Implementing the outcomes of asset review including Primary School Organisation
  - Strengthening collaborative work between schools to improve curriculum continuity and facilitate additional delegation of responsibility and resources
  - Raising standards through effective use of new technologies
  - Ensuring best quality educational support during implementation of the national model for regional working

#### Achievements will be measured through

Outcomes in Mathematics, English/Welsh 1<sup>st</sup> Language and Core Subject Indicator at all Key Stages

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

Raising standards achieved by learners who are entitled to free school meals, "Looked After" or are otherwise identified as vulnerable

Reduction of surplus places

Completion of 21<sup>st</sup> Century school milestones in line with target dates

#### Achievement Milestones for strategy and action plans:

Completion of 21<sup>st</sup> Century school milestones in line with target dates:

Appointment of constructors June/July 2014

Completion of full business cases for Holywell and Post 16 Hub by Nov 2014, John Summers by Feb 2015.

All facilities open by Sept 2016				
Achievement Measures	Lead Officer	Baseline Data (Summer 2013)	2014/15 Target (Summer 2014)	Aspirational Target (Summer 2015)
<b>Outcomes in Mathematics, English/Welsh 1<sup>st</sup> Language and Core Subject Indicator at all Key Stages</b>				
IPSL1M1 - The percentage of learners achieving GCSE grade C or above in Mathematics	Chief Officer Education and Youth	68.5%	72.4%	75.5%
IPSL1M2 - The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in Mathematics		86.5%	87.3%	90.9%
IPSL1M3 - The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in Mathematics		88.2%	90%	92%
IPSL1M4 - The percentage of learners achieving GCSE grade C or above in English		72.7%	75%	77.4%
IPSL1M5 - The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in English		85.8%	86.8%	90.5%
IPSL1M6 - The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in English		88.1%	89%	90%
EDU/003 - The percentage of learners achieving the Core Subject Indicator at Key Stage 2		85.5%	86.2%	87%
EDU/004 - The percentage of learners achieving the Core Subject Indicator at Key Stage 3		80%	82%	86.5%
<b>Percentage of learners achieving 5 or more A* to C passes at GCSE or the vocational equivalent</b>				
IPSL1M10 - The percentage of learners achieving the Level 2 Threshold (5 or more A* to C passes at GCSE or the vocational equivalent)	Chief Officer Education and Youth	79.6%	81.4%	86.3%

EDU/017 - The percentage of learners achieving the Level 2 Threshold inclusive of Mathematics and English and/or Welsh 1 <sup>st</sup> Language		62.2%	66.2%	69.9%
<b>Raising standards achieved by learners who are entitled to free school meals, "Looked After" or are otherwise identified as vulnerable</b>				
IPSL1M7 - 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)	Chief Officer Education and Youth	91.2%	94.6%	95.8%
IPSK1M8 - Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 2+ Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1 <sup>st</sup> Language)		35.7%	51.5%	61.3%
IPSK1M8 - 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)		293.0	323.9	330.9
EDU/002ii - Reduce the percentage of learners (in local authority care) leaving education without a recognised qualification		0%	0%	0%
<b>Surplus Places</b>				
EDULM12a - Reduce the percentage of surplus places (primary)	Chief Officer Education and Youth	16.3%	10%	10%
EDULM12b - Reduce the percentage of surplus places (secondary)		17.3%	10%	10%

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

#### What we will do in 2014/15:

1. Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities.
2. Make an impact with the Employers' Promise in key areas e.g. developing further apprenticeship opportunities and employees' skills.
3. Market and communicate broadly the range of apprenticeship and training programmes available.
4. Identify sectors with skills gaps in order to develop apprenticeships and alternative programmes and investment in training.
5. Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.
6. Continue to develop and increase the number and range of Communities First job clubs.
7. Commission and deliver skills development programmes in partnership with local employers.

#### Achievements will be measured through

Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance

Securing high levels of 16 years olds in education, employment and training

Improving the local skills base to improve employability and earning prospects through improved qualifications

Increase the number of apprenticeships in the public and voluntary sector

#### Achievement Milestones for strategy and action plans:

We will agree to purchase and use the Annual Business Enquiry for business registration in order to provide baseline, progress and comparison of business performance Flintshire by August 2014.

We will refine and improve the processes and systems of apprenticeship data collection for Flintshire both in line with national measures and as the basis for year-on-year comparison.

Achievement Measures	Lead Officer	Baseline Data (Summer 2014)	2014/15 Target (Summer 2015)	2016/17 Aspirational Target (Summer 2016)
Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance	Chief Officer Education and Youth	5.7	5.1	4.9
Securing high levels of 16 years olds in education, employment and training	Chief Officer Education and Youth	3.6	3.5	3.0
Proportion of resident population of area aged 16-64 qualified to NVQ level 2 and above.	Chief Officer Education and Youth	71.5	72	74
Proportion of resident population of area aged 16-64 qualified to NVQ level 3 and above.	Chief Officer Education and Youth	52.5	53	54
Proportion of resident population of area aged 16-64 qualified to NVQ level 4 and above.	Chief Officer Education and Youth	29.7	30	31

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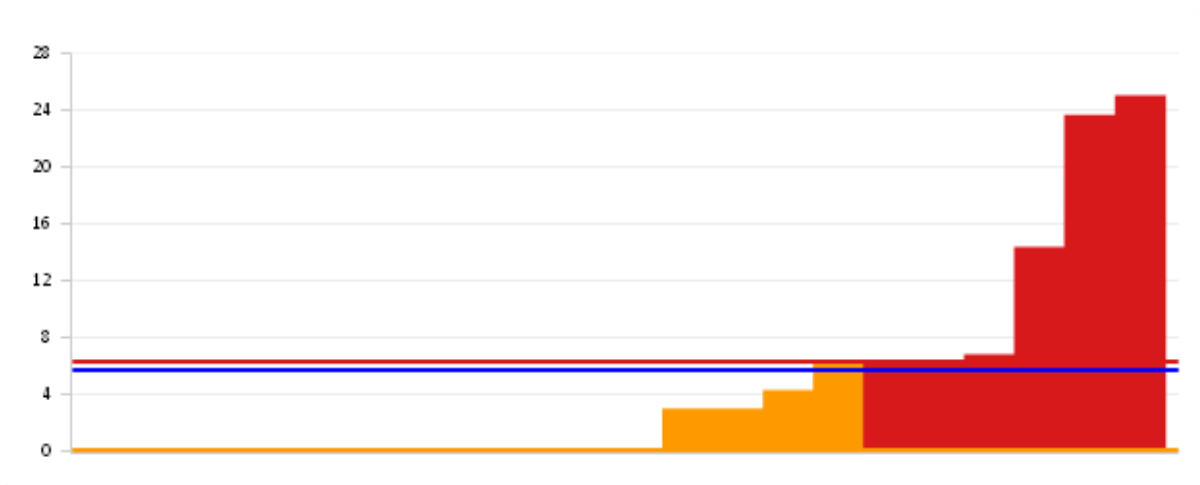


### Education Benchmarking Indicators for the Financial Year 2012/13

It should be noted that the performance attained is based on the Summer 2012 results and that of the indicators to be reported as part of the Improvement Plan, only 4 are in the National Performance Management Framework.

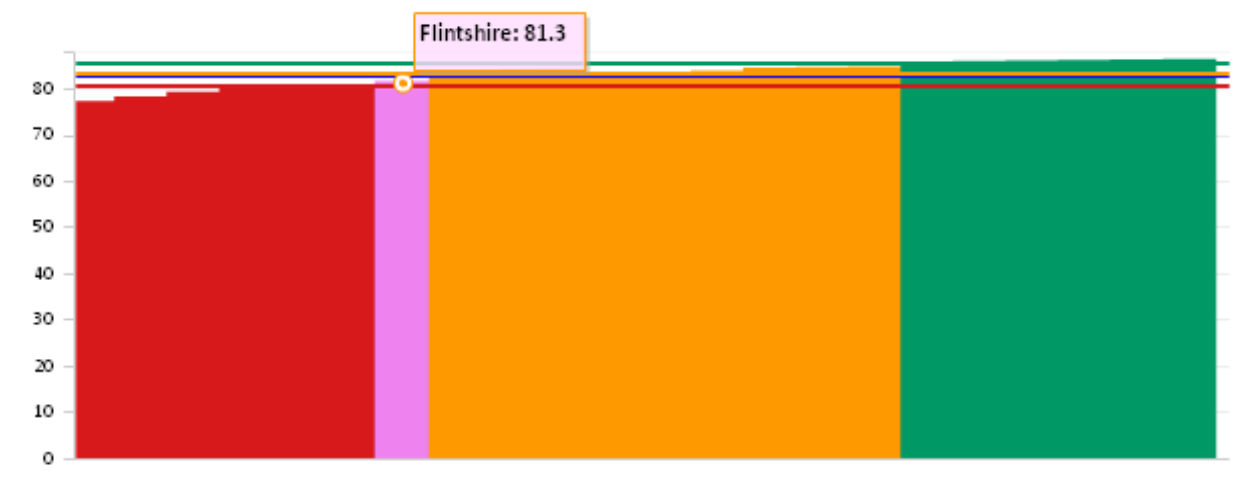
**EDU/002ii – The percentage of learners (in local authority care) leaving education without a recognised qualification – Flintshire was among the best performers (green) with performance of 0%**

	Comparator	Data Value
●	Wales	5.7
●	UPPER QUARTILE	0.0
●	MEDIAN	0.0
●	LOWER QUARTILE	6.2



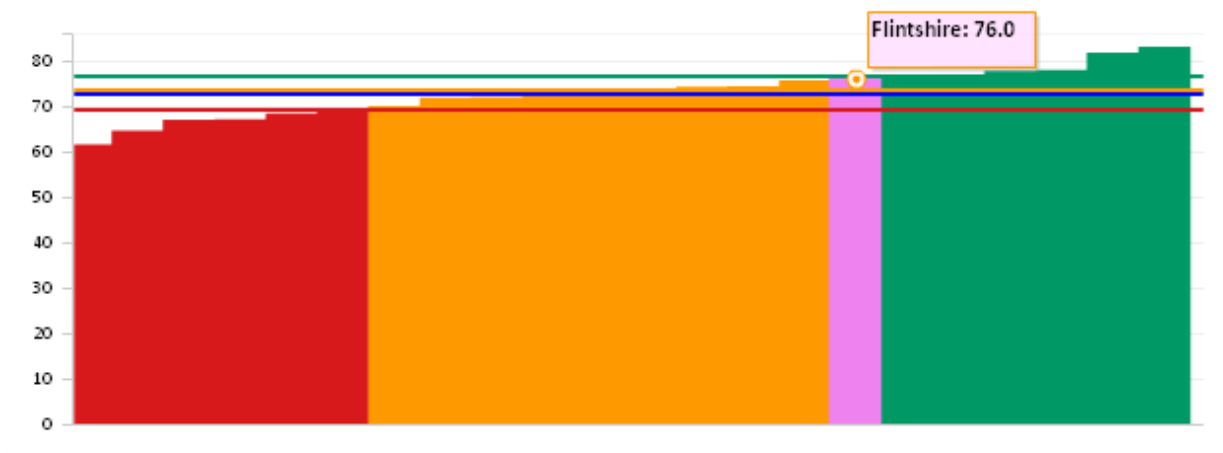
**EDU/003 – The percentage of learners achieving the Core Subject Indicator at Key Stage 2– Best performer achieved 86.4%**

	Comparator	Data Value
●	Wales	82.8
●	UPPER QUARTILE	85.4
●	MEDIAN	83.6
●	LOWER QUARTILE	80.9



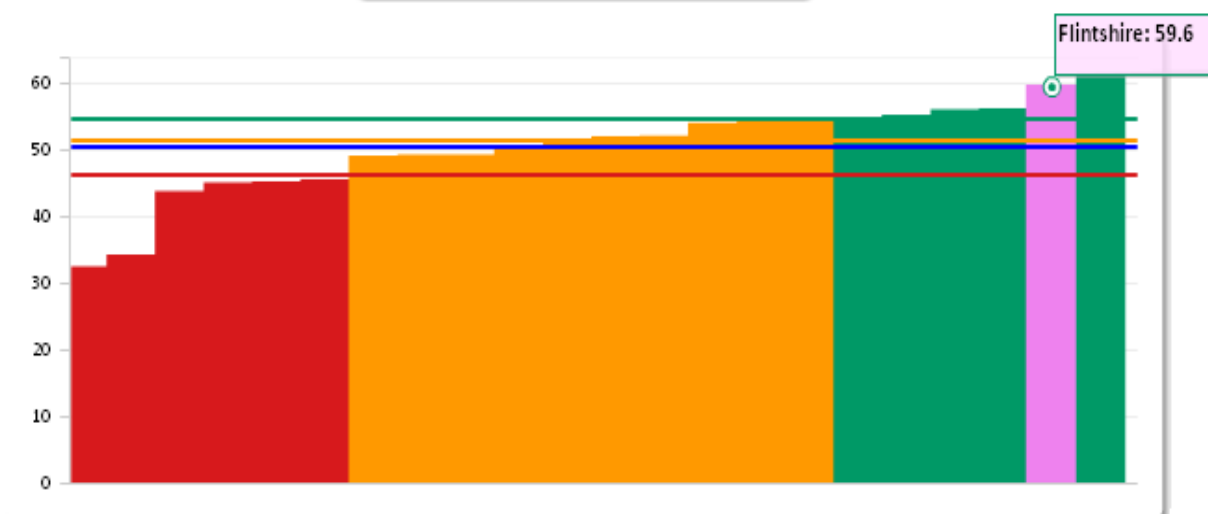
**EDU/004– The percentage of learners achieving the Core Subject Indicator at Key Stage 3– Best performer achieved (83.0%)**

	Comparator	Data Value
●	Wales	72.7
●	UPPER QUARTILE	76.6
●	MEDIAN	73.5
●	LOWER QUARTILE	69.1



**EDU/017 – The percentage of learners achieving the Level 2 Threshold inclusive of Mathematics and English and/or Welsh 1<sup>st</sup> Language – Best performer achieved 61.5%**

	Comparator	Data Value
●	Wales	50.7
●	UPPER QUARTILE	54.9
●	MEDIAN	51.6
●	LOWER QUARTILE	46.5



## FLINTSHIRE COUNTY COUNCIL

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

**DATE:** **THURSDAY, 15 MAY 2014**

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

**SUBJECT:** **CULTURE AND LEISURE SERVICE PLAN 2014-15**

### **1.00 PURPOSE OF REPORT**

1.01 To provide Members with an overview of the Culture and Leisure Service Plan for 2014-15.

### **2.00 BACKGROUND**

2.01 The County Council is in the process of transition from a Directorate structure to a new operating model, so a Directorate Plan, which has been provided in previous years, is not appropriate. Individual Service Plans have always underpinned the Directorate Plan and these have been produced for 2014-15; they will be relevant irrespective of the new service configuration.

2.02 The Culture and Leisure Service Plan contains the following sections:

Community Libraries and Arts  
North East Wales Schools Library Service  
Leisure Service  
Museums Service  
Archives Service  
Records Management

### **3.00 CONSIDERATIONS**

3.01 The planned outcomes for the year are expressed as SMART (specific, measurable, assignable, realistic, time-constrained) targets which make clear who will deliver the improvements and show the associated risks.

3.02 The plan identifies links to strategic plans such as the Community Strategy and to service specific strategies such as the Libraries Strategy.

#### **4.00 RECOMMENDATIONS**

- 4.01 Members are invited to consider the Culture and Leisure Services Plan and identify any issues which ought to be included in the Scrutiny forward work plan.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 There are no direct financial implications to this report; financial resources will be considered as part of the specific elements within the individual Plans.

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

- 6.01 There are no direct anti poverty implications to this report; although these will be considered as part of the specific elements within the individual Service Plans.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 There are no direct environmental implications to this report; although environmental resources will be considered as part of the specific elements within the Service Plans.

#### **8.00 EQUALITIES IMPACT**

- 8.01 There are no direct equalities implications to this report; although equalities will be considered as part of the specific elements within the Service Plans.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 There are no direct personnel implications to this report; although personnel implications will be considered as part of the specific elements within the Service Plans.

#### **10.00 CONSULTATION REQUIRED**

- 10.01 None.

#### **11.00 CONSULTATION UNDERTAKEN**

- 11.01 Cabinet Members for Lifelong Learning and Waste Strategy, Public Protection and Leisure have been consulted.

#### **12.00 APPENDICES**

Appendix 1: Culture and Leisure Service Plan 2014-2015

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

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## **LIFELONG LEARNING DIRECTORATE**

### **Culture and Leisure Service Plan 2014-2015**

#### **Introduction**

This Service Plan describes the key areas in Culture and Leisure which we will seek to improve during 2014/15.

Culture and Leisure Services deliver educational, cultural, heritage, sporting, leisure and wellbeing services to citizens of all ages in Flintshire. The planned outcomes for the year are expressed as SMART (specific, measurable, assignable, realistic, time-constrained) targets; they identify links to strategic and statutory plans, make clear who will deliver the improvements and show the associated risks.

Our plans for the future are set within the context of the Council's Priorities and whilst we do not underestimate the challenges we face with regard to significant budget reductions in the public sector, we are confident of the real difference we are able to make to the lives of people across Flintshire through the improvements identified in this plan.

This plan links to the Community Strategy and Council Improvement Plan, to other service specific strategies and to partnership plans such as the Arts Council of Wales Art Form Strategies, the Museum Strategy for Wales and the Local Public Health Strategic Framework.

The plan will be amended as we receive feedback from customers, service users and other stakeholders.

**Lawrence Rawsthorne**

**Head of Culture and Leisure  
Lifelong Learning Directorate**

**CULTURE AND LEISURE SERVICE PLAN 2014 - 2015**

<b>LIBRARY SERVICES Area for Improvement: 1. Health &amp; Wellbeing</b>		
<b>Planned Outcome (what do we want to achieve):</b> Promote health and wellbeing in Flintshire through the benefits of library membership and by working in partnership with other organisations in the community.	<b>SMART Target :</b> Create two new partnerships with providers/organisations concerned with health awareness and health promotion. Increase use of Bibliotherapy stock by 2% Hold two wellbeing promotional events	
<b>Responsibility (Head of Service):</b> Head of Culture and Leisure	<b>Lead Officer(s):</b> Principal Librarian	
<b>WHAT (we will do):</b>	<b>WHO</b>	<b>WHEN (it will be done):</b>
1. Run promotional events, with partners, targeted at specific audiences and themes to promote self-help through use of library resources. (e.g Wellbeing week in partnership with leisure service, arts and events service and Communities First) 2. Participate in relaunching Wales Bibliotherapy scheme	1. Library Managers, Library Assistants  2. Library Managers, Library Assistants	1. Mar. 2015  2. Mar 2015
<b>TOTAL RESOURCES (Finance and Source, People, ICT and Buildings requirements):</b> Developments above will be achieved within working hours of library staff. Any resources purchased will be funded from existing resources budgets.		
<b>PERFORMANCE INDICATORS (Local and National; including customer perception information):</b> 1. Number of participants in wellbeing activities 2. Increased issues of bibliotherapy resources		
<b>RISKS:</b> 1. Lack of staff capacity to plan and deliver sessions (staffing levels do not meet the lowest quartile set out in Welsh Public Library Standards) 2. Lack of resources for marketing library services.		
Links with Strategic/Statutory Plans	Specify aim/ objective that the outcome of this plan will contribute to:	
A Strategy for Flintshire's Libraries 2013-16	To provide opportunities for lifelong learning and self-development <i>To contribute to the quality of life and wellbeing of the residents of Flintshire by providing the information and resources for self development and promoting local heritage and cultural diversity.</i> <i>To assist people of all ages in identifying and achieving their lifelong learning goals.</i> <i>Engaging people with books, reading and learning by providing them with an inspiring collection and high quality information content</i> <i>Creating opportunities to share the enjoyment of reading and learn together in a relaxed and informal environment</i>	
Flintshire Community Strategy	Learning and creative communities	
FCC Improvement Plan Priority: Living Well		



**CULTURE AND LEISURE SERVICE PLAN 2014 - 2015**

<b>LIBRARY SERVICES Area for Improvement: 2. Stock range and quality</b>		
<b>Planned Outcome (what do we want to achieve):</b> Maintain/increase loans	<b>SMART Target :</b> Increase total loans (physical and digital) by 1%	
<b>Responsibility (Head of Service):</b> Head of Culture and Leisure	<b>Lead Officer(s):</b> Principal Librarian	
<b>WHAT (we will do):</b>	<b>WHO (will do it, hours):</b>	<b>WHEN (it will be done):</b>
1. Introduce a 'Rapid Reads/Darllen Cyflym' scheme into 5 libraries (Buckley, Connahs Quay, Flint, Holywell and Mold)	1. Library Managers, Library Assistants	1. June 2014
2. Extend use of evidence based stock management software to all categories of library stock, maximising stock use, ensuring library collections effectively meet local needs and ensuring the highest standards of stock in terms of range, currency, popularity and condition.	2. Library Managers, Library Assistants	2. March 2015
3. Promote book stock via enhanced web catalogue and continue to promote and expand e-book offer	3. Library Managers, Library Assistants	3. March 2015
<b>TOTAL RESOURCES (Finance and Source, People, ICT and Buildings requirements):</b> will be achieved within existing staffing levels and budget		
<b>PERFORMANCE INDICATORS (Local and National; including customer perception information):</b> Loan statistics, Website hits, New customer registrations		
<b>RISKS:</b> Changing trends of library use, Decrease in book fund budget Dependence upon IT staff and supplier to enable catalogue enhancement		

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<b>Links with Strategic/Statutory Plans</b>	<b>Specify aim/ objective that the outcome of this plan will contribute to:</b>
A Strategy for Flintshire's Libraries 20013-16	Provide and promote a suitable collection of resources to meet the needs of Flintshire's communities. (Obj. 3)
A Strategy for Flintshire's Libraries 2013-16	Give residents access to a free round the clock virtual library, using their library card. (Obj 1)
Flintshire Community Strategy	Learning and creative communities
FCC Improvement Plan Priority: Living Well)	

**CULTURE AND LEISURE SERVICE PLAN 2014 - 2015**

<b>LIBRARY SERVICES Area for Improvement: 3. Supporting Economically Active Communities</b>		
<b>Planned Outcome (what do we want to achieve):</b> Assisting and supporting the development of skills and employability	<b>SMART Target :</b> Increase visitor numbers (including virtual) by 1% Increase take up of free online learning opportunities by 2% Increase 'Get Online' numbers by 2%	
<b>Responsibility (Head of Service):</b> Head of Culture and Leisure	<b>Lead Officer(s):</b> Principal Librarian	
<b>WHAT (we will do):</b>	<b>WHO (will do it,</b>	<b>WHEN (it will be done):</b>
1. Promote e services, encouraging and supporting customers to take up digital services, including Universal Class.	1. Library Managers	1. March 2015
2. Promote online resources for business support, take part in Flintshire Business Week.	2. Library Managers	2. December 2015
3. Promote and support Job Clubs and digital skills classes in libraries. (in partnership)	3. Library Managers	3. March 2015
4. Work with Flintshire Connects to offer council services to the local community from Connahs Quay Library	4. Library Managers	4. March 2015
<b>TOTAL RESOURCES (Finance and Source, People, ICT and Buildings requirements):</b> will be achieved within existing staffing levels and budget.		
<b>PERFORMANCE INDICATORS (Local and National; including customer perception information):</b> visitor numbers, number of enrolments to online courses , number of people assisted to Get Online		
<b>RISKS:</b> Job Club providers (partners) unable to provide service due to funding changes Decrease in bookfund budget (from which online resources purchased)		

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<b>Links with Strategic/Statutory Plans</b>	<b>Specify aim/ objective that the outcome of this plan will contribute to:</b>
A Strategy for Flintshire's Libraries 2013-16	To provide opportunities for lifelong learning and self-development (work with partners to assist vulnerable residents to set up and manage online accounts for employment and social benefit claims) Objective 4
Flintshire Community Strategy	Learning and creative communities

**CULTURE AND LEISURE SERVICE PLAN 2014 - 2015**

<b>LIBRARY SERVICES Area for Improvement: 4. Marketing</b>		
<b>Planned Outcome (what do we want to achieve):</b> Promote libraries and library services to all residents via national and in-house marketing strategies.	<b>SMART Target :</b> Increase number of FB 'likes' and extend demographic of FB users Increase library membership by 2%. Hold 2 events for children Increase take up of Summer Reading Challenge by 2%	
<b>Responsibility (Head of Service):</b> Head of Culture and Leisure	<b>Lead Officer(s):</b> Principal Librarian	
<b>WHAT (we will do):</b>	<b>WHO (will do it, hours):</b>	<b>WHEN (it will be done):</b>
1. Increase use of social media to market the service to a wider target audience.	1 Library Managers, support staff	1. March 2015
2. Promote services to children and other sectors of the community via targeted events.	2 Library Managers	2. Mar. 2015
3. Participate in Welsh Libraries pilot project 'Every Child A Member'	3. Library Managers, support staff	3. Oct 2014
<b>TOTAL RESOURCES (Finance and Source, People, ICT and Buildings requirements):</b> Developments above will be achieved within working hours of professional and clerical staff and within existing budgets		
<b>PERFORMANCE INDICATORS (Local and National; including customer perception information):</b> New registrations virtual transactions (online reservations and renewals) + visits to library web pages Facebook visits, SRC participants		
<b>RISKS:</b> Lack of resources to purchase Summer Reading Challenge materials and promotional materials		

<b>Links with Strategic/Statutory Plans</b>	<b>Specify aim/ objective that the outcome of this plan will contribute to:</b>
A Strategy for Flintshire's Libraries 2013-16	To provide a relevant and responsive library service for Flintshire's communities (Obj 1)
FCC Improvement Plan Priority: Living Well	People taking part for education and enjoyment: Levels of use of libraries



## CULTURE AND LEISURE SERVICE PLAN 2014 - 2015

<p><b>TOTAL RESOURCES (Finance and Source, People, ICT and Buildings requirements):</b>          All the developments above will be achieved during the working hours of all three officers, ACE Manager and ADO full time, CEO 22.2 hours per week and within the core budget provided. Any additional funding required will be sourced from various grants and other avenues available, Arts Council of Wales, Cadwyn Clwyd, Literature Wales, private sponsorship etc. The above are new developments to the ACE core programme.</p>
<p><b>PERFORMANCE INDICATORS (Local and National; including customer perception information):</b></p> <ol style="list-style-type: none"> <li>1. Number of participants in activities developed by the ACE team.</li> <li>2. Amount of additional funding sourced from outside the ACE budget.</li> <li>3. Audience numbers at performances arranged by the ACE team.</li> </ol>
<p><b>RISKS:</b></p> <ol style="list-style-type: none"> <li>1. Economic downturn reducing number of participants in ACE activities.</li> <li>2. A reduction in Arts Council and other funding streams.</li> </ol>

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<b>Links with Strategic/ Statutory Plans for example:</b>	<b>Specify aim/ objective that the outcome of this plan will contribute to:</b>
Flintshire Arts Strategy 2014 - 2017	<ol style="list-style-type: none"> <li>1. Advocacy: To raise the profile and appreciation of the arts in the County. To increase opportunities for artists and support the development of proposals that offer benefits to the creative economy.</li> <li>2. Participation: To support and encourage the provision of arts activity/events for young people as participants and audiences. To increase opportunities for participation across a range of art forms. To encourage opportunities within the communities of Flintshire: Plan special projects for the elderly.</li> <li>3. Presentation: To enhance opportunities for the presentation of arts performances and experiences in locations throughout the county.</li> <li>4. Partnerships: To build on and develop useful partnerships both internally and externally to ensure quality provision on a local, cross county and national level.</li> </ol>
<b>Flintshire's Community Strategy</b>	<ol style="list-style-type: none"> <li>1. Sustainability</li> <li>2. Social Inclusion</li> <li>3. Equal Opportunities</li> <li>4. Welsh Language</li> </ol>
<b>Arts Council of Wales' Draft Art Form Strategies 2008-2014</b>	

**CULTURE AND LEISURE SERVICE PLAN 2014 - 2015**

**LEISURE SERVICES Area for Improvement: 1 Performance and Customer Service**

<p><b>Planned Outcome (what do we want to achieve):</b> Improved performance and service delivery through the implementation of a Fit For Purpose Leisure Services section.</p>	<p><b>SMART Target:</b> 5% increase in net income from online bookings in 2014/15 (compared to the figure recorded in 2013/14)</p>	
<p><b>Responsibility (Head of Service):</b> Head of Culture and Leisure</p>	<p><b>Lead Officer(s):</b> Principal Leisure Services Officer</p>	
<p><b>What (we will do):</b></p>	<p><b>Who (will do it):</b></p>	<p><b>When (it will be done):</b></p>
<p>1. Implement a new Leisure Services' staffing structure in accordance with FCC Guide to Organisational Design for Senior Managers.</p> <p>2. Adopt the IP telephony and unified communications solution within all leisure centre buildings (to include the installation of the corporate phone system at all sites).</p> <p>3. Implement a Leisure customer contact centre to improve response times and to create a 'single point of contact' for service enquiries. This will dovetail with the corporate customer contact solution being rolled out across the wider organisation.</p> <p>4. Increase the %age of customer payments made electronically via on-line bookings (SMART Target).</p> <p>5. Meet/exceed the targets set against the high level outcomes contained within the Sport &amp; Leisure Business Plan 2013-17.</p> <p>6. Actively seek to secure additional grant funding to support the service to meet agreed high level outcomes.</p> <p>7. Record the volunteer contribution to the service in terms of hours committed and financial equivalent.</p> <p>8. Record the number of people that receive training leading to direct employment opportunities.</p> <p>9. Complete the annual APSE customer satisfaction survey for all leisure centres.</p>	<p>1. Principal Officer</p> <p>2. Business Improvement Manager</p> <p>3. Business Improvement Manager</p> <p>4. Business Improvement Manager</p> <p>5. All Leisure Managers</p> <p>6. All Leisure Managers</p> <p>7. Sports Development Manager</p> <p>8. Sports Development Manager</p> <p>9. Business Improvement Manager</p>	<p>1. 1 May 2014</p> <p>2. 1 May 2014</p> <p>3. 1 July 2014</p> <p>4. 31 March 2015</p> <p>5. 31 March 2015</p> <p>6. 31 March 2015</p> <p>7. 31 March 2015</p> <p>8. 31 March 2015</p> <p>9. 31 March 2015</p>

## CULTURE AND LEISURE SERVICE PLAN 2014 - 2015

**TOTAL RESOURCES (Finance & Source, People, ICT & Buildings requirements):**

The Cabinet report (16 July 2013) included projected staffing costs for the proposed 2014/15 structure of £6.282m (excluding annual leave, sickness absence and training cover for front line staff and potential additional costs under Part 3 of the proposed Single Status Collective Agreement).

The staff consultation framework which will underpin the implementation of the proposed staffing structure will require a significant HR resource and HR System Management support.

**PERFORMANCE INDICATORS (Local & National; including customer perception information):**

- N.S.I. LCS/002: the number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population.
- Numerous performance measures contained within the Sport & Leisure Business Plan 2013-17. APSE Performance Networks.

**RISKS:**

- There is a projected in-year Leisure Services' net operating deficit of £486k for Year 2013/14 (as at end of Period 9).
- The requirement for Leisure Services to deliver a balanced budget sheet in 2014/15 may result in the closure of income generating facilities due to insufficient repair & maintenance revenue budgets and the absence of capital finance. Since Leisure's service budget is intrinsically linked to income this may impact upon the ability of the service area to deliver a balanced budget.

Post-consultation with employees, revised JEQs have been subject to re-evaluation. Final staffing costs may, therefore, differ from those submitted to Cabinet in July 2013 and the scale of previously projected efficiencies may need to be adjusted.

<b>Links with Strategic/Statutory Plans &amp; Council Priorities</b>	<b>Specify aim/objective that the outcome of this plan will contribute to:</b>
FCC Priorities & Improvement Plan 2012-17	<i>Living Well</i> Priority
FCC Priorities & Improvement Plan 2012-17	<i>Modern and Efficient Council</i> Priority
Community Strategy for Flintshire 2009-19	Key Theme: Health improvement through everything we do
FCC Corporate Asset Management Plan 2010-15	SO6: To rationalise and modernise our corporate property assets and consider their location and strategic fit within the wider community and spatial plan.
NHS Wales	Leisure Services actively contributes to the outcomes published in <i>Our Healthy Future</i> , the national strategy for improving public health, together with Betsi Cadwaladr University Health Board's <i>Local Public Health Strategic Framework</i> which outlines the regional Health Board's response to the national strategy.

**CULTURE AND LEISURE SERVICE PLAN 2014 - 2015**

**LEISURE SERVICES Area for Improvement: 2. Sustainability**

<b>Planned Outcome (what do we want to achieve):</b> Continuous service improvement leading to a more efficient and sustainable operation.	<b>SMART Target:</b> Increased participation and income	
<b>Responsibility (Head of Service):</b> Head of Culture and Leisure	<b>Lead Officer(s):</b> PRINCIPAL LEISURE SERVICES OFFICER	
<b>What (we will do):</b>	<b>Who (will do it):</b>	<b>When (it will be done):</b>
<ol style="list-style-type: none"> <li>1. Review existing leisure centre-based sport &amp; physical activity programmes and, where evidence supports change, adapt &amp; modernise to increase participation and income and to deliver efficiencies.</li> <li>2. Improve RAG status of several children’s play areas via the match-funding improvement scheme.</li> <li>3. Project manage the installation of a wheeled play area at Fron Park in Holywell.</li> <li>4. Work in partnership with other service areas to rationalise the maintenance responsibility for Public Open Space amenity land (following adoption of the Council’s revised operating model).</li> <li>5. Explore alternative ways to deliver Leisure’s services to ensure the best use of assets &amp; value for money.</li> <li>6. Work in partnership with other service areas to create buildings of significant strategic importance which provide a wide-ranging public service offer.</li> <li>7. Continue to develop lean operational models for staffing through improved flexibility &amp; utilisation of staff across sites leading to reduced dependency on a relief pool.</li> </ol>	<ol style="list-style-type: none"> <li>1. All Leisure Managers</li> <li>2. Public Open Spaces Manager</li> <li>3. Public Open Spaces Manager</li> <li>4. Public Open Spaces Manager</li> <li>5. Principal Officer/ Business Improvement Manager</li> <li>6. Principal Officer/ Business Improvement Manager</li> <li>7. All Leisure Managers</li> </ol>	<ol style="list-style-type: none"> <li>1. 31 March 2015</li> <li>2. 31 March 2015</li> <li>3. 31 March 2015</li> <li>4. 31 March 2015</li> <li>5. 31 March 2015</li> <li>6. 31 March 2015</li> <li>7. 31 March 2015</li> </ol>



## CULTURE AND LEISURE SERVICE PLAN 2014 - 2015

<p><b>TOTAL RESOURCES (Finance &amp; Source, People, ICT &amp; Buildings requirements):</b></p> <ul style="list-style-type: none"> <li>For 2014/15, the County Council has allocated £105k for new play area equipment as part of the match-funding improvement scheme.</li> <li>The wheeled play area at Fron Park in Holywell is funded via a £75k WREN (Waste Recycling Environmental) grant awarded in November 2013; £11k from Holywell Town Council &amp; £9k from FCC.</li> </ul>	
<p><b>PERFORMANCE INDICATORS (Local &amp; National; including customer perception information):</b></p> <ul style="list-style-type: none"> <li>Numerous performance measures contained within the Sport &amp; Leisure Business Plan 2013-17.</li> </ul>	
<p><b>RISKS:</b></p> <ul style="list-style-type: none"> <li>There is a projected in-year Leisure Services' net operating deficit of circa £486k for Year 2013/14 (as at end of Period 9).</li> <li>The requirement for Leisure Services to deliver a balanced budget sheet in 2014/15 may result in the closure of income generating facilities due to insufficient repair &amp; maintenance revenue budgets and the absence of capital finance. Since Leisure's service budget is intrinsically linked to income this may impact upon the ability of the service area to deliver a balanced budget.</li> </ul>	
<b>Links with Strategic/Statutory Plans &amp; Council Priorities</b>	<b>Specify aim/objective that the outcome of this plan will contribute to:</b>
FCC Priorities & Improvement Plan 2012-17	<i>Living Well Priority</i>
FCC Priorities & Improvement Plan 2012-17	<i>Modern and Efficient Council Priority</i>
Community Strategy for Flintshire 2009-19	Key Theme: Health improvement through everything we do.
FCC Corporate Asset Management Plan 2010-15	SO6: To rationalise and modernise our corporate property assets and consider their location and strategic fit within the wider community and spatial plan.

**CULTURE AND LEISURE SERVICE PLAN 2014 - 2015**

<b>MUSEUM SERVICE Area for Improvement: 1. Improve access to collections</b>		
<b>Planned Outcome (what do we want to achieve):</b> New displays at Buckley Museum incorporating an important loan of ceramic material from National Museums Liverpool. Use of oral history and digital media. Hands-on activities for children. Plus an interesting programme of changing displays developed by local groups.	<b>SMART Target :</b> Complete the "Sharing the Treasures" project by December 2014.	
<b>Responsibility (Head of Service):</b> Head of Culture and Leisure	<b>Lead Officer(s):</b> Principal Museums Officer	
<b>WHAT (we will do):</b>	<b>WHO (will do it, hours):</b>	<b>WHEN (it will be done):</b>
<ol style="list-style-type: none"> <li>To produce new museum displays including oral history and digital media.</li> <li>To develop an interesting Temporary Exhibition Programme</li> <li>To develop a comprehensive activities programme to engage the local community.</li> <li>To undertake an education and access programme which is sustainable in the long-term through the use of volunteers.</li> </ol>	<ol style="list-style-type: none"> <li>Principal Museums Officer (120 hrs)</li> <li>Principal Museums Officer (60 hrs)</li> <li>Principal Museums Officer (30 hrs)</li> <li>Consultant (150 hrs)</li> </ol>	<ol style="list-style-type: none"> <li>May 2014</li> <li>April 2014 – Mar 2015</li> <li>May 2014 – Dec 2014</li> <li>April 2014 – Dec 2014</li> </ol>
<b>TOTAL RESOURCES (Finance and Source, People, ICT and Buildings requirements):</b> <ul style="list-style-type: none"> <li>Project HLF and and CyMAL funded - £55,000 total secured costs, none outstanding.</li> <li>Staff time – SF (210 hours approx)</li> <li>Work will take place within Buckley Library. Some time input from Community Librarian &amp; Team (10 hours)</li> <li>Museum fit-out will be undertaken by an external contractor.</li> </ul>		
<b>PERFORMANCE INDICATORS (Local and National; including customer perception information):</b>  Through "Sharing the Treasures" project there will be an increase in numbers of visitors, education visits and engagement with collection. Project will be evaluated on 'Inspiring Learning' guidelines.		

## CULTURE AND LEISURE SERVICE PLAN 2014 - 2015

<b>RISKS:</b>	
<ol style="list-style-type: none"> <li>1. Lack of officer time</li> <li>2. Failure to meet grant deadlines and specific requirements would mean we are unable to claim full costs incurred and we may also incur grant repayment.</li> </ol>	
<b>Links with Strategic/Statutory Plans</b>	<b>Specify aim/ objective that the outcome of this plan will contribute to:</b>
Flintshire Community Strategy	Learning and creative communities
Corporate priorities for change and improvement 9	Secure a modern and high performing range of learning, cultural, play and leisure opportunities for all ages with our schools, colleges and other partners
A Museum Strategy for Wales 2010 - 2015 (CyMAL)	<p><b>Museums for Everyone</b> - <i>Museums will contribute to living communities, promote the values of a fair and just society and provide lifelong learning opportunities for all.</i></p> <p><b>A Collection for the Nation</b> - <i>Museums will hold, care for and continue to develop collections for the nation which represent our rich and diverse culture. Collections are the reason museums exist and are what makes them unique. They are brought together by the community for the community and are integral to the collective memory of our nation.</i></p>

**CULTURE AND LEISURE SERVICE PLAN 2014 - 2015**

<b>MUSEUM SERVICE Area for Improvement: 2. Improve Visitor Experience at Greenfield Valley</b>		
<b>Planned Outcome (what do we want to achieve):</b> Complete Greenfield Valley Uncovered HLF development project by December 2014.	<b>SMART Target :</b> Support Greenfield Valley Trust to submit HLF Round 2 application by December 2014	
<b>Responsibility (Head of Service):</b> Head of Culture and Leisure	<b>Lead Officer(s):</b> Principal Museums Officer	
<b>WHAT (we will do):</b>	<b>WHO (will do it, hours):</b>	<b>WHEN (it will be done):</b>
<ol style="list-style-type: none"> <li>1. Work with the Greenfield Valley Trustees, staff, volunteers and consultant team to prepare:</li> <li>2. Interpretation Plan</li> <li>3. Conservation Management Plan</li> <li>4. Activity Plan</li> <li>5. Capital Works Designs– RIBA Stage D</li> <li>6. Fundraising Strategy (£70k match funding needed)</li> <li>7. HLF Round 2 Application</li> </ol>	<ol style="list-style-type: none"> <li>1- 7 Principal Museums Officer, Operations Manager and consultant team PMO – 2 days a month for 7 months OM – 4 days a month for 7 months</li> </ol>	<ol style="list-style-type: none"> <li>1. Application to be submitted to HLF by December 2014</li> <li>2. October 2014</li> <li>3. October 2014</li> <li>4. October 2014</li> <li>5. October 2014</li> <li>6. November 2014</li> <li>7. December 2014</li> </ol>
<b>TOTAL RESOURCES (Finance and Source, People, ICT and Buildings requirements):</b>		
<ul style="list-style-type: none"> <li>• Project HLF funded - £67,000 total secured costs, none outstanding.</li> <li>• Staff time - SF – 105 hours CW – 208 hours</li> <li>• Plus input from Greenfield Valley wider team - 4 people 1 day a month for 7 months.(208 hours)</li> </ul>		
<b>PERFORMANCE INDICATORS (Local and National; including customer perception information):</b>		
Once both the development (2014/15) and delivery (2015/16) phases of the Greenfield Uncovered project are completed there will be an increase in numbers of visitors, education visits and engagement with the site and collection. Project will be evaluated on 'Inspiring Learning' guidelines.		
<b>RISKS:</b>		
<ol style="list-style-type: none"> <li>1. Staff time</li> <li>2. Failure to meet grant deadlines and specific requirements would mean we are unable to claim full costs incurred and we may also incur grant repayment.</li> </ol>		

## CULTURE AND LEISURE SERVICE PLAN 2014 - 2015

Links with Strategic/Statutory Plans	Specify aim/ objective that the outcome of this plan will contribute to:
Flintshire Community Strategy	Learning and creative communities
Corporate priorities for change and improvement 9	Secure a modern and high performing range of learning, cultural, play and leisure opportunities for all ages with our schools, colleges and other partners
A Museum Strategy for Wales 2010 - 2015 (CyMAL)	<p><b>Museums for Everyone</b> - <i>Museums will contribute to living communities, promote the values of a fair and just society and provide lifelong learning opportunities for all.</i></p> <p><b>A Collection for the Nation</b> - <i>Museums will hold, care for and continue to develop collections for the nation which represent our rich and diverse culture. Collections are the reason museums exist and are what makes them unique. They are brought together by the community for the community and are integral to the collective memory of our nation.</i></p>

**CULTURE AND LEISURE SERVICE PLAN 2014 - 2015**

<b>MUSEUM SERVICE Area for Improvement: 3. Improve access to collections</b>		
<b>Planned Outcome (what do we want to achieve):</b> To develop a community heritage space for Connah's Quay within the new Library and Flintshire Connects Office.	<b>SMART Target :</b> Implement "Connecting" Connah's Quay project. First phase complete – March 2015.	
<b>Responsibility (Head of Service):</b> Head of Culture and Leisure	<b>Lead Officer(s):</b> Principal Museums Officer	
<b>WHAT (we will do):</b>	<b>WHO (will do it, hours):</b>	<b>WHEN (it will be done):</b>
<ol style="list-style-type: none"> <li>1. To develop an exhibition for the opening of the centre plus a temporary exhibition programme.</li> <li>2. To display the Vic Williams collection.</li> <li>3. To consult with the local community on their interest in the history of the area and how they would like to see it displayed and interpreted.</li> <li>4. To develop an oral history programme including volunteer training.</li> <li>5. To develop a comprehensive activities programme to engage the local community.</li> <li>6. To update and refresh the existing publication on the history of Shotton Steel (1896 - 1996) to celebrate 120 years in 2016. Contemporary collecting both artefacts and memories of the steel works.</li> <li>7. To extend the existing heritage trail to include more of the heritage townscape, add self-winding listening posts and interpretive panels.</li> <li>8. To undertake an education and access programme which is sustainable in the long-term through the use of volunteers.</li> </ol>	<ol style="list-style-type: none"> <li>1. Principal Museums Officer (120 hrs + 60 hrs)</li> <li>2. Principal Museums Officer (22 hrs)</li> <li>3. contractors (15hrs) &amp; SF (3 hrs)</li> <li>4. contractors + volunteers (150 hrs)</li> <li>5. Principal Museums Officer (30 hrs)</li> <li>6. Principal Museums Officer + volunteers (100 hrs)</li> <li>7. Principal Museums Officer + volunteers (84 hrs)</li> <li>contractor (150 hrs)</li> </ol>	<ol style="list-style-type: none"> <li>1. April – June 2014 (Sept 2014 – Sept 2015 temp exhibitions)</li> <li>2. June 2014</li> <li>3. July – Sept 2014</li> <li>4. Sept – Oct 2014 (Training) / Nov 2014 – Nov 2015 (Recording Project)</li> <li>5. April 2014 – March 2015</li> <li>6. March 2015 – Nov 2015</li> <li>7. March 2015 – Sept 2015</li> <li>8. January 2015 – July 2015</li> </ol>

## CULTURE AND LEISURE SERVICE PLAN 2014 - 2015

<p><b>TOTAL RESOURCES (Finance and Source, People, ICT and Buildings requirements):</b></p> <ul style="list-style-type: none"> <li>• Project HLF and CyMAL funded - £66,000 total costs – currently unsecured, awaiting April notification from both funders.</li> <li>• Project will be delivered in partnership with Connah’s Quay Town Council via the Town Centre Manager who will undertake the project management, grant claims etc of the project.</li> <li>• Considerable time input required from Principal Museum Manager approx 240 hours during 2014/15</li> </ul>	
<p><b>PERFORMANCE INDICATORS (Local and National; including customer perception information):</b> There will be an increase in numbers of visitors, education visits and engagement with collection, evaluated on ‘Inspiring Learning’ guidelines.</p>	
<p><b>RISKS:</b></p> <ul style="list-style-type: none"> <li>• Failure to receive CyMAL and HLF grants to implement project. (Logged on Connects Project Risk Log)</li> <li>• Lack of officer time.</li> <li>• Once project underway - Failure to meet grant deadlines and specific requirements would mean we are unable to claim full costs incurred and we may also incur grant repayment.</li> </ul>	
<b>Links with Strategic/Statutory Plans</b>	<b>Specify aim/ objective that the outcome of this plan will contribute to:</b>
Flintshire Community Strategy	Learning and creative communities
Corporate priorities for change and improvement 9	Secure a modern and high performing range of learning, cultural, play and leisure opportunities for all ages with our schools, colleges and other partners
A Museum Strategy for Wales 2010 - 2015 (CyMAL)	<p><b>Museums for Everyone</b> - <i>Museums will contribute to living communities, promote the values of a fair and just society and provide lifelong learning opportunities for all.</i></p> <p><b>A Collection for the Nation</b> - <i>Museums will hold, care for and continue to develop collections for the nation which represent our rich and diverse culture. Collections are the reason museums exist and are what makes them unique. They are brought together by the community for the community and are integral to the collective memory of our nation.</i></p>

**CULTURE AND LEISURE SERVICE PLAN 2014 - 2015**

<b>N E WALES SCHOOLS LIBRARY SERVICE Area for Improvement: Schools' Buy Back of Service</b>		
<b>Planned Outcome (what do we want to achieve):</b> To develop new Service Level Agreements for Primary & Special schools and Secondary schools.	<b>SMART Target :</b> To maintain and improve the buy back of Service from the Primary & Special schools and from Secondary schools. Improve communication via website.	
<b>Responsibility (Head of Service):</b> Head of Culture and Leisure	<b>Lead Officer(s):</b> Principal Librarian SLS	
<b>WHAT (we will do):</b>	<b>WHO (will do it, hours):</b>	<b>WHEN (it will be done):</b>
1. Implement new Service Level Agreements with Conwy schools.	1. All staff	1. Ongoing
2. Develop and implement new SLA's for Flintshire schools.	2. Principal Librarian SLS Assistant Librarians	2. by September 2014
3. Consult with Denbighshire and Wrexham Head Teachers re SLA's for implementation April 2015.	3. Assistant Librarians	3. Summer/Autumn 2014
4. Develop and launch new website and on-line Booking Form.	4. Assistant Librarians	4. by June 2014
<b>TOTAL RESOURCES (Finance and Source, People, ICT and Buildings requirements):</b> Will be achieved within existing staffing levels and budget		
<b>PERFORMANCE INDICATORS (Local and National; including customer perception information):</b> Number of schools buying back. Hits on website. Take-up of online booking form		
<b>RISKS:</b> Staff time/ Insufficient buy-back from schools.		
<b>Links with Strategic/Statutory Plans</b>	<b>Specify aim/ objective that the outcome of this plan will contribute to:</b>	
Improvement Plan 2012-17	Improving standards in schools to get the best learner outcomes.	



**CULTURE AND LEISURE SERVICE PLAN 2014 - 2015**

<b>RECORD OFFICE Area for Improvement: 1. Record office accommodation</b>		
<p><b>Planned Outcome (what do we want to achieve):</b> Provide: 1. an adequate quantity of BS5454-compliant storage; 2. Improved public facilities; 3. DDA compliance throughout</p> <p>There is planned CyMAL activity to address these and other issues throughout N.Wales. We will work with CyMAL to achieve a regional solution.</p>	<p><b>SMART Target :</b> There is no SMART target for this area this year. All activities are ongoing. The CyMAL work is out of our control.</p>	
<p><b>Responsibility (Head of Service):</b> Head of Culture and Leisure</p>	<p><b>Lead Officer(s):</b> Principal Archivist</p>	
<p><b>WHAT (we will do):</b></p>	<p><b>WHO (will do it, hours):</b></p>	<p><b>WHEN (it will be done):</b></p>
<p>1. Continue to expand use of off-site secure storage as required 2. Work with CyMAL to achieve regional solution 3. Work with DDA Officer to improve DDA compliance</p>	<p>1. Principal Archivist 2. Principal Archivist 3. Principal Archivist</p>	<p>1. Ongoing 2. Ongoing 3. Ongoing</p>
<p><b>TOTAL RESOURCES (Finance and Source, People, ICT and Buildings requirements):</b></p>		
<p><b>PERFORMANCE INDICATORS (Local and National; including customer perception information):</b></p> <ul style="list-style-type: none"> <li>• TNA self-assessment;</li> <li>• PSQG visitor survey</li> </ul>		
<p><b>RISKS:</b> Lack of funding resulting in:</p> <ul style="list-style-type: none"> <li>- Inability to continue use of commercial storage leading to lack of storage space, risking permanent loss of important archive material;</li> <li>- Non-compliance with DDA;</li> <li>- Declining scores in national performance indicators above</li> </ul>		

## CULTURE AND LEISURE SERVICE PLAN 2014 - 2015

<b>Links with Strategic/Statutory Plans for example:</b>	<b>Specify aim/ objective that the outcome of this plan will contribute to:</b>
Modern and efficient Council;	<ol style="list-style-type: none"><li>1. To identify and collect archive material relating to the current and historic counties of Flintshire;</li><li>2. To preserve this material by storing and conserving it;</li><li>3. To make this material accessible by organising, cataloguing and indexing it;</li><li>4. To provide a supervised search room open to the public where this material may be used;</li><li>5. To provide services to remote users;</li><li>6. To provide professional advice to owners and custodians of archive material;</li><li>7. To raise awareness of the Record Office both within and beyond the county boundary</li></ol>

**CULTURE AND LEISURE SERVICE PLAN 2014 - 2015**

<b>RECORD OFFICE Area for Improvement: 2. Record office accreditation</b>		
<b>Planned Outcome (what do we want to achieve):</b> Award of Accredited status, the new UK wide standard for archives which defines good practice and encourages and supports development.	<b>SMART Target :</b> Award of Accredited status	
<b>Responsibility (Head of Service):</b> Head of Culture and Leisure	<b>Lead Officer(s):</b> Principal Archivist	
<b>WHAT (we will do):</b>	<b>WHO (will do it, hours):</b>	<b>WHEN (it will be done):</b>
1. Submit application for accreditation	1. Principal Archivist with assistance from all RO staff	1. March 2015
<b>TOTAL RESOURCES (Finance and Source, People, ICT and Buildings requirements):</b>		
<b>PERFORMANCE INDICATORS (Local and National; including customer perception information):</b>		
<ul style="list-style-type: none"> <li>Accredited status</li> </ul>		
<b>RISKS:</b>		
<ul style="list-style-type: none"> <li>Failure to submit adequate application in the time scale. This would result in a re-application in November 2015.</li> </ul>		
<b>Links with Strategic/Statutory Plans for example:</b>	<b>Specify aim/ objective that the outcome of this plan will contribute to:</b>	
Modern and efficient Council;	<ol style="list-style-type: none"> <li>To identify and collect archive material relating to the current and historic counties of Flintshire;</li> <li>To preserve this material by storing and conserving it;</li> <li>To make this material accessible by organising, cataloguing and indexing it;</li> <li>To provide a supervised search room open to the public where this material may be used;</li> <li>To provide services to remote users;</li> <li>To provide professional advice to owners and custodians of archive material;</li> <li>To raise awareness of the Record Office both within and beyond the county boundary</li> </ol>	

**CULTURE AND LEISURE SERVICE PLAN 2014 - 2015**

<b>RECORD OFFICE Area for Improvement: 3. Increase out-reach activity</b>		
<b>Planned Outcome (what do we want to achieve):</b> Increase out-reach activity	<b>SMART Target :</b> Hold 4 one-off events in the year 2014/5	
<b>Responsibility (Head of Service):</b> Head of Culture and Leisure	<b>Lead Officer(s):</b> Principal Archivist	
<b>WHAT (we will do):</b>	<b>WHO (will do it, hours):</b>	<b>WHEN (it will be done):</b>
<ol style="list-style-type: none"> <li>1. Maps workshop</li> <li>2. Bookbinding workshop</li> <li>3. World War I commemoration event</li> <li>4. Open Doors weekend Event</li> </ol>	<ol style="list-style-type: none"> <li>1. Senior Archivist</li> <li>2. Conservator</li> <li>3. Principal Archivist</li> <li>4. Archivist</li> </ol>	<ol style="list-style-type: none"> <li>1. April 2014</li> <li>2. May/June 2014</li> <li>3. August 2014</li> <li>4. September 2014</li> </ol>
<b>TOTAL RESOURCES (Finance and Source, People, ICT and Buildings requirements):</b> RO staff working Saturdays – to take TOIL		
<b>PERFORMANCE INDICATORS (Local and National; including customer perception information):</b> <ol style="list-style-type: none"> <li>1. TNA self-assessment;</li> <li>2. PSQG visitor survey;</li> <li>3. In-house visitor survey</li> </ol>		
<b>RISKS:</b>		
<b>Links with Strategic/Statutory Plans for example:</b>	<b>Specify aim/ objective that the outcome of this plan will contribute to:</b>	
Living Well –people taking part for education and enjoyment;	<ol style="list-style-type: none"> <li>1. To provide a supervised search room open to the public where this material may be used;</li> <li>2. To raise awareness of the Record Office both within and beyond the county boundary</li> </ol>	

**CULTURE AND LEISURE SERVICE PLAN 2014 - 2015**

<b>RECORDS MANAGEMENT Area for Improvement: 1. Service Delivery</b>		
Planned Outcome (what do we want to achieve): Service that delivers statutory and meets corporate requirements and is able to develop smartly, learn and adapt rapidly to changing demands and situations.	SMART Target : 1.1 Review record management compliance 1.2 Review and revise Confidential Waste process 1.3 Implement Civica Workflow for accessions 1.4 Update and develop new LLD ISPs to WASPI v4	
<b>Responsibility (Head of Service):</b> Head of Culture and Leisure	<b>Lead Officer(s):</b> Records Manager	
<b>WHAT (we will do):</b>	<b>WHO (will do it, hours):</b>	<b>WHEN (it will be done):</b>
<ol style="list-style-type: none"> <li>1. Complete all actions required under ICO and Internal Audit</li> <li>2. Update Retention Schedule</li> <li>3. Schedule offsite visits</li> <li>4. Review confidential waste process for efficiency savings</li> <li>5. Implement new workflow as part of efficiency saving</li> <li>6. Complete LLD ISPs to schedule</li> </ol>	<ol style="list-style-type: none"> <li>1. Records Manager</li> <li>2. Records Manager</li> <li>3. Records Manager &amp; Contract Managers</li> <li>4. Records Manager &amp; contract manager</li> <li>5. Records Manager &amp; Team, IG Team</li> <li>6. Records Manager, LLD officers and schools</li> </ol>	<ol style="list-style-type: none"> <li>1. March 2014</li> <li>2. March 2015</li> <li>3. March 2015</li> <li>4. March 2015</li> <li>5. March 2015 [ICT deadlines tba]</li> <li>6. ongoing to ICT deadlines</li> </ol>
<b>TOTAL RESOURCES (Finance and Source, People, ICT and Buildings requirements):</b>		
<ol style="list-style-type: none"> <li>1 Records manager &amp; support admin to develop implement and maintain procedures</li> <li>2 Records manager RM staff &amp; support admin to develop implement and maintain procedures</li> <li>3 Records Manager &amp; relevant Service Personnel and appropriate support admin to develop. implement and maintain ISPs</li> <li>4 Records Manager Data Protection Team to develop process and disseminate procedures</li> </ol>		
<b>PERFORMANCE INDICATORS (Local and National; including customer perception information):</b>		
1 Ensure that paper storage areas under CRM control are fit for purpose – ISO 5454 compliant where required; 2 Return Records to requestors within deadlines; 3 Ensure that staff are adequately trained; 4 Meet FOI deadline targets		
<b>RISKS:</b> 1 Corporate Embarrassment; 2 Failure to comply with specific legal and regulatory requirements including Health & Safety Legislation, Finance Legislation, the Freedom of Information Act 2000 [including s46 <i>Code of Practice</i> on Records Management], the Data Protection Act 1998; 3 Failure to manage corporate information assets effectively; 4 Failure to comply new s46 code of practice.		
<b>Links with Strategic/Statutory Plans for example:</b>	<b>Specify aim/ objective that the outcome of this plan will contribute to:</b>	
Council Improvement Plan	Modern and Efficient Council	

**CULTURE AND LEISURE SERVICE PLAN 2014 - 2015**

<b>RECORDS MANAGEMENT Area for Improvement: 2. Fulfil Civica ECM &amp; ECM Records Management Projects</b>		
<b>Planned Outcome (what do we want to achieve):</b> 1. Implementation Civica Records Management Module 2. Implementation of ICT/Civica ECM projects impacted by RM	<b>SMART Target :</b> 1. All RM data migrated to Civica Records Management Modules within ICT deadlines 2. All RM staff fully trained and using Civica R M Module on implementation 3. ICT targets met	
<b>Responsibility (Head of Service):</b> Head of Culture and Leisure	<b>Lead Officer(s):</b> Records Manager	
<b>WHAT (we will do):</b>	<b>WHO (will do it, hours):</b>	<b>WHEN (it will be done):</b>
1. Continue Developing Corporate File Plan apply to EDRM system	1. Records Manager, IT and relevant officers from pilot groups	1. Fileplan to be installed to Civica deadlines; ongoing revision to ICT deadlines
2. Review Accessioning Methodology for Civica workflow implementation	2. Records Manager & RM team	2. complete by ICT Deadlines
3. Develop Corporate Meta Data Standards	3. Records Manager, IT & officers from pilot groups	3. ongoing to ICT deadlines
4. Train staff in use of Civica Records Module	4. All RM staff and Civica	5. to ICT deadlines
5. Migrate Records Management Data to Civica software	5. Records Manager, RM staff	4. to ICT deadlines
6. Meet ICT ECM requirements	6. Records Manager, ICT, Civica	5. ongoing to ICT deadlines
<b>TOTAL RESOURCES (Finance and Source, People, ICT and Buildings requirements):</b> 1. Records Managements staff for data transfer and development of Civica 2. ICT support for development, installation of new versions as they appear, & Civica staff as above 3. Records Management staff to manage the paper and hybrid systems		
<b>PERFORMANCE INDICATORS (Local and National; including customer perception information):</b> 1. ICT deadlines; 2. Data Migration		
<b>RISKS:</b> 1. Unforeseen technical difficulties; 2. Data Loss; 3. Failure of Pilots; 4. Corporate Embarrassment; 5. Financial Penalties imposed by the Information Commissioner		
<b>Links with Strategic/Statutory Plans for example:</b> Council Improvement Plan	<b>Specify aim/ objective that the outcome of this plan will contribute to:</b> Modern and Efficient Council	

## FLINTSHIRE COUNTY COUNCIL

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

**DATE:** **THURSDAY, 15 MAY 2014**

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

**SUBJECT:** **APPRENTICESHIPS, TRAINING & DEVELOPMENT OPPORTUNITIES**

### **1.00 PURPOSE OF REPORT**

1.01 To update the Lifelong Learning and Overview and Scrutiny Committee with progress in relation to creation of Apprenticeships and Training Opportunities.

### **2.00 BACKGROUND**

2.01 In 2013/14, the County Council and partners committed to:

- working with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities;
- launching the Employers' Promise in the public sector to promote and enhancing our roles as employers.
- setting a marketing strategy to communicate the range of apprenticeship and training programmes available;
- identifying apprenticeship opportunities to meet local employer skills needs, alternative programmes and investment in training;
- supporting the development of the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network;
- continuing to develop and increase the number and range of Communities First Job Club programmes; and
- implementing skills development programmes in partnership with local employers.

The County Council and Local Service Board (LSB) partners have set the creation of additional apprenticeship and traineeship opportunities as a priority area for development work. This is because we need to:

- extend and improve the education, employment and training opportunities available for young people;
- improve the employment and life prospects of local people;

- meet the skills needs of local employers;
- help young people to successfully transition from education to employment; and
- place and retain more young people in work.

The commissioned work is organised around three themes. They are:

- protecting and promoting the well-being of our employees, volunteers & the community;
- supporting lifelong learning and employability of our employees and volunteers; and
- improving the education, training & employment prospects for young people up to 25 years of age.

Achievement will be measured through:

- reducing the percentage of 16 to 24 year olds claiming job seekers allowance;
- continuing to secure high levels of 16 year olds in education, employment and training;
- improving the local skills base to improve employability and earning prospects;
- increasing the number of people who successfully establish and grow businesses;
- increasing the number of apprenticeships in the public and voluntary sector; and
- increasing the number of new work experience and apprenticeship opportunities

Risks to manage include:

- Ensuring that employer places match current and future aspirations and needs
- Ensuring capacity to support paid work placements and other programmes
- Strengthening the links between Schools, Colleges and employers
- Ensuring that there are resilient arrangements to promote successful outcomes following apprenticeship and traineeship opportunities (including planning ahead with participants)
- Transport including timing, access and cost

Key definitions include:

- *Employers' Promise* – employers committed to working together to create additional training, apprenticeships and work opportunities
- *Communities First Job Club programmes* – work to support adults into employment
- *Young Entrepreneur Programme* – an opportunity for young people to work with mentors on their business ideas



- *Flintshire Business Entrepreneurship Network* – employers working together to support Entrepreneurship Programmes.
- National Youth Engagement and Progression Framework – national framework to prevent exclusion.

### **3.00 CONSIDERATIONS**

#### **3.01 Summary of main progress/achievements for the previous six months are:**

##### **Key progress following the last LSB is in the following areas:**

- National Youth Engagement and Progression Framework
- Information Sharing Protocol
- Apprenticeships
- Self-Employment
- Communities First Activity
- North Wales Advanced Manufacturing Skills and Technology Centre

##### **National Youth Engagement and Progression Framework**

- The new National Youth Engagement and Progression Framework has enabled new standardised performance information and analysis to become available to all Authorities from Careers Wales.
- The local implementation plan for this framework is now in place and was submitted to Welsh Government on 14<sup>th</sup> Feb 2014 and has subsequently been approved. This implementation plan highlights a number of consistent themes, particularly about labour market information, harmonised information systems across the county and ensuring the mapping of provision in order to improve understanding.

##### **Information Sharing Protocol**

- To enhance the sharing of information to support this priority, a small Task & Finish group has been set up to look at developing an Information Sharing Protocol (ISP) on behalf of the AEWE Board. A project plan is in place which will lead to the agreement, sign-up to and monitoring of the ISP, named Flintshire NEET.

##### **Apprenticeships**

- Flintshire has provided Board level leadership with the development of the Construction Industry Training Apprenticeship Scheme this will create at least 50 additional apprenticeships per year. A business plan has been submitted to Welsh Government and the Construction Industry Training Board.

- Regionally, we are working with Welsh Government to promote the range of apprenticeships and training programmes available to young people. You will recall in January we were considering developing a local model however the fast-paced nature of the decision making in relation to this area of work has resulted in this development. This is now a national priority.

### **Engagement with Businesses**

- Work has been undertaken with the Deeside Enterprise Zone to engage businesses to work closely with schools around the STEM subjects including workshops to identify business needs. There was a presentation to businesses on DEZ and Welsh Government for a shared apprentice scheme for the DEZ.
- Argoed High School's head has started working with local employers, Coleg Cambria and HEIs to analyse employer expectation and how key skills can be embedded across the curriculum.

### **Communities First Activity**

- Communities First are continuing to work in partnership with Business Supporting Communities and Groundwork to take forward the Jobs Growth Wales & Young Recruits Programme and further opportunities are being explored.
- Communities First working in partnership with Coleg Cambria and Jobs Growth Wales have implemented 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 is also providing vital experience and opportunities for young people to develop entrepreneurial skills as a route of progression that they may have not considered before.

### **North Wales Advanced Manufacturing Skills and Technology Centre**

- Further progress has been made with the North Wales Advanced Manufacturing Skills and Technology Centre (NWAMSTC) project. Phase one of the feasibility study (to develop a skills pipeline in partnership with Welsh Government, HE, FE and private industry) has been assessed by Welsh Government and we are awaiting formal feedback. We understand that the assessment states that the centre is needed and that there should be one and that it should be North Wales based.

- Key developments include the desire to link the project into “catapult centres” (expanding the project beyond North Wales) and deciding who the lead partner is.

#### **4.00 RECOMMENDATIONS**

4.01 The next key “milestone” steps include:

- Develop terms of reference and outcomes for the HR Group.
- Liaise with Welsh Government re. the Youth Engagement and Progression Framework Action Plan – Implementation Plan monitoring requirements. This is ongoing work with deadlines to be agreed with Welsh Government. The first of the deadlines is delivering a gap analysis or provision.
- Develop an interim website, with Welsh Government, to communicate and promote opportunities – this is an ongoing and long term piece of work.
- Project to aid understanding within the partnership and work specifically with partners to ensure that the targets are achieved ensuring results-based accountability.
- Audit would take place of training provision and allied funding streams available to support delivery in the area. This audit would result in a comprehensive assessment of on-the-job and vocational training. The LSB would then match the supply of training with employer demands in order to support long-term work-force planning in Flintshire.

Scrutiny is invited to commission a further progress report in six months time.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 There are no new financial implications arising from this report.

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

6.01 There are no anti-poverty implications arising directly from this report.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 There are no environmental impact 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 The Employee Promise sets out reasonable expectations for progressive and positive employer practice.

**10.00 CONSULTATION REQUIRED**

10.01 None at this stage.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Stakeholder consultation (including with Employer and Provider representatives has been undertaken in developing priority plans).

**12.00 APPENDICES**

None

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

None.

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## FLINTSHIRE COUNTY COUNCIL

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

**DATE:** **THURSDAY, 15<sup>TH</sup> MAY 2014**

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

**SUBJECT:** **RECOMMENDATION FROM THE LEISURE FINANCE TASK & FINISH GROUP**

### **1.00 PURPOSE OF REPORT**

1.01 To seek the Committee's approval for a recommendation from the Leisure Finance Task & Finish Group to be supported and recommended to Cabinet for approval.

### **2.00 BACKGROUND**

2.01 The Leisure Finance Task & Finish Group was set up in October 2013 in order to review and address the current level of overspend within the Leisure Service Budget.

2.02 The Corporate Resources Overview & Scrutiny Committee had also considered setting up a Task & Finish Group to review the Leisure Service Budget, therefore, the Lifelong Learning Overview & Scrutiny Committee, at its meeting on the 10 October, 2014, proposed that the Chairman of the Corporate Resources Overview & Scrutiny Committee be invited to sit on the Task & Finish Group and report back the work of the Group when necessary.

2.03 The Membership of the Task & Finish Group is as follows:-

- Cllr David Mackie (Chairman)
- Cllr Marion Bateman
- Cllr Stella Jones
- Cllr Nancy Matthews
- Cllr Tim Newhouse

2.04 Meetings of the Task & Finish Group are also attended by the following officers who provide specialist advice:-

- Lawrence Rawsthorne, Head of Culture & Leisure
- Mike Welch, Principal Leisure Services Officer
- Paul Jones, Business Improvement Manager
- Carl Jones, Accountant – Financial Services

### **3.00 CONSIDERATIONS**

3.01 The Leisure Finance Task & Finish Group held its second meeting on the 11 April, 2014 where Members were provided with a breakdown on maintenance works for leisure facilities, rates bill for each Leisure Centre and a financial update for 2013/14 and budget for 2014/15.

3.02 During discussion around schools where dual use leisure facilities were provided, the Task & Finish Group proposed that officers initiate discussions with the schools to assess whether they would consider assuming responsibility for community access of the facilities in the future.

### **4.00 RECOMMENDATIONS**

4.01 That the Lifelong Learning Overview & Scrutiny Committee agree to recommend to the Cabinet that:-

- Officers initiate discussions with schools where dual use leisure facilities were provided to assess whether they would consider assuming responsibility for community access of the facilities in the future.

### **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 The report proposes consultation to be undertaken with schools where dual use leisure facilities were provided.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Publication of this report constitutes consultation.

**12.00 APPENDICES**

12.01 None.

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

None.

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## FLINTSHIRE COUNTY COUNCIL

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

**DATE:** **THURSDAY 15<sup>TH</sup> MAY, 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**

Date of meeting	Subject	Purpose of Report	Scrutiny Focus	Responsible / Contact Officer	Submission Deadline
19 June 2014	<b>Quarterly Performance Reporting</b>	To consider Q4/Year End performance outturns for improvement targets	Performance Monitoring	Director of LLL	11 June 2014
	<b>Inclusion Service Review</b>	To demonstrate to the Committee how the Inclusion Service review was being implemented in practice	Service Review	Director of LLL	
24 July 2014					

**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) – **October, 2014**
- Post 16 Courses – To provide the Committee with information on how the Authority works with schools to commission Post 16 courses.
- Post 16 outcomes (to include student drop-out rates) – **September, 2014**
- School Modernisation – To receive an update report to address the concerns raised by the Committee on the 6<sup>th</sup> March, 2014.

**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

<b>Month</b>	<b>Item</b>	<b>Purpose of Report</b>	<b>Responsible / Contact Officer</b>
<b>April</b>	<b>Regional School Effectiveness and Improvement Service (GwE)</b>	To receive an update on progress with the development of the regional school effectiveness and improvement service, to include a presentation from the Chief Officer of GwE.	Director of Lifelong Learning

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