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To: Cllr Aaron Shotton (Leader)

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

12 October 2016

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 18th October, 2016 in the Clwyd Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 **APOLOGIES**

Purpose: To receive any apologies.

2 **DECLARATIONS OF INTEREST**

Purpose: To receive any Declarations and advise Members accordingly.

3 **MINUTES** (Pages 5 - 16)

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

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 **ANNUAL PERFORMANCE REPORT 2015/16** (Pages 17 - 110)

Report of Chief Executive - Cabinet Member for Corporate Management

Purpose: Overview of the performance of the Council during 2015/16 against the priorities set.

5 **STRATEGIC EQUALITY PLAN 2016/2020** (Pages 111 - 168)

Report of Chief Executive - Cabinet Member for Corporate Management

Purpose: To agree the Council's equality objectives and Strategic Equality Plan (SEP) 2016/ 2020.

6 **NORTH WALES REGIONAL SOCIAL CARE/HEALTH PARTNERSHIP BOARD** (Pages 169 - 174)

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

Purpose: To approve the arrangements for the Board.

OPERATIONAL REPORTS

7 **REVENUE BUDGET MONITORING 2016/17 (MONTH 5)** (Pages 175 - 196)

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

Purpose: To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month 5 and projected forward to year-end based on the most up to date information available.

8 **PROVISIONAL LEARNER OUTCOMES** (Pages 197 - 204)

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

Purpose: Provisional learner outcomes from Summer 2016.

9 **SCHOOL MODERNISATION - 21ST CENTURY SCHOOLS PROGRAMME - BAND A CAPITAL PROJECTS - CONNAH'S QUAY HIGH SCHOOL** (Pages 205 - 210)

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

Purpose: To consider and approve a Capital Scheme under the 21st Century School programme.

10 **SCHOOL MODERNISATION - 21ST CENTURY SCHOOLS PROGRAMME BAND A CAPITAL PROJECT - PENYFFORDD** (Pages 211 - 260)

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

Purpose: To consider and approve a Capital Scheme under the 21st Century School programme.

11 **SCHOOL MODERNISATION - NERCWYS VA SCHOOL REVIEW** (Pages 261 - 264)

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

Purpose: To consider a report on informal consultation with the community and identify next steps with the education review.

12 **CHANGES TO WASTE COLLECTION VEHICLES AND NEW RECYCLING OPERATIONS** (Pages 265 - 316)

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

Purpose: To review alternative delivery options for the household recycling centre service and the new waste recycling collection opportunities planned to be introduced for residents in 2017.

13 **THEATR CLWYD COMPLIMENTARY TICKET POLICY** (Pages 317 - 324)

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

Purpose: To consider and agree a policy for complimentary tickets from Theatr Clwyd.

14 **EXERCISE OF DELEGATED POWERS** (Pages 325 - 326)

Report of the Chief Executive enclosed.

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

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

Yours faithfully

Peter Evans
Democracy & Governance Manager

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CABINET
20th SEPTEMBER 2016

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 20th September 2016

PRESENT: Councillor Aaron Shotton (Chair)
Councillors: Bernie Attridge, Chris Bithell, Derek Butler, Christine Jones, Kevin Jones and Billy Mullin

APOLOGY:
Councillor Helen Brown

IN ATTENDANCE:
Chief Executive, Chief Officer (Community and Enterprise), Chief Officer (Governance), Chief Officer (Streetscene and Transportation), Corporate Finance Manager, Highway Strategy Manager and Team Manager - Committee Services

OTHER MEMBERS IN ATTENDANCE:
Councillors: Ron Hampson and Carolyn Thomas

56. DECLARATIONS OF INTEREST

Councillor Bernie Attridge declared a personal and prejudicial interest in agenda item number 12 – Appointment of Council Members as Directors – NEW Homes.

57. MINUTES

The minutes of the meeting held on 19 July 2016 had been circulated with the agenda.

RESOLVED:

That the minutes be approved as a correct record.

58. COUNCIL FUND REVENUE BUDGET 2017/18 STAGE ONE

The Chief Executive introduced the report on the Council Fund Revenue Budget 2017/18 Stage One which was the first step in planning the annual Council Fund Revenue Budget for 2017/18, including details of how the forecast gap of £13.7M could be bridged. The forecast gap between predicted income levels and the projected expenditure requirement reported in July 2016 stood at £14.4M which was an increase of £0.7M on the April forecast.

A set of service portfolio business plans had been developed by Cabinet and reviewed extensively by Cabinet Members and Chief Officers with annualised efficiency proposals forming the basis for recommendations for the annual budget. The proposals for budget efficiencies and income charging within the business plans for 2017/18 were reported in full to the Overview and Scrutiny Committees throughout the June/July meeting cycle. Those Committees were supportive of the efficiency and

charging proposals overall with the cumulative total of the proposals estimated to be £5.921M.

At the Overview and Scrutiny Committees presentations were delivered on assessments of the efficiency and resilience status of the services within their respective portfolios which reviewed the efficiency of each service. Those assessments demonstrated the limited options which remained for achieving further efficiencies of scale without having to reduce services to unpredictable levels of provision or running the risk of service failure.

The review of the portfolio business plans was the first of the three part strategy for Medium Term Financial Planning:-

- Service reform;
- Corporate financial stewardship; and
- Working with Welsh Government

The Corporate Finance Manager highlighted the details in Table 1 on the financial forecast 2017/18 – 2018/19, referring to a number of assumptions such as pay inflation, Council Tax annual increase and national and local pressures. The forecast for 2017/18 was under continuous review and would be updated later in the year.

Following on from the Chief Executive's comments on the revised forecast gap, the Corporate Finance Manager explained that the figure had been reduced, following a comprehensive review, due to (1) the removal of or change to options which were not considered to be acceptable and / or workable; and (2) the review and refinement of detailed cost estimates per proposal based on detailed planning and cost method calculations.

Moving forward the key focus was on seeking to offset or reduce cost pressures through corporate financial stewardship. Work was ongoing on the following areas and a report would be submitted to Cabinet in October 2016 which would provide the outcome of the work:

- Inflation;
- Pay inflation, and incremental pay progression provision;
- The outcomes of the triennial review of the Clwyd Pension Fund currently underway with the Fund Actuary, and the employer funding contributions required for future years;
- Provision within the Central Loans and Investment Account (CLIA) for capital financing charges including interest on debt and Minimum Revenue Provision for debt repayment and any income returns made from investments;
- The use of reserves and balances
- Detailed assessment of national and local cost pressures including latest intelligence on risks to the continuation of national specific grants to current levels of funding; and
- The impacts of the 2016/17 projected out-turn for 2017/18 and future years.

Councillor Shotton said the Council was actively involved in national discussions on the Welsh Government (WG) Budget for 2017/18 including the Local Government Settlement, both as part of the Welsh Local Government Association (WLGA) and as an individual Council. Key issues under debate included:

- The need for medium term financial planning at a national level;
- Sufficient and sustainable levels of Revenue Support Grant (RSG) and the option for the WG to set a zero-reduction or 'flat-line' RSG for 2017/18 at 2016/17 levels;
- Reform of specific grants and retention of sufficient current grant funding levels to maintain services;
- Relaxing charging levels for services including domiciliary care;
- Meeting cost pressures of national legislative and public demand in key services such as social care;
- Recognition of the workforce cost impacts of the Living Wage in both directly provided services and commissioned services; and
- Local retention of Non Domestic Rate Relief (NNDR) growth by the collecting authority.

He commented on the importance of continued lobbying, particularly on the case of Flintshire being a low funded Council, to seek the relief required in the interests of the public.

Councillor Kevin Jones asked for an update on progress being made in national discussions. Councillor Shotton explained that individual and collective meetings had been held with the Cabinet Secretary for Finance and Local Government, Mr Mark Drakeford who appeared receptive to the challenges faced. The WG draft budget proposals would be published on 19th October 2016 and lobbying of WG would continue until the final budget was announced.

On a question on specific grants, the Chief Executive explained that details on grants were received at a later stage in the process.

Councillor Attridge urged colleagues to lobby AM's and MP's as much as possible in the coming weeks, particularly with a number of Ministerial visits scheduled.

Members hoped that the lobbying of WG would be successful and commended the level of work that had been undertaken to date.

The Chief Executive concluded that the report would be considered at a special meeting of Corporate Resources Overview and Scrutiny Committee on 28th October to which all Members of the Council were invited to. A special County Council meeting had been arranged for 15th November 2016 which would recommend formal sign off of Stage 1 of the budget.

RESOLVED:

(a) That the service portfolio efficiency proposals listed in the appendices to the report be recommended for adoption by Council as Stage 1 of setting the Council Fund Revenue Budget for 2017/18; and

(b) That the ongoing work on reviewing corporate financing options, and the national activity around the funding formula and Local Government Settlement, be noted.

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

Councillor Shotton introduced the report on the Growth Vision and Strategy for the Economy of North Wales. The vision was being presented to all six Councils for adoption and set out a clear ambition for North Wales for infrastructure development, skills and employment, and business growth.

The Council had been working closely with partners in the Mersey Dee Alliance, Economic Ambition Board, North Wales Business Council and West Cheshire and North Wales Chamber of Commerce, to develop and launch a prospectus for rail improvement across North Wales and the Mersey Dee area as a requirement to support improved economic growth.

If funding was secured in phases for the action plan then the region would be able to see a positive future for sustainable economic growth. The value of the North Wales economy could increase from £12.8 billion in 2015 to £20 billion by 2035 and generate an additional 120,000 new employment opportunities.

Councillor Butler welcomed the report, commenting that the Authority was also part of a cross border growth bid on the Cheshire and Warrington Local Enterprise Partnership (LEP). He had met with the Minister the previous day who was supportive of the North Wales Growth Vision.

The Chief Officer (Community and Enterprise) said that in addition to infrastructure projects, the Vision would see a focus on skills development to better equip local people for future job opportunities.

In response to a question from Councillor Bithell, Councillor Butler explained that there were options for a Metro system which could see better connectivity between rail and bus services. There was the potential for rail services on Deeside Industrial Park and Saltney Mold Junction which was at the rear of Airbus.

Members welcomed and supported the report which presented exciting opportunities for the region.

RESOLVED:

(a) That the “Growth Vision for the Economy of North Wales” as the basis for negotiation with the UK and Welsh Governments over a Growth Bid for the region be approved; and

(b) That the prospectus for Rail Improvement “Growth Track 360” be supported and endorsed.

60. WELSH LANGUAGE ANNUAL REPORT

Councillor Mullin introduced the report on the Welsh Language Annual Report, which provided an overview of the Annual Report and details of progress being made to comply with the Welsh Language Standards. Areas for improvement were also identified.

The Chief Executive explained that the Annual Report covered the following areas:

- The number of employees who had Welsh language skills;
- The number and % of employees who attended training through the medium of Welsh;
- The number of posts advertised as: Welsh essential; Welsh desirable; Welsh skills not necessary; and Requirement to learn Welsh;
- The number of complaints received relating to compliance with the Operational Standards, Policy Making Standards and Service Delivery Standards; and
- Information on how the Council had complied with the Standards

Discussions with the Welsh Language Commissioner would conclude in the coming weeks on the Standards.

Councillor Bithell asked if Welsh Language training was available to County Councillors to which the Chief Executive said it was.

RESOLVED:

(a) That the Welsh Language Annual Monitoring Report for the period 2015/16 be approved; and

(b) That progress being made to implement the Welsh Language Standards and areas for improvement be noted.

61. THE FINAL STAGE OF THE REVIEW OF EXISTING SPEED LIMIT ORDERS ON THE COUNCIL'S HIGHWAY NETWORK AND PROPOSED PROCESS IMPROVEMENTS FOR ANY FUTURE CHANGES TO SPEED LIMIT ORDERS

Councillor Attridge introduced the report on the Final Stage of the Review of Existing Speed Limit Orders on the Council's Highway Network and Proposed Process Improvements for any Future Changes to Speed Limit Orders.

The report detailed the intended approach for the next and final phase of the work which would address anomalies within the existing speed limit orders on all other routes on the Highway Network. In addition, the current process for implementing speed limit orders was both complex and time consuming and there was a clear need to adopt a more efficient method of working. Adopting a revised process would provide a consistent, transparent and more simplistic approach for any future revisions to speed limit orders.

A mapping exercise was required which would accurately record the positioning of all existing speed limits which would result in a single consolidated Order. The information on all speed limits would be easily accessible to members of the pubic via the Flintshire County Council website.

Adoption of the revised process would streamline the current process and would also reduce demand on officer's time.

The report had been submitted to Environment Overview and Scrutiny Committee where it was fully supported.

RESOLVED:

(a) That the revised process to deliver the final phase of the review of speed limit orders on all of the Council's Highway Network be approved; and

(b) That the proposed changes to the process which will be adopted for any future revisions of highway speed limit orders be approved.

62. CONTRACT PROCEDURE RULES

Councillor Mullin introduced the report on Contract Procedure Rules (CPRs). CPRs set out how officers must advertise and award contracts to ensure that they were let in a lawful, fair and open manner. A review of the CPRs was required following changes in European Procurement Law, the introduction of the Well Being of Future Generations Act, the move to electronic procurement and the introduction of the new Welsh Language Standards.

The Chief Officer (Governance) explained that the Council shared its procurement service with Denbighshire County Council and the revised CPRs had been adopted by that Authority. The same or similar rules would create consistency for suppliers and the service itself.

The proposed CPRs were written in a logical order that flowed step by step from the considerations necessary before placing a contract, through sourcing of suppliers to award of contract and contract management.

The tender values and the level at which the relevant decision must be taken was as detailed below. The levels increased the degree of oversight for Members:

Contract Value	**Authorisation Required From**
Up to £250,000	Manager of the service
£250,000 to £1,000,000	Chief Officer
£1,000,001 to £2,000,000	Delegated decision
£2,000,001 and over	Cabinet

Community benefits were additional services or investment made by contractors in addition to the goods and services they were contracted to provide. Examples of community benefits already delivered in Flintshire included:

- An apprenticeship scheme as part of SHARP;

- The community benefit investment fund as part of the residual waste treatment project; and
- Support for community groups through Welsh Housing Quality Standard (WHQS).

The CPRs would be presented to Audit Committee on 26th September 2016, Constitution Committee on 5th October 2016 and County Council on 19th October 2016.

In response to a question from Councillor Mullin, the Chief Officer (Governance) explained that the electronic system provided a full audit trail of the process from inception to contract award and was open for Members to view.

RESOLVED:

That County Council be recommended to:

- Adopt the proposed Contract Procedure Rules
- Harmonise delegated authority levels for spending decisions within the Constitution with effect from 1st November 2016

63. CAPITAL PROGRAMME MONITORING 2016/17 (MONTH 4)

The Corporate Finance Manager presented the report on Capital Programme Monitoring 2016/17 (Month 4). The report summarised changes made to the Capital Programme 2016/17 since it was set in February 2016 to the end of Month 4 (July 2016), along with expenditure to date and projected outturn.

Changes during the period had resulted in a net increase in the programme total of £5.863M (Council Fund £3.768M, Housing Revenue Account £2.095M), full details of which were detailed in the report.

As at Month 4 Early Identified Rollover (EIR) of £0.067M had been identified which reflected reviewed spending plans across all programme areas. Three additional pressures totalling £0.910M had been approved since the budget was set. Additional IT data storage (£0.590M) and remedial works at closed landfill sites (£0.250) which were approved at Cabinet in July 2016 whilst a further £0.070M for target hardening works had been approved under delegated powers.

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

RESOLVED:

(a) That the report be approved;

(b) That the rollover adjustments be approved; and

(c) That the request for additional resources be approved.

64. REVENUE BUDGET MONITORING 2016/17 (MONTH 4)

The Corporate Finance Manager introduced the report on Revenue Budget Monitoring 2016/17 (Month 4) which provided the latest revenue budget monitoring position for 2016/17 for the Council Fund and the Housing Revenue Account.

The report had been considered at Corporate Resources Overview and Scrutiny Committee the previous week where it resolved: "*That the Committee wishes to impress upon the Cabinet the need to learn to be more realistic about the achievement of efficiency savings, some of which may not be wholly within the Council's control*". In response to that resolution, Members commented on the objections to some of the initial budget proposals by Overview and Scrutiny Committees which had resulted in changes to some schemes. This impacted on the budget and was part of the democratic process.

The Corporate Finance Manager explained that the final year end position was:

Council Fund

- Net in year expenditure forecast to be £2.081M higher than budget
- Projected contingency reserve balance of £2.107M

The underlying forecast overspend would be reduced to £1.641M with the successful negotiation of an additional Welsh Government (WG) transport grant of £0.440M. Of the remaining £1.641M, £0.861M (52%) came from conscious decisions to change proposals for household recycling centres, community asset transfers, town centre and County Hall car parking charging, and workforce essential car user allowances. This left a true unpredicted working deficit of £0.780M. The recurring impacts of the forecast position for 2017/18 were explained in the report.

Housing Revenue Account

- Net in year expenditure forecast to be £0.013M lower than budget
- Projected closing balance as at 31 March 2016 of £1.111M

The report covered significant budget movements; programme of efficiencies; inflation; reserves and balances; and an overview of the Housing Revenue Account.

The Chief Executive explained that the Council set a challenging level of specified efficiencies to be achieved in-year as part of its approach to annual budget planning. The first assessment of the efficiency profile for 2016/17 showed that 86% of the efficiencies pre-set in the annual budget would be achieved. That figure rose to 93% following the conscious decisions to change proposals for household recycling centres, community asset transfers, town centre and County Hall car parking charging, and workforce essential car user allowances. He commented on the difficulty in accurate predictions which included the democratic process.

He added that following the liquidation of GHA Coaches, the Council was attempting to recover as much of the costs as possible. Councillor Attridge praised staff for their work to ensure there was a continuation of service for both school children and public transport.

Councillor Bithell commented on the 86% of efficiencies being achieved and asked if the Wales Audit Office (WAO) provided details of the statistics from other Local Authorities. The Chief Executive said a composite list of efficiencies achieved was not available but if one was produced it would be a helpful document.

RESOLVED:

(a) That the report be noted; and

(b) That an allocation of £0.861M from the contingency reserve be approved to meet the financial impact of the changed proposals for household recycling centres, community asset transfers, town centre and County Hall car parking charges, and workforce essential car user allowances.

65. TREASURY MANAGEMENT ANNUAL REPORT 2015/16

The Corporate Finance Manager introduced the Treasury Management Annual Report 2015/16.

The Annual Report was reviewed by Audit Committee on 13th July 2016 and would be reported to County Council on 26th September 2016.

RESOLVED:

That the Annual Treasury Management Report for 2015/16 be approved and recommended to County Council.

66. APPOINTMENT OF COUNCIL MEMBERS AS DIRECTORS – NEW HOMES

The Chief Officer (Community and Enterprise) introduced the report on the Appointment of Council Members as Directors, NEW Homes.

Following the resignation of two Councillors who cited their membership of the Council's Planning and Development Control Committee as a conflict of interest, and the subsequent resignation of another Councillor for personal reasons, there were three Councillor Board vacancies.

Nominations from Councillors were sought and it was agreed that to ensure the greatest levels of propriety, that Members on the Planning and Development Control Committee and / or relevant Scrutiny Committee would not be considered. Nominations were received from Councillors Glyn Banks, Hilary McGuill and Nigel Steele-Mortimer. None of those Councillors were members of any of those Committees.

RESOLVED:

That the appointment of Councillor Glyn Banks, Councillor Hilary McGuill and Councillor Nigel Steele-Mortimer as Directors of North East Wales Homes Limited be approved.

67. BUSINESS RATES – WRITE OFF ABOVE £25,000

Councillor Mullin introduced the report on Business Rates – Write Off above £25,000.

Richmond Investment Properties Ltd were liable for business rates at the Bryn Awel Hotel, Denbigh Road, Mold for the period between 25th July 2012 and 8th July 2014. Despite litigation action being taken by the Council to recover business rate liabilities amounting to £25,881.51, the debt remained outstanding and was now considered to be irrecoverable on the basis that all recovery options had been exhausted.

The Chief Officer (Community and Enterprise) explained that there were no direct financial implications for the Council or local taxpayers as business rates which were collected were borne by the National Collection Pool for Wales. As the Collection Pool was supported by Welsh Government, non-payment of rates did though have a wider impact on the Welsh taxpayer.

RESOLVED:

That the write off of the business rate debt for Richmond Investment Properties Ltd amounting to £25,881.51 be approved.

68. HIGHWAYS AND CAR PARK INSPECTION POLICY

Councillor Attridge introduced the report on the Highways and Car Park Inspection Policy.

In order to ensure the Council's highway network remained fit for purpose and in a safe condition, and in order to provide a defence for the Council against claims made for compensation by users of the network, a robust Safety Inspection Policy was required. The Policy defined safety inspection frequencies on all of the classifications of carriageway, footway and cycleway maintained by the Council and the Policy also defined intervention criteria i.e. the point at which maintenance work was required, and defined timescales for completing any required remedial work.

The Council owned and managed a large number of car parks across the County and the Inspection Policy had been extended to include those facilities in order to ensure the safety of the sites and to provide a defence against any claims that may be received by users of the car parks, for personal loss or damage.

The report had been submitted to the Environment Overview and Scrutiny Committee where it was fully supported.

RESOLVED:

That the reviewed Highway and Car Park Inspection Policy outlining the Council's approach to all safety inspections, intervention criteria and response times be approved.

69. EXERCISE OF DELEGATED POWERS

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

Organisational Change

- **Target Hardening Work to Various Flintshire County Council Sites**
  Work to target harden various Council owned sites across Flintshire to improve security of sites against illegal traveller incursions.

- **Land to the Rear of Withen Cottages off Alltami Road, Buckley**
  The subject comprises of a parcel of land extending to approximately 1.78 acres accessible from the purchaser's land only.

- **Ysgol Y From Annexe, Halkyn Street, Holywell**
  The sale of this section of Ysgol Y Fron to ICR Group for conversion to offices for their own use

- **Saltney Library Site, Delcaring Site Surplus to Service Requirements**
  The site of the former Saltney Library is declared surplus to the Library Service requirements.

Revenues

- **Business Rates Write Offs**
  Financial Procedure Rules (Section 9.6 – Income and Expenditure) stipulate that any individual debt between values of £5,000 and £25,000 shall be reported to the Chief Finance Officer (Corporate Finance Manager / Section 151 Officer) for consideration to write off, in conjunction with the Cabinet Member for Finance. The scheduled, which are summarised by the category of write off involve 7 Business Rates accounts where the overall debt for each company is greater than £5,000.

- **Council Tax Write Offs**
  Financial Procedure Rules (Section 9.6 – Income and Expenditure) stipulate that any individual debt between the values of £5,000 and £25,000 shall be reported to the Chief Finance Officer (Corporate Finance Manager / Section 151 Officer) for consideration to write off, in conjunction with the Cabinet Member for Finance. The delegated powers form details 1 Council Tax account where the overall debt is greater than £5,000.

Public Protection

- **Annual Increase in Fees and Charges**
  Revised fees and charges for Public Protection relating to 2016/17.

Streetscene and Transportation

- **B5129 Chester Road, Pentre, Sandycroft, Restricted Road – Order 2016**
  To advise of an unresolved objection received following the advertisement of the proposal to reduce the speed limit on the B5129 Chester Road, Pentre, Sandycroft. It is recommended that the objection be overruled and that the speed limit be adopted as advertised.

- **Proposed on and off Street Parking Orders – Talacre**
  To advise of the objections and one unresolved objection received following the advertisement of the proposed introduction of car parking orders both on and off street. It is recommended that the objection be overruled and that the orders be adopted as advertised.

RESOLVED:

That the actions taken under delegated powers be noted.

70. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

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

(The meeting commenced at 9.30am and ended at 11.40am)

…….
Chair

CABINET

Date of Meeting	Tuesday, 18th October 2016
Report Subject	Annual Performance Report 2015/16
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Annual Performance Report for 2015/16 reviews our progress against the Improvement Priorities as detailed in the Improvement Plan 2015/16.

The report reflects the overall good progress that has been made against our priorities and the high level of confidence we have in achieving the desired outcomes. It also shows that we managed our risks well, with only 1 remaining at a high level at year end.

Performance against the Improvement Plan measures was also positive with 75% achieving or exceeding target and 79% showing improved performance on that achieved in 2014/15.

Comparison nationally using the National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs) revealed 54% of indicators achieved or exceeded target and 41% showed improved or sustained performance. Of the 22 Authorities across Wales Flintshire was in the top 10 to show improvement between 2014/15 and 2015/16.

RECOMMENDATION	
1	To recommend adoption of the 2015/16 Annual Performance by County Council.

REPORT DETAILS

1.00	EXPLAINING THE ANNUAL REPORT
1.01	The Annual Performance Report (the Report) meets the statutory requirement to publish an Improvement Plan as required by the Local Government (Wales) Measure (2009) (the Measure). The report must be published by 31st October each year. The purpose of the report is to account for the organisation's previous year's performance against its Improvement Priorities.
1.02	The requirements of the Measure are met through the "forward looking" document; the Improvement Plan 2015/16. This sets out the vision and priorities for the Council. The second statutory requirement of the Measure is met by this Annual Performance Report, which reviews progress on commitments made in the previous year.
1.03	The Annual Performance Report must be approved by the full Council prior to publication.
1.04	The Annual Performance Report for 2015/16 reviews our progress against the Improvement Priorities as detailed in the Improvement Plan 2015/16. This assessment takes into consideration assessments of our performance for each of the Improvement Priorities through: • Progress against key actions and projects • Progress against identified risks and challenges • Performance indicator outturns (target and trend analysis) • Regulatory, audit and inspection activity
1.05	**Progress against Key Activities** Overall good progress has been made against the 2015/16 Improvement Plan priorities and there is a high level of confidence in the achievement of desired outcomes. The report summaries progress against the key activities supporting the priorities as follows: **Progress:** • We are making good progress in 75% (44). • We are making satisfactory progress in 25% (15). • None of our activities have made limited (red) progress. **Outcome:** • We have a high level of confidence in the achievement of 79% (46). • We have a medium level of confidence in the achievement of 17% (10). • We had a low level of confidence in the achievement of 3% (2) • We have one (1%) outcome level of confidence which was not set.

1.06	**Progress against Risks and Challenges** Good progress was made in managing our risks. Analysis of the year end risk levels for the 45 strategic risks identified in the Improvement Plan is as follows: • 69% (31) risks remained the same. • 29% (13) risks reduced • 2% (1) risk increased
1.07	**Performance Indicator Outturns** The report summaries our performance against the Improvement Plan measures and also nationally using the National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs). **Improvement Plan Measures** Assessment of actual performance against target: • 64% (62) of performance measures showed improved performance. • 32% (31) showed performance which had downturned. • 4% (4) had maintained the same level of performance. **NSIs and PAMs** We were in the top 10 to show improvement between 2014/15 and 2015/16
1.08	The Local Government Performance Bulletin for 2015/16 was published 2nd September 2016 by the Local Government Data Unit (link to bulletin). Analysis of the bulletin has been undertaken and Chief Officers have prepared responses to the findings.
1.09	**Regulation, Audit and Inspection Activity** The Wales Audit Office publishes an Annual Improvement Report (AIR) each year on behalf of the Auditor General for Wales. The AIR published in June 2016 for Flintshire included the findings and recommendations from the Corporate Assessment. Overall the Auditor General concluded that: *"Despite increasing financial pressures, the Council has continued to improve performance within its priority areas and to strengthen its corporate arrangements."*
1.10	The statutory requirements of the Measure are met through a concentration on the Council's Improvement Priorities.
1.11	The report will be available via the Council's website. Paper copies can be generated as required and the supporting documents which provide the more detailed information will be available as 'hyperlinked' documents. A summary of the report will be included within the emagazine 'Your Council'.

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

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation is undertaken throughout the year by Cabinet and Overview and Scrutiny Committees reviewing the quarterly performance reports. A report on the full year's progress against the Improvement Plan 2015/16 was presented to Cabinet in July 2016.

4.00	RISK MANAGEMENT
4.01	An assessment of the risks identified in the Improvement Plan for 2015/16 has been made within the Annual Performance Report.

5.00	APPENDICES
5.01	Appendix 1 – Annual Performance Report 2015/16 **Appendices to the Annual Performance Report:** Appendix A – Improvement Plan Risk Summary Appendix B – Improvement Plan Measures Data Table Appendix C – NSI and PAM Data Table Appendix D – Glossary

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Improvement Plan 2015/16 **Contact Officer:** Chris Phillips Strategic Performance Lead **Telephone:** 01352 701457 **E-mail:** christopher.x.phillips@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Annual Performance Report:** accounts for the organisation's previous year's performance against its Improvement Priorities. It must be published by 31st October each year. **Improvement Plan:** the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.

	Local Government (Wales) Measure (2009): A measure of the National Assembly for Wales to make provision about arrangements by local authorities and other authorities in Wales to secure continuous improvement in the exercise of their functions; to make provision for community strategies; and for connected purposes. **National Strategic Indicators (NSIs):** set by Welsh Government, these performance indicators are used to measure the performance of local authorities at a national level, focusing on key strategic priorities. **Public Accountability Measures (PAMs):** a set of "outcome focussed" performance indicators that reflect those aspects of local authority work which local authorities agree are considered to be important in terms of public accountability, e.g. recycling, educational attainment, etc. **Performance Indicator (PI):** a type of performance measurement used to evaluate the success of an organisation or of a particular activity in which it engages. **PI Outturn:** the actual performance achieved for a performance indicator. **PI Target Analysis:** comparison of actual performance compared with the target. **PI Trend Analysis:** comparison of actual performance for the year with the previous year(s) performance. **Improvement Plan Measures:** the performance indicators or milestones used to evaluate the success of activities in the Improvement Plan. **Wales Audit Office (WAO):** works to support the Auditor General as the public sector watchdog for Wales. They aim to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes. **Audit General for Wales:** Appointed by the Queen and independent of government the Auditor General for Wales is the statutory external auditor of most of the Welsh public sector. **Annual Improvement Report (AIR):** is publicised by the Wales Audit Office (WAO) on behalf of the Auditor General for Wales. It brings together, with the co-ordination of other inspectorates such as Estyn and the Care and Social Services Inspectorate for Wales (CSSIW), a picture of the Council's delivery and evaluation of services and it's planning of improvement for the coming year. **Corporate Assessment:** WAO's assessment of the Council's arrangements that enable progress and transformation, and that support continuous improvement and good performance.

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Annual Performance Report 2015/16

Cyngor Sir y Fflint
Flintshire County Council

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Introduction

The Annual Performance Report (APR) gives an overview of the performance of the Council during 2015/16 against the priorities we set.

The report covers: -

- Progress against key actions and projects.
- Actual and comparative performance information against local and nationally set performance indicators.
- An assessment of how well the Council is managing the strategic risks and challenges it faces.
- The outcomes of external regulatory work and the Council's response to improve governance and public services as a result.
- An assessment of achievement of the Council's Outcome Agreement with the Welsh Government (WG).

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

Setting Priorities

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

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

This set of eight priorities supported by a series of sub-priorities (seen overleaf in Table 1) has helped the Council to concentrate on the things where attention was most needed during 2015/16. The remaining priorities from previous years have been managed as more routine business outside of the Plan.

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

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

Table 1: Improvement Priorities 2015/16

Priority	Sub - Priority	Planned Impact
Housing	Appropriate and Affordable Homes	Improve the choice and quality of local housing
	Modern and Efficient and Adapted Homes	
Living Well	Independent Living	Enabling more people to live independently and well at home
	Integrated Community Social and Health Services	
	Safeguarding	Ensuring adults, young people, and children are safeguarded
Economy and Enterprise	Business Sector Growth	Creating jobs and growing the local economy
	Town and Rural Regeneration	
Skills and Learning	Modern and High Performing Education	Improving learning provision and opportunities to achieve better learner outcomes
	Apprenticeship and Training	
Safe Communities	Community Safety	Keeping people and communities safe
Poverty	Maximising Income	Protecting people from poverty
	Fuel Poverty	
Environment	Transport Infrastructure and services	Helping people to access employment, local services and facilities
	Sustainable Development and Environmental Management	Developing and protecting the environment
Modern and Efficient Council	Developing Communities	Supporting communities to be resilient
	Improving Resource Management	Supporting front-line services to perform well while being efficient

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

Consultation

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

Between April 2015 and March 2016 we undertook a range of consultations with impacted stakeholders. Examples of these are:

- Public Consultation on Library Proposals (April 2015)
- In-House Supported Living Move On Consultation (May - June 2015)
- Extra Care Housing Consultation (May - June 2015)
- School Modernisation Consultations (October - December 2015)
- Active Travel Existing Routemap (December 2015)
- Recycle More Survey (March-April 2016)

Prompted by unprecedented forecast cuts to the Council budget, we held a series of public consultations in November and December 2015 to find out local views on council services and how they should be protected. This consultation was called This is our Moment. In this exercise we set out the severity of the situation and people were asked whether they would support some of the choices the Council would need to make in the future.

Section 1

Assessment of our Performance against Improvement Priorities for 2015/16

For 2015/16 the Council had 8 Improvement Priorities as detailed in its Improvement Plan. The first 7 priorities are around public services and the final priority is about the corporate organisation as a 'social business'.

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

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

Table 2: Summary of 2015/16 Priority Performance

Priority / Sub-priority	Progress	Outcome
Housing	A	A
• Appropriate and Affordable Homes	A	G
• Modern, Efficient and Adapted Homes	G	A
Living Well	G	G
• Independent Living	G	G
• Integrated Community Social and Health Services	G	G
• Safeguarding	G	G
Economy and Enterprise	G	G
• Business Sector Growth and Regeneration	G	G
• Town and Rural Regeneration	G	G
Skills and Learning	G	G
• Modernised and High Performing Education	G	G
• Apprenticeships and Training	G	G

Safe Communities	**G**	**G**
• Community Safety	**G**	**G**
Poverty	**G**	**G**
• Maximising Income	**G**	**G**
• Fuel Poverty	**G**	**G**
Environment	**G**	**G**
• Transport Infrastructure and Services	**G**	**G**
• Sustainable Development and Environmental Management	**G**	**G**
Modern and Efficient Council	**A**	**A**
• Developing Communities	**G**	**A**
• Improving Resource Management	**A**	**A**

Section 2 of this report (page 11) gives a more detailed assessment for the "progress" and confidence in "outcome" against each of the 16 sub-priorities which support the 8 Improvement Priorities. Each assessment contains a link to the full report for the sub-priority as presented to the relevant scrutiny committee at year end.

Summary Progress Assessment

Within each of the sub-priorities were a number of high level activities. A summary of our overall progress is provided as follows: -

PROGRESS

- Good (green) progress in 44 (75%) of activities.
- Satisfactory (amber) progress in 15 (25%) of our activities.

OUTCOME

- We have a high (green) level of confidence in the achievement of 46 (79%) of our planned outcomes.
- We have a medium (amber) level of confidence in the achievement of 10 (17%) of our outcomes.
- We have a low (red) level of confidence in the achievement of 2 (3%) of our outcomes.
- 1 (1%) had no target set.

Risk Management

The Council adopted the Improvement Plan for 2015/16 in June 2015. This provided the Council with the opportunity of realigning its strategic risks to the priorities and sub-priorities within the Plan.

Analysis of the year end risk levels for the 45 strategic risks identified in the Improvement Plan is as follows: -

- 4 (9%) are low (green)
- 30 (67%) are medium (amber)
- 3 (7%) are high (red)
- 8 (18%) are minor (yellow)

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

- 13 (29%) risks had reduced
- 31 (69%) risks remained the same
- 1 (2%) risk had increased

A summary table of the risks at year end 2015/16 is shown at Appendix A1.

Performance Data Summary

National Performance Summary (All Wales Position)
The Welsh Government and the Local Government Data Unit released 2015/16 performance data for all local authorities in Wales (National Strategic Indicators and Public Accountability Measures) in September 2016. This was accompanied by an overview of national trends as in previous years. The Local Government Performance Bulletin is a supporting document to this report.

Improving Our Performance
Performance for 2015/16 against our Improvement Plan Measures is summarised in an outturn performance indicator table (Chart 1). Flintshire is able to demonstrate an improvement on 2014/15 with 81 indicators having achieved target or better against the previous year of 75. Missed targets within an acceptable margin reduced from 33 in 2014/15 to 18 last year.

Analysis of year end levels of performance identified: -

Chart 1: Performance against target for our Improvement Plan measures

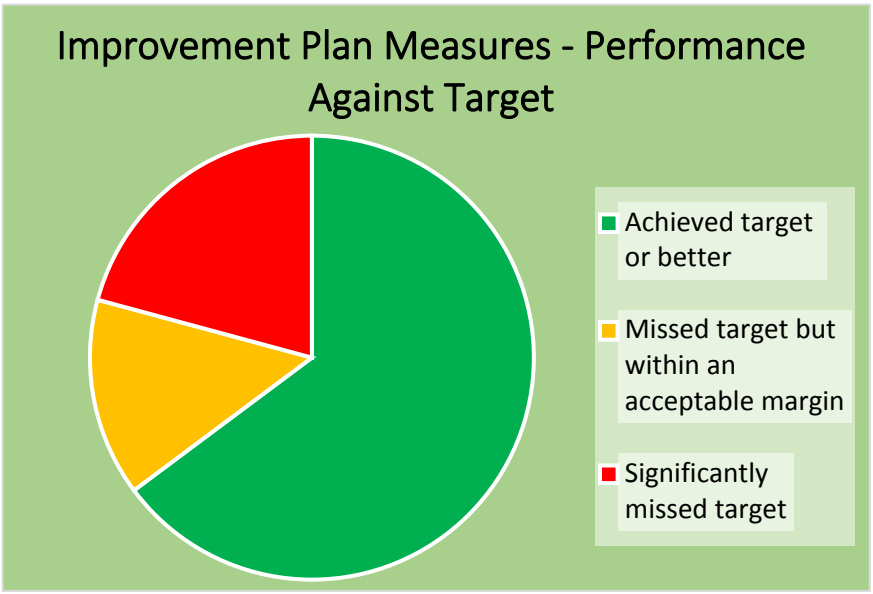


Chart 2: Performance trend for our Improvement Plan measures

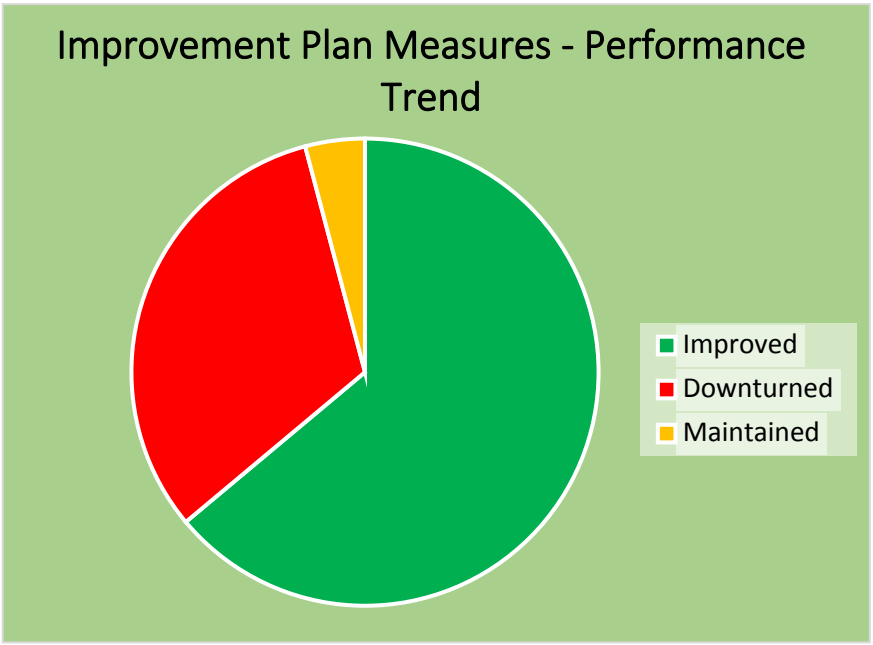


Chart 3: Performance against target for the national statutory measures

This is a single outturn performance indicator which shows Flintshire's performance in the national statutory measures; National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs).

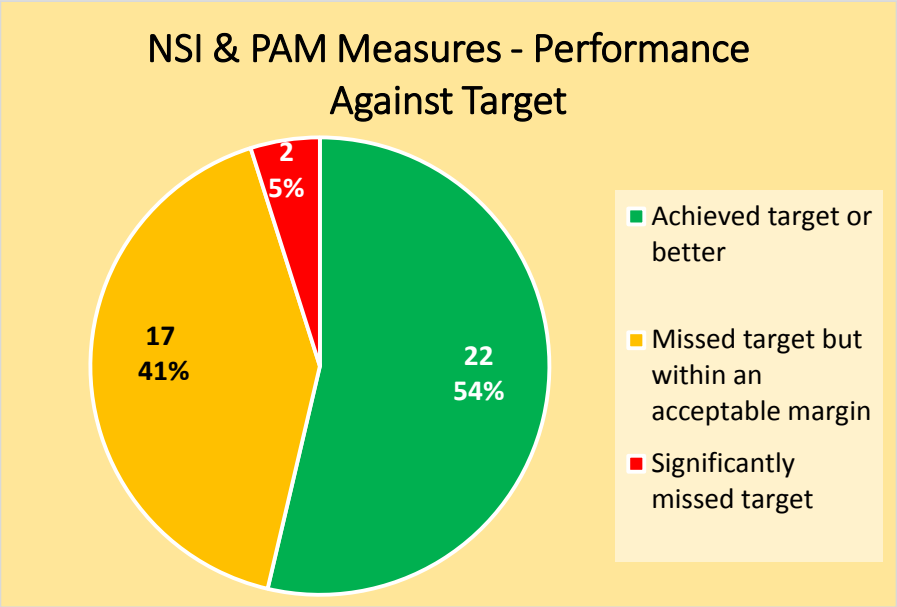


Chart 4: Performance trend for the national statutory measures

Analysis of the number of indicators for which performance had improved, been maintained or downturned. 3 performance indicators maintained the same level of performance all at the optimum level of 100%.

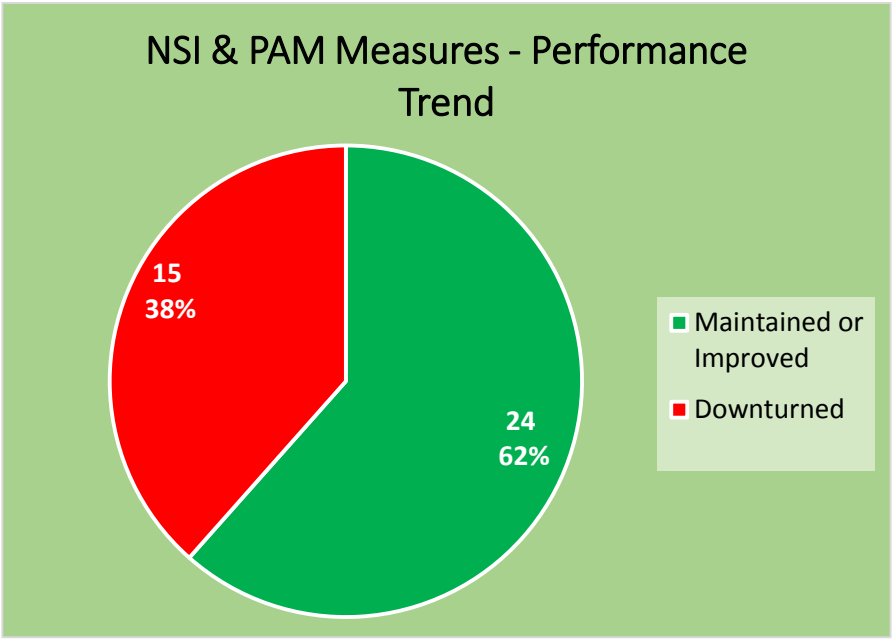
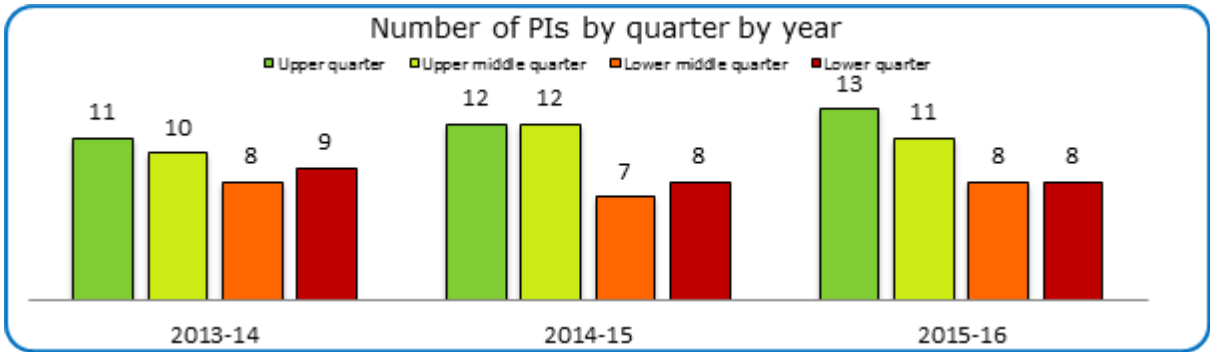


Chart 5: Number of national measures by quartile position

Of the 22 local authorities across Wales Flintshire is in the top 10 to show improvement between 2014/15 and 2015/16.



Flintshire's quartile performance shows continued improvement over previous years.

Outcome Agreement

All Councils have been required to enter into a Successor Outcome Agreement with the Welsh Government for the last three years 2013/14 to 2015/16. These agreements incentivised the delivery of local priorities.

2015/16 was the last year of the Outcome Agreement programme.

The Outcome Agreement Grant attracted a special grant of approximately £1.4 million per year over a three year period. In the final year of the Outcome Agreement the Council again received its full grant for achievement. Full grant payments have been received by the Council in each of the 3 years based on its level of performance.

Section 2

Detailed Improvement Prioity Reporting

HOUSING	Progress	Satisfactory	Outcome	Satisfactory

Appropriate and Affordable Homes	Progress	Satisfactory	Outcome	Satisfactory

1. During 2015/16 we said we would aim to meet the new homeless prevention duties of the Wales Housing Act 2014 by:

   - Working more closely with the private rented sector.
   - The number of households where homelessness is prevented by use of the private rented sector.
   - The number of households where the Council has discharged its full statutory duty into private rented accommodation.
   - Maintaining the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.

What we did:

✔ Throughout 2015-16 92% of potentially homeless households were prevented from homelessness for at least 6 months. A number of leased properties were commissioned to provide temporary accommodation for homeless people, 148 households were assisted to secure accommodation in the private rented sector. Cashless deposit bonds were provided to all customers accessing private rented properties and some customers received rent in advance through spend to save to enable them to access available housing.

! Despite good progress some cases could not be prevented through use of the private rented sector due to the availability of suitable and affordable properties. Demand on homeless prevention services remains high and developing suitable and affordable accommodation options in the county remains a priority to meet need.

2. Stimulate the growth of affordable housing by:

   - Increasing the numbers of new Council and affordable homes through the Strategic Housing Regeneration Programme (SHARP).
   - Increasing the numbers of gifted new homes using the Section 106 Agreement.
   - Adopting a Flintshire House Standard Design Specification for new build Council led housing.

What we did:

✔ Planning permission was granted for 12 new Council houses in Connah's Quay, and permission granted for the Walks development in Flint, with work scheduled to start in July 2016. The SHARP Programme will also aim to deliver 500 new affordable homes between 2015 – 2019. 2 properties were transferred to NEW homes bringing the total to 6 under the Section 106 agreement for 2015/16.

3. Meet the duties of the Wales Housing Act 2014 for the Traveller Community by:

   - Completing a Gypsy/Traveller accommodation assessment.

What we did:

✔ The Gypsy/Traveller accommodation assessment was completed by the target date of 31/03/2016.

4. Develop extra care provision to provide units in Flint and Holywell by:

    - Securing full planning approval for both sites.
    - Agree the design and delivery model for both schemes
    - Commencing the building of both schemes.

What we did:

✔ The Flint Scheme has all planning approvals and building regulations completed, with works now having started. The 18 month build programme is scheduled for completion by April 2017.

! Outline planning permission was initally refused for the Holywell Extra Care scheme in April 2015 as a result of concerns over the favoured site and the impact of the loss of parking to the town. Alternative sites and designs are being reconsidered with the scheme partner Wales and West for the Holywell area.

Modern, Efficient and Adapted Homes	Progress	High	Outcome	Satisfactory

1. During 2015/16 we said we would deliver financial support to repair, improve, and adapt private sector homes by:

    - Repairing and improving 40 private sector dwellings through the Council's capital programme and Welsh Government's National Home Improvement Loan.
    - Improving the timeliness of adaptions, particularly those delivered through Disabled Facilities Grants.

What we did:

✔ There has been an increase in the number of expressions of interest for financial support, which coincides with the launch of the Welsh Government (WG) Home Improvement Loan Scheme. 20 loans have been approved and a further 16 in progress, however building work has not started as yet. In addition 10 of the new WG Home Improvement Loans are progressing through the assessment process. Recruitment is in progress to address the capacity gap resulting from the increased WG resources of Home Improvement Loans, Houses into Homes Loans, and Vibrant and Viable Places Energy Works.

! Although the target of timeliness to deliver a Disabled Facilities Grant for Children was not met, there has been a significant reduction compared with the previous year from 619 days down to 455. The position for Disabled Facilities Grants for Adults is also similar in that the actual time has also reduced compared to 2014-15.

2. Reduce the number of long term vacant homes by:

    - Bringing empty homes back into use for residential living through the Welsh Government's Houses (WG) into Homes Scheme.

What we did:

✔ Performance has been strong with 32 long term vacant properties returned to use against a target of 30. This is as a result of additional funds through the WG Vibrant and Viable Places scheme being made available for the Living Over the Shops initiative and, the high demand for Houses into Homes loan funding.

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

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

What we did:

✔ The six year strategy has been developed and approved. Capital work teams have completed all main tendering exercises and are now delivering projects onsite. Additional Contractors have been procured to assist on major work streams to ensure full delivery and customer satisfaction onsite. Excellent progress has been made throughout the year with only one element of the external workstream overlapping into the first quarter of the new financial year. The majority of the major workstreams have all been procured on two, three, and four year rolling contracts and therefore delivery will continue seamlessly into 2016-17. Capital work timeliness targets have improved for kitchen replacements, installation of smoke detectors, and bathroom replacements.

! It was anticipated that the installation of new heating systems in theTreuddyn area would have commenced during the 3rd quarter, however delays to the installation of the Off Gas infrastructure meant that planned heating installations could not be undertaken and will be rescheduled for the new financial year.

LIVING WELL	Progress	Good	Outcome	High

Independent Living	Progress	Good	Outcome	High

1. During 2015/16 we said we would ensure care home provision within Flintshire enables people to live well and have a good quality of life by:

- Delivering the key Local Authority actions from the plan developed in response to the Older People's Commissioner's report on care home provision including:
- Monitoring care home inspection reports
- Evaluating the impact of the pilot project being undertaken with Age Concern 'Listening Voices'
- Improving the quality of care through implementing pre-placement agreements for all care homes

What we did:

✔ 5 initiatives have been delivered through the Dementia Awareness Programme. All training and follow up sessions have been completed in Dance Circles and Dementia Gardening, and 16 memory cafes established across Mold, Holywell, Mostyn, Flint, and Buckley. Evaluating the impact (including satisfaction levels) of the pilot project is being undertaken with Age Connects 'Listening Friends' using a pool of existing volunteers. Training is ongoing and volunteers are setting up regular visits to homes.

All care homes in Wales that have a Flintshire funded placement have been sent pre-placement agreements.

! There has been a challenge in ensuring that Care Homes have signed and returned their pre placement agreement. Approximately 80% of contracts have been returned signed.

2. Support greater independence for individuals with a frailty and, or disability by:

   - Continuing the success rate of reablement
   - Piloting a night support service and evaluate
   - Establishing a baseline for the people offered advice and support through the single point of access

What we did:

✔ The percentage of referrals for a reablement service where support was maintained or reduced, or where no further support was required at the end of the service, improved from 77.8% to 85.4%. Establishing a baseline for existing access routes to obtain information and advice about community services is now complete and benefits of developing a single point of access for professionals and citizens has been recognised. The night support pilot is in progress, and a review initiated as part of Phase 2 will seek to establish business benefits, efficiency and sustainability.

3. Strengthen and enhance prevention and early intervention services for vulnerable children and families by:

   - Changing the operating arrangements to better support a new delivery model for prevention and early intervention services
   - Ensuring service users are provided with advice and assistance from the Family Information Service (FIS) that enables them to make an informed decision about childcare and family support.

What we did:

✔ A new operating structure for Children's Services has been formed with key management posts filled and recruitment processes in place for all additional vacancies. The structure responds to the key recommendations identified within the CSSIW Inspection Report. Included within this is the establishment of a targeted support team that will bring together and coordinate a range of early intervention services

The Family Information Service is now co-located with our Children's fieldwork teams to develop and strengthen the opportunities to provide timely advice and information to children and families.

Integrated Community Social and Health Services	Progress	Good	Outcome	High

1. During 2015/16 we said we would continue integrating community based health and social care teams to provide consistent service across localities by:

    - Continuing to support people effectively through the use of step up and step down beds where Health and Social Services can work together to avoid hospital admission and delayed discharge.
    - Increasing the number of care homes in Flintshire who sign up to the 'Six Steps to Success' programme which supports the provision of high quality care for people at the end of their life.
    - Reviewing and agreeing funding arrangements for people in residential care through the Continuing Health Care (CHC) programme.

What we did:

✔ Projects continued to run well with additional funding from Welsh Government for January - March being utilised to ensure that demand could be met, for example, in relation to additional use of Step Up Step Down Beds. The target was set at 90, and the actual achieved was 147. 22 care homes including 2 extra care facilities have completed the "Six Steps to Success Programme" for Palliative Care Nursing across Flintshire. The programme aims to improve end of life care for all residents in Care Homes in Flintshire and to increase workforce confidence and understanding of end of life care, and ensure residents have choice and control over their end of life care plans. The programme also aims to reduce inappropriate hospital admissions and delayed transfers of care for those residents who are at end stage of palliative care.

The programme will be run jointly with Betsi Cadwaladwr University Health Board (BCUHB) Macmillan End of Life Care Facilitation Team with the Lead Macmillan End of Life Care Facilitator overseeing the Six Steps to Success Programme.

! We are waiting for a response from BCUHB over the re-organisation of community services. BCUHB is considering a site at Connah's Quay, however, co-location has not yet been achieved. Negotiations are continuing and the identified site is still an option.

2. During 2015/16 we aimed to ensure that effective services to support carers are in place as part of the integrated social and health services by:

    - Reviewing the Carer's Strategy to redefine the priorities for the next 5 years

- Agreeing and implementing plans to support carers
- Establishing a Dementia Respect Empathy and Dignity (RED) project within GP surgeries offering advice and information to carers.

What we did:

The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year and provided with a service improved from 86% during 2014/15 to 97% in 2015/16.

Consultation events with voluntary organisations were held between March and July 2015. Wider consultation with all Flintshire carers was arranged for September 2015 and notification given to providers to end and develop new contracts from April 2016. A draft tender specification is out for stakeholder comment. New contracts will be in place by September 2016.

Dementia Respect, Empathy, and Dignity (RED) is a new project in GP surgeries. An average of 20 people accessed the RED project over a 12 month period and three GP surgeries signed up in Flintshire via the Alzheimer's Society. Our ambition had been for a greater level of take up of this scheme.

3. During 2015/16 we aimed to influence the use of Intermediate Care Funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services by:

    - Reducing the rate of delayed transfers of care for social care reasons
    - Gaining commitment from BCUHB to the continued funding of current provision

What we did:

The budget for Intermediate Care Funds was balanced at the end of the financial year. Arrangements are in place to determine funding allocation for 2016/17 to continue to support effective intermediate care services including high quality care home provision.

The target for delayed transfers was set as a rate of 2.00 per 1,000 population over 75; however performance declined from 2.05 in 2014/15 to 3.39 in 2015/16. Whilst the target was missed, significant work was undertaken to minimise delays. Our Locality Services have been very proactive in working with hospitals to ensure a timely discharge and to minimise delays. A significant number of delays this year were due to the increased number of adults with complex mental health needs.

Safeguarding	Progress	Good	Outcome	High

1. During 2015/16 we said we would:

    - Create a single safeguarding unit to manage protection processes for adults, young people, and children.
    - Prepare for the new and additional safeguarding requirements of the Social Services and Well-being Act.
    - Strengthen arrangements within all Council portfolios to have clear responsibilities to address safeguarding by:

- Managing the risks identified through adult protection referrals.
- Establish a Flintshire Sexual Exploitation Framework (SERAF) panel to manage the risks of sexual exploitation of children in the County.
- Meeting child protection conference timescales.
- Completing child protection reviews on time.

What we did:

✔ There is now a single Safeguarding Unit operational that covers both adults and childrens safeguarding processes and functions. The unit is located in Flint and consideration is currently being given to the appointment of a dedicated Safeguarding Unit Manager. Of those risks identified through adult protection referrals 100% were managed compared to 98.9% from the previous year, and 99.2% of child protection reviews were completed against a target of 98%. The Flintshire Sexual Exploitation Framework has been established and a panel meet on a monthly basis to discuss progress of referrals.

! The percentage of initial child protection conferences held within timescale decreased from 97.8% in 2014/15 to 86.3% in 2015/16. The reason for the decline was that the increase in the rate of child protection referrals to Social Services, and the subsequent increase in requests for conference, impacted on the capacity of conference chairs to deliver all conferences within statutory timescales. All conferences were convened as quickly as possible and prioritised in the interests of the children concerned.

Economy and Enterprise	Progress	Good	Outcome	High

Business sector growth and regeneration	Progress	Good	Outcome	High

1. During 2015/16 we said we would promote Flintshire as a recognised centre for energy and advanced manufacturing by:

   - Converting enquiries to investment with Flintshire.

What we did:

✔ Overall 2015/16 has seen 2,139 jobs created of which 863 have been within the Deeside Enterprise Zone (DEZ). The total number of jobs created within the DEZ is 6,569 against a target of 5,000 for the period 2012 – 2017. In addition, the proportion of business enquiries converting into investment has remained high throughout the year at 74.1 against a target of 63.

2. During 2015/16 we said we would support the growth of existing businesses in Flintshire, to maximise opportunities and investment by:

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

What we did:

✔ We supported local business expansion. This year has seen successful delivery of events in conjunction with public and private partner involvement. During 2015-16 we delivered 37 events to support economic growth with attendance from 5,782 delegates from schools, colleges, and private industry. 917 new jobs were created and reported in Flintshire, of which 395 were in the Deeside Enterprise Zone. 1,500 jobs have been safeguarded at Airbus.

A total of 43 job opportunities were also created within the large scale capital work programmes against a target of 36.

3. During 2015/16 we said we would improve the local broadband infrastructure in economic growth by:

   - Rolling out superfast broadband across Flintshire in line with Welsh Government programme of works for 2015/16.

What we did:

✔ WG has reported 31,897 premises fall in the Superfast Cymru intervention area across Flintshire.

! Premises completed (tested and verified) within Superfast Cymru intervention area was 22,632 or 71% complete.

Town and Rural Regeneration	Progress	Good	Outcome	High

1. During 2015/16 we said we would deliver an integrated programme of regeneration for Deeside by:

    - Implementing the key actions of the vibrant and viable places programme, includingby:

        - Redeveloping vacant sites and properties.
        - Providing grant assistance to high street businesses.
        - Providing skills and training opportunities; and Developing an over-arching regeneration strategy for Deeside.

What we did:

✔ The WG Vibrant and Viable Places programme is now in its second year of delivery. All projects are in progress and the programme is forecast to draw down all funding for this financial year. Projects include: Shop front grants and grants to convert space over shops into accommodation; Environmental improvements; Energy efficiency improvements to housing; and Group repair scheme to improve private housing stock. The Council has secured £6.024m of WG funding for Deeside through the Vibrant and Viable Places programme for 2014 – 2017.

! The former Dairy site in Connah's Quay and former Council offices have been demolished ready for future development. The process of acquiring two derelict sites for redevelopment has also commenced. Three businesses benefitted from the Deeside Living Above the Shop Scheme. 17 businesses are in the application process for the Deeside Shop Front grant scheme but have not reached approval as yet. 5 businesses have received planning consent and works procurement is underway, scheduled for completion by the end of June. A further 5 businesses have submitted planning applications, and 7 were in preparation.

2. During 2015/16 we said we would develop and implement long term regeneration plans for Town Centres by:

    - Completing key actions as set out in the Town Centre plans through the completion of the streetscape improvement projects
    - Progressing the Flint regeneration programme through:

        - The completion of the maisonette demolition.
        - The successful appointment of a lead contractor for their replacement and the completion of the St. Mary's Church square improvements.

    - Monitoring trends in ground floor commercial vacancy rates

What we did:

✔ The programme of environmental improvement projects across the towns is largely complete with European Regional Development Fund (ERDF) and WG funding ending in

June 2015. In Flint the programme of regeneration centred around the replacement of the maisonettes is being delivered according to plan.

Trends in ground floor commercial vacancies have varied over the year. Four areas have shown a reduction in vacancy rates; Connah's Quay, Flint, Holywell, and Shotton. Buckley, Mold and Queensferry have all increased.

3. Increase the economic benefits to Flintshire for visitors coming into the County by:

- Developing new electronic promotion and communication tools e.g. website.
- Using alternative methods of distribution for promotional materials.
- Monitoring the value and volume of tourism expenditure in Flintshire.

What we did:

The Explore Flintshire website was launched and promoted throughout North Wales and bordering counties. Tourism Information Points have been implemented and a new information point installed at Dangerpoint in Talacre. Digital self service options for local people and visitors are now available via social media websites. The number of visitors increased by 6.8% against the 2013 data to 3.38M visitors. The economic impact of tourism in Flintshire has increased by 2.5% from 2013 to £220.92M.

Skills and Learning	Progress	Good	Outcome	High

Modernised and High Performing Education	Progress	Good	Outcome	High

During 2015/16 we said we would make a difference through our Education and Youth Improvement Modernisation Strategy by raising standards through: working effectively with the regional school improvement service; reducing the impact of poverty and disadvantage; improving outcomes for looked after children and young people exiting the Youth Justice Service (YJS); and developing and implementing a plan for the next phase of schools modernisation, including continuing to implement the 21st Century School (Band A) programme by:

- Improving outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicators at Foundation Phase and Key Stages 2 and 3.
- Improving outcomes in Key Stage 4 including Level 2 Inclusive Threshold, Capped Points Score and A*-A Threshold.
- Raising standards achieved by learners who are entitled to free school meals.
- Improving the number of hours in education, training or employment that young people in the youth justice system have access to.
- Completing key milestones for the 21st Century School and School Modernisation programmes.

What we did:

Improvements in primary are in line with local priorities and strategy are welcomed. Greater resilience in leadership and learner outcomes is now needed in secondary.

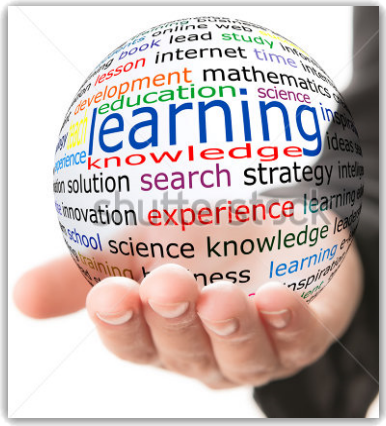
Performance in the Foundation Phase indicator and the Key Stage 2 core subject indicator has steadily improved over the last four years. Performance in both indicators was just above the Wales average in 2015. At Key Stage 3, performance in the core subject indicator has remained well above the Wales average.

At Key Stage 4, performance in the level 2 threshold including English or Welsh and Mathematics has consistently been above the Wales average.

In primary schools, the performance of pupils eligible for free school meals, while gradually improving, has been below the Wales average for the last two years. In secondary schools, however, the performance of these pupils has remained above the Wales average during the same period.

Key milestones for 21st Century Schools and School Modernisation Programmes have been met .

Performance in the capped average wider points score has improved every year for the last five years, but a slower rate than for Wales as a whole. In 2015, performance was lower than the Wales average for the first time.



The authority has not met either of the benchmarks set by the Welsh Government for Key Stage 4 performance in 2015, having met one in the previous two years and both in 2012. The proportion of pupils achieving five A* or A grades at GCSE or equivalent has been consistently below the Wales average.

Apprenticeships and Training	Progress	Good	Outcome	High

During 2015/16 we said we would work with public, private, and voluntary sectors to maximise the number of apprenticeships, traineeships, and work experience opportunities, communicated through the Common Application Process (CAP) by:

- Increasing the numbers of training and apprenticeship opportunities started as a result of the WHQS and SHARP contracts.
- Improving the local skills base to improve employability and earning prospects through improved qualifications.

- Increasing the number of learners achieving the Level 1 Threshold.
- Securing high levels of 16 year olds in education, employment and training.
- Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance.
- Rolling Out Release on Temporary Licence (ROTL) to new institutions/partners.

What we did:

✔ 10 apprenticeship placements were created throughout 2015/16 against a target of 4. This is a positive contribution towards the authorities commitment to create as many apprenticeship placements as possible. The number of 18 – 24 year olds claiming Jobseekers Allowance has reduced from 5.7% to 5%. In November 2014 there were 360 claimants compared with 130 in November 2015. A new programme,TRAC was signed off by Welsh European Funding Office (WEFO) in February 2016. TRAC officers have been appointed and multi agency meetings being held with schools to identify and allocate support to young people at risk of disengagement.

! The number of learners achieving the level 1 threshold has improved from 94.1% to 96.2%, but lower than the set target of 91%. FCC maintained the levels of engagement for 16 year olds from 2014-15 which was the highest level in Wales for two consecutive years at 98.7% narrowly missing the target of 98.8%.

Safe Communities	Progress	Good	Outcome	High

Community Safety	Progress	Good	Outcome	High

1. During 2015/16 we said we would develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan by:

   - Agreeing a delivery framework by the NWSCB.

- Flintshire Local Service Board (LSB) adopting the key priorities of the regional Community Safety Plan.

What we did:

✔ The local Community Safety Plan was adopted by the Local Service Board at its meeting in January 2016. The plan reflects the aims and objectives of the Regional Safer Communities Board's regional work programme. During 2015/16 all actions were completed on a regional and local level.

2. Contribute to the delivery of the North Wales Community Safety Plan Priorities to reduce the impact of domestic abuse, anti-social behaviour, and substance misuse by:

- Addressing high risk repeat instances of domestic abuse
- Formally agreeing a procedure to allow Public Space Protection Orders (PSPOs) to be granted
- Monitoring the number of formal consultations for PSPOs
- Continuing to meet Welsh Government targets for 'Completed treatments' and waiting times for substance misuse services

What we did:

✔ The percentage of high risk instances of repeat victims of domestic abuse has fallen from 23% to 20%. Work is currently in progress for a PSPO which will replace the former 'dog control' areas, however, this work will not be completed until October 2017. There is no reported increase in anti-social behaviour.

! Completed treatment and waiting times for substance misuse services has been consistent throughout the year. The previous year was 80% compared to 78.9% for 2015/16.

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

- Developing a new sustainable model of CCTV provision within Flintshire.

What we did:

! The feasibility study is complete and the draft report received. It has been agreed to identify a new CCTV control room prior to progressing to phase 2. It is planned that service level agreements will be negotiated during 2016/17.

Poverty	Progress	Good	Outcome	High

Maximising Income	Progress	Good	Outcome	High

1. During 2015/16 we said we would help children, young people and families, in or at risk of poverty, achieve their potential by:`

   - Increasing the numbers of free and quality, part-time childcare sessions provided for 2-3 year olds through the Flying Start Programme.
   - Increasing the numbers of children receiving an enhanced Health service through the Flying Start Programme.
   - Increasing the numbers of parents accessing Parenting programmes.
   - Increasing the number of speech, language and communication structured and unstructured sessions for parents and children (Flying Start).

What we did:

✔ The number of childcare sessions taken up increased from 40,000 to over 46,000 during 2015-16 due to increased parenting support and greater awareness of the importance of good child care provision, and the benefits of long term outcomes. All Flying Start families with children in the programme range received enhanced health services. Mandatory Health Visitor services have been enhanced by offering speech and language therapy, and Midwifery and counselling intervention. Although the number of children in receipt of the service has gone down from 1,515 to 1,479, the target of 1,407 was exceeded.

! All parents are offered the opportunity to attend a Parenting Programme. During 2015-16 a review was undertaken of programmes, and how these should be offered using the intelligence on the needs of family, and ensuring appropriate assessments are made to offer the right programme at the right time. A further focus has been put on engagement, using and developing informal parenting support that can promote the parenting programme principles and messages through an informal, structured approach. The number of places filled on both structured and unstructured speech, language and communication sessions has dropped from 314 to 302, and was below the target of 350.

2. Provide advice and support services to help people protect their income by:

   - Assisting Flintshire residents to maximise their income.
   - Supporting Flintshire residents to claim additional benefits.
   - Assisting Flintshire residents to claim additional Social Security and Tax Credits to which they are entitled.
   - Assisting people with Welafare Reform changes through the effective application of the Council's Discretionary Housing Payment Policy.

- Supporting Flintshire residents to better manage their financial commitments.
- Monitoring the speed of processing of Housing Benefit claims: i) new claims ii) change of circumstances.

What we did:

✔ The Council continues to provide advice and support services to help residents maximise their household income through accessing the correct entitlement of social security benefits and manage their debts as effectively as possible. The amount of Social Security and Tax Credits paid totalled £2,120,315 against a target of £2M. The number of residents claiming additional social security benefits has reduced from 1,600 to 1,287, and the amount paid to assist people with welfare reform changes has also reduced from £259,000 to £145,347.

! Supporting residents to better manage their financial commitments is a new indicator, however throughout the year our Money Advice Officer helped 168 residents who were at risk of becoming homeless. The speed of processing Housing Benefit claims has increased from 19.1 days to 20.34. As a result, working practices have been realigned and dedicated officers allocated to new claims processing.

3. Support the implementation of Universal Credit (UC) within Flintshire by:

   - Assisting Universal Credit claimants referred for Personal Budgeting support.
   - Assisting Universal Credit claimants with on-line access.
   - Processing enquiries received from the Universal Service Centre by the Housing Benefit Service on housing costs.

What we did:

✔ The number of claimants referred for personal budgeting support has reduced from 55 to 20. This figure is in line with the agreed amounts in the Delivery Partnership Agreement with Department for Work and Pensions. Work is continuing via communication with colleagues and partner organisations to ensure that claimants who may benefit from this service are referred through for support.

Fuel Poverty	Progress	Good	Outcome	High

1. During 2015/16 we said we would help residents to access funding support to improve the thermal efficiency of their homes by

   - The number of private homes receiving energy efficiency measures.
   - Reducing the overall annual fuel bill for residents.
   - Reducing annual carbon emissions.

What we did:

✔ The number of private homes receiving energy efficiency measures has improved from 422 to 593. Overall annual fuel bills have improved, showing a £91,340 reduction for non-Council properties and a £30,370 reduction for Council owned properties. The number of residents engaged in the process has increased from 244,360 to 296,030, and number of Council homes receiving these measures has increased from 417 to 649. The annual reduction for carbon emissions has also improved from 29,429 to 33,623 (measured in lifetime tonnes of carbon emissions).

2. Deliver energy efficient efficiency measures to Council homes by:

   - The number of Council homes receiving energy efficiency measures.
   - Reducing the overall annual fuel bill for tenants in Council homes.

What we did:

✔ The overall annual fuel bill for Council homes also shows an improvement. The target was set at £50,000. The actual amount achieved totalled £107,240.

3. Development of a best practice procurement solution for energy efficiency and renewable energy across Wales by:

   - Creating and launching a national energy efficiency materials and supplier framework

What we did:

! Agreement was reached with National Procurement Service (NPS) and Valueworks, for a series of roadshows. These were not arranged on time. There is still a market need for this framework

Environment	Progress	Good	Outcome	High

Transport Infrastructure and Services	Progress	Good	Outcome	High

1. During 2015/16 we said we would use available funding to support Council priorities for accessing employment, health, leisure and education by:

- Successfully delivering WG funded schemes/feasibility studies funded through the Local Transport Fund (LTF) 2015/16.
- Consulting on the draft Active Travel Network Maps.
- Publicising the Active Travel Network Maps for designated settlements.
- Promoting and developing "Active Travel Routes" through partnership working.

What we did:

✔ LTF grant funding was allocated and used prior to the end of March 2016. The full works scheme was scheduled for completion in May 2016. Design of the proposed junction improvement on the A548 Sealand Road and Seahill Road was completed in February 2016 with work starting the same day for a period of two weeks. The introduction of a speed camera on the A541 at Pontblyddyn has also been completed.

2. Prioritise the Council's road infrastructure for repairs and maintenance, and implement network improvement programmes by:

   - Monitoring the condition of the highway's infrastructure
   - Monitoring the percentage of permits issued for road works for the purposes of coordinating and minimising disruption to Flintshire's highway network

What we did:

✔ Scanner surveys of poor road conditions took place between October 2015 and February 2016. The findings showed a marginal improvement of 4.02% compared with the previous year of 4.48%; (still top performer in Wales).

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

   - Delivering Welsh Government funded:

     - Grant Aided Safety Schemes to address collision trends and concentrations on the road network through the Welsh Government's Grant Aid Programme.
     - Schemes identified as part of Safe Routes in Communities.
     - Road safety initiatives to reduce the risk of collisions of high risk groups.

✔ 63 Initiatives were introduced to reduce the risk of collisions involving motorcyclists compared to 51 in 2014/15. The number of persons trained through the Bikesafe Scheme is dependent on instructor availability which also reduces during the winter months.

! Incidents of collisions from high risk groups has reduced from 35 to 24 as a result of introducing road safety initiatives. Reduction of collisions from newly qualified drivers has also reduced from 75 to 43. The target of 108 initiatives represented a maximum in relation to allocated funding rather than an achievable target.

- Develop and support community transport arrangements by:
- Reviewing the Council's subsidised bus services.
- Working with local communities to develop Community Transport.

What we did:

✔ Between April and July 2016 Town and Community Councils have been consulted on a range of options to introduce community based transport services to replace existing subsidised routes and reduce the impact of bus service changes. To date 15 Community Councils have expressed an interest in the pilot scheme. The next phase is to meet with these communities during June and July 2016 to establish partnership arrangements and set up the pilot schemes.

Sustainable Development & Environmental Management	**Progress**	**Good**	**Outcome**	**High**

1. During 2015/16 we said we would agree the Local Development Plan vision, objectives and options to accommodate growth by:

    - Agreeing a revised timetable and delivery agreement with Welsh Government.
    - Publicising the pre-deposit plan.

What we did:

✔ The Plan's vision and objectives were consulted on in the Spring of 2016 as part of the Key Messages Public Consultation, where the feedback resulted in only minor amendments to the wording of certain objectives for clarification. The vision and objectives now form part of the emerging Plan Strategy.

Growth and spatial options have been developed and discussed with Members at the Planning Strategy Group. These will be published for public consultation in the autumn of 2016, in line with a revised Delivery Agreement and Timetable.

The Plan is on target to prepare the Core Strategy by the end of 2016 which will be made available for consultation by March 2017.

2. Identify and develop large scale renewable energy schemes by:

    - Securing planning approval for 4 solar farms on Flintshire County Council land.
    - Creating two solar farms on Flintshire County Council land.
    - Reducing our carbon emissions.

What we did:

✔ A number of potentially suitable sites have been identified, of which two have been given full planning consent and contractors appointed. Central Government have announced consultation on the level of future subsidies which means business cases cannot be concluded and, all projects are now under review. The Government has also issued its review of Feed in Tariffs and Renewable Obligation certificates. Following a detailed business case Cabinet gave approval to proceed on the two landfill site schemes in Buckley. Contractors have been appointed to develop the solar farms at Brookhill and both sites have been pre-accredited with Ofgem.

3. Minimise waste to landfill and maximise opportunities for energy generation from waste by:

   - Improving recycling performance.
   - Undertaking a feasibility study into the development of local waste streams e.g. wood waste into usable biomass energy generation resources.
   - Securing planning approval for the introduction of a waste transfer station in Greenfield.

What we did:

✔ Cessation of trade waste will result in a reduction sent to landfill sites. Recruitment of HRC site specific operatives and the introduction of bag splitting at all recycling centres has resulted in waste diverted from landfill. A waste disposal contract was awarded to Treatment Outlet. Since October 2015 residual waste is sent for treatment which is used for energy recovery. Of the waste collected thoughout 2015/16 58% was either recycled, reused or composted, compared to 55% in 2014/15.

Modern and Efficient Council	Progress	Satisfactory	Outcome	Medium

Developing Communities	Progress	Good	Outcome	Medium

1. During 2015/16 we said we would develop the community and social sector through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business by:

- Monitoring the number of new social enterprises developed.
- Monitoring the number of social enterprises supported to thrive and prosper.

What we did:

✔ 5 new Social Enterprises were developed across Flintshire through the Community Asset Transfer Programme. Those established include:

- Cambrian Aquatics
- Café Isa
- Mancot Community Library
- Connah's Quay Nomads
- New Beginnings

During 2015/16 a total of 12 social enterprises were supported including 7 in the Community First areas.

2. Encourage volunteers and active citizens by:

   - Monitoring the impact of the local volunteering policy.

What we did:

✔ Flintshire Local Voluntary Council directly placed 541 individuals into new placements against a target of 480.

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

   - Monitoring the percentage of community benefit clauses included in new procurement contracts.

What we did:

! A new commissioning form has been developed and is out for consultation as part of updating the current contract procedure rules. This will ensure community benefits are considered for all contracts greater than £25k.

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

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

What we did:

!

A target was not set for either of these two measures, however, business plans completed during 2015/16 identified £2m savings by 2017/18. These are now moving into the transitional phase in preparation for an April 2017 implementation.

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

    - Increasing the number of public assets transferred to the community.

What we did:

8 Community Asset Transfers (CAT) were completed or in final stages of legal completion as shown below. Other applications are at various stages of maturity.

- Connah's Quay allotment site
- Gwernymynydd Village Hall
- Connah's Quay Swimming Pool
- Mancot Library
- Trelogan Village Hall
- Gwespyr Play Area
- Bagillt War Memorial
- Mynydd Isa Community Centre and Library

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

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

What we did:

A working group has been established to review the Community Covenant Action Plan. The work programme focusses on 6 key workstreams as outlined in the Council's Covenant. The majority of planned tasks within the work streams have been completed e.g. the establishment of an on-line service library of organisations with a remit to provide assistance and support to members of the Armed Forces Community and training of frontline employees. One of the key areas within the action plan is to define the Armed Forces Community within Flintshire, which continues to be work in progress. The working group has a number of processes in place to deliver the plan, including face to face contact where service users will be asked if they or any member of their family are in, or a veteran of the Armed Forces. It is considered this programme of work will take two years to complete.

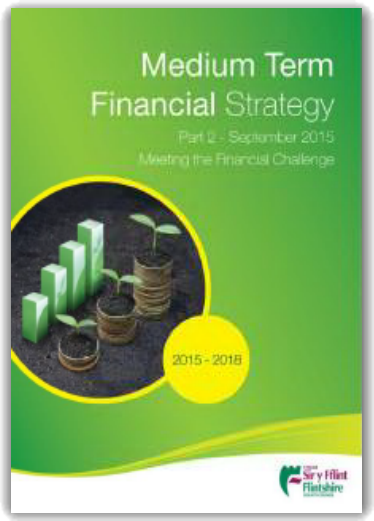
Improving Resource Management	**Progress**	**Satisfactory**	**Outcome**	**Medium**

1. During 2015/16 we said we would develop and implement a four year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making by:

    - Adopting an achievable plan to meet the £50m funding gap for 2015-2018.
    - Matching our priorities with revenue and capital investment.

- Achieving our efficiency targets.
- Achieving our big plans for change which modernise services and generate efficiencies.

What we did:



The Council has been able to set a balanced budget for 2016/17 by applying part two of the Medium Term Financial Strategy and taking a balanced risk approach to managing cost pressures and fluctuations during the year.

Based on the risk assessment reported to Council, the non-achievement of the 2016/17 budget is described as an amber risk due to the scale of efficiencies required to meet national funding reductions beyond our control.

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

- Monitoring the impact of the renewed appraisal system on performance.
- Monitoring the impact of the new Employee Development and Talent Management scheme on retention of our capability.
- Monitoring the impact of the People Strategy in service portfolios.

What we did:

A new People Strategy has been developed and agreed in principle. Many of the activities have been actioned and are embedded. An outline action plan in support of the strategy has been drafted with further work required for completion. Some of the parts of the strategy have been agreed and piloted e.g. the new appraisal process including talent management assessment.

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

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

What we did:

The asset rationalisation programme in terms of County Hall involves the relocation of Phases 3 and 4 to Phases 1 and 2. The first stage of this is the relocation of Phase 4 - to accommodate this employees have had to reduce to an 87% desk provision. This is currently in progress and the final teams from Phase 4 are scheduled to move by the end of September 2016 Thereafter occupants of Phase 3 should be moved. By April 2017 - this will then mean a further reduction to desk provision of 74%.

The Council has been working through this on a number of levels, particular in the demolition of accommodation no longer fit for purpose, the most recent being the Connah's Quay Offices. Rationalisation of space has focussed on County Hall, however, there have been some delays in meeting fire regulations. As a result the move across from Phase 4 to Phase 1 will be delayed until early 2016/17.

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

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

What we did:

We are currently waiting for Welsh Government (WG) to provide access to the Benefits Realisation tool which will allow the Council to track efficiencies from electronic purchasing.

5. Extend and improve customer access to Council information and services using technology and our Flintshire Connects Centres by:

    - Increasing the number of services available through the Connects Centres and the numbers of customers using them.
    - Increasing usage of and positive customer feedback on our website.

What we did:

The Connects Centres continue to promote digital access to services and offer help and support to customers to do this in self service facilities. The total achieved during 2015/16 was 5,056 against a target of 1,250. A review of the Bond Scheme has also been undertaken to identify efficiencies that could be achieved through joint working with Connects. It has been agreed that Housing Benefit support and affordability checks

will be done by Connects to increase availability of access to the service and generate efficiencies within the service area.

Section 3

Equality

The Council takes seriously its duty to promote equality, eliminate discrimination and foster good relations through all its activities. During 2015/16 the Council reviewed its equality objectives and is now updating its Strategic Equality Plan (SEP). The SEP Annual Monitoring Report for 2015/16 will be published before 31st March 2017. This will set out details of our achievements and progress; it will also highlight those areas where we need to improve.

✔ We are developing an electronic system for equality and Welsh language impact assessments. This will be in place later this year and will contribute to more effective monitoring and recording of impact assessments; ensuring that they are undertaken systematically and are robust.

✔ We have exceeded our targets to collate data on the diversity of our employees. This data is important not only to fulfil our legal obligations but to support the authority to monitor its employment practices making sure that they are fair and identifying areas for improvement.

! Progress remains inconsistent across service portfolios and we appreciate that further work is needed to fully integrate the Strategic Equality Plan within the Council's new business planning process. A key area of improvement is to continue to collate baseline data to identify those areas of significant inequality where we need to target our resources to improve outcomes for our customers.

Welsh Language Standards (WLS)

The Council believes that respecting and meeting the language needs and preferences of our customers is central to good and effective customer care. We provide services to the most vulnerable people in our communities, where accessing services in an individual's first language is very important. We have published our first annual report to show how we are meeting the new Welsh Language Standards; this report also includes data that we are required to publish.

We introduced a variety of initiatives to raise the visibility of Welsh language and promote awareness of the new Welsh language Standards:

✔ We celebrated St David's Day and Shwmae/Sumae Day, encouraging employees to use their Welsh at work, whatever their level of Welsh.

✔ We have established a Welsh Language Network comprising officers from a range of services to raise the profile of Welsh language.

! We can only deliver excellent services in Welsh if there are sufficient numbers of employees with the appropriate Welsh language skills at each service delivery point and in each workplace where there is contact with the public. A key area for improvement is to increase the response rate to the employee Welsh language skills audit; approximately 40% of employees have completed the audit.

Link to detailed year end Welsh Language Annual Report .

Sustainable Development

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

✔ Within the Council a considerable amount of work has been undertaken during 2015/16 which has focused on securing vital services for the future. This has been evidenced earlier in the report through, for example:

- Our own change in operational model and integration of business units.
- Increased collaborative and partnership working.
- Greater levels of consultation with local people e.g. Big Budget Conversation.
- Re-launching our Community Asset Transfer approach.
- Consideration of and working toward alternative service delivery models.

✔ Our work to sustain services continues into 2016/17 and is evident throughout our Improvement Plan for 2016/17 particularly in sections such as 'Developing Communities' where we support communities to become more resilient and self-sufficient.

Partnership and Collaboration Activity

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

The Flintshire Public services Board was established on 1st April 2016 as a result of the "Well-being of Future Generations (Wales) Act" coming into effect/force. The Flintshire PSB is made up of senior leaders from a number of public and voluntary organisations: Flintshire County Council, BCUHB, Natural Resources Wales, North Wales Fire & Rescue Services (Statutory PSB members), North Wales Police, Public Health Wales, Flintshire Local Voluntary Council, Coleg Cambria, Glyndwr University, Wales Community Rehabilitation, National Probation Services Wales, Police & Crime Commissioner and Welsh Government (Invited PSB members). Together these organisations are responsible for developing and driving the Well-being Plan for Flintshire forward.
Whilst the PSB realise there is much that could be done to add value to public service and to the communities of Flintshire they have identified a number of priorities for 2016/17 that support the seven goals of the "Well-being of Future Generations (Wales) Act". These being;

- Supporting Independent Living
- Vulnerability, Intervention and Prevention
- Inspiring Community Resilience
- Physical Activity and Sedentary Behaviour (Possibly combined with Inspiring community resilience in going forward)
- Supporting Families with Complex Needs (Troubled Families Initiative)

Regulation, Audit and Inspection

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

The WAO published a significant report on behalf of the Auditor General for Wales in 2015/16 called the Annual Improvement Report., which drew on findings of their Corporate Assessment (undertaken once every four years). The Auditor General has not made any statutory recommendations with which the Council must comply. Instead seven advisory proposals for improvement have been made. In response an action plan was drawn up against which progress is regularly monitored.

Overall the Auditor General concluded that:

✓ *"Despite increasing financial pressures, the Council has continued to improve performance within its priority areas and to strengthen its corporate arrangements."*

The judgement reflects the conclusions of the corporate assessment, that:

✓ *"The Council has made significant progress in a number of difficult areas during the last year; although it needs to strengthen aspects of its arrangements, The Council has made good progress in addressing the governance-related proposals for improvement arising from our 2015 corporate assessment report."*

! *"Despite some strengths and areas of progress, aspects of the Council's arrangements are not fully supporting decision-making and the delivery of the Council's agreed priorities"*

✔ *"The Council has taken significant strides forward in its use of resources and now needs to co-ordinate the elements more systematically in the face of future financial challenges"*

✔ *"The Council made good progress against the improvement priorities we looked at but its performance against the national indicators declined slightly."*

In addition, the Care and Social Services Inspectorate Wales (CSSIW), and the Welsh Language Commissioner (WLC) included areas for improvement/action in their inspection reports and letters issued to the Council during the year. These are available at www.cssiw.org.uk and www.comisiynyddygymraeg.org.

(Hyperlinks to each of the reports and any relevant responses)

Project name	Brief description
Wales Audit Office Financial Resilience Review	Review of the Council's financial position and how it is budgeting and delivering on required savings.
Wales Audit Office Annual 'Improvement Plan' Audit	Review of the Council's published plans for delivering on improvement objectives.
Wales Audit Office Annual 'Assessment of Performance' Audit	Review of the Council's published performance assessment, including testing and validation of performance information.
CSSIW: Review of the Social Services Department's performance 2014-15	Annual Review and Evaluation of Performance of the Council's Social Services functions for 2014-15.
Estyn desk top analysis	An overview of key issues at the Council, prepared by Estyn.
Wales Audit Office Benchmarking social services costs against performance	A review across the six North Wales councils, exploring the value of current social services performance indicators and their links if any to service delivery costs.
Wales Audit Office Performance Assessment	Assessment of progress against the proposals for improvement included within the Council's Annual Improvement Report 2014 (incorporating the Corporate Assessment Report 2014), published in March 2015.
Follow-up work	To seek assurance that the Council has appropriate corporate processes for responding to Wales Audit Office reports, tracking implementation of recommendations and reporting this to the appropriate committee.
National Reports	• The financial resilience of councils in Wales • Community safety partnerships • Income generation and charging • Council funding of third-sector services

Corporate Health and Safety

The Council is committed to its duties and responsibilities as an employer for health and safety. We fully meet the requirements of the Health and Safety at Work Act 1974 and other associated legislation, as far as is reasonably practicable, to safeguard the health and safety of our employees and others.

✔ The Council continues to provide a robust system for accident/incident reporting and all accidents that are reported under RIDDOR to the Health and Safety Executive (HSE) continue to be investigated and statistical data gathered by the Corporate Health and Safety team and provided to portfolios/services for detailed trend analysis.

✔ The Corporate Health and Safety Steering Group continue to meet on a quarterly basis playing a major part in identifying risk management priorities and demonstrating health and safety leadership. Each Portfolio have presented the group with annual health and safety reports, reviewed and updated health and safety action plans, detailed accident/investigation statistics and claims data for 2015/16.

✔ Initiatives for 2015/16 have included:

- Development of new accident/incident reporting system which will provide an electronic form and compatibility with new ICT systems – to be rolled out end of 2016.
- Development and implementation of e-learning programmes (risk assessing display screen equipment, fire evacuation training, H&S Induction)
- Radon Monitoring in Schools
- Noise/Hand Arm Vibration monitoring

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

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

Appendices

Appendix A – Improvement Plan 2015/16 Risk Register

Appendix B – Improvement Plan Measures Data Table

Appendix C – National Indicators Data Table

Appendix D – Glossary of Terms

Feedback and how to Obtain Further Information

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

- Flintshire County Council Improvement Plan 2015/16
- National Performance Bulletin 2015/16
- Flintshire Social Services Annual Performance Report 2015/16
- Annual Strategic Equality Plan Report 2015/16
- Welsh Language Monitoring Report 2015/16

Thank you for reading our Annual Performance Report for 2015/16.

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

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

In addition, should you wish to know more about our priorities for 2016/17 onwards please read our Improvement Plan 2016/17. Again, your views regarding future priorities, plan content and layout are welcome.

Please contact us on:
Tel: 01352 701457
Email: policy.and.performance.team@flintshire.gov.uk

Integrated Risk Manager
A CAMMS SOLUTION

Strategic Risk Report

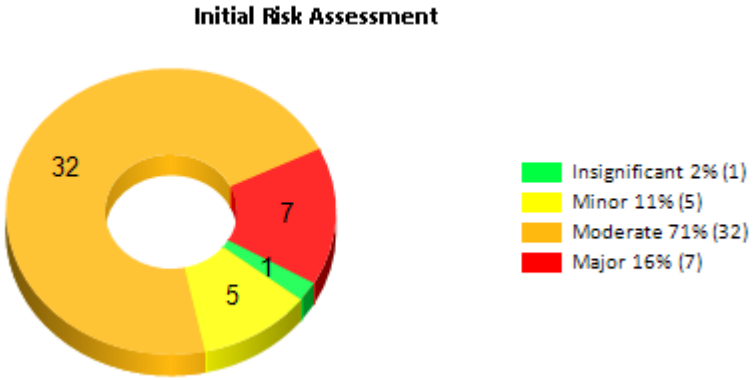
Flintshire County Council

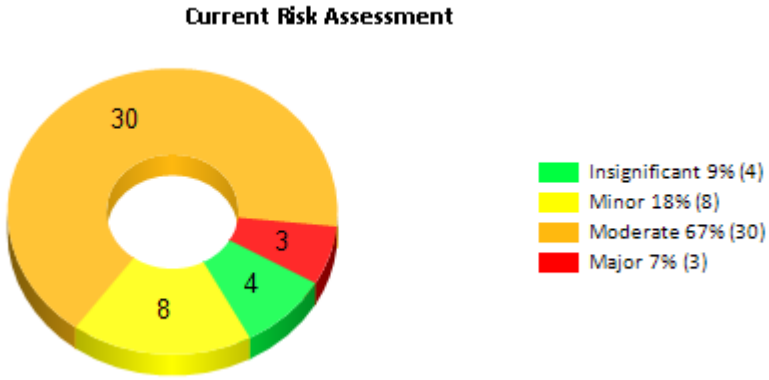
CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

Print Date: 04-Jul-2016

Risk Summary

Strategic Risks





Strategic Risks

1 Housing

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.1R1	Homelessness will remain a growing area of demand due to the current economic climate	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Pam Davies - Housing Options Team Leader	Amber	Amber	⇔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.1R2	Demand and aspirations for independent living will not be met	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Michael Jones - Planning and Development Officer	Amber	Amber	⇔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.1R3	The supply of affordable housing will continue to be insufficient to meet community need	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Denise Naylor - Customer Services Manager, Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Red	Amber	↓	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.2R1	The increased work programme to deliver the WHQS will not be met	Strategic Risk	Clare Budden - Chief Officer -	Nikki Evans - Senior Manager	Yellow	Amber	↓	Open

	due to the scale of the programme		Community and Enterprise	Council Housing Services				

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.2R2	Council funding for adaptations and home loans will not be sufficient to meet demand	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	Yellow	Yellow		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.2R3	Financial assistance available to repair residents' homes is not taken up by residents	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.2R4	Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber		Open

2 Living Well

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP2.1.1R2	The quality of care home services will not meet required standards.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Lin Hawtin - Commissioning Manager	Amber	Amber		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP2.1.1R3	Children and vulnerable families are not fully supported where multi-agency services and partners do not move toward an early intervention and prevention approach together.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Gail Bennett - Early Intervention Services Manager	Green	Green		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP2.1.2R1	Funding between Health and Council does not transfer smoothly; eg. CHC, ICF, Primary Care funds	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Amber	Amber		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP2.1.2R2	Service provision is not co-ordinated / integrated.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Amber	Amber		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP2.2.1R1	Safeguarding arrangements do not meet the requirements of the	Strategic Risk	Neil Ayling - Chief Officer - Social	Jane M Davies - Senior Manager,				Open

	SSWB Act.		Services	Safeguarding & Commissioning	Yellow	Yellow		

3 Economy and Enterprise

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP3.1.1R1	Some areas within Flintshire will not be covered by superfast broadband if the joint project between Welsh Government and BT stalls.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Rachael Byrne - Enterprise Manager	Amber	Amber		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP3.1.1R2	Businesses are not sufficiently supported to maximise opportunities presented to them through major transformational projects within Flintshire.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Rachael Byrne - Enterprise Manager	Amber	Amber		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP3.1.2R1	Opportunities to access external funding programmes to invest in our urban and rural areas are not maximised.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP3.1.2R2	Opportunities to access funding to invest in the promotion of tourism are not maximised	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Richard Jones - Regeneration Project Officer	Amber	Amber		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP3.1.2R3	External funding sources are often weighted towards urban	Strategic Risk	Clare Budden - Chief Officer -	Niall Waller - Enterprise and				Open

	regeneration with funding for rural regeneration being limited.		Community and Enterprise	Regeneration Manager	Amber	Amber		

4 Skills and Learning

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP4.1.1R1	Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future.	Strategic Risk	Ian Budd - Chief Officer - Education and Youth	Jeanette Rock - Principal Education Officer Inclusion	Amber	Yellow	↓	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP4.1.1R2	Training places will not match current and future employer aspirations and needs.	Strategic Risk	Ian Budd - Chief Officer - Education and Youth	Jeanette Rock - Principal Education Officer Inclusion	Amber	Yellow	↓	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP4.1.2R1	Schools do not receive and/or make best use of the support they need from the Council and GwE	Strategic Risk	Ian Budd - Chief Officer - Education and Youth	Claire Homard - Principal Education Officer Primary	Amber	Amber	↔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP4.1.2R2	Numbers of school places will not be sufficient to meet the future demands of changing demographics	Strategic Risk	Ian Budd - Chief Officer - Education and Youth	Damian Hughes - Senior Manager, School Planning & Provision	Red	Amber	↓	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP4.1.2R3	Limited funding to address the backlog of known repair and maintenance works in Education and Youth assets will be further	Strategic Risk	Ian Budd - Chief Officer - Education and Youth	Damian Hughes - Senior Manager, School Planning & Provision	Red	Red	↔	Open

	reduced to meet new pressures on the Education and Youth Budgets							

5 Safe Communities

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP5.1.1R1	Grant funded services that are administered through the Community Safety Partnership are not delivered effectively.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment	Sian Jones - Public Protection Manager - Community	Amber	Amber		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP5.1.1R2	Funding for the provision of CCTV with local partners will not be sustainable in the long term.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment	Sherryl Burrows - CCTV Manager	Yellow	Yellow		Open

6 Poverty

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP6.1.1R1	Demand for advice and support services will not be met.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP6.1.1R2	Debt levels will rise if tenants are unable to afford to pay their rent	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP6.1.1R3	The local economy will suffer if residents have less income to spend	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP6.1.1R4	Resources to meet the requirements of the Universal Credit roll-out will not be sufficient	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP6.1.2R1	Residents do not take up the energy efficiency measures as we hope	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager, Leanna Jones - Home Energy Conservation Officer	Amber	Amber		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP6.1.2R2	Available funding falls short of public demand	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager, Leanna Jones - Home Energy Conservation Officer	Amber	Amber		Open

7 Environment

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP7.1.1R1	Sufficient funding is not found to ensure our highways infrastructure remains safe and capable of supporting economic growth.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Barry Wilkinson - Highways Networks Manager	Amber	Amber		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP7.1.1R2	Sustainable transport options do not remain attractive to users.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager	Amber	Amber		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP7.1.1R3	Sufficient funding will not be found to continue to provide subsidised bus services.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager	Amber	Green		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP7.2.1R1	Agreement and funding for the renewable energy schemes is not secured.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment	Will Pierce - Energy Manager	Amber	Amber		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP7.2.1R2	Funding for the waste transfer station is not secured.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager	Amber	Green		Closed

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP7.2.1R3	Planning approval for the waste transfer station is not secured.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager	Amber	Green	↓	Closed

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP7.2.1R4	Recycling programmes are not supported by the public and employees.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager	Amber	Yellow	↓	Open

8 Modern and Efficient Council

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.1.1R1	The capacity and appetite of the community and social sectors	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Amber	Yellow	↓	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.1.1R2	The willingness of the workforce and trade unions to embrace change	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Red	Amber	↔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.1.1R3	Market conditions which the new alternative delivery models face	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Amber	Amber	↔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.1.1R4	Limitations on public funding to subsidise alternative models	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Red	Amber		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.2.1R1	The scale of the financial challenge.	Strategic Risk	Helen Stappleton - Chief Officer - People and Resources	Gary Ferguson - Corporate Finance Manager	Red	Red		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.2.1R2	The capacity and capability of the organisation to implement necessary changes	Strategic Risk	Helen Stappleton - Chief Officer - People and Resources	Sharon Carney - Lead Business Partner	Red	Red		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.2.1R3	The pace of procurement collaborations and our limited control over their development.	Strategic Risk	Gareth Owens - Chief Officer - Governance	Arwel Staples - Strategic Procurement Manager	Amber	Amber		Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.2.1R4	Public attitude to accessing services on-line.	Strategic Risk	Clare Budden - Chief Officer - Community and	Katie Clubb - Community Support Services	Yellow	Yellow		Open

			Enterprise	Manager, Rebecca Jones - Customer Services Team Leader				

Sub-Priority: Appropriate and Affordable Homes					
Achievement Measures	**2014/15 Baseline Data**	**2015/16 Target**	**2015/16 Outturn**	**Performance RAG**	**Performance Trend**
The number of households where homelessness is prevented by the use of the private rented sector	N/A - new measure	N/A - baseline to be established	148	Not Applicable	Not Applicable
The number of households where the Council has discharged its full statutory duty into private rented accomodation	N/A - new measure	N/A - baseline to be established	2	Not Applicable	Not Applicable
HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	85.2%	90%	98.30%	G	Improved
The number of gifted new homes, realised through Section 106 Planning Agreement between the Council, NEW Homes and the developers	N/A - new measure	9	6	A	Not Applicable

Sub-Priority: Modern, Efficient and Adapted Homes					
Achievement Measures	**2014/15 Baseline Data**	**2015/16 Target**	**2015/16 Outturn**	**Performance RAG**	**Performance Trend**
Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan	N/A - new measure	40	23	R	Not Applicable
PSR/009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.	619 days	316 days	455 days	R	Downturned
PSR/009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults.	322 days	247 days	245 days	A	Downturned
IPH2M1 - Number of empty homes brought back into use	30 homes	30 homes	34	G	Improved

Capital Works Target – Heating Upgrades	966	335	192	R	Downturned
Capital Works Target – Kitchen Replacements	1023	1149	1393	G	Improved
Capital Works Target – Smoke Detectors	439	500	508	G	Improved
Capital Works Target – Bathroom Replacements	127	1507	1688	G	Improved

Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
IPH3M1 - Capital Programme expenditure on improvement work streams *(Managing expenditure within or below budget to maximise available financial resources - Capital works budget)*	£9.93m	£21m	£20.38m	G	Downturned
Sub-Priority: Independent Living					
Achievement Measures	**2014/15 Baseline Data**	**2015/16 Target**	**2015/16 Outturn**	**Performance RAG**	**Performance Trend**
Percentage of Flintshire care homes using the One Page Profile as the foundation to person-centred practice	N/A - new measure	50	100	G	Not Applicable
Number of care homes which are a 'Service of Concern'	3	3	3	G	Maintained
Number of care homes in 'Escalating Concerns'	2	2	0	G	Improved
SCAL/023 - Percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of Reablement.	77.81%	75%	84.70%	G	Improved
The percentage of service users who say that the advice and assistance received from the Family Information Service enabled them to make an informed decision about childcare and family support	97%	87%	100%	G	Improved
Sub-Priority: Integrated Community Social and Health Services					
Achievement Measures	**2014/15 Baseline Data**	**2015/16 Target**	**2015/16 Outturn**	**Performance RAG**	**Performance Trend**

Support people effectively through the use of 'step up and step down' beds	90	90	147	G	Improved
The number of care homes in Flintshire signed up to the Six Steps to Success	N/A - new measure	N/A	69	**N/A**	Not Applicable
Achievement Measures	**2014/15 Baseline Data**	**2015/16 Target**	**2015/16 Outturn**	**Performance RAG**	**Performance Trend**
SCA/018c - The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service.	82.4%	82%	97%	G	Improved
Dementia Respect Empathy and Dignity (RED) project within GP surgeries	N/A - new measure	50	19	R	Not Applicable
The rate of delayed transfers of care for social care reasons (SCA/001)	1	2	3	A	Downturned
Sub-Priority: Safeguarding					
Achievement Measures	**2014/15 Baseline Data**	**2015/16 Target**	**2015/16 Outturn**	**Performance RAG**	**Performance Trend**
SCA/019 The percentage of adult protection referrals where the risk was managed	99%	98%	100%	G	Improved
SCA/014 The percentage of initial child protection conferences held within 15 days of the strategy discussion	91.2%	95%	80%	R	Downturned

SCC/034 The percentage of child protection reviews completed within timescales	100.0%	98%	98.6%	G	Downturned

Sub-Priority: Business Sector Growth					
Achievement Measures	**2014/15 Baseline Data**	**2015/16 Target**	**2015/16 Outturn**	**Performance RAG**	**Performance Trend**
Percentage of enquiries converted to investment in Flintshire	Annual average 60%	63%	74.2%	G	Improved
Number of jobs created and sustained in Flintshire	Annual total 1,130 new jobs	1,200	2,139	G	Improved
Number of jobs created as a result of large capital programmes (Welsh Housing Quality Standard)	52	36	43	G	Downturned
Number of jobs created as a result of large capital programmes (Strategic Housing and Regeneration Programme)	N/A - new measure	5	0	R	Not Applicable

Sub-Priority: Town and Rural Regeneration					
Achievement Measures	**2014/15 Baseline Data**	**2015/16 Target**	**2015/16 Outturn**	**Performance RAG**	**Performance Trend**
Number of vacant sites and properties redeveloped	N/A - new measure	3	2	A	Not Applicable
Number of business grants offered to high street businesses	N/A - new measure	8	6	A	Not Applicable
Number of trainees recruited	N/A - new measure	40	74	G	Not Applicable
Monitoring trends in ground floor commercial vacancy rates: Buckley	6.3%	0.0%	11.3%	R	Downturned

Monitoring trends in ground floor commercial vacancy rates: Connahs Quay	10.5%	0.0%	8.8%	R	Improved
Monitoring trends in ground floor commercial vacancy rates: Flint	10.7%	0.0%	5.6%	R	Improved
Achievement Measures	**2014/15 Baseline Data**	**2015/16 Target**	**2015/16 Outturn**	**Performance RAG**	**Performance Trend**
Monitoring trends in ground floor commercial vacancy rates: Holywell	11.6%	0.0%	8.0%	R	Improved
Monitoring trends in ground floor commercial vacancy rates: Mold	6.9%	0.0%	7.3%	R	Downturned
Monitoring trends in ground floor commercial vacancy rates: Queensferry	8.7%	0.0%	9.2%	R	Downturned
Monitoring trends in ground floor commercial vacancy rates: Saltney	0.0%	0.0%	9.2%	R	Downturned
Monitoring trends in ground floor commercial vacancy rates: Shotton	11.7%	0.0%	10.8%	R	Improved
Monitoring the value and volume of tourism expenditure in Flintshire: number of visitors	3.24 million	N/A management information	3.38 million	G	Not Applicable

Monitoring the value and volume of tourism expenditure in Flintshire: estimated economic impact	£215.53 million	N/A management information	£220.92 million	G	Not Applicable
Monitoring the value and volume of tourism expenditure in Flintshire: estimated direct jobs supported	2468	N/A management information	3175	G	Not Applicable

Sub-Priority: Apprenticeships and Training

Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
Increased numbers of learners achieving the Level 1 threshold	94.1%	97.1%	96.2%	A	Improved

Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
Securing high levels of 16 years olds in education, employment and training	99.6%	97.90%	98.70%	A	Maintained
Reducing the percentage of 18 – 24 year olds claiming Jobseekers Allowance	3.30%	5.10%	5.0%	G	Improved
Number of training and apprennticeship opportunities started as a result of the Welsh Housing Quality Standards contracts	3.4	3.6	10.0	G	Improved
Number of training and apprennticeship opportunities started as a result of the Strategic Housing and Regeneration Programme contracts	N/A - new measure	2.0	2.0	G	Improved
Number of people leaving the Construction Academy with a qualification	N/A - new measure	N/A	29.0	G	N/A

Number of people leaving the Construction Academy with a job	N/A - new measure	N/A	7.0	G	N/A
Number of people leaving the Retail Academy with a qualification	N/A - new measure	N/A	16.0	G	N/A
Number of people leaving the retail Academy with a job	N/A - new measure	N/A	6.0	G	N/A
Sub-Priority: Modernised and High Performing Education					
Achievement Measures	**2014/15 Baseline Data**	**2015/16 Target**	**2015/16 Outturn**	**Performance RAG**	**Performance Trend**
The percentage of learners achieving the Foundation Phase Indicator	84.5%	84.4%	87.0%	G	Improved
IPSL1M1 - The percentage of learners achieving GCSE grade C or above in Mathematics	68.40%	75.50%	69.40%	R	Improved
IPSL1M2 - The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in Mathematics	88.70%	90.90%	92.0%	G	Improved
Achievement Measures	**2014/15 Baseline Data**	**2015/16 Target**	**2015/16 Outturn**	**Performance RAG**	**Performance Trend**
IPSL1M3 - The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in Mathematics	88.40%	92%	90.90%	A	Improved
Percentage of Foundation Phase learners achieving improved outcomes in Mathematics	88.3%	89.0%	90.2%	G	Improved
IPSL1M4 - The percentage of learners achieving GCSE grade C or above in English	73.30%	77.4%	72.20%	R	Downturned

IPSL1M5 - The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in English	89.40%	90.50%	91.40%	G	Improved
IPSL1M6 - The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in English	89.00%	90%	90.10%	G	Improved
Percentage of Foundation Phase learners achieving improved outcomes in English	87.4%	87.3%	89.0%	G	Improved
Percentage of Key Stage 4 learners achieving improved outcomes in Welsh (first language)	59.7%	74.7%	54.6%	R	Downturned
Percentage of Key Stage 2 learners achieving improved outcomes in Welsh (first language)	90.0%	85.0%	86.4%	G	Downturned
Percentage of Key Stage 3 learners achieving improved outcomes in Welsh (first language)	56.0%	87.0%	80.0%	A	Improved
Percentage of Foundation Phase learners achieving improved outcomes in Welsh	87.3%	84.4%	91.2%	G	Improved
EDU/003 – The percentage of learners achieving the Core Subject Indicator at Key Stage 2	86.10%	89.1%	87.9%	G	Improved
EDU/004 - The percentage of learners achieving the Core Subject Indicator at Key Stage 3	84.30%	89.3%	87.10%	G	Improved
Improvement of outcomes in Capped Wider Points score, including an increasing proportion of A* and A grades	341.5	358.9	342.1	A	Improved

Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
EDU/017 - The percentage of learners achieving the Level 2 Threshold inclusive of Mathematics and English and/or Welsh 1st Language	61.8%	69.9%	60.6%	R	Downturned
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)	93.20%	95.8%	92.1%	A	Downturned
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 1st Language)	37.30%	61.3%	35.2%	R	Downturned
IPSK1M9 - Improve performance of cohort of learners entitled to Free School Meals (FSM) in The Capped Points Score indicator. (Points achieved in best eight course outcomes)	307.6	330.9	308.1	R	Improved
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achievement of the Core Subject Indicator at Key Stage 3	65.1%	73.8%	71.3%	A	Improved
The percentage of young people of school age in the youth justice system that are offered 25 hours ETE	27.0%	40.0%	80.0%	G	Improved
The percentage of young people of school age in the youth justice system that are offered 16+ ETE	43.0%	55.0%	75.0%	G	Improved

Sub-Priority: Community Safety					
Achievement Measures	**2014/15 Baseline Data**	**2015/16 Target**	**2015/16 Outturn**	**Performance RAG**	**Performance Trend**
The percentage of high risk repeat victims of domestic abuse referred to the Flintshire MARAC	23	28	20	G	Improved
Monitoring the number of formal consultations for public space protection orders (PSPOs)	N/A	N/A	0	G	Not Applicable
IPSC1M4 - Achieve a waiting time of less than 20 days from referral to treatment (KPI 2)	89%	80%	90.9%	G	Improved
IPSC1M5 - Substance Misuse Treatment Completes (KPI 6)	80%	80%	78.90%	A	Downturned

Sub-Priority: Maximising Income					
Achievement Measures	**2014/15 Baseline Data**	**2015/16 Target**	**2015/16 Outturn**	**Performance RAG**	**Performance Trend**
Number of free quality, part time childcare sessions provided for 2-3 year olds through the flying start programme	39,455	40,000	46,190	G	Improved
Number of children receiving an enhanced Health service through the Flying Start Programme	1,515	1,407	1,479	G	Downturned
Number of places filled on structured and unstructured speech, language and communication sessions for parents and children within Flying Start	314	350	302	R	Downturned
Number of parents accessing Parenting programmes	212	200	191	A	Downturned
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	£2.3 million	£2 million	£2.1 million	G	Improved

Speed of processing Housing Benefit claims - new claims	19	17.5	20	**A**	Downturned
Speed of processing Housing Benefit claims - change of circumstances	6	9.0	8	**G**	Downturned

Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
The following indicators are provided for information and monitoring only and are not suitable for setting targets against					
Number of Flintshire residents assisted by FCC to claim Additional Social Security and Tax Credits	1,622	Not Applicable	1287	Not Applicable	Downturned
Amount of monthly discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes	£259,000	Not Applicable	£145,347	Not Applicable	Not Applicable
Number of residents supported to better manage their financial commitments	N/A - new measure	N/A	168	Not Applicable	Not Applicable
Number of Universal Credit claimants referred to Citizens Advice Bureau for Personal Budgeting support	55	Not Applicable	20	Not Applicable	Downturned
Number of Universal Credit claimants assisted with on-line access	2	Not Applicable	3	Not Applicable	Improved
Number of enquiries received from the Universal Service Centre by Flintshire County Council's Housing Benefit Service relating to housing costs	88	N/A	34	Not Applicable	Downturned
Sub-Priority: Fuel Poverty					
Achievement Measures	**2014/15 Baseline Data**	**2015/16 Target**	**2015/16 Outturn**	**Performance RAG**	**Performance Trend**
Number of private homes receiving energy efficiency measures	422	350.0	593	G	Improved
Overall annual fuel bill reduction for residents	£244,360	£175,000	£296,030	G	Improved
Annual reduction in carbon emissions	24,949 tonnes	22,500 tonnes	33,623 tonnes	G	Downturned

Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
IPP2M4 - Number of Council homes receiving energy efficiency measures	417 council homes	400 council homes	649	G	Improved
Overall annual fuel bill reduction for tenants in Council homes	121,451	100,000.0	107,240	G	Downturned
Sub-Priority: Transport Infrastructure and Services					
Achievement Measures	**2014/15 Baseline Data**	**2015/16 Target**	**2015/16 Outturn**	**Performance RAG**	**Performance Trend**
Successful delivery of WG funded schemes / feasibility studies funding through the Local Transport Fund	100	100	100	G	Maintained
THS/012 - The percentage of principal (A) roads, non-principal (B) roads and non principal (C) roads that are in overall poor condition*	4.50%	7%	4%	G	Improved
The percentage of notices issued for all roadworks for the purposes of coordinating and minimising to disruption to Flintshire's highway network	N/A - new measure	N/A	82.6%	G	Improved
Road safety initiatives to reduce the risk of collisions of high risk groups: older drivers	35	80	24	R	Downturned
Road safety initiatives to reduce the risk of collisions of high risk groups: Newly qualified young drivers	75	108	43	R	Downturned
Road safety initatives to reduce the risk of collisions of high risk groups: Motorcyclists	51	108	63	R	Improved

Sub-Priority: Sustainable Development & Environmental Management					
Achievement Measures	**2014/15 Baseline Data**	**2015/16 Target**	**2015/16 Outturn**	**Performance RAG**	**Performance Trend**
EEFLM1 - Carbon Reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non domestic portfolio)	0.43% (reduction) 18.96 (cumulative reduction weather corrected	5%	1.1%	**A**	Improved
WMT/009b - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way.	58%	59%	58.49%	**A**	Improved
WMT/011 - The percentage of local authority municipal waste received at all local authority household waste amenity sites that is prepared for reuse, recycled or of source segregated bio waste that is composted or treated biologically in another way.	62%	63%	69.3%	**G**	Improved

Sub-Priority: Developing Communities					
Achievement Measures	**2014/15 Baseline Data**	**2015/16 Target**	**2015/16 Outturn**	**Performance RAG**	**Performance Trend**
The number of new social enterprises developed	1	2	5	**G**	Improved
The number of social enterprises supported to thrive and prosper	7	7	12	**G**	Improved

Number of volunteers in volunteering placements	480	N/A	541	Not Applicable	Improved
Percentage of community benefit clauses included in new procurement contracts (including those under £2m)	N/A - new measure	N/A	220	Not Applicable	Improved
The level of efficiencies alternative delivery models (ADMs) have supported	N/A - new measure	N/A	0	G	Not Applicable
Achievement Measures	**2014/15 Baseline Data**	**2015/16 Target**	**2015/16 Outturn**	**Performance RAG**	**Performance Trend**
The number of services sustained through delivery via alternative models	N/A - new measure	N/A	0	G	Maintained
Number of assets transferred to the community through Community Asset Transfer or other mechanism	4	5	8	G	Improved
Sub-Priority: Improving Resource Management					
Achievement Measures	**2014/15 Baseline Data**	**2015/16 Target**	**2015/16 Outturn**	**Performance RAG**	**Performance Trend**
Amount of efficiency targets achieved	£7.7 million	£12.9 million	£10.6 million	R	Improved
Percentage of appraisals completed using the renewed appraisal system	N/A - new measure	N/A	No Data	Not Applicable	Not Applicable
Number of interventions being undertaken: capability process (from the point of intervention from HR)	No Data	N/A	0	Not Applicable	Not Applicable

CHR/002 – The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence.	10.66 days/shifts	9.6 days/shifts	10.4	A	Improved
Reduction in square meters of occupied office accommodation	22%	26%	19.9%	R	Not Applicable
Reduction in the running costs of corporate accommodation	No Data	20	19.9	G	Not Applicable
Agile working - desk provision as a percentage of staff (County Hall)	98%	87%	No Data	Not Applicable	Not Applicable
IPME4M3 - Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	£530,263	£550,000	£796,470	G	Improved
Efficiencies achieved through the use of end to end electronic purchasing	N/A - new measure	£200,000	£200,000	G	Improved

Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
Digital take up of services via Connects	N/A - new measure	1250	5056	G	Not Applicable
Review of existing services (36) available at Connects Centres to ensure they are fully transactional	N/A - new measure	3	4	G	Not Applicable
The percentage of customers who successfully found what they were looking for on our website: Desktop version	54.00%	55%	45%	A	Downturned
The percentage of customers who successfully found what they were looking for on our website: Mobile version	52.00%	55%	57%	G	Improved

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Indicator	NSI / PAM	Annual Outturn 2014/15	Annual Target 2015/16	Year End Outturn 2015/16	RAG	Performance Trend
Organisational Change						
LCL/001(b): The number of visits to Public Libraries during the year, per 1,000 population - ***Annual PI***	NSI	4,991 Visits per 1,000	5,000 Visits per 1,000	4,535 Visits per 1,000	A	Downturned
LCS/002(b): The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	NSI	9,739 Visits per 1,000	9739 Visits per 1,000	9501 Visits per 1,000	A	Downturned
Social Services						
PSR/002: The average number of calendar days taken to deliver a Disabled Facilities Grant	NSI/PAM	328 days	247	307.74 days	A	Downturned
SCA/001: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	NSI	2.30 per 1,000	2 rate per 1,000	3.4 rate per 1,000	A	Downturned
SCA/002(a): The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	NSI	51.36 per 1,000	Not Set Mgt Info	51.44 per 1,000	G	Improved
SCA/002b: The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	NSI	16.02 per 1,000	17 Rate per 1,001	13.2 per 1,000	G	Improved
SCA/007: The percentage of clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year	PAM	98.2%	98%	97.5%	A	Downturned
SCA/018(a): The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	PAM	92.3%	94%	88.2%	A	Downturned
SCA/019: The percentage of adult protection referrals completed where the risk has been managed	NSI / PAM	99.33%	98%	100%	G	Improved
SCA/020: The percentage of adult clients who are supported in the community during the year	PAM	86.03%	90%	No data	N/A	N/A
SCC/004: The percentage of children looked after on 31st March who have had three or more placements during the year.	NSI / PAM	8.6%	6.5%	7.04%	A	Improved
SCC/011(a): The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	PAM	77.0%	80%	83.4%	G	Improved

Indicator	NSI / PAM	Annual Outturn 2014/15	Annual Target 2015/16	Year End Outturn 2015/16	RAG	Performance Trend
Indicator	**NSI / PAM**	**Annual Outturn 2014/15**	**Annual Target 2015/16**	**Year End Outturn 2015/16**	**RAG**	**Performance Trend**
SCC/011(b): The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	NSI	57.0%	59%	56.1%	**A**	Downturned
SCC/025: The percentage of statutory visits to looked after children due in the year that took place in accordance with the regulations	PAM	90.7%	93%	84.2%	**A**	Downturned
SCC/033(d): The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	NSI	88.9%	90%	100%	**G**	Improved
SCC/033(e): The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non emergency accommodation at the age of 19	NSI	87.5%	90%	100%	**G**	Improved
SCC/033(f): The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	NSI	87.5%	75%	100%	**G**	Improved
SCC/041(a): The percentage of eligible, relevant and former relevant children that have pathway plans as required	NSI	100%	100%	100%	**G**	Maintained
SCC/045: The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	PAM	89.3%	90%	97.2%	**G**	Improved
Planning & Environment						
PLA/006b: The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.	NSI	39 homes	Not Set Mgt Info	20.65 homes	**N/A**	Downturned
PPN/009: The percentage of food establishments which are 'broadly compliant' with Food Hygiene standards	PAM	95.61%	93%	96.5%	**G**	Improved
Community & Enterprise						
HHA/013: The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months - ***Annual PI***	NSI / PAM	85.2%	90%	98.3%	**G**	Improved

Indicator	NSI / PAM	Annual Outturn 2014/15	Annual Target 2015/16	Year End Outturn 2015/16	RAG	Performance Trend
Indicator	**NSI / PAM**	**Annual Outturn 2014/15**	**Annual Target 2015/16**	**Year End Outturn 2015/16**	**RAG**	**Performance Trend**
PSR/004: The percentage of private sector dwellings that had been vacant for more than 6 months at 1st April that were returned to occupation during the year through direct action by the local authority - ***Annual PI***	NSI	3.88%	6%	8.8%	G	Improved
Streetscene & Transportation						
WMT/004(b): The percentage of municipal waste collected by local authorities sent to landfill	NSI / PAM	42.28%	20%	7.4%	G	Improved
WMT/009(b): The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including sources segregated biowastes that are composted or treated biologically in another way	NSI / PAM	55%	59%	58.5%	A	Improved
STS/006: The percentage of reported fly tipping incidents cleared within 5 working days	NSI	97.70%	95%	97.8%	G	Improved
STS/005(b): The percentage of highways inspected of a high or acceptable standard of cleanliness - ***Annual PI***	PAM	95%	95%	93.2%	A	Downturned
THS/007: The percentage of adults aged 60+ who hold a concessionary bus pass	NSI	79.5%	79%	78.8%	A	Downturned
THS/012: The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition - ***Annual PI***	PAM	4.5%	7%	4.02%	G	Improved
THS/012a: The percentage of principal (A) roads that are in overall poor condition - ***Annual PI***		4.5%	7%	4%	G	Improved
THS/012b: The percentage of non-principal (B) roads that are in overall poor condition - ***Annual PI***						
THS/012c: The percentage of non-principal (C) roads that are in overall poor condition - ***Annual PI***						
People & Resources						
CHR/002: The number of working days / shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	PAM	10.6 days / shifts	9.6 days / shifts	10.5 days / shifts	A	Downturned

Indicator	NSI / PAM	Annual Outturn 2014/15	Annual Target 2015/16	Year End Outturn 2015/16	RAG	Performance Trend
Indicator	**NSI / PAM**	**Annual Outturn 2014/15**	**Annual Target 2015/16**	**Year End Outturn 2015/16**	**RAG**	**Performance Trend**
Education & Youth						
EDU/002(i): The percentage of all pupils (including those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification - ***Annual PI***	NSI / PAM	0.1%	0.30%	0.0%	G	Improved
EDU/002(ii): The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification - ***Annual PI***	NSI	0.0%	3%	0.0%	G	Maintained
EDU/003: The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment - ***Annual PI***	NSI / PAM	86.1%	87%	87.91%	G	Improved
EDU/004: The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher - ssessment - ***Annual PI***	PAM	84.3%	86.5%	87.11%	G	Improved
EDU/006(ii): The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3 - ***Annual PI***	NSI	4.6%	Not Set	5.5%	G	Improved
EDU/011: The average point score for pupils aged 15 at the preceding 31 Aug, in schools maintained by the local authority - ***Annual PI***	NSI / PAM	547.5 points	558.6 Points	541.8 Points	A	Downturned
EDU/015(a): The percentage of final statements of special education need issued within 26 weeks including exceptions - ***Annual PI***	NSI	87.7%	90%	89.7%	A	Downturned

Indicator	NSI / PAM	Annual Outturn 2014/15	Annual Target 2015/16	Year End Outturn 2015/16	RAG	Performance Trend
Indicator	**NSI / PAM**	**Annual Outturn 2014/15**	**Annual Target 2015/16**	**Year End Outturn 2015/16**	**RAG**	**Performance Trend**
EDU/015(b): The percentage of final statements of special education need issued within 26 weeks excluding exceptions - ***Annual PI***	NSI	100%	100%	98.6%	**A**	Downturned
EDU/016(a): The percentage of pupil attendance in primary schools - ***Annual PI***	PAM	94.80%	94.9%	94.7%	**A**	Downturned
EDU/016(b): The percentage of pupil attendance in secondary schools - ***Annual PI***	PAM	93.9%	94.3%	94.2%	**A**	Improved
EDU/017: The percentage of pupils aged 15 at the preceding 31st August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics - ***Annual PI***	NSI / PAM	61.9%	69.90%	60.61%	**R**	Downturned
SCC/002: The percentage of children looked after at 31st March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months - ***Annual PI***	NSI	18.2%	10%	13.4%	**A**	Downturned
SCC/037: The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting - ***Annual PI***	NSI	358 points	270 Points	248 points	**A**	Downturned

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Appendix D: Glossary

Term	Definition
Extra Care	Providing self-contained homes for people with varying levels of care and support needs on site.
Affordable and Flexible Housing	Covers a range of tenure options for renting and purpose.
Local Development Plan	The Council's land use planning document that will guide development until 2030.
Wales Housing Quality Standard	Welsh Government's physical quality standard for modern social housing.
Telecare / Telehealth	Providing support through telecommunication devices in the home.
Commissioning plans	Ensure purchased and commissioned care meets demand and service user need.
Transition Service	Dedicated service for children and young people with Disabilities who are supported to become young adults.
Integrated Family Support Service	Specific time limited and well researched support for families with parents who abuse substances.
Reablement	an intense, short term approach to social care for individuals to gain or regain the skills and confidence to live as independently as possible
Adaptations	Changes to a person's home to enable her/him to live as independently as possible.
Disabled Facility Grant	A grant available for larger adaptations to a person's home.
Enhanced Care Service	Short term intensive community based care as an alternative to hospital
Crisis Intervention Team	Team to provide short term intensive care to prevent people's health deteriorating or enable swift discharge from hospital into the community.
Enterprise Zones	A Welsh Government initiative to stimulate growth and support business in designated areas.
Masterplan	The plan that sets out the intentions and actions for the Northern Gateway site.
Learning providers	Schools and further and higher education establishments.
Business Grant Scheme	Grant available to Town Centre property owners and tenants to refurbish properties and improve their frontages.
Social Enterprises	Businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.
Flintshire Social Enterprise Fund	Financial assistance for start-up or development of social enterprises.
Community benefit clauses	Benefits to local communities from major procurements e.g. training and employment opportunities, community facilities. This incorporates social value by taking wider impacts and benefits into account other than price.
Core Subject Indicator	Learners achieve the expected level in

	Mathematics, English or Welsh 1st language and Science.
21st 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.
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.
Substance Misuse	The continued use of drugs or alcohol despite negative consequences to the individual using, their friends, family and the community.
Human Trafficking	'Trade' in people, most commonly for the purpose of sexual slavery, forced labour or for the extraction of organs or tissues.
Sexual Exploitation	The use of another person in non-consensual sex for profit
Anti-social Behaviour	Behaviour that lacks consideration for others and that may cause damage to society, whether intentionally or through negligence.
CCTV	To prevent and respond to crime and disorder.
Environmental Visual Audits	Detailed "community intelligence" to support both crime reduction and deliver other improvements to quality of life issues via partnership working.
Collision Cluster Site	A site where there have been 5 or more collisions, resulting in personal injury, recorded in the past 3 years within a 50 metre radius.
Welfare reform	A range of measures being introduced by Central Government to reform the Welfare Benefits system.
Universal Credit	New benefit which replaces the current means tested benefit for working age claimants.
Homeless Prevention	Take reasonable steps to prevent homelessness for anyone at risk of homelessness within 56 days.
Vibrant and Viable Places	Welsh Government's regeneration framework launched in March 2013 with the vision that everyone in Wales should live in well-connected, vibrant, viable and sustainable communities with a strong local economy and good quality of life.
Deeside Infrastructure Business Plan	A plan that has been developed to improve the highways, transport and utility services capacity around the Deeside Enterprise Zone.
Deeside Enterprise Zone	Deeside Enterprise Zone is one of the first to be created in Wales and covers over 2000 hectares that will provide space for new and existing businesses to grow.

Infrastructure	Facilities, systems, sites and networks that are necessary for the County to function.
Sustainable transport	Changing behaviour in the promotion of more resource efficient and healthier ways to travel including car sharing, public transport, cycling and walking.
Carbon ‘footprint’	The amount of Carbon Dioxide that enters the atmosphere through electricity and fuel used.
Renewable energy schemes	Schemes designed to use energy from a source that is naturally replenished e.g. sunlight.
Carbon reduction commitment	A mandatory scheme aimed at improving energy efficiency and reducing emissions in large public sector and private organisations.
Operating Model -	How an organisation is structured, functions and performs, according to its objectives and values.
Working practices	The Council’s internal processes and procedures.
Social business model	The way in which we run the Council as an accountable and ethical organisation operating in a business world. This incorporates social value; the importance of the overall quality of the outcomes.
Revenue funding	Spending on day to day running costs for the Council e.g. salaries and wages, supplies and services, energy.
Capital funding	Spending on assets (e.g. buildings, equipment and land).
Fees and Charges	The amount service users pay for services which are not provided for free
Efficiency Targets	Financial savings we aim to achieve within a given period of time through specific actions.
Values for Money	Being efficient and effective in using our resources to achieve our service objectives and standards.
Equal pay	Equality legislation prohibits less favourable treatment between men and women in terms of pay and conditions of employment. Where there has been a potential historical pay gap between men and women, Equal Pay claims may be brought.
Medium-term Financial Plan	The Council’s plan forecasts funding levels and resource requirements over the medium term, identifies the gap between the two with specific actions identified to balance the budget and manage resources.
Asset Strategy	Long term plan to make best use of our buildings.
Council Property Assets	Buildings owned and maintained by the Council.
Agile Working	Working across locations in a flexible way with the use of technology.
Capital	Money spent on assets (e.g. buildings, equipment and land).
Community Asset Transfers	Transfers of land or buildings into the ownership or management of a Voluntary / Community Sector organisation or statutory body.
Community benefit clauses	Benefits to local communities from major procurements e.g. training and employment opportunities, community

	facilities. This incorporates social value by taking wider issues in to account other than price.
Procurement collaborations	Ways of procuring goods and services within agreed terms and conditions.
Flintshire Connects Centres	Simpler and more “joined up” access to Council and other public sector services in County towns in a modern and welcoming environment.
Customer Service Standards	What customers can expect when they make contact with the council e.g. how quickly we answer the phone, respond to email etc.

CABINET

Date of Meeting	Tuesday, 18 October 2016
Report Subject	Strategic Equality Plan 2016/2020
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The purpose of the Strategic Equality Plan (SEP) is to identify and address specific areas of inequalities. In 2012, the Council agreed its first SEP and six high level equality objectives:-

- Reduce health inequalities
- Reduce unequal outcomes in education to maximise individual potential
- Reduce inequalities in employment
- Reduce inequalities in personal safety
- Reduce inequalities in representation and voice
- Reduce inequalities in access to information and services, buildings and the environment

These equality objectives have now been reviewed and the SEP 2012/2016 has been updated to cover the period 2016/2020. The equality objectives from the SEP 2012/2016 have been carried forward into the SEP for 2016/2020 as reducing deeply entrenched inequalities will not happen in the short term but will be achieved over a longer period of time. Consultation with stakeholders also confirmed that objectives set in 2012 are still priorities.

The SEP 2016/2020 is attached as an Appendix to this report.

RECOMMENDATIONS	
1	To agree the Council's equality objectives and Strategic Equality Plan (SEP) 2016/ 2020, prior to publication.

REPORT DETAILS

1.00	**EXPLAINING THE EQUALITY OBJECTIVES AND STRATEGIC EQUALITY PLAN**
1.01	All devolved public authorities in Wales are required by the public sector equality duties of the Equality Act 2010 to identify and publish equality objectives and produce a Strategic Equality Plan (SEP), every four years, and report annually on progress. The aim of these duties is to ensure the delivery of positive outcomes for people with protected characteristics through evidenced based objectives. The protected characteristics are; age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
1.02	The Strategic Equality Plan sets out how the Council will achieve the equality objectives and meet the general duty of the Public Sector Equality Duty (PSED): • eliminate discrimination, harassment and victimisation; • advance equality of opportunity; and • foster good relations, between those who share a relevant protected characteristic and those who do not share it.
1.03	**Review of equality objectives and Strategic Equality Plan 2012-2016** A series of activities of engagement and consultation events were held to review the SEP 2012-2016 and equality objectives. This included holding workshops with the Council's employee networks and with key stakeholders. We also worked in partnership with other public bodies in North Wales and held a regional joint consultation event with stakeholders, representing people with protected characteristics. A review of local, regional and national data and research was also undertaken.
1.04	The outcomes of the research and consultation reflected that the objectives set for 2012-2016 were still a priority. This is not surprising, given that these are entrenched and persistent inequalities, not just in Flintshire but regionally. Reducing inequalities will not happen in the short term but will be achieved over a longer period of time.
1.05	The equality objectives for the period 2016-2020 will continue to be: • Reduce health inequalities • Reduce unequal outcomes in education to maximise individual potential • Reduce inequalities in employment • Reduce inequalities in personal safety • Reduce inequalities in representation and voice • Reduce inequalities in access to information and services, buildings and the environment.
1.06	The SEP describes how we developed our priorities, why each objective is a priority, what we intend to do by 2020 and how we will measure achievement. The measures and actions have been developed to ensure consistency with the Council's Improvement Plan 2016/17.

1.07	Actions from the Strategic Equality Plan will be incorporated within CAMMS and progress will be reported as part of performance management reports. The equality objectives and SEP 2016-2020 will be reviewed in line with the future Flintshire Well-being Plan, which will be put in place to meet the requirements of the Well-being and Future Generations (Wales) Act (2015). This will ensure that the SEP and Local Well-being Plan are aligned and support each other.
1.08	Schools are required to produce their own equality objectives and Strategic Equality Plans.

2.00	**RESOURCE IMPLICATIONS**
2.01	A training programme to ensure employees have the skills and knowledge to meet these statutory duties. A budget for equalities training is held by the Learning and Development Team.
2.02	It is difficult to assess the cost of implementing the plan. The costs (if any) of any initiatives undertaken or proposed by services will be expected to be met from existing resources.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	Workshops have been held with local stakeholders in addition to a regional consultation event.

4.00	**RISK MANAGEMENT**
4.01	The purpose of the SEP is to ensure the Council is meeting its statutory duty to promote equality, eliminate discrimination and foster good community relations for people who live in, work and visit Flintshire. Placing equality at the heart of everything that we do will contribute to addressing poverty experienced by people across all protected groups.
4.02	Implementing the SEP will ensure that the Council is compliant with the PSED.

5.00	**APPENDICES**
5.01	Strategic Equality Plan 2016/2020.

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	Strategic Equality Plan Annual Report 2014/2015 **Contact Officer:** Fiona Mocko, Policy Advisor Equality and Equality

	Cohesion **Telephone:** 01352 702122 **E-mail:** fiona.mocko@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**CAMMS:** an integrated planning, risk management and programme / project management and reporting system. **Protected Characteristics:** these are the groups protected under the Equality Act 2010. The characteristics are: Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion and Belief, Sex and Sexual Orientation. **PSED:** Public Sector Equality Duty, places a General Duty and Specific Duty on public bodies. The General Duty requires public bodies to show due regard to the need to: eliminate unlawful discrimination, advance equality of opportunity between people who share a protected characteristic and foster good relations. The Specific Duty in Wales requires public bodies to develop equality objectives and publish Strategic Equality Plans. It also includes the requirement to train employees, assess impact of decisions and undertake equality monitoring. **Well-being of Future Generations (Wales) Act:** The Act sets out seven Well-being goals. Public Service Boards must develop a plan to contribute to achieving these goals. The Act also means that devolved public bodies will need to take into account the impact of current and future generations when they make decisions. **Well-being Plan:** To meet the requirements of the Well-being of Future Generations Act every Public Service Board must prepare and publish a Local Well-being Plan setting out its objectives and actions to meet the Well-being goals.

Strategic Equality Plan

2016 - 2020

We are happy to provide this information in alternative formats or in your own language

If you would like a copy of this document in an alternative format or your own language please contact:

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Flintshire County Council Strategic Equality Plan 2016 – 2020

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1. Action Plan

2. Profile of community

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Foreword

Welcome to Flintshire County Council's second Strategic Equality Plan. We are pleased to publish this plan which details the objectives, actions and targets that will be undertaken during the next four years and identifies the evidence base and rationale on which the objectives are based.
We have continued to work in partnership with all the public bodies across North Wales and have identified high level regional as well as local equality objectives. We are pleased that the membership of the original North Wales Public Sector Equality Network has grown and includes Coleg Cambria and Glyndwr University. Working in partnership is important in these financially challenging times but it also helps to identify common equality objectives. This means that activity is focussed on tackling specific areas of inequality which will benefit all sections of the North Wales community. Several organisations working together to create change will have greater impact than a single organisation. Our objectives are based on the following:-

- Health
- Education
- Employment
- Personal Safety
- Representation and Voice
- Access to information, services and environment

These are consistent with the equality objectives identified in the first Strategic Equality Plan. This is not surprising as we are addressing deeply entrenched and long standing inequalities. We recognise that we are on a journey and making a sustained change will take time. In producing this plan we will meet our statutory Public Sector Equality Duties under the Equality Act 2010 to advance equality, eliminate unlawful discrimination, victimisation and harassment, and foster good community relations in our employment, policy, procurement and service delivery functions.
This Strategic Equality Plan builds upon the progress we have made through the previous Plan. The Strategic Equality Plan alongside the Diversity and Equality Policy and Welsh Language Standards sets out the Council's commitment to equality. The Strategic Equality Plan is linked to the Council's improvement priorities.
We have valued the contributions from everyone who has participated in the development of this plan. If you would like to become involved and contribute to continuing to review our priorities that will reduce inequalities in Flintshire, please contact us.

Colin Everett
Chief Executive

Cllr Billy Mullin
Cabinet Member for Corporate Management

1. Introduction

1.1 Legal Context

The Equality Act 2010 protects people from discrimination in employment and services on the basis of the following characteristics:-

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

General Duty

The Act introduced the public sector equality duty which places a General Duty on public bodies to have due regard to the need to:

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; And

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Specific Duty

Devolved public bodies in Wales have specific duties which include setting and publishing equality objectives and developing a Strategic Equality Plan (SEP). This is Flintshire County Council's second Strategic Equality Plan setting out our equality objectives and the steps we will take to achieve them.

The purpose of the plan is to address inequalities to make a real difference to the lives of people across the protected characteristics who live and work in Flintshire. The equality objectives aim to address significant areas of inequality; we have reviewed evidence from a range of sources both qualitative and quantitative to inform the SEP. Welsh language is addressed through implementation of the Welsh Language Standards as set out in the Compliance Notice served by the Welsh Language Commissioner.

1.2 Equality objectives for 2016/2020

We have updated and reviewed the Council's equality objectives, going forward from 2016/20 the objectives are:

Reduce health inequalities

Reduce unequal outcomes in Education to maximise individual potential

Reduce inequalities in employment

Reduce inequalities in Personal Safety

Reduce inequalities in Representation and Voice

Reduce inequalities in access to information and services, buildings and the environment

Achieving these equality objectives will contribute to providing appropriate, accessible and effective services and facilities meeting the diverse needs of our community and ensuring that the Council is a fair employer in all its employment practices. Appendix 1 identifies the steps that we will take to meet these objectives and meet the specific duties of the Equality Act 2010.

1.3 Community Profile

Flintshire is a semi-rural Welsh county in North East Wales. It borders Cheshire to the East, Wrexham to the South and Denbighshire to the West. The population of Flintshire is 152,506 according to the Census 2011. A detailed breakdown of the population is provided in Appendix 2.
Key headlines from the Census 2011 show that:-

- in the last five years, the population of **Flintshire** has **seen an increase of 1.1% (1724 people)**.
- between 2001 and 2011, the percentage of usual residents who described their ethnic group as "White" in **Flintshire** has **decreased from 99.2% to 98.5%**.
- in **2014**, **9.2**% of working age people resident in **Flintshire** had no qualifications. This compares to **10.0**% for Wales.
- in **2015**, the average weekly gross pay for full time workers in **Flintshire** was £**528.30**. This figure has **increased by 12.3%** since **2011**.
- **80.6%** of respondents to the 2011 Census in **Flintshire** reported that their day to day activities were not limited by their health. This figure has **decreased by 0.2 percentage point(s)** from the 2001 Census figure of **80.8%**.

- **1.6%** of households in **Flintshire** had no central heating. This figure **has decreased by 5.1 percentage points** from the 2001 figure of **6.7%**.
- between **2013-14** and 2**014-15** the number of households decided to be eligible, unintentionally homeless and in priority need has **risen from 80 to 95**.

1.4 The Council

Flintshire County Council has 70 Councillors who represent 57 electoral divisions in Flintshire; they are democratically elected every four years. Of the elected members 51 are male, 19 are female. There has been an increase in female elected members; prior to 2008 elections there were 13 female elected members.

The Council employs 7,017 people delivering services from various sites around the county with the main administrative centre at County Hall, Mold. Services include arts, council tax, education, housing, leisure, libraries, planning, refuse services, social services, trading standards and transport. A breakdown of the profile of the workforce is provided in Appendix 3. Data shows that the majority of Council employees are female 65% compared to 34% males. For employees working in schools this figure increases to over 85% female employees compared to just over 14% males. Detailed annual workforce information reports are published on the Council website.

As a Council we have saved over £22m in the past three years to meet the financial challenge. In doing this we have still managed to protect key services such as maintaining roads, keeping communities clean and tidy, leisure centres, local schools, welfare support and services for older people, vulnerable children and those with disabilities. The annual Government grant funding to pay for local services is reducing year on year, between now and 2018 the Council is facing a further budget gap of £53m.

There are seven priorities identified in the Council's Improvement Plan 2016 onwards:

- Housing
- Environment
- Living Well
- Modern and Efficient Council
- Economy and Enterprise
- Skills and learning
- Safe Communities

Each priority is supported by sub priorities. Details of our Improvement Plan can be found here

Links to other plans and strategies

The Strategic Equality Plan cannot stand alone if equality is to be mainstreamed into every day practice; it is linked to:

- Accessibility Strategy schools- to ensure that schools are accessible for disabled pupils, parents/carers and employees
- Affordable Warmth action plan- ensuring vulnerable residents can access affordable heating to stay warm
- Dignity at Work policy- The long-term aim is to be a responsive authority in every aspect of our service activities; providing appropriate, accessible and effective services and facilities to meet the diverse needs of our community
- The People Strategy and other Human Resources policies which aim to ensure that we are fair in all our employment practices
- Domestic Energy Efficiency Project
- Managing Unauthorised Encampments Protocol, which aims to ensure that the way the Council manages unauthorised Traveller encampments is fair and proportionate. The objectives are:-

    - balance the rights and needs of settled communities with those of Gypsies and Travellers;
    - manage unauthorised encampments in an efficient and effective way, balancing the rights and responsibilities of Gypsy and Travellers, local residents and key stake holders;
    - work with partner agencies to promote community cohesion and prevent social exclusion of Gypsies and Travellers;
    - set a framework within which clear, consistent decisions can be made which link to other strategies that effect Gypsies and Travellers**.**

Well Being of Future Generations (Wales) Act 2015 is a significant piece of legislation in which we will need to publish a Wellbeing plan in April 2017. This plan will need to identify seven well-being goals - two of which will have direct links to the Strategic Equality Plan:

A more equal Wales A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

A Wales of cohesive communities Attractive, viable, safe and well-connected communities.
The SEP will make a significant contribution to the remaining goals

A prosperous Wales
A resilient Wales

A healthier Wales
A Wales of vibrant culture and thriving Welsh language
A globally responsible Wales
Links between the Well Being of Future Generations Act, Council Priorities and Strategic Equality Plan

Well Being of Future Generations Act	**Council Priorities**	**SEP**
A prosperous Wales	Economy and Enterprise	Reduce inequalities in representation and voice Reduce unequal outcomes in Education to maximise individual potential Reduce inequalities in employment
A resilient Wales	Environment	All six equality objectives
A healthier Wales	Living Well	Reduce inequalities in health Reduce inequalities in access to information and services, buildings and the environment
A globally responsible Wales	Environment	Reduce inequalities in access to information and services, buildings and the environment
A Wales of vibrant culture and thriving Welsh language	Modern and Efficient Council Economy and Enterprise Skills and Learning	Reduce inequalities in representation and voice Reduce inequalities in access to information and services, buildings and the environment
A more equal Wales	Housing Skills and Learning Modern and Efficient Council	All six equality objectives
A Wales of cohesive communities	Safe Communities	All six equality objectives

2.0 Equality Objectives

2.1 Meeting our equality objectives 2012/16. Progress to meeting our equality objectives is set out in our annual equality reports. During the past four years we have improved information on the diversity of our employees and have exceeded our targets. We have also increased the number of accessible buildings, full details our achievements are set out in our annual reports. Examples of how we have met the three parts of the General Duty are set out below:

Promoting equality

- Installed photovoltaic solar panels on homes, including pensioner bungalows, reducing heating bills benefitting older people
- Increasing supply of gas to rural communities and looking at other ways to reduce heating bills reducing the number of people who experience or live in fuel poverty
- Awarded Most Improved Welsh Employer by Stonewall Cymru in 2013
- Undertook an Equal Pay Audit to ensure the Council's pay scheme rewarded men and women fairly

Eliminating Discrimination, Harassment and Victimisation

- Raised Rainbow Flag and Trans flag to celebrate LGBT History Month and Trans Day of Remembrance
- Provided Trans awareness training for employees
- Traveller awareness training
- Increased the number of accessible schools
    - High Schools, from one, in 2012 to five in 2016
    - Primary schools from five in 2012 to fifteen primary schools in 2016
- Provided training on "No Recourse to Public Funds" and "Rights of European Nationals" to ensure employees did not inadvertently discriminate against customers
- Hate Crime training was provided by Victim Support for employees working in Education, Housing and Social Services
- "Prevent[1]" training was delivered to schools by North Wales Police
- We continue to offer the Two Ticks Scheme, which guarantees interviews for disabled people who apply for jobs in the Council and who meet the essential criteria.

[1] Prevent is a Government strategy encouraging children to develop a positive attitude to others whilst developing a high regard for themselves

Fostering Good Relations

- Provided Trans awareness training for employees to help them raise awareness of the issues facing the Trans community
- Traveller awareness training was provided for employees; the Welsh Government funded training for elected members
- Provided information about Refugees on the Council website
- Training on Roma culture was offered to employees

2.2 Reviewing our objectives

The statutory equality duties require public bodies to set equality objectives in relation to the protected groups. Objectives should be evidenced based and outcome focussed to address the most significant areas of inequality leading to improvements for both employees and customers. The equality objectives should meet the three parts of the general duty. We must also publish an objective to address gender pay difference. The action plan to meet our equality objectives is set out in Appendix 1.

We reviewed our objectives using a variety of approaches:-

Regionally

- We worked collaboratively with other public sector bodies across North Wales to undertake regional and national research, this is published on our website
- We consulted with stakeholders on regional objectives. The results of this workshop can be found here.

Locally

- We worked with local stakeholders from protected groups and employee forums to identify key issues for them. We asked the following questions for each objective:

    - Is this still a priority?
    - Why/why not?
    - Are there any specific equality issues for people with protected characteristics not covered within the existing objectives?
    - Are there any other priorities that we need to consider?

- We asked the Council's employee forums to review current equality objectives and the draft regional objectives
- We reviewed progress of our current Strategic Equality Plan and identified those objectives we struggled to find data to measure progress.
- We also reviewed the data we held on the profile of Council employees and customers. We found limited data was available about the profile of customers and employees and where available did not cover all of the

protected characteristics. We recognise we need to continue collating data to monitor any inequalities for specific groups and also to identify areas for improvements.

A review of local and national assessments and reports included:-

- Attainment levels of pupils 2014- this showed that girls still out perform boy, with 84.7% girls achieving five GCSE's grades A*- C. The data also showed that 50% of Looked after Children achieved Key Stage 3 compared to 84.3% of all pupils.

- Hate crime figures for Flintshire 2015/16, the table below shows that the majority of hate crime reports is racist hate crime.

Type of crime	**No.**
Racist	33
Homophobic	6
Disability	6
Religious	4

- Reports from Equality and Human Rights Commission (EHRC) "Is Wales Fairer"? This identified key challenges as
    - Gaps in attainment
    - Fair recruitment, development and reward in employment
    - Improve living conditions in cohesive communities
    - Increase access to justice and encourage democratic participation
    - Improve access to mental health services and support to people experiencing poor mental health
    - Prevent abuse, neglect and ill treatment in care and detention
    - Eliminate violence, abuse and harassment in the community.

Priorities raised during engagement and information gathering:

- Access to services- all members of the community can access services, in particular housing.
- Training - all employees and elected members are trained in order to meet the equality agenda
- Contractors and service providers who deliver service goods and works on behalf of Flintshire County Council need to adhere to the equality agenda
- Employment – there is pay equality for men and women and the make - up of employees reflect the local community
- Voice - opportunities for all employees to have a voice in the workplace and customers to be involved in shaping services
- Hate Crime - greater numbers of people reporting incidents and reduction in incidents

These were consistent with current equality objectives, feedback from consultation did not identify any equality objectives that should be removed.

Our revised equality objectives

These are set out in the following pages, feedback indicated that the objectives should remain and more action focussed on identifying and addressing local inequalities.

The Regional equality objectives can be found here. These objectives are:

- Address health inequalities
- Address unequal outcomes in education to maximise individual potential
- Address inequalities in employment and pay in the community
- Address inequalities in personal safety
- Address inequalities in representation and voice
- Address inequalities in access to information, services, buildings and the environment

Meeting our local equality objectives will contribute towards achieving the Regional equality objectives.

Objective 1: Reduce Health inequalities

What we will do by 2020

1. Improve health outcomes for protected groups

Achievement will measured through:

- % of Looked After Children registered with a General Practitioner (GP)
- % Looked after Children (LAC) who have had a Health check
- Number of LAC waiting to access the Children and Adolescent Mental Health Service (CAMHS)
- % of employees who attend Transgender awareness training
- % employees who complete Gypsy Traveller training
- Number of people supported to remain in their home because of an adaptation
- % of care leavers who have experienced homelessness during the year.
- % of people who are satisfied with care and support that they received
- Number of events (and take-up) aimed at raising awareness of dementia across the county

2. Minimise the impact of substance misuse on individuals, their families and communities in the county

Achievement will be measured through:

- %Waiting time of less than 20 days from referral to treatment
- Achievement of Welsh Government target for % completed substance misuse treatments
- % of customers to the service who complete the diversity audit

This is a priority because:

- Feedback from both regional and local consultation said this was important.
- Looked after Children and young people share many of the same health risks and problems as their peers, but often to a greater degree. They often enter care with a worse level of health than their peers in part due to the impact of poverty, abuse and neglect. Health assessments are therefore pivotal to ensure equality of care.
- Statistics show that people who remain in their own home have better outcomes, older people and disabled people are the most likely groups to be disproportionately affected Stonewall (2012) reported that LGB people still remain uncertain as to how they will be treated by health and social care services.
- Some groups of people in Britain, including Transgender people, Gypsies and Travellers and homeless people have difficulty accessing health care.

Objective 2: Reduce unequal outcomes in Education to maximise individual potential

What we will do by 2020

1. Reduce the gap in educational attainment levels between different groups at all key stages

Achievement will be measured through:

- Annual monitoring and analysis of educational attainment levels of different protected groups -gender, ethnic background, Free School Meals (FSM), Looked after Children (LAC)
- % of children achieving the core subject indicator at key stage 2 and 4
- Improving outcomes in Mathematics, English and Welsh for all protected groups, FSM and LAC
- % of LAC who experience 1 or more changes of school

2. Ensure pupils feel safe at school

Achievement will be measured through

- Number of teachers who attend Stonewall Cymru's Train the Trainer course
- Development of Transgender Reassignment policy for schools
- Implementation of Stonewall Cymru's Education Champion's action plan
- % of reports of identity based bullying taking place at schools
- % children reporting that they enjoy school, further education and training
- Promotion of 'Respecting Others' guidance to schools;
- Organise an annual "Respecting Others" Conference for Young People

This is a priority because:

- Girls outperform boys at all key stages
- [2]Research has shown that there has been limited reduction in inequalities in attainment across Wales between groups, for example, FSM, Gypsy Travellers
- Research demonstrates that Looked after Children can have greater challenges such as discord within their own families, frequent changes of home or school, and lack of access to the support and advice of trusted adults. Children often enter the care system with a worse level of education than their peers, in part due to the impact of poverty, poor parenting, chaotic lifestyles and abuse or neglect. Studies demonstrate that longer term outcomes and particularly educational outcomes for Looked after Children and care leavers remain worse than their peers.
    - [3]Estyn (2014) reported that bullying is a particular risk for:

[2] Is Wales Fairer Equality and Human Rights Commission 2015
[3] Estyn Action on Bullying 2014

- pupils with Special Educational Needs
- disabled pupils
- lesbian, gay, bisexual and Transgender (LGBT) pupils
- ethnic minority pupils
- pupils from a religious background

Objective 3: Reduce inequalities in employment

What we will do by 2020

1. Identify and address any inequalities within pay, recruitment, retention, training and promotion processes

Achievement will be measured through:
- Increasing the quality and quantity of workforce data
- Completing and publishing an annual analysis of workforce data and producing an action plan to address any potential or actual inequalities

2. Ensure employees receive equality training to equip them with skills and knowledge to meet the Equality Act 2010

Achievement will be measured through:
- the number of employees who complete the equality and diversity eLearning modules
- the number of equality related courses delivered and numbers of employees who attend
- number of complaints made by employees of discrimination and identity based bullying
- number of complaints of discrimination made by job applicants

3. Support protected groups gain and maintain employment

Achievement will be measured through:

- % of all care leavers who are in sustained education, training or employment continuously for 12 months and 24 months after leaving care.
- % of people with learning disabilities accessing work opportunities schemes
- Reducing the number of 18-24 year olds on Job Seekers Allowance
- Increasing the number of training and apprenticeship opportunities
- Securing high levels of 16 year olds in education, employment and training

This is a priority because:
- Training employees on the public sector equality duty, monitoring diversity of the workforce, publishing an annual workforce report and setting a pay objective are all requirements of the Public Sector Equality Duty.
- Consultation has highlighted the need for employees to improve awareness of equality in particular awareness of disability and reasonable adjustments
- [4]Research has shown that a pay gap still exists between the average pay of men and women

[4] Is Wales Fairer Equality and Human Rights Commission

- Unemployment is higher for some protected groups – young people, disabled people.
- Studies demonstrate that longer term outcomes and particularly educational and employment outcomes for Looked after Children and care leavers remain worse than their peers.

Objective 4: Reduce inequalities in Personal Safety

What we will do by 2020

1. Raise awareness of hate crime

   Achievement will be measured by:
   - Number of reports of hate incidents by protected characteristic
   - Initiatives implemented to promote Hate Crime Awareness Week

2. Raise awareness of Safeguarding
   Achievement will be measured by:
   - Establish Corporate Safeguarding Panel
   - Develop Corporate Safeguarding Policy which includes Modern Slavery
   - Numbers of employees who attend Safeguarding training

3. Address high risk repeat instances of domestic abuse and enable victims of domestic abuse to remain in their own properties

   Achievement will be measured by:

   - % Percentage of high risk repeat victims of domestic abuse referred to MARAC (Multi Agency Risk Assessment Conference)
   - Number of home referral visits undertaken by Neighbourhood Wardens

4. Develop domestic abuse refuge for males to reduce the inequality in provision in North Wales

   Achievement will be measured by:

   - Project running and accepting referrals

This is a priority because:

- Consultation identified that hate crime is still an issue for many people
- The EHRC[5] reported that in Wales the incidence of hate crime was higher for some groups
- There are a lack of facilities for male victims of domestic abuse

[5] Is Wales Fairer Equality and Human Rights Commission 2015

Objective 5: Reduce inequalities in Representation and Voice

What we will do by 2020

1. Increase the diversity of the profile of people who participate in public life and representative bodies.

Achievement will be measured through:

- Monitoring the diversity profile of school governors, Schools Councils, Tenants and Residents Associations and service user planning groups.
- Publish and promote Decision making bodies- how to get involved," booklet

2. Improve representation of Protected groups in consultation activities and equality impact assessments

Achievement will be measured through:

- Number of EIAs presented to Stakeholder group
- % of people reporting they felt involved in any decisions made about their care and support
- Develop easy and accessible procedures for people to complain when things go wrong.

Achievement will be measured through:

- Monitoring complaints data to ensure people have access via a range of communication channels.

This is a priority because:

- Engaging with protected groups and undertaking equality impact assessments are statutory requirements of the PSED
- This has been raised as an issue during consultation
- Evidence suggests people are more likely to successfully achieve outcomes if they have been involved in planning their support.

Objective 6: Reduce inequalities in access to information and services, buildings and the environment

What we will do by 2020

1. Promote and increase use of Language Line[6] across all services when dealing with customers where language barriers may result in information not being clearly understood by either parties.

Achievement will be measured by:

- Number of requests for information in different languages and formats
- Agreement of standard statement for wording for all public documents stating the information can be provided in different languages and formats
- Number of employees attending Deaf awareness training
- % of people reporting they have received care and support through their language of choice

2. Improve access to services, transport, the built environment and open spaces which the Council provides or manages

Achievement will be measured by:

- Equality monitoring and analysis undertaken in key services: Education, Housing, Social Services
- Welsh language and Equality impact assessments incorporated into the Council's Performance Management System
- Number of equality impact assessments undertaken in each Portfolio
- Develop standard clause in contracts to ensure contractors, Alternative Delivery Models and Community Asset Transfer adhere to the equality duty and Welsh Language Standards
- Waiting times for Adapted Housing compared to other Housing
- Number and % of New Home employees who attend transgender awareness training
- Number of Housing employees who attend Gypsy Traveller awareness training
- Increasing the number of alternative delivery model and community asset transfers that contain clauses relevant to the PSED and Welsh Language Standards

This is a priority because:

- Consultation both regionally and locally has identified that this is an issue
- Disabled people wait longer for adapted accommodation than other groups

[6] Language Line is an organisation providing 24/7 interpretation and translation facilities

3. Meeting the Specific Duties

3.1 Arrangements for identifying, collating and publishing information

Employment

We currently monitor the profile of employees by age, disability, ethnicity, marital status, religion, sex and sexual orientation. Detailed reports are published annually on our website and include profiles of:-

- the workforce
- levels of pay
- applicants submitted for jobs
- applicants selected for interview
- successful appointments
- leavers
- incidents of bullying and harassment
- disciplinary action
- employees who have received training

Schools

We also collate data on the profile of school pupils by age, ethnicity, gender, language, in relation to:-

- attainment (key stages 2, 3, 4 and 5)
- attendance
- exclusions
- free school meal entitlements

Data on attainment at specific key stages is published in the annual equality report. The data is collated as part of Pupil Level Annual School Census (PLASC) and published by the Welsh Government.

Services

A profile of customers is collated by Social Services for Adults, Social Services for Children, Housing and Customer Services through the Council's complaints and comments system. This information is published in the annual equality report on our website. Residents' surveys, satisfaction surveys and consultation exercises also capture equality information.

3.2 Arrangements for assessing impact

To meet the specific duty all public authorities are required to set out the methods of impact assessments on policies and practices. This is to ensure that the needs and concerns of all protected groups are taken into consideration.

An equality impact assessment (EIA) screening tool and template for a full impact assessment have been developed. This now incorporates Welsh language. Rolling programmes of workshops to support Portfolios undertake EIAs have been implemented. Each impact assessment will be endorsed by the relevant Portfolio. A group of stakeholders representing protected characteristics from both employees and members of the public review EIAs and provide feedback to authors. EIAs have been integrated into the performance management system to facilitate more effective monitoring. Summaries of EIAs which have a significant impact as agreed by the stakeholder group are published on our website.

All reports to Committee have a Risk Assessment section which needs to include Equality and Welsh language Impact. This section has to be completed by the author of the report.

3.3 Arrangements for promoting knowledge and understanding and identify training needs of employees in relation to public sector duties

This section sets out the Council's arrangements for ensuring employees have the knowledge, skills and attitudes to meet the general and specific duty. We recognise that some awareness raising / training will be generic which all employees will need to attend and other training will be more specifically related to individual job roles and will support them to implement the SEP.

Specific activities to support these arrangements include:-

- Bespoke workshops on Equality Impact Assessments.
- Training to support initiatives such as Deaf Awareness Week, Gypsy and Traveller History Month Lesbian, Gay Bisexual and Transgender History

Month and promote awareness and understanding of specific equality issues.

- Stonewall Cymru have been commissioned to deliver training on specific issues, such as dealing with homophobic bullying. They will also be delivering training to Teachers and school Governors
- Resources are available on the Council's intranet including guidance for working with people from the protected groups.
- The introduction of an e-learning modules on the Equality Act 2010, equality and diversity and impact assessments. The first two modules have to be completed by all new starters.
- Training needs in relation to the public sector equality duties will be identified as part of the appraisal process.

3.4 How we will incorporate equality into Procurement

When procuring works, goods or services from other organisations a public body in Wales must:-

- have due regard to whether it would be appropriate for the award criteria for that contract to include considerations to help meet the general duty
- have due regard to whether it would be appropriate to stipulate conditions relating to the performance of the contract to help meet the three aims of the general duty.

In some contracts equality will be a core requirement and this will be set out in detail within the contract. The Flintshire County Council Procurement Policy states its commitment to:-

- Users of all services
- Council core and policy objectives
- Compliance with service aims and objectives
- Continuous improvement
- Quality and equality
- Operational efficiency

Our Contract Procedure Rules include all the protected characteristics into the pre- qualification questionnaire (PQQ) for tenders. Guidance is available for employees on the inclusion of equality considerations into specific contracts. Draft guidance is also available for contractors on what we expect from them when they provide goods, services, and works on our behalf. We will also be holding briefings for contractors to increase their awareness of our expectations regarding equality and contracts.

4 Monitoring and review

4.1 Actions and measures will be incorporated into the Council's performance management system and progress will reported to Cabinet annually and as when needed. A report describing progress to meeting the equality objectives will be published annually; relevant equality information will be published in this report. Progress will be monitored through the Chief Officer Team, Equality Impact Assessment Stakeholder Group, Cabinet and relevant Overview and Scrutiny Committees.

The Strategic Equality Plan will be reviewed against the Well- being Plan for Flintshire when developed in 2017 and revised if necessary or if monitoring indicates that there are emerging areas of inequality that need to be addressed urgently. If the objectives are revised the Strategic Equality Plan will be republished otherwise it will be republished in 2020.

5. Publication

The Strategic Equality Plan will be published on our website and will be available in English, Welsh and Easy Read. A summary will be available in British Sign Language DVD. Other formats and languages will be available on request. Information on the profile of the workforce is published annually.

Thank you for reading our Strategic Equality Plan 2016/2020.
Views and suggestions for the Strategic Equality Plan are welcome.
Please contact us on: Tel: ☎ 01352 702131
Email: 💻 Stephanie.aldridge@flintshire.gov.uk

Appendix 1 Strategic Equality Plan Action Plan 2016- 2020

Objective 1 Reduce Health Inequalities				
Improve health outcomes for protected groups				
Task	**Who**	**Date**	**Measure**	**Base line 2015/2016**
Develop and implement action plan to reduce waiting times for children accessing mental health services	Team Manager Performance and Planning and Development Officer	To be confirmed	Number of Looked after Children (LAC) waiting to access the Children and Adolescent Mental Health Service (CAMHS)	To be confirmed
Explore alternative providers for children's mental health	Team Manager Performance and Planning and Development Officer	To be confirmed		
Incorporate need for health assessments within Foster Care training	Team Manager Performance and Planning and Development Officer	To be confirmed	% of health assessments for LAC in time scales	To be confirmed
Incorporate prompt registration with General	Team Manager Performance	To be confirmed	% LAC Registered with GP	100%

Practitioner (GP) and dentist in PARIS (care assessment system)	and Planning and Development Officer		% LAC registered with a dentist within 3 months of becoming registered	To be confirmed
Organise annual Trans awareness training to coincide with Trans remembrance day	Policy Advisor Equality and Cohesion	annually	number of employees who attend Transgender awareness training	10
Explore potential to provide training through e-learning	Policy Advisor Equality and Cohesion	March 2017	Trans awareness e-learning available	2016/17 is a baseline year for this data
Develop e-learning module on Gypsy Traveller awareness	Regional Community Cohesion Co-ordinator	December 2017	% employees who complete Gypsy Traveller e-learning modules	2016/17 is a baseline year for this data
Provide annual Gypsy Traveller awareness training	Policy Advisor Equality and Cohesion/Learning and Development Manager	Annually	% employees who attend Gypsy Traveller awareness training	To be confirmed
Implement Social Care Training Strategy	Team Manager Performance and Planning and Development Officer	On going	The number of people supported to remain in their own home because of a home adaptation.	2016/17 is a baseline year for this data

Implement Supporting People Improvement Plan	Housing Support Co-ordinator	On going	% of care leavers, by protected characteristic, who have experienced homelessness during the year	To be confirmed
Implement Social Care Training Strategy	Planning and Development Officer	On going	% of people, by protected characteristic, who are satisfied with care and support that they received	2016/17 is a baseline year for this data
Implement Dementia Friendly communities action plan	Planning and Development Officer		Number of events (and take-up) aimed at raising awareness of dementia across the county	2016/17 is a baseline year for this data
Minimise the impact of substance misuse on individuals, their families and communities in the county				
Task	**Who**	**Date**	**Measure**	**Baseline**
Minimise the impact of substance misuse on individuals , their families and communities in the county	Regional Substance Misuse Commissioning and Development Officer	To be confirmed	% waiting time of less than 20 days from referral to treatment	90.91%
Supporting those receiving treatment to complete substance misuse treatments	Regional Substance Misuse Commissioning and Development Officer	To be confirmed	% of completed substance misuse treatments	78.91%

Objective 2 Reduce unequal outcomes in Education to maximise individual potential				
Reduce the gap in educational attainment levels between different groups at all key stages				
Task	**Who**	**Date**	**Measure**	**Baseline Data**
Through Regional School Improvement Service (GwE) work to raise standards achieved by learners who are entitled to Free School Meals (FSM) by undertaking analysis of attainment across all key stages by gender and by FSM	Senior Manager School Improvement	Annual	Annual analysis % of children (by gender, ethnic background, FSM, LAC) for core subject indicator at all key stages. % of learners entitled to FSM in achieving the Level 1 and Level 2 Indicator (Five GCSEs passes A* -C)	FSM: -KS 3=71.3%
			% of LAC who have experienced one or more changes of school	2016/17 is a baseline year for this data
			% LAC reporting that they enjoy school, further education or training	2016/17 is a baseline year for this data
Implement Supporting People Improvement Plan	Housing Support Co-ordinator	On going	% of care leavers, by protected characteristic, who have experienced homelessness during the year.	2016/17 is a baseline year for this data
Through GwE Challenge Advisors scrutiny of school improvement plans, ensure that schools are effectively targeting the use of the Pupil Deprivation	Senior Manager School Improvement.	Autumn Term 2016	% of learners entitled to FSM in achieving the Level 2 and Level 2 Indicator (Five GCSEs passes A*- C)	To be confirmed

Grant to support learners entitled to FSM to improve outcomes.				
Ensure pupils feel safe at school				
Task	**Who**	**Date**	**Measure**	**Baseline**
Promote Stonewall Train the Trainer course to encourage schools to send representatives	GwE Regional School Improvement Service	Annual	Number of teachers who attend training	To be confirmed
Draft Transgender Reassignment policy for schools	Healthy Schools Officer, Inclusion Officers, Children and Young People's Partnership	To be confirmed	Transgender Reassignment policy published on Moodle	N/A
Involve and consult with Trans community on draft policy	Healthy Schools Officer, Inclusion Officers, Children and Young People's Partnership	To be confirmed		
Draft Equalities Plan for schools	Healthy Schools Officer	Autumn Term 2016	All schools adopt updated policy	N/A
Promote 'Respecting Others' guidance to schools	Healthy Schools Officer; Inclusion Officers; Children and Young Peoples' Partnership	To be confirmed	% of reports of identity based bullying taking place at schools	2016/17 is a baseline year for this data

Organise annual conference "Respecting Others"	Healthy Schools Officer; Inclusion Officers; Children and Young Peoples' Partnership	To be confirmed	Conference organised	N/A
Objective 3 Reduce inequalities in employment				
Identify and address any inequalities within pay, recruitment, retention, training and promotion processes				
Task	**Who**	**Date**	**Measure**	**Baseline data**
Integrate employee equality monitoring into performance management system	Policy Advisor Equality and Cohesion	December 2016	% response rate to employee diversity audit	School based employees 20% Non school employees approx. 30%
Include equality plan as a standing agenda item at Performance Leads monthly meetings	Strategic Performance Lead	December 2016	Response rate to diversity audit improves	N/A
Undertake annual workforce equality analysis of data in line with the PSED	Workforce Information Manager	Annually	Annual action plan and annual report published	N/A
Develop and implement action plan to address any	Workforce Information Manager and Policy	Annually		

potential or actual inequalities including	Advisor Equality and Cohesion			
Publish annual workforce information report	Workforce Information Manager	Annually		
Ensure employees receive equality training to equip them with skills and knowledge to meet the Equality Act 2010				
Task	**Who**	**Date**	**Measure**	**Baseline**
Promote equality training e-learning modules	Policy Advisor Equality and Cohesion	September 2017	Communications plan developed and implemented	N/A
Equality incorporated into appraisal	Policy Advisor Equality and Cohesion	March 2017	Number of employees completing equality e-learning modules	N/A
Develop and implement training plan for employees to support them to meet equality duties	Policy Advisor Equality and Cohesion	March 2017	number of equality related courses delivered and numbers of employees who attend number of complaints made by employees of discrimination and identity based bullying number of complaints of discrimination made by job applicants	2016/17 is a baseline year for this data
Support protected groups gain and maintain employment				
Task	**Who**	**Date**	**Measure**	**Baseline**
Develop and implement action plan to support care leavers gain employment and training opportunities	Team Manager Performance Planning and Development Officer	on going	% of all care leavers, by protected characteristic, who are in sustained education, training or employment continuously for 12 months and 24 months after leaving care	2016/17 is a baseline year for this data

Promote work opportunities services to increase access	Team Manager Performance Planning and Development Officer	To be confirmed	% of people with learning disabilities accessing work opportunities schemes	2016/17 is a baseline year for this data
Maximise the number of apprenticeships, traineeships and work experience opportunities	Chief Officer Community and Enterprise; Chief Officer Education and Youth	To be confirmed	Number and % of young people not in education, employment or training Number of 18-24 year olds on Job Seekers Allowance	
Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network	Chief Officer Community and Enterprise; Chief Officer Education and Youth	To be confirmed		
Develop the Youth Engagement and progression work programme for learners in danger of disengaging	Chief Officer Community and Enterprise and Chief Officer Education and Youth	To be confirmed	Number % of young offenders not in education, employment or training	
Objective 4 Reduce inequalities in personal safety				
Raise awareness of hate crime				
Task	**Who**	**Date**	**Measure**	**Baseline Data**
Work with North Wales Public Sector Equality Network to develop	Policy Advisor Equality and Cohesion	Annually	Number of reports of hate crime by protected characteristic	49

and implement a joint communications plan to raise awareness of hate crime			Initiatives to raise awareness of hate crime implemented	2016/17 is a baseline year for this data
Support Victim Support to provide hate crime awareness sessions to employees	Policy Advisor Equality and Cohesion	Annually	Number of employees who attend training	
Implement Social Services Improvement Plan	Team Manager Performance and Planning and Development Officer	To be confirmed	% of people reporting that they feel safe.	2016/17 is a baseline year for this data
Implement safeguarding training	Team Manager Performance and Planning and Development Officer	To be confirmed	% of adult protection reports where the risk has been managed.	100%
Implement early interventions/ preventative training	Team Manager Performance and Planning and Development Officer	To be confirmed	% of re-registrations of children on Child Protection Register (CPR).	2016/17 is a baseline year for this data
			The average length of time of children on the CPR.	2016/17 is a baseline year for this data
Raise awareness of Safeguarding				
Task	**Who**	**Date**	**Measure**	**Baseline**
Develop safeguarding policy which includes Modern Slavery	Corporate Safeguarding Panel	September 2016	Policy published	N/A

Identify organisational training needs relating to Safeguarding	Corporate Safeguarding Panel	September 2016	Training needs analysis undertaken	N/A
Develop safeguarding training plan	Corporate Safeguarding Panel	September 2016	Training plan in place	N/A
Implement safeguarding training plan	Corporate Safeguarding Panel	January 2017	Number and % of employees who attend safeguarding training	2016/17 is a baseline year for this data
Address high risk repeat instances of domestic abuse and enable victims of domestic abuse to remain in their own properties				
Task	**Who**	**Date**	**Measure**	**Baseline**
Ensure that high risk repeat instances of domestic abuse are referred to MARAC	Public Protection Manager	Ongoing	% of high risk repeat victims of domestic abuse referred to MARAC	28% (Home Office target)
Home safe referral visits undertaken by the Neighbourhood Wardens	Anti-Social Behaviour Co-ordinator/Trading Standards Team Manager	Ongoing	Number of home referral visits	TBC
Develop domestic abuse refuge for males to reduce the inequality in provision in North Wales				
Task	**Who**	**Date**	**Measure**	**Baseline**
Develop domestic abuse refuge for males to reduce the inequality in provision in North Wales	Community Support Services Manager	To be confirmed	Number of referrals	2016/17 is a baseline year for this data

Objective 5 Reduce inequalities in Representation and Voice				
Increase the diversity of the profile of people who participate in public life and representative bodies				
Task	**Who**	**Date**	**Measure**	**Baseline**
Carry out "What Matters" assessment	Team Manager Performance and Planning and Development Officer	To be confirmed	% of people, by protected characteristic, reporting they can do what matters to them	2016/17 is a baseline year for this data
Deliver "What Matters" training to Social Services	Team Manager Performance and Planning and Development Officer	To be confirmed	% of people, by protected characteristic, reporting they felt involved in any decisions made about their care and support	2016/17 is a baseline year for this data
	Team Manager Performance and Planning and Development Officer	To be confirmed	% of people, by protected characteristic, who are satisfied with care and support that they received	2016/17 is a baseline year for this data
Improve representation of Protected groups in consultation activities and equality impact assessments				
Task	**Who**	**Date**	**Measure**	**Baseline**
Implement new assessment framework for children and young people	Team Manager Performance and Planning and Development Officer	To be confirmed	% of parents reporting that they felt involved in any decisions made about their child's care and support	2016/17 is a baseline year for this data
Implement new assessment framework for carers and training for carers	Team Manager Performance and Planning and Development Officer	To be confirmed	% of carers reporting they felt involved in designing the C and S plan for the person that they care for	2016/17 is a baseline year for this data

Develop easy and accessible procedures for people to complain when things go wrong.	Customer Services Team Leader	To be confirmed	Number and % of complaints of discrimination	2016/17 is a baseline year for this data
Objective 6 Reduce inequalities in access to information and services, buildings and the environment				
Promote and increase use of Language Line across all services when dealing with customers where language barriers may result in information not being clearly understood by either parties				
Task	**Who**	**Date**	**Measure**	**Baseline**
Promote and increase use of Language Line across all services	Customer Services Officer	April 2017	Number of requests for information in different languages and formats	9 requests for languages 4 requests for formats
Develop standard wording for all key documents to promote that they are available in different formats	Policy Advisor Equality and Cohesion	April 2017	Agreement of standard statement for wording for all public documents stating the information can be provided in different languages and formats	N/A
Deaf awareness training commissioned and delivered annually during Deaf Awareness week	Policy Advisor Equality and Cohesion	Annually	Number and % employees attending training	9
Promote interpretation and translation services	Team Manager Performance and	To be confirmed	% of people reporting they have received care and support through their language of choice	2016/17 is a baseline year for this data

	Planning and Development Officer			
Develop joined up working with customer services teams within the Community and Enterprise portfolio to provide a consistent approach towards customer contact	Housing Strategy Officer	April 2016	Consistent information provided by all teams	N/A
Improve access to services, transport, the built environment and open spaces which the Council provides or manages				
Task	**Who**	**Date**	**Measure**	**Baseline**
Promote the availability of concessionary rates for Pest Control to enable all residents to live in clean and pest free homes	Licensing Team Leader	To be confirmed	Number of concessionary rate referrals received by the Pest Control Team	To be confirmed
Guidance provided to key services to support them to undertake equality monitoring systematically	Policy Advisor Equality and Cohesion and Performance Leads	December 2016	Equality monitoring undertaken systematically in Education, Housing and Social Services	N/A
Develop electronic toolkit	Policy Advisor Equality and Cohesion	June 2017	Welsh Language and Equality impact assessments incorporated into the Council's Performance Management system	N/A

			Number of impact assessments completed in each Portfolio	To be confirmed
Develop Standard clauses for contracts to ensure compliance with equality duty and Welsh Language Standards	Policy Advisor Equality and Cohesion	October 2016	Standards clauses for contracts and Service level Agreements in place	N/A
Develop guidance for contractors, alternative delivery models (ADMS) and Community Asset Transfers (CAT) to support them to comply with the PSED and Welsh Language Standards	Policy Advisor Equality and Cohesion	December 2016	Number of ADMs and CATs containing equality and Welsh language clauses	2016/17 is a baseline year for this data
Continue to improve waiting times for adapted housing	Housing	On going	Waiting times for adapted housing compared to other housing	To be confirmed
Employees in customer facing posts to attend Transgender awareness training	Customer Services Officer	April 2017	Number and % employees who attend training	To be confirmed
NEW Homes employees to attend transgender awareness training	Housing Strategy Officer	April 2017	Number and % employees who attend training	TBC

Employees with Gypsy Traveller responsibilities to attend relevant awareness training	Housing Strategy Officer	April 2017	number and % employees who attend training	TBC
Prepare options to meet the assessed accommodation needs of the Traveller community	Customer Services Manager	April 217	Options identified	N/A
Ensure employees have skills and knowledge to meet needs of Refugees	Customer Support Manager	December 2017	Number of employees who attend training	2016/17 is a baseline year

Appendix 2 Profile of the population of Flintshire

Age

Table 1: Age Structure (2001 & 2011)

Source: Census 2011 table KS102EW

Age Structure	Flintshire				Wales
	2001		2011		2011
	No.	%	No.	%	%
All People	148,629	-	152,506	-	-
0 - 15 Years	30,529	20.5%	28,644	18.8%	18.2%
16 - 64 Years	95,914	64.5%	97,026	63.6%	63.5%
65+ Years	22,151	14.9%	26,836	17.6%	18.4%

Disability

Disability is defined in the Equality Act 2010 as a physical or mental impairment which has a long term and substantial effect on their ability to carry out normal day to day activities. This also includes severe disfigurement. The exact numbers of disabled people living in Flintshire is not known; the following tables provide some limited information.

Table 2: Long Term Health Problem or Disability (2011)

Source: Census 2011

local authority	All people	Day-to-day activities limited a lot	Day-to-day activities limited a little	Day-to-day activities not limited
Flintshire	152,506	14,474	15,189	122,843

Gender Reassignment

Data is not available on the numbers of transgendered people in Flintshire. However, a social group for the LGBT community is based in Flintshire and is well attended. In addition a support group, Unique, has been established for several years to support the Trans community from across North Wales. This group meets on a regular basis in the county of Conwy.

Gender Recognition Certificates issued

As of the end of June 2015, since the Gender Recognition Act 2004 came into force (April 2005), data for the UK shows that:

- 4,631 applications have been received
- 3,999 full Gender Recognition Certificates (GRCs) have been issued by the Gender Recognition Panel

- 183 interim Gender Recognition Certificates have been issued by the Gender Recognition Panel (67% converted to full GRCs)
- 193 applications have been declined

110 applications are still pending

Race

The Equality Act 2010 defines 'race' as including colour, nationality and ethnic or national origins.

A person has the protected characteristic of race if they fall within a particular racial group.

There is a low percentage of people from a non–White background (this has grown from 0.5% in 1991 to 0.8% in 2001 to 1.5 in 2011 as identified in the 2011 Census).

Romany Gypsies and Irish Travellers There is one Council owned permanent site and 11 privately owned sites for the Travelling community. Another privately owned site has been granted temporary planning permission for five years. A profile of unauthorised encampments is maintained by the Council and reported to the Welsh Government. This highlights the frequency and pattern of stopping off points across the county.

Since 2004 more people from Eastern Europe have moved to work and live in Flintshire. These communities tend to be based in the Deeside and Flint areas and are employed in specific sectors, for example, food industry and the social care sector. The main group of migrant workers are Polish.

Table 3: Ethnic groups (2001 & 2011)

Source: Census 2011 table KS201EW & Census 2001 table KS006

	Flintshire			Wales	
	2001 Census	2011 Census		2001 Census	2011 Census
	%	No.	%	%	%
All people	-	152,506	-	-	-
Asian/Asian British	0.3%		0.8%	2.3%	1.1%
Black/African/Caribbean/Black British	0.3%		0.8%	1.1%	2.3%
[7]White	99.2%	150,161	98.5%		
White British		146,185	95.9%	96.0%	93.2%
Mixed / Multiple Ethnic Group	0.4%	851	0.6%	0.6%	1.0%
Other ethnic group	0.1%	1,494	0.1%	0.2%	0.5%

[7] Ethnic group classifies people according to their own perceived ethnic group and cultural background. The indicator 'White' includes 'White: English/Welsh/Scottish/Northern Irish/British', 'White: Irish', 'White: Gypsy or Irish Traveller' and 'White: Other White'.

Table 4 Ethnic background Census 2011

	Flintshire 2011 Census No.
All people	152,506
White British	146,185
White Irish	693
White Gypsy or Irish Traveller	95
White other	3188
Mixed / Multiple Ethnic Group	851
Asian: Indian	296
Asian: Pakistani	87
Asian: Bangladeshi	223
Asian: Chinese	323
Asian: Other	272
Black African and Black Caribbean	142
Other ethnic group	151

Table 5: Country of birth (2001 & 2011)
Source: Census 2011 table KS204EW & Census 2001 table KS005

	Flintshire			Wales	
	2001 Census	2011 Census		2001 Census	2011 Census
	%	No.	%	%	%
All people	-	152,506	-	-	-
People born in Wales	51.1%	76,243	50%	75.4%	72.7%
People born in England	44.7%	67,578	44.3%	20.3%	20.8%
People born in Scotland		1,673	1.1%	0.8%	0.8%
People born in Northern Ireland		548	0.4%	0.3%	0.3%
People born in Republic of Ireland		633	0.4%	0.4%	0.4%
People born in other EU countries, members 2001	1.3%	1,234	0.8%	0.8%	0.9%
People born in other EU countries, accession countries	-	2,198	1.4%	-	0.9%
People born elsewhere		2,363	1.5%	1.9%	3.3%

Languages

Table 6: Languages spoken (Census 2011)

Highest number of non-UK language use									
	Other European Language (EU): Total	Other European Language (EU): Polish	Other European Language (EU): Slovak	Other European Language (EU): Romanian	Other European Language (EU): Lithuanian	Other European Language (EU): Hungarian	South Asian Language: Total	South Asian Language: Bengali (with Sylheti and Chatgaya)	East Asian Language: Total
Flintshire Number	**2122**	**1286**	**118**	**86**	**194**	**142**	**238**	**98**	**281**

Number of British Sign Language users= 38

Religion

Table 7: Religion (2001 & 2011)

Source: Census 2011 table KS209EW & Census 2001 table KS007

	Flintshire			Wales	
	2001 Census	2011 Census		2001 Census	2011 Census
	%	No.	%	%	%
All people	-	152,506	-	-	-
Christian	79.2%	101,298	66.4%	71.9%	57.6%
Buddhist	0.1%	344	0.2%	0.2%	0.3%
Hindu	0.1%	158	0.1%	0.2%	0.3%
Jewish	0.1%	70	0.1%	0.1%	0.1%
Muslim	0.1%	482	0.3%	0.8%	1.5%
Sikh	0%	0	0%	0.1%	0.1%
Other religion	0.1%	362	0.2%	0.2%	0.4%
No religion	12.9%	38,726	25.4%	18.5%	32.1%

The Census 2011 reported that 49.34% of the population in Flintshire is male and 50.66% are female.

Table 8 : Population of Flintshire (1991, 2001 & 2011)
Source: Census 2011 table KS102

Population	1991	2001	2011
All Persons	141,344	148,629	152,506
Male	69,027	72,929	75,247
Female	72,317	75,700	77,259

Sexual Orientation
Government actuaries estimate 6% of the population is lesbian, gay or bisexual (LGB). A social group for the Lesbian Gay Bisexual Transgendered (LGBT) community meets regularly in Flintshire. Membership is drawn from across North Wales

Table 9: Sexual Identity by area and identity status (2011 & 2012 January - December)
Source: Integrated Household Survey, Stats Wales, Welsh Government

Area	All people aged 16+		Don't know / Refusal		Gay / Lesbian / Bisexual		Heterosexual / Straight		No response		Other	
	2011	2012	2011	2012	2011	2012	2011	2012	2011	2012	2011	2012
Flintshire & Wrexham	229,000	230,000	9,000	11,500	1,500	2,000	215,400	213,300	2,600	3,000	500	200

Number of civil partnerships
The number of civil partnerships formed in the UK by same-sex couples was 6,385 in 2010 compared with 6,281 in 2009. This represents a very small increase of 1.7 per cent between 2009 and 2010. The total number of civil partnerships formed in the UK since the Civil Partnership Act came into force in December 2005, up to the end of 2010, is 46,622. Details of Civil Partnership (CP) Ceremonies conducted in Flintshire are below:-

	Number of CP ceremonies conducted	Notice of CP
2008/09	5	12
2009/10	10	15
2010/11	7	23

Civil Partnership registrations

1 April 2012 - 31 March 2013	12
1 April 2013 - 31 March 2014	9

Same sex marriage became law on 29 March 2014

1 April 2014 - 31 March 2015	0
1 April 2015 - 30 November 2015	1

Civil Partnership conversions to marriage became law on 10 December 2014

10 Dec 2014 - 31 March 2015	17
1 April 2015 - 30 November 2015	9

Welsh Language

Table 10: Knowledge of Welsh (2001 & 2011)

Source: Census 2011 table KS207WA & Census 2001 table KS025

	Flintshire			Wales	
	2001 Census	2011 Census		2001 Census	2011 Census
	%	No.	%	%	%
All aged 3+	-	146,940	-	-	-
No knowledge of Welsh	78.6%	116,736	79.4%	71.6%	73.3%
Understands spoken Welsh only	4.4%	7,503	5.1%	4.9%	5.3%
All Welsh speakers	14.4%	19,343	13.2%	20.5%	19.0%
Speaks, reads and writes Welsh	10.9%	13,650	9.3%	16.3%	14.6%

Table 11: Profile of Welsh speakers by age

Age	Number able to speak Welsh	% able to speak Welsh	Not able to speak Welsh	Total
3-4	545	14.4	3,238	3783
5-9	2,768	33.1	5,605	8,373
10- 14	3,499	38.9	5,498	8,997
15 -19	2,298	24.2	7,199	9,497
20- 24	1,152	12.8	7,818	8,970
25-29	892	10.4	7,655	8,547
30-34	938	11.2	7,439	8,377
35-39	1,009	10.4	8,715	9,724
40-44	1,005	8.8	10,470	11,475
45-49	939	8.0	10,776	11,715
50- 54	767	7.6	9,346	10,113
55-59	674	7.1	8,830	9,504
60- 64	721	6.5	10,308	11,029
65- 69	597	7.1	7,858	8,455
70-74	476	7.0	6,368	6,844
75- 79	426	8.6	4,503	4,929
80 -84	324	9.4	3,131	3,455
85 +	313	9.9	2,840	3153

Appendix 3 Profile of the Flintshire County Council employees

Profile of workforce as at 31.03.2016

Profile of employees by ethnic origin

Table 1: Profile of the non School employees by ethnic origin

Ethnic Origin	Total	%
BME	17	0.49
White	2,452	71.03
Not Stated	983	28.48
Totals	**3,452**	**100.00**

Table 2: Profile of School employees by ethnic origin

Ethnic Origin	Total	%
BME	7	0.19
White	2,108	57.90
Not Stated	1,528	41.91
Totals	**3,641**	**100.00**

Table 3: Profile of the non School employees - leavers by ethnic origin

Ethnic Origin	Total	%
BME	2	0.35
White	343	59.24
Not Stated	234	40.41
Totals	**579**	**100.00**

Table 4: Profile of the School employees - leavers by ethnic origin

Ethnic Origin	Total	%
BME	1	0.31
White	154	47.38
Not Stated	170	52.31
Totals	**325**	**100.00**

Profile of employees who classify themselves as being disabled

Table 5: Profile of Non School employees with disabilities

Employees with disabilities	Total	%
No	2,286	66.22
Not Stated	1,051	30.45
Yes	115	3.33
Total	**3,452**	**100.00**

Table 6: Profile of School employees with disabilities

Employees with disabilities	Total	%
No	1,948	53.50
Not Stated	1,651	45.34
Yes	42	1.16
Total	**3,641**	**100.00**

Table 7: Profile of Non School employees- leavers with disabilities

Employees with disabilities	Total	%
No	310	53.54
Not Stated	242	41.80
Yes	27	4.66
Total	**579**	**100.00**

Table 8: Profile of School leavers with disabilities

Employees with disabilities	Total	%
No	144	44.31
Not Stated	175	53.84
Yes	6	1.85
Total	**325**	**100.00**

Profile of employees by Sexual Orientation

Table 9: Profile of Non School employees by Sexual Orientation

Sexual Orientation	Employees	Leavers	% Employees	% Leavers
Bi-Sexual	5	1	0.14	0.17
Gay Man	12	0	0.35	0.00
Gay Woman/Lesbian	11	0	0.32	0.00
Heterosexual / Straight	1,137	118	32.93	20.42
Not Stated	2,221	460	64.34	77.74
Other	4	1	0.12	0.11
Prefer Not To Say	62	9	1.80	1.56
Total	**3,452**	**579**	**100.00**	**100.00**

Table 10: Profile of School employees by Sexual Orientation

Sexual Orientation	Employees	Leavers	% Employees	% Leavers
Bi-Sexual	2	0	0.05	0.00
Gay Man	2	0	0.05	0.00
Gay Woman/Lesbian	1	0	0.03	0.00
Heterosexual / Straight	771	59	21.18	18.15
Not Stated	2,826	261	77.62	80.31
Other	5	0	0.14	0.00
Prefer Not To Say	34	5	0.93	1.54
Total	**3,641**	**325**	**100.00**	**100.00**

Profile of employees by Religion or Belief

Table 11: Profile of Non School employees by Religion or Belief

Religion or Belief	Employees	Leavers	% Employees	% Leavers
Buddhist	3	0	0.09	0.00
Christian	1,146	174	33.20	30.05
Hindu	0	0	0.00	0.00
Muslim	2	0	0.06	0.00
None	512	49	14.83	8.47
Not Stated	1,671	340	48.40	58.72
Other	60	5	1.74	0.86
Prefer Not To Say	58	11	1.68	1.90
Sikh	0	0	0.00	0.00
Total	**3,452**	**579**	**100.00**	**100.00**

Table 12: Profile of School employees by Religion or Belief

Religion or Belief	Employees	Leavers	% Employees	% Leavers
Buddhist	1	0	0.03	0.00
Christian	986	73	27.07	22.46
Hindu	0	0	0.00	0.00
Muslim	1	1	0.03	0.31
None	278	19	7.64	5.85
Not Stated	2,301	225	63.20	69.23
Other	31	0	0.85	0.00
Prefer Not To Say	42	7	1.15	2.15
Sikh	1	0	0.03	0.00
Total	**3,641**	**325**	**100.00**	**100.00**

Profile of employees by Marital Status

Table 13: Profile of Non School employees by Marital Status

Marital Status	Employees	Leavers	% Employees	% Leavers
Divorced or in a Dissolved Civil Partnership	126	25	3.65	4.32
Married or in a Civil Partnership	1,525	221	44.18	38.17
Not Married or in a Civil Partnership	697	71	20.19	12.26
Not Stated	1,087	259	31.49	44.73
Widowed or Surviving Civil Partner	17	3	0.49	0.52
Total	**3,452**	**579**	**100.00**	**100.00**

Table 13:Profile of School employees by Marital Status

Marital Status	Employees	Leavers	% Employees	% Leavers
Divorced or in a Dissolved Civil Partnership	15	1	0.41	0.31
Married or in a Civil Partnership	1,389	114	38.15	35.08
Not Married or in a Civil Partnership	487	26	13.38	8.00
Not Stated	1,746	184	47.95	56.61
Widowed or Surviving Civil Partner	4	0	0.11	0.00
Total	**3,641**	**325**	**100.00**	**100.00**

Profile of employees by gender

Table 15: Profile of Non School employees by gender

Gender	Female	%	Male	%	Not Stated	%
Totals	2,247	65.09	1,205	34.91	0	0.00

Table 16: Profile of Non School employees - leavers by gender

Gender	Female	%	Male	%	Not Stated	%
Totals	338	58.38	241	41.62	0	0.00

Table 17: Profile of School employees by gender

Gender	Female	%	Male	%	Not Stated	%
Totals	3,112	85.47	529	14.53	0	0.00

Table 18: Profile of School employees - leavers by gender

Gender	Female	%	Male	%	Not Stated	%
Totals	267	82.15	58	17.85	0	0.00

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CABINET

Date of Meeting	Tuesday 18th October 2016
Report Subject	North Wales Regional Social Care/Health Partnership Board
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Strategic

EXECUTIVE SUMMARY

This report has been compiled to inform Cabinet of the requirements within Part 9 of the Social Services and Well-Being (Wales) Act 2014 that came into force on 6th April 2016 and which requires the establishment of a Regional Partnership Board in each health board region in Wales. The Regional Partnership Board will be a statutory body with functions defined by the Act and in subsequent regulations with the force of law. This report will also inform North Wales partners of the steps which are being taken to establish this Regional Partnership Board.

RECOMMENDATIONS	
1	It is recommended that the Council endorses the establishment of the Regional Partnership Board as described in 1.09 and 1.10 and nominates its Cabinet Member for Social Services and Chief Officer of Social Services to sit on the board.

REPORT DETAILS

1.00	EXPLAINING NORTH WALES REGIONAL PARTNERSHIP BOARD
1.01	The North Wales Region has operated a regional forum bringing together key partners in Social Care and Health (principally Councils and the Health Board) for many years. This regional body has worked with the Social Services Directors and Health Board Officials to manage grants made available on a regional basis by the Welsh Government to improve joint working between councils, the health service and independent care providers. The Act has transferred this activity to the new, statutory Regional Partnership Boards which will take an overview of the Intermediate Care Fund and other regional funding streams as directed by the Minister.
1.02	The new Regional Partnership Board will also take an overview of the promotion of integrated working. It is proposed that the delivery of integrated working and the implementation of pooled budgets are undertaken at the area level in partnership with the Area Directors of the BCUHB. In order to help meet the statutory timetable a Shadow Board has been established to enable work on the final terms of reference, priorities and work programme of the new Board in a two way dialogue with the constituent members of the Board.
1.03	Part 9 of the Social Services and Well-Being (Wales) Act 2014 requires local authorities to make arrangements to promote co-operation with their relevant partners and others in relation to adults with needs for care and support, carers and children. It places a duty on relevant partners to co-operate with, and provide information to, the local authorities for the purpose of planning and delivering their social services functions. This information will be fundamental to compiling a regional needs assessment which will guide the work of areas in delivering integrated working locally.
1.04	Part 9 also provides for partnership arrangements between Local Authorities and Local Health Boards for the discharge of their functions. It also provides Welsh Ministers with regulation making powers in relation to formal partnership arrangements, resources for partnership arrangements (including pooled funds) and partnership boards.
1.05	The purpose of Part 9 is to improve outcomes and well-being of people as well as improving the efficiency and effectiveness of service delivery. The key aim of co-operation, partnership and integration are described the Statutory Guidance as: • to improve care and support, ensuring people have more say and control • to improve outcomes and health and well-being • provide co-ordinated, person centred care and support • make more effective use of resources, skills and expertise.
1.06	The objectives of the Regional Partnership Boards are to ensure the

	partnership boards work effectively together to: • respond to the population needs assessment carried out in accordance with section 14 of the Social Services and Well-Being (Wales) Act • implement the plans for each of the local authority areas covered by the board which local authorities and local health boards are required to prepare and publish under section 14A of the Act • Ensure the partnership bodies provide sufficient resources for the partnership arrangements, in accordance with their powers under section 167 of the Act Promote the establishment of pooled funds where appropriate.
1.07	Regional Partnership Boards will also be required to prioritise the integration of services in relation to: • Older people with complex needs and long term conditions, including dementia • People with learning disabilities • Carers, including young carers • Integrated Family Support Services • Develop integrated services for children with complex needs due to disability or illness and for children and young people with mental health problems. This includes transition arrangements from children to adult services • Ensure that pooled funds are established and managed for the exercise of care home accommodation and family support functions as well as for functions that will be exercised jointly as a result of an assessment carried out under section 14 of the Act. Pooled funds in relation to care home accommodation are required from 6th April 2018.
1.08	The North Wales Partnership Board will bring together for the first time on a full statutory basis all the statutory agencies, Local Authority, Health, Third and Independent Sector to develop services in the region. The development of pooled budgets as required by the Social Services and Wellbeing Act by April 2018, will be an early priority for the board, as will the most effective commissioning of care homes and home care services across the region, in a very pressured time for the sector.
1.09	Statutory guidance lists those who must be members of the Regional Partnership Board as follows however, regions can co-opt other persons to be members of the board as appropriate. • At least one elected member of a local authority which established the regional partnership board • At least one member of a Local Health Board which established the regional partnership board • The person appointed as director of social services under section 144 of the Act in respect of each local authority which established the regional partnership board, or his or her nominated representative • A representative of the Local Health Board which established the regional partnership board • Two persons who represent the interest of third sector organisations in the area covered by the regional partnership board

	• At least one person who represents the interests of care providers in the area covered by the regional partnership board • One person to represent people with needs for care and support in the area covered by the regional partnership board • One person to represent carers in the area covered by the regional partnership board.
1.10	With regard to North Wales each local authority will be represented by its statutory director and Cabinet/Executive Member for Social Services. It has also been agreed by the Shadow Body that the North Wales Board will invite representatives of the Police and Crime Commissioner, the North Wales Police, the North Wales Fire and Rescue Authority and the Fire Service to be co-opted onto the Board.
1.11	Appropriate arrangements should be made at a strategic level to engage with other boards and organisations as needed. There is also a need to foster engagement through existing networks or forums wherever possible. In North Wales there is a desire to ensure that existing forums such as Public Service Boards are connected to the North Wales Regional Partnership Board and able to influence its work. The new Board will have a reporting arrangement to the North Wales Regional Leadership Board.
1.12	The main risks of the Partnership Board include there could be duplication with existing boards, such as the Public Services Boards, and that the large regional footprint means a clear focus for the Board maybe more difficult. These risks will be addressed in workshops being held in October, 2016, to ensure the Board starts with an appropriate pace and direction. The benefits of the board include that it is required by statute as a key part of the Social Services and Wellbeing Act. It also allows a formal statutory oversight of key activities and links well to existing mechanisms with a reporting relationship to the Regional Leadership Board.
1.13	There is a requirement that the Regional Partnership Board prepares and submits to Welsh Ministers an annual report on the extent to which the board's objectives have been achieved. The first report must be prepared and submitted by 1st April 2017 and must include information on the membership of the Regional Partnership Board; information on how the board has met its objectives including financial information and details of the partnership arrangements in place.

2.00	**RESOURCE IMPLICATIONS**
2.01	No resources required apart from the time of the Officer and Cabinet Member.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	A workshop with current members of the Partnership Forum and Leadership Group was held on 14th March 2016; this was a facilitated session led by the Institute of Public Care, Oxford Brookes University.

3.02	Directors of Social Services and the Head of Regional Collaboration have presented on the Act to Chief Executives and to the Regional Leadership Board and highlighted the requirements around Part 9 of the Act.
3.03	The draft report has been shared and commented on by representatives of each authority, including the Health Board.

4.00	**RISK MANAGEMENT**
4.01	Whilst it is a requirement to have a Regional Partnership Board, there are risks associated with the ambition, pace and prioritised areas for integration of services as required within the Act.
4.02	Ongoing funding to support the Regional Partnership Board from April 2017 onwards.
4.03	Whilst the Regional Partnership Board is a statutory body it has no decision-making powers.

5.00	**APPENDICES**
5.01	None

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	None **Contact Officer:** Neil Ayling **Telephone**: 01352 704511 **E-mail:** neil.j.ayling@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	None.

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CABINET

Date of Meeting	Tuesday, 18 October 2016
Report Subject	Revenue Budget Monitoring 2016/17 (month 5)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account. This presents the position, based on actual income and expenditure, as at Month 5 of the financial year. The report projects how the budget would stand at the close of the financial year if all things remained equal.

The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is:-

Council Fund

- Net in year expenditure forecast to be £1.421m higher than budget
- Projected contingency reserve balance of £1.884m

The underlying forecast overspend will be reduced to £0.981m with the successful negotiation of an additional Welsh Government transport grant of £0.440m. The position in month 5 is an additional deficit from month 4.

Housing Revenue Account

- Net in year expenditure forecast to be £0.003m lower than budget
- Projected closing balance as at 31 March 2017 of £1.1098m

RECOMMENDATIONS	
1	Cabinet is recommended to note the overall report and the projected Council Fund contingency sum as at 31st March 2017.
2	Note the projected final level of balances on the Housing Revenue Account.
3	To agree a contribution from the contingency reserve of £0.100m to meet the resource requirements for specialist social work for child protection (see paragraph 1.17).

REPORT DETAILS

1.00	EXPLAINING THE MONTH 5 POSITION
1.01	**Council Fund Overall Position** The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows:- • Net in year expenditure forecast to be £1.421m higher than budget • Projected contingency reserve balance of £1.884m
1.02	The underlying deficit balance will be reduced to £0.981m with the successful negotiation of an additional Welsh Government transport grant of £0.440m. The Council, along with neighbouring councils, was given notice in July that one of its contracted transport operators, GHA Coaches, was going into immediate liquidation. Urgent action was required to secure the school and public transport subsidised routes operated by GHA Coaches. The procurement of full replacement service providers is projected to incur an additional cost of £0.440m for the remainder of 2016/17. The councils affected are in negotiation with Welsh Government for an additional in-year transport grant to fund these costs. Negotiations are advanced and the Council expects to recover at least a proportion of the additional cost. Decisions can then be made with Welsh Government on transport routing, procurement and costs for 2017/18 onwards. A recurring negative impact on the 2017/18 financial year can be avoided through this work.
1.03	**Council Fund Latest in Year Forecast** The table shows the projected position by portfolio.

TOTAL EXPENDITURE AND INCOME	Original Budget £m	Revised Budget £m	Projected Outturn £m	In-Year Over / (Under) spend £m
Social Services	58.534	60.346	60.696	0.350
Community & Enterprise	12.035	12.326	11.962	(0.365)
Streetscene & Transportation	27.011	28.444	29.455	1.011
Planning & Environment	4.978	5.463	5.495	0.032
Education & Youth	11.225	11.404	11.488	0.083
Schools	86.162	87.372	87.372	0.000
People & Resources	4.319	4.633	4.649	0.016
Governance	8.159	8.427	8.463	0.036
Organisational Change 1	5.560	5.972	5.979	0.007
Organisational Change 2	2.244	2.575	2.399	(0.176)
Chief Executive	3.204	3.189	3.133	(0.057)
Central & Corporate Finance	28.552	21.831	22.315	0.484
Total	**251.984**	**251.984**	**253.405**	**1.421**

1.04 The reasons for the projected variances are summarised within Appendix 2 with key significant portfolio variances explained in paragraph 1.07.

1.05 The month 4 report approved use of £0.861m from the contingency reserve. This use of the contingency fund is reflected in the month 5 projected outturn. Had this use of the contingency reserve not been approved the month 5 projected outturn would be £2.282m - an increase of £0.201m from month 4. Key movements between periods are summarised in Appendix 1.

1.06 **Significant Budget Movements between Original and Revised Budget**

A significant budget movement of £0.190m has occurred from Central & Corporate Finance to Social Services due to further distribution of superannuation increases and employer national insurance increases. These were centrally held within the Central & Corporate Finance budget when the 2016/17 budget was set.

1.07 **Streetscene and Transportation**

There is a significant variance within the portfolio of £1.011m. This will be reduced to £0.571m with the successful negotiation of an additional Welsh

	Government transport grant of £0.440m as described in 1.02. Full details of all other variances are given in Appendix 1.
1.08	**Programme of Efficiencies** The 2016/17 budget contains £11.282m of specific efficiencies which are being tracked and monitored. An amount of £0.761m was approved from the contingency reserve in the month 4 report to meet the impact of conscious decisions to change proposals for household recycling centres, community asset transfers, town centre car parking charging and workforce essential car user allowances resulting in a revised efficiency target of £10.521m.
1.09	The table below shows how the use of the contingency reserve has altered the efficiency target for 2016/17.

	£(m)
2016/17 Budget Efficiencies	**11.282**
Met from Contingency Reserve;	
Household Recycling Centres	(0.250)
Community Asset Transfers	(0.200)
Town Centre Car Parking Charging	(0.100)
Workforce Essential Car User Allowance	(0.211)
Revised 2016/17 Efficiency Target	**10.521**

1.10	Appendix 3 provides detail on the latest position where there is a variation to the level of efficiency achievable compared to the budget.
1.11	This shows that it is currently projected that £9.612m (91%) will be achieved resulting in a net underachievement of £0.909m. The position will continue to be monitored and reported in future monitoring reports.
1.12	**Inflation** Included within the 2016/17 budget are provision for pay (£0.936m), targeted price inflation (£0.573m) and income (£0.185m).
1.13	No provision has been made for non-standard inflation (NSI) in 2016/17. Areas that may be subject to NSI increases will be monitored throughout the year and any emerging pressures will be considered in future reports.
	Reserves and Balances
1.14	**Un-earmarked Reserves** The 2015/16 outturn reported to Cabinet on 19 July 2016 showed un-earmarked reserves at 31 March 2016 (above the base level of £5.769M) of £4.375M.
1.15	Taking into account the current projected overspend at Month 5 and previously agreed allocations the balance on the contingency reserve at 31 March 2017 is projected to be £1.884m as detailed in appendix 4.

1.16	This takes into account the allocation of £0.861m approved at month 4 to meet the financial impact of the changed proposals for household recycling centres, community asset transfers, town centre & county hall car parking charging and workforce essential car user allowances. This also takes into account an additional allocation of £0.022m for costs of historic child abuse claims which will be met from the contingency reserve as previously agreed.
1.17	There is an increased need for specialist social work capacity for child protection support working in partnership with statutory agencies. Currently there are projected costs of £0.100m being shown within the Children's Service budget and it is recommended that this be met from the contingency reserve.
1.18	**Earmarked Reserves** The Council adopted a reserves protocol in September 2015 which set out the principles around how the Council determines, manages and reviews its level of reserves. Within the protocol is reference to regular reporting of the latest position to Cabinet and Corporate Resources Overview and Scrutiny Committee.
1.19	The table below gives a summary of earmarked reserves as at 1 April 2016 and provides an estimate of projected balances as at the end of the current financial year.
1.20	

Reserve Type	Balance as at 1/4/16 (£000)	Balance as at 31/3/17 (£000)
Service Balances	5,024,743	1,403,175
Schools Balances	2,306,721	1,147,740
Single Status/Equal Pay	7,548,813	4,482,672
Investment & Organisational Change	1,268,651	767,514
Budget Strategy - General Reserves	4,460,118	3,030,741
Benefits Equalisation	192,699	85,070
County Elections	193,857	193,857
Supporting People	832,163	386,638
Community Equipment Store	0	0
Unitary Development Plan (UPP)	646,982	480,000
Building Control	90,611	90,611
Waste Disposal	370,859	310,433
Countryside	0	0
Flintshire Enterprise Ltd	72,892	72,892
Third Party Claims	0	0
Design Fees	200,000	200,000
Winter Maintenance	250,000	250,000
Car Parking	86,284	0
Insurance Funds	1,221,558	1,405,000
Cash Receipting Review	241,295	0
Grants & Contributions	2,737,077	734,739
Total	27,745,323	15,041,082

1.21	**Housing Revenue Account** The 2015/16 Outturn Report to Cabinet on 19 July 2016 showed an un-earmarked closing balance at the end of 2015/16 of £1.178m (subject to audit).
1.22	The 2016/17 budget for the HRA is £31.979m which includes a movement of £0.080m from reserves.
1.23	The Month 5 monitoring for the HRA is projecting in year expenditure to be £0.003m lower than budget and a closing balance as at 31 March 2017 of £1.098m, which at 3.4% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.

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

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	None required.

4.00	**RISK MANAGEMENT**
4.01	**Achievement of Planned In-Year Efficiencies** The Council sets a challenging level of specified efficiencies to be achieved in-year as part of its approach to annual budget planning. These efficiencies are generated from the three year service portfolio business plans and from corporate financial planning. In recent years the level of efficiency achievement has averaged at around 85%. The current assessment of the efficiency profile for 2016/17 shows that 91% of the efficiencies would be achieved. There is a risk that the shortfall cannot be mitigated other than drawing on temporary funding from the Contingency Reserve. There is a further risk that any ongoing underachievement of efficiencies will have a recurring and negative impact on the 2017/18 budget as an efficiency target deficit would in effect be carried forward. Risk status: unstable/amber risk.
4.02	**In-Year Reductions in Government Specific Grants** This has been a trend in recent years whereby specific grants awarded by Government, and its grant awarding bodies, can be reduced in year and with limited notice. In such cases the Council faces the difficult choice of either reducing the services which the grants fund or absorbing the grant deficit as an in-year cost pressure. Whilst grants are tracked and

	representations are made to Government when any risks of grant reductions become known, this remains an open risk. Risk status: unstable/amber risk.
4.03	**Cost Pressures in Residential and Domiciliary Care** The Council is faced with having to meet high levels of annual cost inflation for commissioned places and homecare packages in the residential and domiciliary provider markets due, in the main, to the introduction of the Living Wage and its impact on the payroll costs of providers. In setting its annual budget the Council referred to the need to set aside reserves of £0.646m to meet the additional inflationary costs for 2016/17 as a temporary funding solution only if additional funding was not available to fund these increases. The Council has been successful in securing £0.5m from the Intermediate Care Fund (ICF) to part fund these costs. This will mean that only an amount up to £0.146m will have to be found from reserves. The projected budget figures for the Social Services portfolio for 2016/17 reflect this net cost. There is no confirmation at this stage that the use of the ICF is this way will be continued for 2017/18 and the inflationary costs within the care sector will continue to increase as profiled in previous reports. Therefore there are risks of significant cumulative cost pressures in this sector. Risk status: unstable/red risk.
4.04	**Municipal Mutual Insurance (MMI)** MMI was the predominant insurer of public sector bodies prior to 1992 before going into liquidation. Flintshire was required to pay a levy of 15% of its share of the claims paid out previously and for any future claims. Other local authorities likewise have to make a contribution. When MMI's administrator published their 2015 accounts it showed that due to an increase in the number of claims overall there would need to be an increase the levy to meet liabilities. A recommendation was approved in 2015/16 to meet a significant liability which reflects a 20% increase in the levy. Whilst financial provision has been set aside for the risk assessed at that time the risk of a further increase in the levy remains open as legal work on claims is protracted with uncertain outcomes. Risk status: stable/green risk.
4.05	**Historic Child Abuse Settlements** A number of historic child abuse cases, which predate the existence of Flintshire County Council, have been settled this financial year. There are still a number of outstanding cases to be settled and it is difficult to estimate the full financial impact of these. The financial provision set aside may not prove to be sufficient to meet the cost liabilities of all cases when closed. Risk status: unstable/amber risk.
4.06	**Landfill Site Energy Income** The Council derives an income from the sale of electricity produced from gas extraction at the Standard and Brookhill landfill sites. Energy production and therefore income levels have been reducing over time. There is potential for further loss of gas engine income through diminishing levels of gas. The service is being out sourced to remove the risk longer-

	term. Risk status: stable/amber risk.
4.07	**Orphaned Industrial Site at Sandycroft** The contract for the removal of all chemical deposits, site cleansing and site close-down will come to a conclusion in the late autumn/early winter. The contract has had to be flexible to meet the unforeseen given the unique circumstances of this case (the former Euticals company). There may be an additional cost pressure as the Council is having to maintain the site for a longer period than first expected to see out the site closure programme. The monthly cost of maintaining and securing the site is £25-30,000. At the close of the programme the final cost can be determined. It might be possible to set any overspend against the reserve provision set aside for the contract (for which a partial Welsh Government grant of £0.700m was secured) and/or from any proceeds for the site disposal which will follow. Risk status: unstable/amber risk.
4.08	**Infrastructure for improvement works at Bagillt** The recent flooding events in the Bagillt area resulted in a number of properties being flooded. Drainage works have been carried out to improve the existing outlet from Reeces Terrace, and further investigatory works are being undertaken which could result in additional expenditure if major infrastructure improvement is required to prevent further flooding. Risk status: unstable/amber risk.
4.09	**Procurement of Transport Services** As explained in 1.02 above there is an in-year budget risk of an additional procurement cost of £0.440m for local transport services. Negotiations are ongoing with Welsh Government over additional grant support. Risk status: unstable/amber risk.

5.00	**APPENDICES**
5.01	Appendix 1: Council Fund – Movement in Variances from Month 4 Appendix 2: Council Fund – Budget Variances Appendix 3: Council Fund – Programme of Efficiencies Appendix 4: Council Fund – Movement on Un-earmarked Reserves Appendix 5: Housing Revenue Account Variances

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

7.00	GLOSSARY OF TERMS
7.01	**Budget:** a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them. **Council Fund:** the fund to which all the Council's revenue expenditure is charged. **Financial Year:** the period of twelve months commencing on 1 April. **Housing Revenue Account:** the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy. **Projected Outturn:** projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date. **Reserves:** these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer. **Revenue:** a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure. **Underspend:** when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve. **Variance:** difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year. **Virement:** the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads. **Medium Term Financial Strategy:** a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

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Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £25k
Social Services		
Older People	***(0.056)***	
Localities	(0 028)	Delays to recruitment to new posts in Single Point of Access team (£0.041m), Domiciliary Care - reduced demand (£0.031m), Residential Care - reduced demand (£0.023m), offset by Localities of £0.071m being budget virements to Children's Services to fund a contribution towards a regional advocacy service of £0.036m, and to Governance portfolio of £0.035m to meet a budget efficiency for reduced costs of mobile phones. Other minor variances of (£0.004m).
Resources & Regulated Services	(0.031)	Day Centres - reduced payments to outside agencies (£0.027m), plus other minor variances (£0.004m).
Other Minor Variances	0.002	
Disability Services	***0.359***	
Resources & Regulated Services	0.199	In-house supported living of £0.098m increased pay/agency costs, Work Opportunities of £0.050m increased pay/agency costs and shortfall of sales income. Independent sector supported living £0.049m due to an increase in service users.
Disability Services	0.038	Increased pay costs.
Forensic budget	0.121	Increase in projected placement costs.
Other Minor Variances	0.001	
Mental Health Services	***0.002***	
Residential Placements	0.041	Increase in current placements.
Other Minor Variances	(0.039)	
Children's Services	***0.044***	
Family Placement	(0.033)	Reduced projection for special guardianship payments.
Professional Support	0.062	Increased agency costs supporting wider resourcing pressures within service.
Other Minor Variances	0.014	
Development & Resources	***0.064***	
Charging Policy income	0.029	Reduced projection following budget realignment to meet other service pressures.
Safeguarding Unit	0.032	Contribution to North Wales Safeguarding Board.
Other Minor Variances	0.003	
Total Social Services	**0.414**	

Community & Enterprise		
Customer And Housing Services	(0.017)	Minor variances.
Council Fund Housing	0.007	Minor variances.
Regeneration	0.021	Minor variances.
Revenues & Benefits	(0.027)	Further underspend on the Council Tax Reduction Scheme provision (£0.012m). Additional surplus on the Council Tax Collection Fund (£0.006m). Other minor variances (£0.009m).
Housing Programmes	0.003	Minor variances.
Total Community & Enterprise	**(0.013)**	

Streetscene & Transportation		
Ancillary Services & Performance	***(0.334)***	
Waste Collection	(0.249)	(£0.250m) of Contingency Reserve funding has been provided to meet the shortfall for Household Recycling Centres.
Parking & Enforcement	(0 104)	(£0.100m) of Contingency Reserve funding has been provided to meet the income shortfall from Flint Car Parks due to the town centre regeneration preventing charges being implemented until at least 2017/18.
Other Minor Variances	0.019	
Highways Network	***(0.008)***	
Other Minor Variances	(0 008)	
Transportation & Logistics	***0.013***	
Other Minor Variances	0.013	
Total Streetscene & Transportation	**(0.329)**	

Planning & Environment		
Business	***(0.025)***	
Health & Safety	(0.019)	Budget relating to a vacant post has been transferred form Portfolio Admin.
Minor Variances	(0 005)	
Community	***(0.027)***	
Licensing	(0 008)	Income from Licences received in August at much higher level than expected.
Pest Control	(0 012)	Income from fees & charges received in August at a much higher level than expected.
Minor Variances	(0 007)	
Development	***0.002***	
Minor Variances	0.002	
Access	***0.001***	
Minor Variances	0.001	
Strategy	***(0.008)***	
Minor Variances	(0 008)	
Management Strategy	***0.029***	
Portfolio Admin	0.029	Budget relating to a vacant post has been transferred to Health & Safety.
Total Planning & Environment	**(0.028)**	

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £25k
Education & Youth		
Other Minor Variances	0.022	
Total Education & Youth	**0.022**	
Schools	(0.000)	
Total Schools	**(0.000)**	
People & Resources		
HR & OD	(0.053)	The decrease in outturn is mainly due to employee vacancies within Occupational Health (£0.019m), Trade Union Facilities (£0.018m) and minor variances (£0.016m).
Corporate Finance	0.038	Increased staffing costs due to the filling of 2 vacant posts.
Total People & Resources	**(0.015)**	
Governance		
Legal Services	(0.012)	Minor variances.
Democratic Services	(0.001)	Minor variances.
Procurement	(0.010)	Minor variances.
Business Support	0.001	Minor variances.
Total Governance	**(0.021)**	
Organisational Change 1		
Public Libraries & Arts, Culture & Events	(0.035)	Timing of achieving the CAT (Community Asset Transfer) transfer efficiencies for Libraries are at the end of the estimated time periods. This results in a pressure this year only which is associated with continuing to operate these Libraries as a Council prior to full handover to the community to ensure continuity of operation. A contribution from the contingency reserve has been given to offset this pressure (£0.030m). Other minor variances (£0.005m).
County Archives	(0.001)	Minor variances.
Leisure	(0.150)	Timing of achieving the CAT transfer efficiencies at Connah's Quay Leisure Centre and Holywell Leisure Centre are at the end of the estimated time periods. This results in a pressure this year only which is associated with continuing to operate these centres as a Council prior to full handover to the community to ensure continuity of operation. A contribution from the contingency reserve has been given to offset this pressure (£0.170m). Other minor variances of £0.020m.
Total Organisational Change 1	**(0.186)**	
Organisational Change 2		
CPM & Design Services	(0.082)	(£0.081m) additional fees secured above income target as a result of new works awarded within the Design and Maintenance team.
Cleaning	(0.030)	Additional cleaning contracts have been awarded resulting in an increase in income of (£0.030m).
CCTV & Open Spaces	0.029	£0.028m salary overspend as a result of a delay in the service restructure which will now be in place by the end of Sept.
Minor Variances	0.010	
Total Organisational Change 2	**(0.073)**	
Chief Executive	0.011	Minor variance.
Total Chief Executive	**0.011**	
Central and Corporate Finance	(0.441)	Central Loans and Investment Account, (£0.111m), due to reduced level of borrowing and higher than projected income from investments, due to reserves being higher than forecast and interest rates being lower than forecast. Additional Matrix rebate income of (£0.050m), due to increased use of agency staff. Essential Car User, (£0.211m) funded as one off from contingency reserve as agreed at month 4. Car Park income, (£0.100m) funded as one off from contingency reserve as agreed at month 4. Additional in year pressure from commercial building £0.031m, security costs.
Total Central and Corporate Finance	**(0.441)**	
Grand Total	(0.659)	

Budget Monitoring Report
Council Fund Variances

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Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Social Services						
Older People						
Localities	16.047	15.215	(0.832)	(0.805)	Domiciliary Care reflects a projected underspend of (£0.221m) based on existing clients. Other main influences on this projected underspend include Minor Adaptations (£0.114m) for which the local demand is currently being met by the Intermediate Care Fund. Additional one-off income has been received from ICF to contribute to provider fee increases. Other underspends are as a result of vacancy savings for 9 months from within the Single Point of Access team (£0.127m). Additional in-year Continuing Health Care (CHC) income (£0.083m) and additional property income (£0.029m). Further underspends within purchased day care of (£0.016m), early onset dementia of (£0.028m) and overall minor variances of £0.011m. In addition, some budgets within external care provision totalling (£0.225m) still require realignment into externally provided Supported Living within Learning Disabilities which are not reflected at Month 5.	Keep under review. With consideration for potential realignment.
Reablement Services	0.431	0.381	(0.050)	(0.052)	The main influence on the underspend is the receipt of unbudgeted income from the Health Board in relation to Telecare CHC (Continuing Health Care) income.	
Community Equipment Contribution	0.477	0.313	(0.165)	(0.165)	Following review of and implementation of an updated Section 33 Partnership agreement for the North East Wales Community Equipment Store (NEWCES) the contribution levels of partners have been updated resulting in a reduced level of contribution from FCC going forward.	Keep under review. With consideration for potential realignment.
Minor Variances	6.280	6.215	(0.065)	(0.034)		
Disability Services						
Resources & Regulated Services	17.411	17.993	0.582	0.383	Service User demand level is in excess in current provision.	Keep under review. With consideration for potential realignment.
Forensic budget	0.529	0.345	(0.185)	(0.305)	There is a significant underspend of (£0.185m) based on current projected costs.	Keep under review. Potential volatile service area.
Administrative Support	(1.206)	(1.081)	0.125	0.124	Shortfall in Supported People (SP) Income following review of eligibility criteria and local distribution of grant. There is no further capacity within the SP Reserve as this has already been utilised in full.	Keep under review. With consideration for potential realignment.
Minor Variances	2.852	3.205	0.353	0.315		
Mental Health Services						
Substance Misuse	0.274	0.366	0.092	0.101	Pay cost pressures on a number of project areas together with a reduced income commitment for the Substance Misuse Action Fund (SMAF) Grant.	Work being undertaken to review.
Minor Variances	3.427	3.466	0.039	0.028		
Children's Services						
Family Placement	2.394	2.482	0.088	0.121	The overspend is due to foster care placement demand and also court orders for Residence and Special Guardianship orders.	Opportunity for budget realignment to be carried out to mitigate over spends within the service.
Residential Placements	0.398	0.482	0.084	0.061	The level of overspend reflects the current projected costs of residential placements.	All placements are made through a robust panel process which ensures that placements are only made when no alternative method of support can be optimised - Continued Monitoring of outturn.
Professional Support	4.883	5.334	0.451	0.389	Increasing overspend within the Duty & Assessment team which is due to the need to deploy staff to address key risks within this area of the service.	Recommend allocation of £0.100m from contingency reserve which has been earmarked to support the area of the service.
Minor Variances	4.785	4.699	(0.087)	(0.077)	A number of minor variances to be reviewed as part of a budget realignment across the service.	
Development & Resources						
Business Systems & Financial Assessments	0.936	0.797	(0.139)	(0.153)	The projected underspend is mainly due to staff vacancy savings within the Financial Assessments, General Office and Business Systems teams and also some savings against IT software and hardware purchasing.	Continue to monitor and review.
Charging Policy income	(1.899)	(2.046)	(0.147)	(0.176)	The increase in income is due to recent changes in the treatment of certain disregards within service user financial assessments.	Continue to monitor and review.
Safeguarding Unit	0.792	0.908	0.116	0.084	The projected overspend is a combination of additional legal and medical costs associated with the Deprivation Of Liberty Safeguards (DOLS) assessments and a shortfall against the budgeted income from Supporting People Grant, and a contribution to the North Wales Safeguarding Board.	
Good Health	0.846	0.942	0.096	0.106	The projected overspend is due to a reduction in the budget for payments to Voluntary Organisations following a previous business planning efficiency.	
Minor Variances	0.690	0.682	(0.009)	(0.007)		

Budget Monitoring Report
Council Fund Variances

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Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Total Social Services	**60.346**	**60.696**	**0.350**	**(0.064)**		
Community & Enterprise						
Customer And Housing Services	1.183	1.159	(0.024)	(0.007)	Minor variances.	Continue to monitor and review.
Council Fund Housing	(0.277)	(0.259)	0.018	0.011	Minor variances.	Continue to monitor and review.
Regeneration	0.416	0.493	0.078	0.056	Estimated shortfall of £0.056m in markets due to income targets increasing in line with inflation each year, where charges have not increased at the same rate. Other minor variances £0.022m.	Continue to monitor and review.
Revenues & Benefits	10.905	10.466	(0.439)	(0.412)	Projected underspend on the budgeted provision for the Council Tax Reduction Scheme of (£0.236m). Projections indicate an anticipated surplus on the Council Tax Collection Fund of (£0.194m). Other minor variances (£0.009m).	Continue to monitor closely as these areas are highly volatile and projections are likely to change.
Housing Programmes	0.100	0.102	0.003	0.000	Minor variances.	Continue to monitor and review.
Total Community & Enterprise	**12.326**	**11.962**	**(0.365)**	**(0.351)**		
Streetscene & Transportation						
Ancillary Services & Performance						
Waste Collection	7.457	7.678	0.221	0.470	Variances relating to underachieved business planning efficiencies. Introduction of non generic role, £0.015m. Develop Energy Production at Landfill, £0.065m. Remove the existing policy of returning for missed waste bin collections, £0.040m. Adverse variance of £0.100m relating to reduced electricity sales from reducing levels of gas extraction between April and July at the Standard and Brookhill landfill sites. Contingency reserve funding for Housing Recycling Centres (HRC) provided of £0.250m has been provided at Month 5.	Continual review to assess any recurrent impact for consideration in MTFS 2017/18 for HRC site rationalisation following change of approach and gas engine reducing income levels.
Parking & Enforcement	(0.115)	(0.082)	0.033	0.136	Shortfall from Business Planning proposals following delays in the implementation of car parking charges at Flint and lower than anticipated income from Connah's Quay, Shotton and Queensferry. Contingency reserve funding for Flint Car Parks income shortfall of £0.100m has been provided at Month 5.	Keep under review as part of MTFS. The regeneration of Flint Town Centre is likely to mean that income will also be affected in 2017/18.
Other Minor Variances	0.686	0.701	0.015	(0.003)		
Highways Network						
Other Minor Variances	7.461	7.619	0.158	0.166	Variances relating to underachieved business planning efficiencies. Pass maintenance liability for Cemeteries to Town/Community Councils, £0.050m is part of ongoing discussions on all CAT's (Community Asset Transfer), Probation Service Litter Collection, £0.050m. delay in introduction of non generic role, £0.015m. Costs for the area teams due to Bagillt flooding event, £0.050m for emergency call outs and consequential maintenance and repairs. Risks - £0.100m cost for infrastructure improvement works at Bagillt.	Keep under review as part of MTFS.
Transportation & Logistics						
Logistics & Resource Services	4.524	4.644	0.120	0.112	Variances relating to underachieved business planning efficiencies. Shared specialist plant with neighbouring authority, £0.050m. Delays in externalising the stores managed service, £0.030m and anticipated fuel saving from construction of waste handing facility, £0.020m.	Keep under review as part of MTFS.
School Transport	4.972	5.079	0.107	0.120	Estimated additional subsidy costs following re-procurement for covering former GHA services for school transport following the company going into liquidation, £0.125m.	This is still an indicative figure based on previous contract prices and will be monitored monthly. WG have been consulted upon with regard to funding the additional costs. Consideration in MTFS 2017/18 if no WG funding is forthcoming.
Transportation	1.928	2.271	0.343	0.341	Estimated additional subsidy costs following re-procurement for covering former GHA services following the company going into liquidation, £0.315m. This includes the costs of former commercial services routes.	This is still an indicative figure based on previous contract prices and will be monitored monthly. WG have been consulted upon with regard to funding the additional costs. Consideration in MTFS 2017/18 if no WG funding is forthcoming.
Other Minor Variances	1.531	1.544	0.013	(0.002)		
Total Streetscene & Transportation	**28.444**	**29.455**	**1.011**	**1.340**		
Planning & Environment						
Business						
Minor Variances	1.642	1.634	(0.008)	0.016		
Community						
Pest Control	0.019	0.019	0.000	0.012	Potential for shortfall in the Self-financing position at outturn.	Monitor and adjust income projections as appropriate.
Minor Variances	0.906	0.866	(0.040)	(0.024)		Continue to monitor committed expenditure and reduce/remove commitments where possible.
Development						
Development Management	(0.335)	(0.274)	0.060	0.053	High Risk of possible shortfall from Planning Application fees increase reflected in Business Planning efficiencies.	Monitor and adjust income projections as appropriate.

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Council Fund Variances

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Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Minor Variances	0.192	0.161	(0.031)	(0.027)		Continue to monitor committed expenditure and reduce/remove commitments where possible.
Access						
Minor Variances	1.349	1.329	(0.020)	(0.021)		Continue to monitor committed expenditure and reduce/remove commitments where possible.
Shared Services						
Minor Variances	0.167	0.167	0.000	(0.000)		Continue to monitor committed expenditure and reduce/remove commitments where possible.
Strategy						
Minor Variances	0.837	0.828	(0.009)	(0.001)		Continue to monitor committed expenditure and reduce/remove commitments where possible.
Management Strategy	***0.687***	***0.766***	***0.079***	***0.050***		
Total Planning & Environment	**5.463**	**5.495**	**0.032**	**0.060**		
Education & Youth						
Inclusion & Progression	7.059	7.207	0.149	0.155	Volatile service with potential for high costs and unpredictable demand. Includes other minor variances from within the service.	Task & Finish group is operational. An 'Invest to Save' post has been identified to support a reduction in the overspend. Improved monitoring systems are being developed and implemented.
Business Change & Support	0.609	0.568	(0.041)	(0.061)	Variance relates to a current secondment in advance of a regional collaboration service from April 2017, funded by GwE. Includes other minor variances.	A service review will be required following the receipt of GwE regional structure.
Minor Variances	3.736	3.713	(0.024)	(0.033)		
Total Education & Youth	**11.404**	**11.488**	**0.083**	**0.061**		
Schools	87.372	87.372	**0.000**	0.000	School budgets are delegated and the balances are therefore carried forward at the end of the financial year.	
People & Resources						
HR & OD	2.244	2.199	(0.045)	0.008	Minor variances.	Continue to monitor and review.
Corporate Finance	2.389	2.450	0.061	0.023	The projected overspend comprises of a shortfall in the Grant income recharge target and an in-year underachievement on the Finance Modernisation Efficiency due to delays in the implementation of the budget forecasting software.	Continue to explore alternative income maximisation opportunities and progress the finance modernisation project.
Total People & Resources	**4.633**	**4.649**	**0.016**	**0.031**		
Governance						
Legal Services	0.642	0.666	0.024	0.036	Minor variances.	Continue to monitor and review.
Democratic Services	1.877	1.857	(0.020)	(0.019)	Minor variances.	Continue to monitor and review.
Internal Audit	0.434	0.428	(0.006)	(0.006)	Minor variances.	Continue to monitor and review.
Procurement	0.166	0.192	0.026	0.036	Minor variances.	Continue to monitor and review.
Business Support	0.327	0.296	(0.031)	(0.032)	Minor variances.	Continue to monitor and review.
ICT	4.981	5.024	0.043	0.043	Minor variances.	Continue to monitor and review.
Total Governance	**8.427**	**8.463**	**0.036**	**0.057**		
Organisational Change 1						
Public Libraries & Arts, Culture & Events	1.656	1.643	(0.013)	0.023	Minor variances.	Continue to monitor and review.
Museums	0.064	0.064	0.000	0.000		Continue to monitor and review.
County Archives	0.281	0.281	(0.001)	0.000	Minor variances.	Continue to monitor and review.
Leisure	3.946	3.967	0.020	0.170	Minor variances.	Continue to monitor and review.
Community Assets	0.024	0.024	0.000	0.000		Continue to monitor and review.
Total Organisational Change 1	**5.972**	**5.979**	**0.007**	**0.193**		
Organisational Change 2						
Property Asset And Development	0.591	0.311	(0.280)	(0.265)	In Year Salary Savings of (£0.260m) awaiting as a result of the imminent service re-structure. Other minor variances.	Continued Monitoring & Review.
CPM & Design Services	0.704	0.622	(0.082)	0.000	(£0.081m) additional fees secured above income target as a result of new work secured within the Design and Maintenance team.	Continued Monitoring & Review.
Industrial Units	(1.284)	(1.044)	0.241	0.208	Budget realignment has mitigated a £0.240m shortfall in the reduction of rental income due to voids and a reduced income from Deeside Power Station.	Continued Monitoring & Review.
Catering	0.793	0.748	(0.045)	(0.022)	Additional income over projected target of (£0.044m) as a result of an increase in the uptake of meals in schools and care homes.	Continued Monitoring & Review.
Cleaning	0.006	(0.024)	(0.030)	(0.000)	Additional cleaning contracts have been awarded resulting in an increase in income of (£0.030m).	Continued Monitoring & Review.

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Minor Variances	1.766	1.785	0.020	(0.024)		
Total Organisational Change 2	**2.575**	**2.399**	**(0.176)**	**(0.103)**		
Chief Executive	3.189	3.133	(0.057)	(0.068)	The projected underspend is mainly due to vacancy savings within the Management & Admin Team and the Corporate Communications Team. There are also minor underspends against some supplies and services budgets.	The projected underspend is expected to be in year only.
Central and Corporate Finance	21.831	22.315	0.484	0.925	An in year projected underspend of (0.111m) within the Central Loans and Investment Account. This is due to reduced level of borrowing and higher than projected income from investments, due to reserves being higher than forecast, and interest rates being lower than forecast. Additional Matrix rebate income of (0.050m), due to increased use of Agency staff. Workforce efficiencies currently showing an underachievement of £0.278m. Additional Income Generating Activities is projecting an underachievement of £0.300m, though work is continuing to identify other areas of opportunity. Additional in year pressure £0.143m due to Non Domestic Rates liability on commercial property. In year projected underspend on Audit Fees of (0.088m) due to reduced rate. Other minor variances of £0.012m.	Central Loans and Investment, continue to monitor to identify further savings. Matrix rebate income, continue to monitor. Workforce Efficiencies - Continue to identify further savings. Additional Income Generating Activities - Consultant appointed to work on Fees and Charges policy. Commercial Property liability - In year pressure only. Audit Fees reduced - Additional identified efficiency.
Grand Total	**251.984**	**253.405**	**1.421**	**2.081**		

2016/17 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency 2016/17 £(m)	Revised Efficiency 2016/17 £(m)	(Under)/Over Achievement 2016/17 £(m)
Central & Corporate Finance			
Additional Income Generating Activities.	0.500	0.200	(0.300)
Workforce Efficiency.	0.500	0.222	(0.278)
Total Central & Corporate Finance	**1.000**	**0.422**	**(0.578)**
Chief Executive's			
Voluntary Sector Grants review.	0.070	0.090	0.020
Total Chief Executive's	**0.070**	**0.090**	**0.020**
People & Resources			
Finance Modernisation	0.135	0.100	(0.035)
Total People & Resources	**0.135**	**0.100**	**(0.035)**
Education & Youth			
School Modernisation.	0.187	0.123	(0.064)
Total Education & Youth	**0.187**	**0.123**	**(0.064)**
Organisational Change 2			
CCTV - Staff reductions.	0.040	0.020	(0.020)
Other - Campus Management.	0.030	0.015	(0.015)
Other - Maintenance.	0.005	0.015	0.010
Total Organisational Change 2	**0.075**	**0.050**	**(0.025)**
Community & Enterprise			
Council Tax Reduction Scheme.	0.329	0.566	0.237
Total Community & Enterprise	**0.329**	**0.566**	**0.237**
Streetscene & Transportation			
Shared Specialist Plant with neigbouring authority.	0.050	0.000	(0.050)
Introduce non-generic streetscene roles (3 year plan).	0.115	0.085	(0.030)
Develop energy production at landfill.	0.100	0.035	(0.065)
Remove the existing policy of returning for missed bin waste collections.	0.075	0.035	(0.040)
Construction of a waste handling and biomass production facility at Greenfield.	0.100	0.080	(0.020)
Car Parking Charges.	0.200	0.165	(0.035)
Charge maintenance of Bus Shelters to Community & Town Councils.	0.020	0.000	(0.020)
Remove the subsidy for the Community Rail Officer.	0.010	0.005	(0.005)
Externalise the Stores Managed Service.	0.050	0.020	(0.030)
Pass Maintenance Liability and Cleanliness of Cemeteries to Town & Community Councils.	0.050	0.000	(0.050)
Probation Service to take on Litter Collections in some areas.	0.100	0.050	(0.050)
Total Streetscene & Transportation	**0.870**	**0.475**	**(0.395)**
Planning & Environment			
Staffing - service review.	0.127	0.088	(0.039)
Self financing for Public Protection Services.			
- Animal & Pest Control.			
- Licencing Charging.	0.050	0.020	(0.030)
Total Planning & Environment	**0.177**	**0.108**	**(0.069)**

	%	£
Total 2016/17 Budget Efficiencies		**11.282**
Met from Contingency Reserve		**0.761**
Revised Efficiency Target	**100**	**10.521**
Total Projected 2016/17 Budget Efficiencies Underachieved	**9**	**0.909**
Total Projected 2016/17 Budget Efficiencies Achieved	**91**	**9.612**

APPENDIX 4

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2016	10.144	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		**4.375**
Less – allocation from contingency reserve to meet historic child claims		(0.133)
Less – allocation from contingency reserve to meet costs of summer play schemes		(0.076)
Less - allocation from contingency reserve to meet shortfall in the essential car user allowance efficiency		(0.211)
Less – allocation from contingency reserve to meet shortfall in the community asset transfers efficiency		(0.200)
Less – allocation from contingency reserve to meet shortfall in the rationalisation of household recycling centres efficiency		(0.250)
Less - allocation from contingency reserve to meet shortfall in the Flint car park income efficiency		(0.100)
Less - allocation from contingency reserve to meet shortfall in the County Hall car park income efficiency		(0.100)
Less projected overspend as at Month 5		(1.421)
Total projected Contingency Reserve as at 31st March 2017		**1.884**

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(31.899)	(31.874)	0.025	0.049		
Capital Financing - Loan Charges	7.285	7.124	(0.161)	0.024	The projected underspend of £0.161m relates to a reduction in the anticipated borrowing costs apportioned to the HRA. This is due to the reduction in our total borrowing requirement and the reduction in interest rates following the BREXIT referrendum.	
Estate Management	1.633	1.575	(0.058)	(0.086)	The projected underspend of £0.058m relates to vacancy savings arising from the Housing Management restructure.	
Landlord Service Costs	1.207	1.196	(0.010)	(0.011)		
Repairs & Maintenance	9.546	9.718	0.172	(0.036)	£0.172m relates to an increase in repairs and maintenance expenditure on void properties. The reduced borrowing costs have allowed for additional resource to be allocated to void properties. This will support the significant work being undertaken in empty properties contributing to the achievement of the Welsh Housing Quality Standards.	
Management & Support Services	2.232	2.260	0.028	0.048		
Capital Expenditure From Revenue (CERA)	10.077	10.077	0.000	0.000		
Contribution To / (From) Reserves	(0.080)	(0.077)	0.003	0.012		
Total Housing Revenue Account	**0.000**	**0.000**	**0.000**	**0.000**		

CABINET

Date of Meeting	Tuesday, 18 October 2016
Report Subject	Provisional Learner Outcomes
Cabinet Member	Cabinet Member for Education and Youth
Report Author	Chief Officer (Education and Youth)
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide an initial summary of pupil outcomes across all key stages from the Summer 2016 assessments for the Cabinet and Elected Members. At this stage, it should be noted that the data at Key Stage 4 is based on external examinations and at this stage is only provisional. Local authorities expect to receive the verified data on December 18th 2016 and this may result in some minor changes to the data profile. Data at Foundation Phase, Key Stage 2 and Key Stage 3 is based on teacher assessment which has been verified. A more detailed overview of learner outcomes will be presented in the Quarter 3 report in line with the usual reporting cycle.

RECOMMENDATIONS	
1	That the Cabinet note the outcomes of pupil assessments across all key stages.
2	That the Cabinet acknowledges the improvements in learner outcomes where they have been achieved.
3	That Cabinet members are aware of the aspects of learner outcomes that still require a clear focus from the Local Authority and GwE to secure further improvements and are aware of how schools will be targeted, challenged and supported to secure higher outcomes in 2017 and bring Flintshire closer in line with its expected position in comparison to the other 22 Local Authorities based on its Free School Meals profile.

REPORT DETAILS

1.00	EXPLAINING THE PROVISIONAL LEARNER OUTCOMES
1.01	**Foundation Phase** Pupils are assessed at the age of seven, at the end of Year 2, by their teachers against the Areas of Learning in the Foundation Phase curriculum. Core assessments are made in the following areas: -Language, Literacy & Communication (LCE English or LCW Welsh) -Mathematical Development (MD) -Personal & Social Development, Well-being & Cultural Diversity (PSD) The expected level for a 7 year old is that they attain Outcome 5. If a pupil achieves Outcome 6 then they are operating above the expected level for their age. If they achieve less than Outcome 5 then they are not yet achieving the expected level and this will not be counted towards the national benchmarks. The Foundation Phase Indicator (FPI) is achieved when a pupil achieves Outcome 5 or above in the three core assessments listed above. This is the main indicator used for measuring performance in Foundation Phase.
1.02	In 2016 the overall performance at the Foundation Phase Indicator in Flintshire was **86.9%.** Compared to the 2015 results, this was a drop of **0.1%.** However, since 2014, the FPI in Flintshire has increased by **2.4%.** The improvement trend is generally positive but the aim is to ensure that outcomes next year increase and this dip reversed.
1.03	In 2016, Flintshire's performance in the FPI was above the GwE average of **86.2%** but just below the Wales average of **87.0**%. Across the GwE region, Flintshire's performance at the FPI was **2nd** out of the 6 LAs (behind Denbighshire).
1.04	Analysis of the core assessed areas shows the following: Language, Literacy & Communication (English medium) – dip of 0.6% Language, Literacy & Communication (Welsh medium) – dip of 3.1% * Mathematical Development – maintained steady position Personal & Social Development – dip of 1.1%
1.05	It needs to be noted that Flintshire has only 5 Welsh medium schools so the cohort is much smaller than the English medium sector and the data profile can be more variable. Also, a high percentage of pupils in Welsh medium schools come from English speaking homes but have to be assessed in Welsh and by 7 years old, have not fully developed their Welsh language skills to a level of fluency. However, the drop in performance in this area is being further analysed by the Welsh and

	Foundation Phase Advisory Teams and an action plan will be put in place.
1.06	Based on its Free School Meal profile, Flintshire is expected to be ranked 6th or better compared with the other local authorities in Wales. Compared to the 2015 data, Flintshire's ranked position has decreased in 2016 across all indicators which is not the desired outcome. Improving Flintshire's ranked position is a key priority in the current improvement/business plan.

Indicator	**2016 ranked**	**2015 ranked**	**+ / -**
FPI	13	9	-4
LCE	11	9	-2
LCW	20	15	-5
MD	12	10	-2
PSD	9	14	-5

1.07	**<u>Key Stage 2</u>** Pupils are assessed at the age of eleven, at the end of Year 6, by their teachers against the National Curriculum for Key Stage 2.
1.08	Core assessments are made in the following areas: - English or Welsh (language of the school) - Mathematics - Science
1.09	The expected level for an 11 year old is that they attain at least Level 4. If a pupil achieves Level 5 or 6 then they are operating above the expected level for their age. If they achieve less than Level 4 then they are not yet achieving the expected level and this will not be counted towards the national benchmarks.
1.10	The Core Subject Indicator is achieved when a pupil achieves Level 4 or above in the three core assessments listed above. This is the main indicator used for measuring performance in Key Stage 2.
1.11	In 2016 the overall performance at the Core Subject Indicator in Flintshire was **90.1%.** Compared to the 2015 results, this was an improvement of **2.2%.** Positively, since 2014 the CSI in Flintshire has increased by **4.0%** which reflects well on the work being undertaken in our primary schools to improve pupil outcomes.
1.12	In 2016, Flintshire's performance in the CSI was above the GwE average of **88.8%** and also above the Wales average of **88.6%**. Across the GwE region, Flintshire's performance at the CSI was **1st** out of the 6 Las.
1.13	Analysis of the core assessed areas shows the following: English – **up by 1.1%** to **91.2%** Welsh – **dip of 2.1%** to **84.3% *** Mathematics – **up by 1.4**% to **92.3%**

Science – **up by 0.7%** to **92.8%**

As with Foundation Phase it needs to be noted that Flintshire has only 5 Welsh medium schools so the cohort is much smaller than the English medium sector and the data profile can be more variable. However, the drop in performance in this area since 2014 is being further analysed by the Welsh Advisory Team and GwE, and an action plan will be put in place to improve leaner outcomes in this area.

1.14 Based on its Free School Meal profile, Flintshire is expected to be ranked 6th or better compared with the other local authorities in Wales. Compared to the 2015 data, Flintshire's ranked position has increased in 2016 across all indicators, except for Welsh first language, which is very positive.

Maintaining and further improving Flintshire's ranked position is a key priority in the current business plan.

Indicator	**2016 ranked**	**2015 ranked**	**+ / -**
CSI	5	11	+6
English	6	9	+3
Welsh	21/21	19	-2
Mathematics	3	9	+6
Science	9	10	+1

1.15 **Key Stage 3**

Pupils are assessed at the age of fourteen, at the end of Year 9, by their teachers against the National Curriculum for Key Stage 3.

Core assessments are made in the following areas:

- English or Welsh (language of the school)
- Mathematics
- Science

The expected level for a 14 year old is that they attain at least Level 5. If a pupil achieves Level 6 or 7 then they are operating above the expected level for their age. If they achieve less than Level 5 then they are not yet achieving the expected level and this will not be counted towards the national benchmarks.

The Core Subject Indicator is achieved when a pupil achieves Level 5 or above in the three core assessments listed above. This is the main indicator used for measuring performance in Key Stage 3.

1.16 In 2016 the overall performance at the Core Subject Indicator in Flintshire was **88.4%.** Compared to the 2015 results, this was an improvement of **1.3%.** Positively, since 2014 the CSI in Flintshire has increased by **4.1%** which reflects well on the work being undertaken in our secondary schools to improve pupil outcomes.

1.17	In 2016, Flintshire's performance in the CSI was above the GwE average of **87.8%** and also above the Wales average of **85.9%**. Across the GwE region, Flintshire's performance at the CSI was **2nd** out of the 6 LAs, behind Gwynedd.
1.18	Analysis of the core assessed areas shows the following: English – **dip of 0.3%** to **91.1%** Welsh – **up by 16.8%** to **96.8% *** Mathematics – **up by 0.7**% to **92.7%** Science – **up by 0.5%** to **94.8 %** *Flintshire has only 1 Welsh medium secondary school where pupils will be assessed in Welsh as their first language so the cohort is smaller than pupils assessed in English and the data profile can be more variable. However, this is a significant improvement and reflects a very strong upward trend over the last two years of 40.8% at Key Stage 3 in this school.
1.19	Based on its Free School Meal profile, Flintshire is expected to be ranked 6th or better compared with the other local authorities in Wales. Compared to the 2015 data, Flintshire's ranked position has been variable in 2016 across all indicators, increasing in 2 subjects but decreasing in 3. Although pupil outcomes increased the CSI and in all subjects except English, the rate of progress in Flintshire has not been as great as other Local Authorities in Wales. Maintaining and further improving Flintshire's ranked position of 6th or better is a key priority in the current business plan.

Indicator	**2016 ranked**	**2015 ranked**	**+ / -**
CSI	6	7	+1
English	6	5	-1
Welsh	4	18/18	+14
Mathematics	5	3	-2

1.20	**<u>Key Stage 4</u>** Pupils are assessed at the age of sixteen at the end of Year 11 by external examinations at GCSE (or BTEC equivalents). The main indicator used to judge performance at all levels is the **Level 2+ Indicator** which means that a pupil has achieve **5 GCSE grades A*-C, including English and Maths.**
1.21	In 2016, Flintshire's performance in this key indicator **improved by 0.7%** on 2015 to **61.3%.** This was **above** the GwE average of **60.1%.** The Wales average is not yet known. Flintshire's performance is **2nd** in the region behind Gwynedd.
1.22	While the 2016 data represents an improvement on 2015, the overall position of Flintshire on this indicator has reduced overall by **0.6%** since 2014. The priority for the LA and GwE is to increase the performance of

	Flintshire in this key measure, regain the ground lost since 2014 and make further improvements to secure a better ranked position in the region and Wales overall.
1.23	The actual performance of Flintshire schools in 2016 is below challenging and aspirational targets set at the beginning of the academic year. The last set of projections collected by GwE in April 2016, indicated a likely outcome of **66.3%.** The provisional final outcomes at **61.3%** reflect a difference of -5.0% against projections.
1.24	Of the 12 mainstream secondary schools, 5 schools were within 1% of their final predications for this indicator but 7 were below. A continued focus of the LA and GwE will be to continue to support schools to refine their target setting processes and pupil tracking systems to close the gap between projected and final performance.
1.25	Based on its Free School Meal profile, Flintshire is expected to be ranked 6th or better compared with the other local authorities in Wales. Ranked positions for the main performance indicators for Wales will not be available until December when all the data is verified.
1.26	**Level 2 Threshold (5A*-C)** In 2016, Flintshire achieved **80.8%,** a **drop of 2.4%** on the 2015 data. This is **below** the GwE average of **81.6%** and places Flintshire **5th** out of the 6 Local Authorities in the region.
1.27	**Level 1 Threshold (5A*-G)** In 2016, Flintshire achieved **95.3%,** an **increase of 0.8%** on the 2015 data. This is **just above** the GwE average of **95.2%** and places Flintshire **4th** out of the 6 Local Authorities in the region.
1.28	**A*- A Performance at GCSE** In 2016, **14.5%** of Flintshire pupils achieved at the highest grade levels of A*-A. This represents an improvement of **0.4%** on 2015 and an overall improvement of **0.8%** since 2014. This is above the GwE average of **14.3%.** The Wales average is not yet known. This data places Flintshire **3rd** in the region in this indicator, behind Gwynedd and Anglesey. The focus of the LA/GwE business plan is to improve outcomes in this area.
1.29	**Key Stage 5** The model of delivery for Key Stage 5 varies within Flintshire with provision in some schools, through local consortia arrangements and by Coleg Cambria. Therefore it is difficult to provide a detailed overview of performance. Based on the provisional performance of the schools/consortia delivering A levels, Flintshire's performance at the Level 3 threshold of 2 A levels **increased by 1.0% to 98.1**%. Provisional data for A*-E grades is **97.2%, a drop of 0.4%** from 2015. Provisional data for A*-C grades is **73.0%, a drop of 4.3%** from 2015 Provisional data for A*-A grades is **14.7%, a drop of 4.4%** from 2015. The focus of the LA/GwE business plan is to increase the percentage of

	higher A level grades (C and above) and particularly A*-A.

2.00	RESOURCE IMPLICATIONS
2.01	Officer time Resources funded by GwE as part of the Service Level Agreement Resources within the Education & Youth Portfolio

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	N/A

4.00	RISK MANAGEMENT
4.01	Poor learner outcomes places an individual school at risk in a number of ways e.g. it develops a poor reputation within the local community; it is more likely to have a poor Estyn inspection outcome; there is a potential for a drop in pupil numbers which then impacts on funding levels. These issues can all have a major outcome on the long term sustainability of a school. Having a number of schools performing badly with low pupil outcomes and poor Estyn judgements, also places the Council and GwE at risk as poor school performance is one of the main criteria used by Estyn and the Welsh Audit Office to make judgements about the quality of these organisations and their ability to effectively deliver core educational services. A key risk is that schools might not make best use of the support available to them from the Local Authority and GwE to secure improved learner outcomes. This risk is mitigated by the regular monitoring of schools by the Local Authority, through its School Performance Monitoring Group and by the regular reviews undertaken by the Senior Manager for School Improvement within the LA and the Senior Challenge Adviser for the Flintshire/Wrexham hub. These meetings ensure that schools are challenged effectively to improve their learner outcomes and that the appropriate levels of support are in place to support the school on its improvement journey.

5.00	APPENDICES
5.01	N/A

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None **Contact Officer:** Claire Homard–Senior Manager for School Improvement **Telephone:** 01352 704019 **E-mail:** claire.homard@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Estyn** – Her Majesty's Chief Inspector for Education & Training in Wales **GwE** – Regional School Improvement Service for North Wales

CABINET

Date of Meeting	Tuesday, 18th October 2016
Report Subject	School Modernisation - 21st Century Schools Programme - Band A Capital Projects - Connah's Quay High School
Cabinet Member	Cabinet Member for Education and Youth
Report Author	Chief Officer (Education and Youth)
Type of Report	Operational

EXECUTIVE SUMMARY

To inform Cabinet of the changes to the operational construction programme for Band A - 21st Century Schools Programme.

To invite Cabinet to approve modernisation works at Connah's Quay High School.

RECOMMENDATIONS	
1	Cabinet is requested to consider the operational changes to the 21st Century school programme.
2	Cabinet is requested to approve the continuation of the school capital project at Connah's Quay High School to design development, tender and Full Business Case submission to the Welsh Government, in line with programme criteria.

REPORT DETAILS

1.00	**EXPLAINING THE SCHOOL MODERNISATION - 21ST CENTURY SCHOOLS PROGRAMME - BAND A CAPITAL PROJECTS - CONNAH'S QUAY HIGH SCHOOL**
1.01	The Council has an agreed funding package with Welsh Government (WG) for its 21st Century Schools Band A programme of £64.2m. This is funded on a 50/50 contribution rate between the Welsh Government and the Council.
1.02	In line with National Policy for capital projects in excess of £5 million, there is a requirement that approvals are made at the four stages of the WG business case process, as follows: • Strategic Outline Programme – (SOP) • Strategic Outline Case – (SOC) • Outline Business Case – (OBC) • Full Business Case – (FBC) Capital funding is released by WG at the approval of the FBC.
1.03	The SOP submitted by the Council to WG in 2010, included proposed projects at Holywell Learning Campus, the Post 16 Deeside 6th Hub project at Coleg Cambria, the Queensferry/John Summers Campus and also subject to available finance a proposed refurbishment project at Connah's Quay High School.
1.04	Currently, the Council has two capital projects which have been approved by the WG, these are projects at Holywell Learning Campus and Deeside 6th (in collaboration with Coleg Cambria).
1.05	As of August 2016, the project at Deeside 6th was handed over and was operational for the start of the new 2016 academic year. Phase 1 at Holywell Learning Campus (buildings) was also handed over in August 2016, with pupils from Holywell High School, Ysgol y Fron Junior School and Ysgol Perth y Terfyn Infants School transferring to the new facility in September 2016. External work at Holywell Learning Campus is continuing and will be complete during March 2017.
1.06	The construction projects at both Holywell Learning Campus and Deeside 6th have been delivered on time and within budget and they equate to £45.636 million of the funding £64.2 million funding leaving the balance of the £18.564 million within funding envelope available to progress other projects agreed through the WG business case process.

1.07	WG has requested the Council to amend its SOP to reflect changes in its programme. The revised SOP presented to WG included the reaffirmation of capital scheme at Connah's Quay High School which was included in the Council's 2010 submission.
1.08	The revised SOP has been approved in principal by WG. There is now a requirement that the later stage business cases are submitted to WG in order to release capital funding.
1.09	In doing so, WG have confirmed to Councils that the Band A programme, needs to be complete by March 2019. Additionally through programme officials WG have so requested that all Council's remove as much risk from its remaining capital programme as possible in view of the above. i.e. land purchase issues, which can potentially delay programme delivery and affect funding.
1.10	The proposed scheme at Connah's Quay High School, Phase 1, replaces the existing Design and Technology (D&T) block, Art and Food Technology block. The new 21st Century School project will see the demolition of the existing three storey block and the provision of a temporary entrance and administration area, together with the construction of a new two storey block, comprising of Administration, D&T, Food Tech, Art and Design, additional teaching provision, office space, toilets, assessable provision, lift, stairs and plant room.
1.11	The balance of the funding envelope, will be used on two projects: • Amalgamation of Penyffordd Primary School split-site provision onto a single site with the village. (in separate report) • Queensferry Campus- namely potential demolition or making secure/safe John Summers High school and improvement works to support the modernisation of inclusion provision in the area. Proposals to make further improvements to Queensferry CP Primary School will be considered in the following band of the 21st Century schools programme.
1.12	The project will be delivered by a two stage Design and Build procured through the North Wales Construction Framework.
1.13	The anticipated timelines are as follows: Commissioning of Construction and design team — November 2016 Anticipated Construction Start — August 2017 Anticipated Construction Completion — February 2019
1.14	Contractors within the NWCF:

	Contractor	Works between £4.322m and £7.5m	Works between £7.5m and £15m	Works over £15m
	Balfour Beatty Construction Services UK	✓	✓	✓
	Galliford Try	✓	✓	✓
	Kier Construction Ltd	✓	✓	✓
	Read Construction Holdings Ltd	✓		
	Willmott Dixon Construction Ltd		✓	
	Wynne Construction	✓	✓	

1.15	Business Cases (as noted in 1.02) will be completed and submitted to compliment the anticipated programme timelines.

2.00	RESOURCE IMPLICATIONS
2.01	There are sufficient staff resources in which to implement the revised programme within programme constraints and timelines.
2.02	There are no changes to the original funding packages as previously agreed by the Council and WG to support this programme.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	No further consultations are required as part of the School Organisation Code. Statutory proposals have already been undertaken and determined by the Welsh Minister at Connah's Quay High School. The age range at the school have been reduced from 11-18 to 11-16 from 31st August 2016.

4.00	RISK MANAGEMENT
4.01	A Programme Board is set up to oversee the implementation business

	plans and manage risks in close detail. High level risks will be reported to Programme board, Operational risks will be managed by the project team in accordance with agreed tolerances.

5.00	**APPENDICES**
5.01	No appendices.

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	None. **Contact Officer: Damian Hughes, Senior Manager, School Planning and Provision** **Telephone: 01352 704135** **E-mail: Damian.hughes@flintshire.gov.uk**

7.00	**GLOSSARY OF TERMS**
7.01	**North Wales Construction Framework (NWCF)** – Was set up by the North Wales Authorities and sets the structure for purchases for major construction works over the Official Journal of European Union (OJEU) threshold for construction works (£4.322m) **Design and Build** – Describes a procurement route, in which Design and construction are contracted by a single entity, in this case a contractor with NWCF. It has many positives not least early contractor engagement. **School Organisation Code** – The new School Standards and Organisation (Wales) Act 2013 makes Local Authorities responsible (rather than the Welsh Ministers prior to October 2013) for the determination of most statutory school organisation proposals that receive objections. Such provisions apply to any proposals published on or after 1st October 2013 that consider the establishment, discontinuance or otherwise significantly alter schools. The Council does this in line with the Welsh Government's statutory School Organisation Code http://wales.gov.uk/docs/dcells/publications/130719-school-organisation-codes-en.pdf

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CABINET

Date of Meeting	Tuesday, 18th October 2016
Report Subject	School Modernisation - 21st Century Schools Programme Band A Capital Project – Penyffordd
Cabinet Member	Cabinet Member for Education and Youth
Report Author	Chief Officer (Education and Youth)
Type of Report	Operational

EXECUTIVE SUMMARY

To inform Cabinet of the changes to the operational construction programme for Band A - 21st Century Schools Programme.

To invite Cabinet to approve the capital project to consolidate the current split site primary school buildings in Penyffordd onto one site within the village.

RECOMMENDATIONS	
1	Cabinet is requested to consider the operational changes to the 21st Century school programme.
2	Cabinet is requested to approve the continuation of the capital project at Penyffordd to design development, tender and Full Business Case submission to WG in line with programme criteria.

REPORT DETAILS

1.00	**EXPLAINING THE SCHOOL MODERNISATION - 21ST CENTURY SCHOOLS PROGRAMME BAND A CAPITAL PROJECT – PENYFFORDD**
1.01	The Council has an agreed funding package with Welsh Government (WG) for its 21st Century Schools Band A programme of £64.2m. This is funded on a 50/50 basis between WG and the Council.
1.02	In line with National Policy, for capital projects in excess of £5 million there is a requirement that they have to be approved under the four stage WG business case process, as follows: • Strategic Outline Programme – (SOP) • Strategic Outline Case – (SOC) • Outline Business Case – (OBC) • Full Business Case – (FBC) Capital funding is released by WG at the approval of FBC.
1.03	Currently the Council has two capital projects which have been approved by the WG. These are the projects at Holywell Learning Campus and Deeside 6th (in collaboration with Coleg Cambria).
1.04	As of August 2016, the project at Deeside 6th was handed over and was operational for the start of the new 2016 academic year. Phase 1 at Holywell Learning Campus was also handed over in August 2016, with pupils from the Holywell High School, Ysgol y Fron Junior School and Ysgol Perth y Terfyn Infants School transferring to the new facility in September 2016. External work at Holywell Learning Campus is continuing and will be complete during March 2017.
1.05	The construction projects at both Holywell Learning Campus and Deeside 6th have been delivered on time and within budget and they equate to circa £45.636 million of the funding £64.2 million funding leaving the balance of the £18.564 million within funding envelope available to progress other projects agreed through the WG business case process.
1.06	WG requested the Council to amend its SOP to reflect the changes in its programme. The revised SOP presented to WG (January 2016) included the reaffirmation of a capital scheme at Penyffordd which was included in the Council's original SOP submission.
1.07	The revised SOP has been approved in principal by WG. There is now a requirement that appropriate business cases are submitted to WG for the project at Penyffordd in order to release capital funding.

1.08	In doing so, WG have confirmed to Council's that the Band A programme, needs to be complete by March 2019. Additionally through programme officials, WG have also requested that all Councils remove as much risk from their remaining capital programmes as possible in view of the above. i.e. land purchase issues, which can potentially delay programme delivery and affect funding.
1.09	The proposed scheme at Penyffordd will amalgamate the current split-site arrangement, bringing all primary provision on one site. Education and Youth have commissioned Design Consultancy to complete and options appraisal of the options for new school provision the area and have derived at a recommendation in liaison with Planners and Officers from Highways. Construction on the preferred site can take place, without unduly negatively affecting current school operation. A copy of the option appraisal is attached as appendix 1.
1.10	The balance of the funding package will be used on two projects: • Phase1 project to modernise Connah's Quay High school (in a separate report) • Queensferry Campus, namely potential demolition or making secure/safe John Summers High school and improvement works to support the modernisation of inclusion provision in the area. Proposals to improve Queensferry CP Primary School will be considered in the following band of the 21st Century schools programme.
1.11	The projects will be delivered by a two stage Design and Build procured through the North Wales Construction Framework.
1.12	The anticipated timelines are as follows:

Commissioning of Construction and design team	January 2017
Anticipated Construction Start	January 2018
Anticipated Construction Completion	July 2019 Phase1 (buildings) December 2019 Phase 2 (external)

1.13 Contractors within the NWCF:

Contractor	**Works between £4.322m and £7.5m**	**Works between £7.5m and £15m**	**Works over £15m**
Balfour Beatty Construction Services UK	✓	✓	✓
Galliford Try	✓	✓	✓

	Kier Construction Ltd	✓	✓	✓
	Read Construction Holdings Ltd	✓		
	Willmott Dixon Construction Ltd		✓	
	Wynne Construction	✓	✓	
1.14	Business Cases (as noted in 1.02) will be completed and submitted to compliment the anticipated programme timelines.			

2.00	RESOURCE IMPLICATIONS
2.01	There are sufficient staff resource in which to implement the revised programme within programme constraints and timelines.
2.02	There are no changes to the original funding packages as previously agreed by the Council and WG to support this programme.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	No further consultations are required as part of the School Organisation Code. Statutory proposals have previously been undertaken and determined at Penyffordd.

4.00	RISK MANAGEMENT
4.01	A Programme Board is set up to oversee the implementation business plans and manage risks in close detail. High level risks will be reported to Programme board, Operational risks will be managed by the project team in accordance with agreed tolerances.

5.00	APPENDICES
5.01	Appendix 1 – Penyffordd Options Appraisal

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. **Contact Officer: Damian Hughes, Senior Manager, School Planning and Provision** **Telephone: 01352 704135** **E-mail: Damian.hughes@flintshire.gov.uk**

7.00	GLOSSARY OF TERMS
7.01	**North Wales Construction Framework (NWCF)** – Was set up by the North Wales Authorities and sets the structure for purchases for major construction works over the Official Journal of European Union (OJEU) threshold for construction works (£4.322m). **Design and Build** – Describes a procurement route, in which Design and construction are contracted by a single entity, in this case a contractor with NWCF. It has many positives not least early contractor engagement. **School Organisation Code** – The new School Standards and Organisation (Wales) Act 2013 makes Local Authorities responsible (rather than the Welsh Ministers prior to October 2013) for the determination of most statutory school organisation proposals that receive objections. Such provisions apply to any proposals published on or after 1st October 2013 that consider the establishment, discontinuance or otherwise significantly alter schools. The Council does this in line with the Welsh Government's statutory School Organisation Code http://wales.gov.uk/docs/dcells/publications/130719-school-organisation-codes-en.pdf

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AREA REVIEW OPTION APPRAISAL REPORT

Infant and Primary School Amalgamation Feasibility

February 2016

Ref EPN/388/006

Prepared by:

Property and Design Consultancy,
Flintshire County Council,
County Hall, Mold, Flintshire, CH7 6NW

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1.0 INTRODUCTION

1.1 PURPOSE OF REPORT & METHODOLOGY

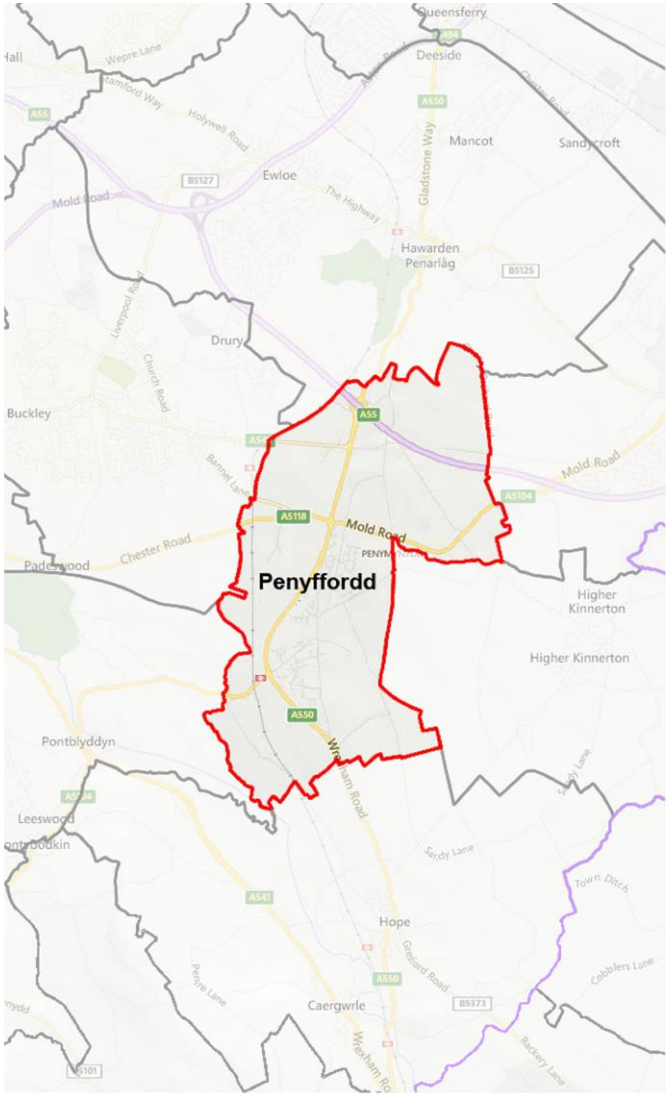
Flintshire County Council, Design Consultancy have been appointed to undertake a Feasibility Study and Appraisal Report to investigate the proposal of amalgamating the Penyffordd Abbott's Lane Infants & Penymynydd Road Junior School. In 2013, the Council proceeded with Statutory amalgamate Infants and Junior School, therefore the infants and Junior school ceased as of 31st August 2013 and as of 1st September 2013, the school operates as a single primary but on two sites, Abbots Lane (Former Infants) and (Former Junior) Penymynydd Road. The appraisal is to review the area and recommend a suitable site for the physical amalgamation of the school.

The report will firstly investigate and identify a long list of sites within the catchment settlement area of Penyffordd, which might be available to accommodate a new all-through school. Once established, the considered long list will be evaluated and it will be determined what plots are suitable to make a final shortlist and to obtain a feasibility study.

The feasibility study will review the successful sites and their existing facilities against current government education guidelines using Building Bulletin 99 (BB99): Briefing Framework for Primary School Projects as a benchmark. Based on a client brief to provide a 1.5-FE School with the scope to extend to 2-FE at a later date, the survey results found within the report will highlight the comparison between the existing facilities and BB99's benchmark guidelines, therefore, establishing if there are any shortfalls or surplus area amounts.

Following from this survey exercise, the feasibility will proceed by exploring and examining a number of design options that may be able to facilitate the new 1.5-FE to 2-FE all through school. The report will identify, compare and seek to evaluate the proposals, so that it can be established which is the most effective solution that fulfils the client's brief and aspirations.

Lastly, the report will close with a conclusions and recommendations with regard to what the preferred option to move forward is. Supported by its analysis, findings, proposals and matrix scoring exercise, the feasibility will also present associated costs, construction programmes and limitations inclusive of the preferred option.



Map of Penyffordd

1.2 CLIENT BRIEF

The Brief is to undertake a feasibility study to ascertain the most efficient & effective solution with regard to providing a new all-through school on one site, for up to 300 full-time pupil places, plus 25 Nursery places (1.5-FE) with a view that the site could be expanded at a future date to accommodate 390 places, plus 25 Nursery places (2-FE) using the Building Bulletin 99 guidance and benchmarks, for building areas and outdoor space areas: Briefing Framework for Primary School Projects.

The current numbers are as follows:

- Current number on roll (excluding Nursery) is 236
- Current capacity (excluding Nursery) 259
- Current surplus places 23
- Percentage of surplus places 8.88%

Projections to 2020 indicate that the numbers on roll are likely to be circa 232, however, this does not include Nursery pupils, nor does it include for potential pupils generated from housing developments in the area.

Current known housing developments are:

- 224 Units at Wood Lane Farm will potentially generate 54 additional pupils
- 12 Units at Lane at Bank Farm will potentially generate 3 pupils
- Pre-application for residential development on land at Chester Road for 220 Units will potentially generate a further 53 primary age pupils.
- A potential further development of up to 50 units at Rhos Road would generate another 12 pupils.

Total so far equates to 122 potential additional pupils, however, this does not take in to account any further developments that may be included within the Flintshire Local Development Plan Candidate Sites Register.

Housing Yield formula are based on data from the 2011 census. These are maximum numbers which do not take into account parental preference for alternative school choices or whether pupils are already in the local education system.

1.3 PROPOSED AREA REQUIREMENTS (1.5-FE & 2-FE)

Proposed Area Requirements (BB99 Benchmarks):

1.5-FE + SEN Proposal: (300 place school, age 5-11 + 25 Nursery)

BB99 Benchmarks	
Likely Gross Building Area: Infant, Primary & Nursery (BB99)	1,802.5m²
Pitches	6,000m²
Soft Informal	1,612.5m²
Games Court	1,200m²
Hard Play Informal	887.5m²
Habitat	525m²
Float	1,625m²

Total – 13,652.5m²

Likely Site Area (BB99) – 13,100m² to 14,700m²

2-FE + SEN Proposal: (390 place school, age 5-11 + 25 Nursery) BB99 Benchmarks

BB99 Benchmarks	
Likely Gross Building Area: Infant, Primary & Nursery (BB99)	2,207.5m²
Pitches	7,800m²
Soft Informal	1,837.5m²
Games Court	1,380m²
Hard Play Informal	1,022.5m²
Habitat	615m²
Float	2,075m²

Total – 16,937.5m²

Likely Site Area (BB99) – 16,340m² to 18,300m²

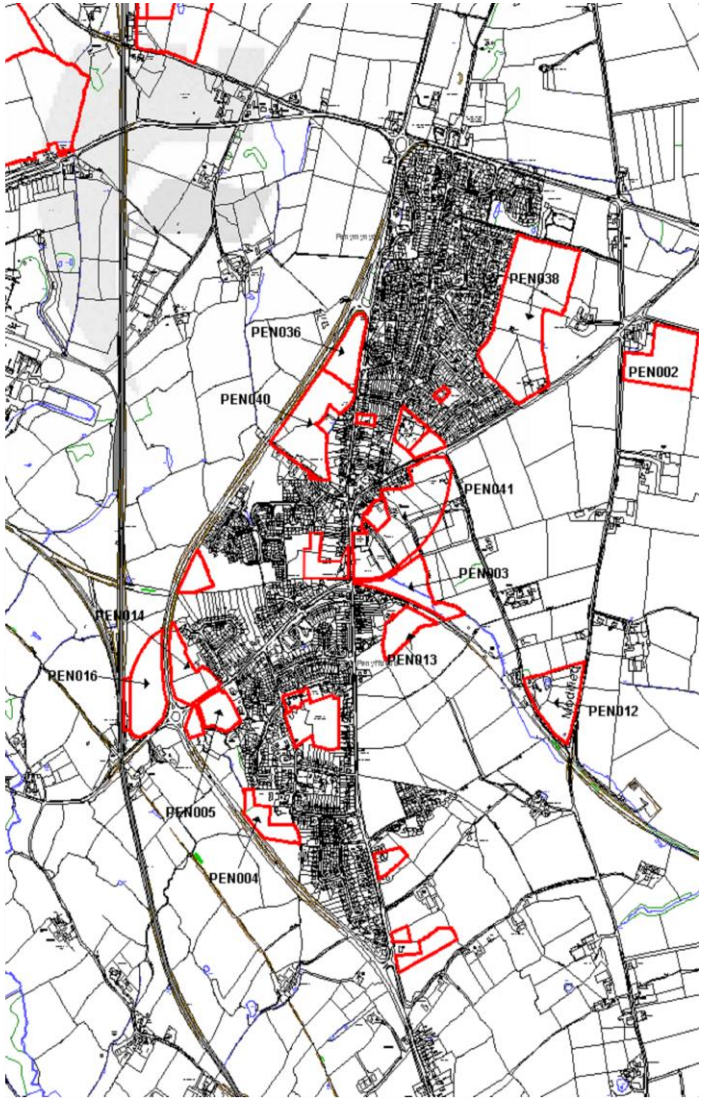
SITE SUITABILITY REVIEW

2.1 LONG LIST SITE OPTIONS

The purpose of this section of the report is to investigate which sites/land within the catchment settlement area of Penyffordd, might be available to accommodate a new all-through school which is detailed in the client brief. As the proposed amalgamation refers to two existing schools on separate sites, these will automatically be included within the shortlist and reviewed during the development of the report. However, to help ensure that all possibilities are explored, it is important that any land that may be suitable is identified and assessed.

Further to a number of consultations with Flintshire County Council's Planning Department, discussions led to the identification of an additional 12 possible sites including the Penyffordd Youth & Community Centre, which could possibly accommodate a new all-through school on one site. There were several parcels of land also identified within the catchment area, however, all of these sites were too small. During the consultation it was confirmed that all of the 12 sites, which are also indicated within the OS map plan, were not owned by Flintshire County Council and therefore, would have to be purchased. The sites to be reviewed as part of the long list are;

- ~~Site A – Penyffordd Abbott's Lane Infant site~~ (Not applicable for long list review)
- ~~Site B – Penymynydd Road Junior site~~ (Not applicable for long list review)
- Site C – Penyffordd Youth & Community Centre
- Site D – PEN041: Land to rear of Millstone ph.
- Site E – PEN003: Station Way (N of) 1.7ha
- Site F – PEN013: Station Way (S of) 1.1ha
- Site G – PEN004: Land adj Offas Dyke, Abbotts Lane 1.0ha
- Site H – PEN005: Land south side of Rhos Rd 0.95ha
- Site I – PEN016: Land between railway station and A550 2.3ha
- Site J – PEN014: Land north side of Ros Rd 1.6ha
- Site K – PEN040/036: Land north of Wood Lane 4.8ha
- Site L – PEN038: Chester Road 7.7ha
- Site M – PEN002: Bank Farm , Lower mountain Road
- Site N – PEN012: Blackbrook House, Terrace Lane



OS map plan: Location, size & area of available land in the Penyffordd area (N.T.S)

Long List Review

Site C (Penyffordd Youth & Community Centre): Turning to the land to the rear of the Penyffordd Youth Centre (UDP SR7), the Valuation & Estates Department have been advised that this is now a Public Open Space provision for the adjoining residential development and allocation (HSG1 37) backed up by a S106 Agreement. Under these circumstances this site could not be used for the development of a new school.

Site D (PEN041 - Land to rear of Millstone ph.): This site is central to the village but the western part of the site comprises open space and allotments whilst the middle part of the site has poor access. This leaves the eastern part of the site where there is a rectangular parcel of land adjoining Chester Road (0.643ha) which might be suitable for school buildings and to the south of this is a larger parcel of land (0.985ha) which might be suitable for playing fields but it is not clear whether there is a workable link between the two parcels. Neither of these two parcels have been promoted for housing.

Site E (PEN003 - Station Way (N of) 1.7ha): This site has a poor 'frontage' or presence in terms of relating to the settlement and Station Way is unlikely to be able to provide a suitable access.

Site F (PEN013 - Station Way (S of) 1.1ha): This site has no frontage or presence in terms of relating to the settlement and Station Way is unlikely to be able to provide a suitable access. Site too small to accommodate an all-through school based on the proposed area requirements.

Site G (PEN004 - Land adj Offas Dyke, Abbotts Lane 1.0ha): This site is at the end of a network of residential roads with Abbotts Lane being narrow in places. There appears to be no existing access without purchasing gardens to existing dwellings. Also part of the site is wooded and likely to have amenity and ecological value. Site too small to accommodate an all-through school based on the proposed area requirements.

Site H (PEN005 - Land south side of Rhos Rd 0.95ha): Possible planning application for housing. Site too small to accommodate an all-through school based on the proposed area requirements.

Site I (PEN016 - Land between railway station and A550 2.3ha): Candidate Site promotes this for employment development. Site is large enough to accommodate a school but not well related to village as on other side of A550 and would not be good in terms of pedestrian linkages for children.

Site J (PEN014 - Land north side of Ros Rd 1.6ha): Planning application recently refused for housing on basis of waste water drainage issues.

Site K (PEN040/036 - Land north of Wood Lane 4.8ha): Well related to village and has a generous site. The northern tip of the site has also come in as a pre-app for housing and likely to be pressure for housing on entire site - Might not be available for a school.

Site L (PEN038 - Chester Road 7.7ha): Well related to settlement, also subject of a recent pre-app for housing - Might not be available for a school.

Site M (PEN002 Bank Farm, Lower mountain Road): Too divorced from the settlement

Site N (PEN012 Blackbrook House, Terrace Lane): Too divorced from the settlement.

2.2 SHORTLIST SITE OPTIONS

Originally indicated as possible sites that might be able to accommodate an all-through school, the parcels of land recognised within the Penyffordd area are considered to be unsuccessful in relation to making the shortlist of sites that are to proceed and acquire a design feasibility. Due to the costs involved in connection to obtaining the land, it was also identified that a number of the sites in their entirety were too small and therefore, this discounted the locations as a feasible options. Further to the review and deliberation of the long list sites, the established final shortlist of sites are;

- Site A: Penyffordd Abbott's Lane Infant site
- Site B: Penymynydd Road Junior site

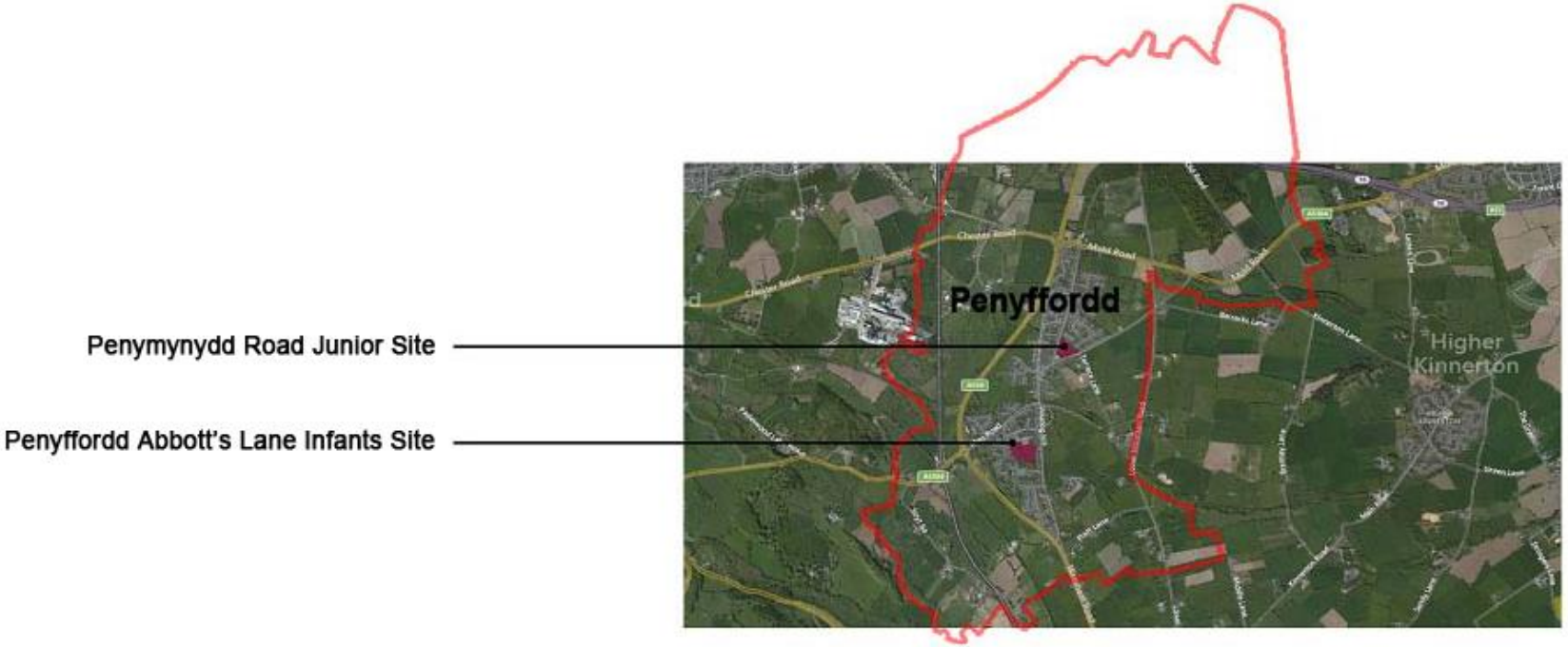
Following the process within this section, the existing sites will now be evaluated and the report will conclude with a preferred option and scheme proposal, including a recommendation.

3.0 ANALYSIS OF EXISTING SITES

The two existing schools from the Penyffordd area chosen for consideration to expand to a 1.5-Form Entry, with the scope to extend to a 2-Form Entry School at a later date are:

• Penyffordd Abbott's Lane Infant site, Abbots Lane, Penyffordd CH4 0HW
• Penymynydd Road Junior site, Penymynydd Road, Penyffordd, CH4 0LQ

This chapter contains some background information about the existing sites, analysis of their current building accommodation provision and use of space. A comparison with the current government education guidelines using Building Bulletin 99 (BB99): Briefing Framework for Primary School Projects will be used as a benchmark throughout, and will allow the report to establish a number of proposals that can provide sufficient accommodation to enable both a 1.5 & 2-Form Entry facility. Initial feasibility costings will also be supplied in Chapter 5, with a summary and recommendation provided at the end of the report.



3.1 SITE (A) – PENYFFORDD ABBOTT'S LANE INFANTS SITE

Site Analysis

From this exercise we can see when compared to current government guidelines from the Department for Education, the Penyfforrd Abbott's Lane Infants site is very generous and provides a large surplus area amount. However, with regard to the existing building and accommodation facilities, the findings establish that it is quite undersized. Therefore, this section of the report can confirm, that the existing site is able to accommodate both a 1.5-FE & 2-FE new all-through school on one site.

SPACE TYPE	EXISTING AREA	AREA REQUIREMENTS FOR NEW SCHOOL (BB99 AGE 5–11: 300 FT + 25N)		AREA REQUIREMENTS FOR NEW SCHOOL (BB99 AGE 5–11: 390 FT + 25N)	
	m2	m2		m2	
SPORT PITCHES	10,910	6,000	(+4,910 m2)	7,800	(+3,110 m2)
SOFT INFORMAL & SOCIAL	8,008	1,612.5	(+6,395.5 m2)	1,837.5	(+6,170.5 m2)
GAMES COURT	0	1,200	(–1,200 m2)	1380	(–1,380 m2)
HARD INFORMAL & SOCIAL	540	887.5	(–347.5 m2)	1022.5	(–482.5 m2)
HABITAT	0	525	(–525 m2)	615	(–615 m2)
FLOAT	0	1,625	(–1,625 m2)	2075	(–2,075 m2)
TOTAL SITE AREA	20,849.3	13,100 – 14,700 (LIKELY SITE AREA)		16,340 – 18,300 (LIKELY SITE AREA)	
		(+7,749.3 m2 – +6,149.3 m2)		(+4,509.3 m2 – +2,549.3 m2)	

Area above BB99 Framework

Area below BB99 Framework

SPACE TYPE	EXISTING AREA	AREA REQUIREMENTS FOR NEW SCHOOL (BB99 AGE 5–11: 300 FT + 25N)		AREA REQUIREMENTS FOR NEW SCHOOL (BB99 AGE 5–11: 390 FT + 25N)	
	m2	m2		m2	
BASIC TEACHING	258.8	682.5	(–423.7 m2)	871.5	(–612.7 m2)
HALLS	90.5	197.5	(–107 m2)	224.5	(–134 m2)
LEARNING RESOURCES	23.7	63.75	(–40.05 m2)	77.25	(–53.55 m2)
STAFF & ADMIN	71	95	(–24 m2)	113	(–42 m2)
STORAGE	35.7	126.25	(–90.55 m2)	148.75	(–113.05 m2)
DINING & SOCIAL	52.7	–	(+52.7 m2)	–	(+52.7 m2)
'FLOAT'	0	92.5	(–92.5 m2)	101.5	(–101.5 m2)
TOTAL NET BUILDING AREA	622.8	1,257.5	(–634.7 m2)	1,536.5	(–913.7 m2)
GROSS BUILDING AREA	959.7	1,802.5	(–842.8 m2)	2,207.5	(–1,247.8 m2)

Existing site & building accommodation comparison with BB99

OS map & existing site plan of Penyffordd Abbotts Lane Infants

Building & Condition Analysis

The felt coverings over the flat roof areas are in a satisfactory condition, and whilst isolated stained ceiling tiles were noted during the inspection, no significant water ingress was evident. There are a number of canopies provided, the plastic sheeting to which is also in a good condition, although the poor flashing detail to one of the canopies should be replaced. The brickwork elevations are in a good condition, with no defects apparent, although a section of missing lead up-stand to the rear damp proofing layer along the rear elevation will require replacing. Timber doors still exist to certain elevations, these should be repainted. The door to the external store, however, has deteriorated badly, and should be replaced as soon as possible. In addition to the main building there is a small garage of brick construction, the felt on this building is in a poor condition, and should be replaced. The loose downpipe to the front needs securing.

Existing Accommodation
Site Area – 20,849.3m²
Net Site Area – 19,889.6m²
Gross Building Area – 959.7m²
Total Room Area – 864.4.4m²

Identified Maintenance Works
The current backlog & list of identified maintenance works equates to a total of **£118,597.23**

	CONDITION GRADE			
ELEMENT	A	B	C	D
Roofs		✓		
Floors & Stairs		✓		
Ceilings		✓		
External Walls Windows & Doors		✓		
Internal Walls & Doors		✓		
Sanitary Services		✓		
Mechanical		✓		
Electrical			✓	
Redecorations			✓	
Fixed Furniture & Fittings		✓		
External Areas		✓		
BLOCK OVERALL		✓		

Existing property condition grades

G.F building plan of Penyffordd Abbott's Lane Infants School

Front Elevation

Rear Elevation

Side Elevation (Car Park)

Side Elevation (Hard Play Area)

3.2 SITE (B) – PENYMYNYDD ROAD JUNIOR SITE

Site Analysis

From this exercise we can see when compared to current government guidelines from the Department for Education, the Penymynydd Road Junior site's existing building accommodation and facilities are undersized and include quite a shortfall. The findings of the comparison also confirm that the existing site area/land has a notable lack of space, therefore, establishing that the site is unable to accommodate the proposed amalgamation/new all-through school.

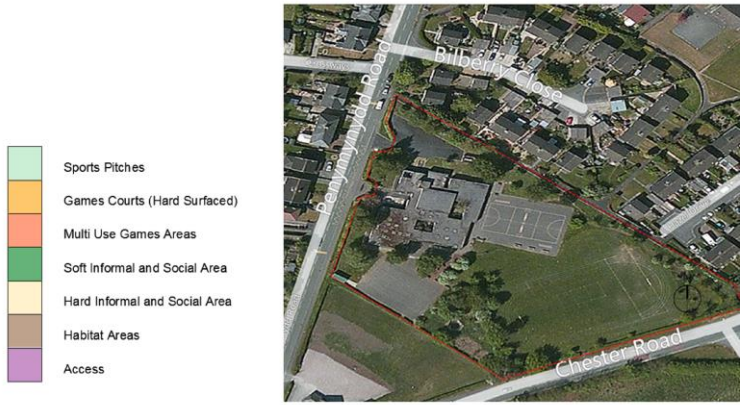
SPACE TYPE	EXISTING AREA	AREA REQUIREMENTS FOR NEW SCHOOL (BB99 AGE 5–11: 300 FT + 25N)		AREA REQUIREMENTS FOR NEW SCHOOL (BB99 AGE 5–11: 390 FT + 25N)	
	m2	m2		m2	
SPORT PITCHES	6,010.1	6,000	(+10.1 m2)	7,800	(–1,789.9 m2)
SOFT INFORMAL & SOCIAL	1,794.9	1,612.5	(+182.4 m2)	1,837.5	(–42.6 m2)
GAMES COURT	685.6	1,200	(–514.4 m2)	1380	(–694.4 m2)
HARD INFORMAL & SOCIAL	937.3	887.5	(+49.8 m2)	1022.5	(–85.2 m2)
HABITAT	0	525	(–525 m2)	615	(–615 m2)
FLOAT	0	1,625	(–1,625 m2)	2,075	(–2,075 m2)
TOTAL SITE AREA	11,441.7	13,100 – 14,700 (LIKELY SITE AREA)		16,340 – 18,300 (LIKELY SITE AREA)	
		(–1,658.3 m2 – –3,258.3 m2)		(–4,898.3 m2 – –6,858.3 m2)	

Area above BB99 Framework

Area below BB99 Framework

SPACE TYPE	EXISTING AREA	AREA REQUIREMENTS FOR NEW SCHOOL (BB99 AGE 5–11: 300 FT + 25N)		AREA REQUIREMENTS FOR NEW SCHOOL (BB99 AGE 5–11: 390 FT + 25N)	
	m2	m2		m2	
BASIC TEACHING	277.2	682.5	(–405.3 m2)	871.5	(–594.3 m2)
HALLS	139.1	197.5	(–58.4 m2)	224.5	(–85.4 m2)
LEARNING RESOURCES	47.8	63.75	(–15.95 m2)	77.25	(–29.45 m2)
STAFF & ADMIN	40.3	95	(–54.7 m2)	113	(–72.7 m2)
STORAGE	28.6	126.25	(–97.65 m2)	148.75	(–120.15 m2)
DINING & SOCIAL	56.3	–	(+56.3 m2)	–	(+56.3 m2)
'FLOAT'	0	92.5	(–92.5 m2)	101.5	(–101.5 m2)
TOTAL NET BUILDING AREA	742.4	1,257.5	(–515.1 m2)	1,536.5	(–794.1 m2)
GROSS BUILDING AREA	1,163.5	1,802.5	(–639 m2)	2,207.5	(–1,044 m2)

Existing site & building accommodation comparison with BB99



OS map & existing site plan of Penymynydd Junior School

Building & Condition Analysis

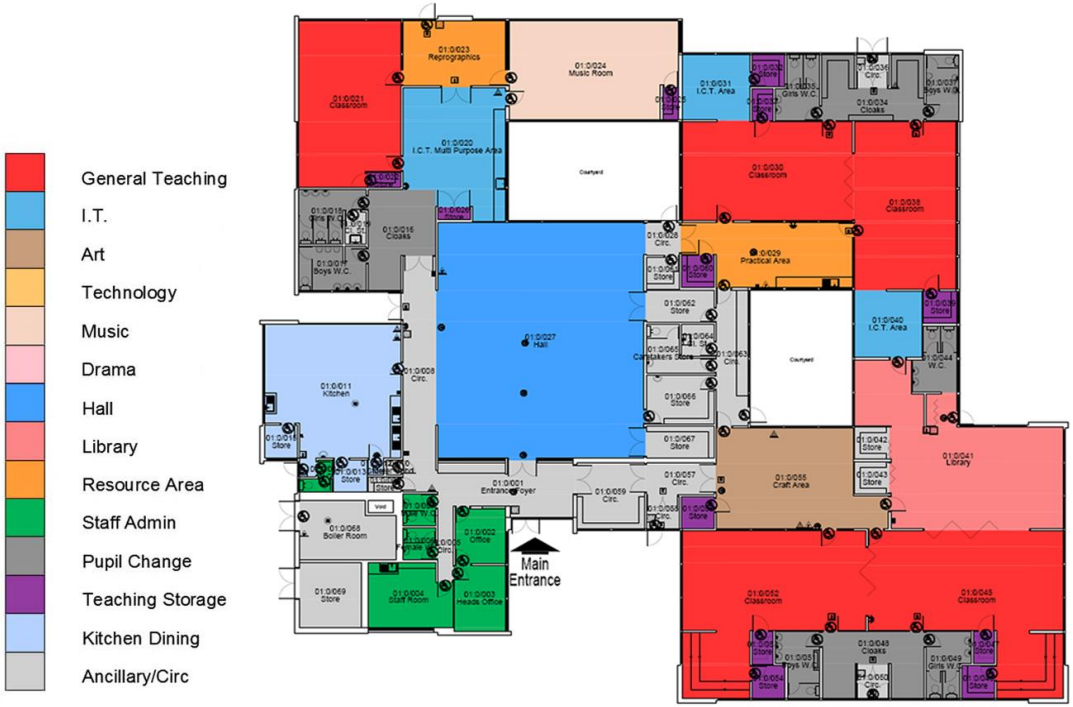
The felt coverings over the flat roof areas are in a satisfactory condition, and whilst isolated stained ceiling tiles were noted during the inspection, no significant water ingress was evident. There are a number of canopies provided, the plastic sheeting to which is also in a good condition, although the poor flashing detail to one of the canopies should be replaced. The brickwork elevations are in a good condition, with no defects apparent, although a section of missing lead up-stand to the rear damp proofing layer along the rear elevation will require replacing. Timber doors still exist to certain elevations, these should be repainted. The door to the external store, however, has deteriorated badly, and should be replaced as soon as possible. In addition to the main building there is a small garage of brick construction, the felt on this building is in a poor condition, and should be replaced. The loose downpipe to the front needs securing.

Existing Accommodation
Site Area – 11,441.7m²
Net Site Area – 10,278.2m²
Gross Building Area –1,163.5m²
Total Room Area – 742.4m²

Identified Maintenance Works
The current backlog and list of identified maintenance works equates to a total of £276,913.80.

	CONDITION GRADE			
ELEMENT	A	B	C	D
Roofs			✓	
Floors & Stairs		✓		
Ceilings		✓		
External Walls Windows & Doors		✓		
Internal Walls & Doors		✓		
Sanitary Services			✓	
Mechanical		✓		
Electrical		✓		
Redecorations		✓		
Fixed Furniture & Fittings		✓		
External Areas		✓		
BLOCK OVERALL		✓		

Existing property condition grades



G.F building plan of Penymynydd Road Junior School

Front Elevation

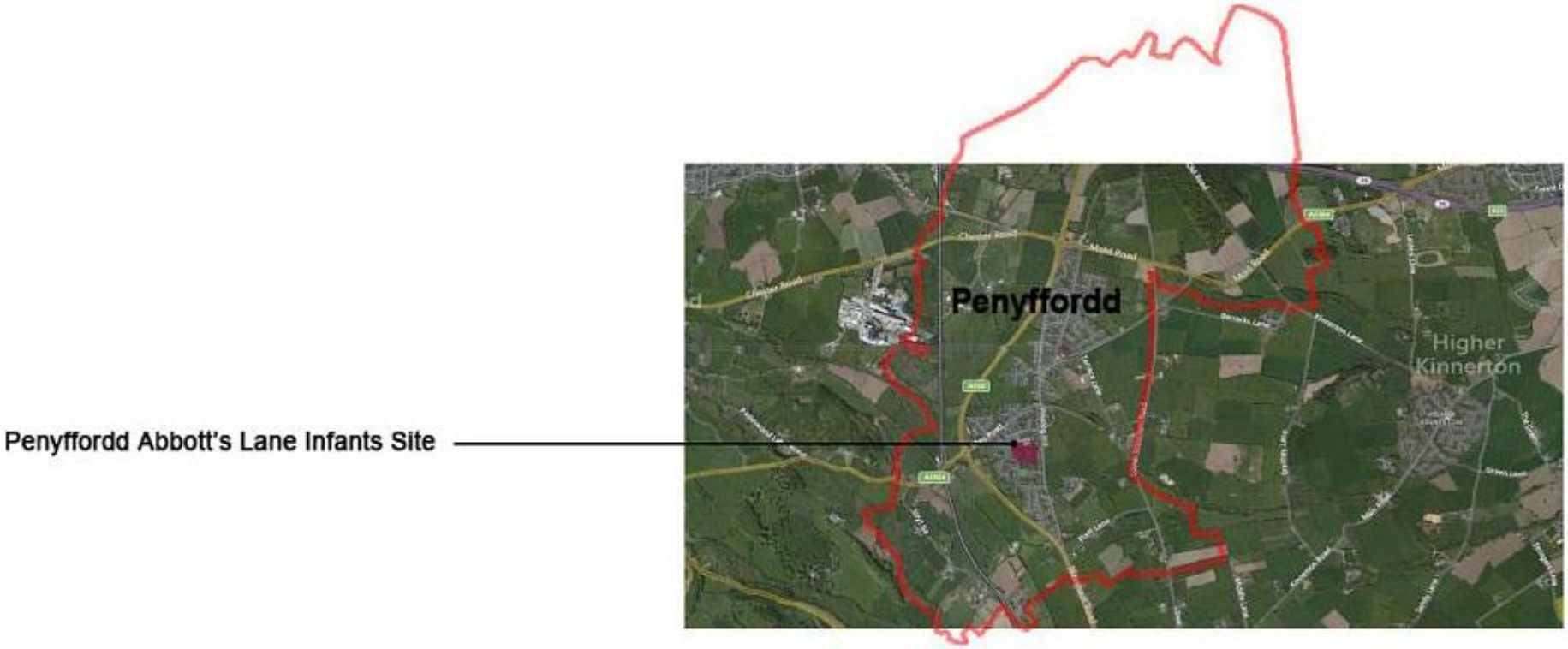
Rear Elevation

Rear Elevation (Hard Play Area)

Side Elevation (Adjacent to Car Park)

4.0 OPTION APPRAISAL OF PROPOSED SITE

Following from carrying out an analysis on the two option sites for the new 1.5-FE Amalgamated Infant and Primary School, the findings within the report has established and can confirm that the existing Penymynydd Road Junior site is unable to accommodate an all-through school, due to a high number of failings when compared against BB99's benchmark guidelines, including site area requirements. Therefore, the report will continue its feasibility by considering the proposals positioned on the remaining option site:



4.1 SITE (A) – PENYFFORDD ABBOTT'S LANE INFANTS SITE

OS map & photograph key of Penyffordd Abbott's Lane Infants site

Site photographs

4.1.1 (A1) EXTENSION OPTION

The Penyffordd Abbott's Lane Infants site has the potential to accommodate an all-through school, however, this section within the report will investigate whether it is more efficient and acceptable to propose, construct and accommodate the amalgamation/new school via an extension or a new build development.

The proposed amalgamation will drastically increase the current pupil intake of the school, therefore, the existing premises and curriculum provision are in need of improvement to comply with BB99, Equality Act 2010 and The Education (School Premises) Act 1999. With these deficiencies, many issues do not comply with current Building Regulations. The majority of the added building accommodation and facilities will be located within the new extension connected at the rear of the existing school. The site area is generous and has good external area provisions. As previously indicated within the existing site analysis, some existing provisions are over prescribed i.e. soft play and social areas, however, car parking, hard play area and games court are underprovided. A careful and considered feasibility design solution would address and rebalance this issue.

The following internal spaces are an example of the types of building accommodation and facilities that are required to be provided as part of the proposal to meet the standards referred to above;

- Six additional classrooms (60m² p/classroom): 360m²
- Main Hall (double height space): 107m²
- Small group SEN: 15m²
- Kitchen: 25m²
- ICT suite for 15 computers: 38m²
- Staff Room: 30m²
- Library Resource Centre: 33m²
- Food/Science, Design Technology: 24m²
- Cloakrooms: 31.5m²
- Pupil Toilets: 45m²
- Food/Science, design technology: 24m²
- MI Room: 12m²

Site photographs

<u>Total Extension Required for Option – 1,179.7m²</u>
(Please refer to site & floor plan drawings which indicate size and location of extension(s)

Proposed extension sketch scheme

Proposed Building Extension (Option A1)

The existing Penyffordd Abbott's Lane Infants site has been considered suitable to accommodate a new all-through school on one site. With a site area of 20,849.3m², a new 300 full time pupil place + 25 nursery school requires a minimum site area of 13,100m² (Net site area - 11,297.5m² + Gross Building area - 1,802.5m²).

The existing school will require a large building extension to enable the new Area School/ internal building accommodation to be compliant in accordance with BB99's benchmarks. Based on the proposed pupil & nursery places for this option, the total extension required to bring it up to standard will be **1,179.7m²**

Proposed G.F plan sketch scheme

Issues with Adaptability

- Parking requirements will not be addressed
- Positioning of Suds drainage system on site would prove difficult.
- Progress and sequencing of works would need to be heavily considered on a live school site, therefore, would increase health & safety risks during part demolition of the school.
- Phasing would cause safe guarding issues.
- Logistics and implications attached to extending the existing two storey hall would prove extremely difficult. (107m² extension required to comply with BB99 minimum benchmarks).
- Standardisation and link to new build would need careful design consideration.
- The project would incur extra costs and the construction programme would increase to cover the following:
  - Temporary classroom accommodation
  - Temporary toilet accommodation
  - Boiler plant (to run temporary acc.)
  - Structural alterations to existing school
  - Electrical & mechanical adaptation
  - Fire strategy
  - Capacity/adapting onto the existing utility infrastructure would be phased during the operation of the Infant school.
  - Future expansion would be problematic

4.1.2 (A2) NEW BUILD OPTION

Concept diagram of new build proposal

Proposed New Build (Option A2)

The provision of a new amalgamated school is very fitting due to the generous area available behind the existing school building. Retaining access off Park Crescent via Abbotts Lane, the front of the site offers the opportunity to improve both vehicular access and circulation, including the added possibility of addressing and increasing existing car parking provisions.

With the site previously being developed, the plot offers an existing infrastructure and services, which are ready to be extended to support and retain an education use of this plot. The site includes an established and well maintained sport pitch, which is also used outside school hours on weekends by the public & sport clubs.

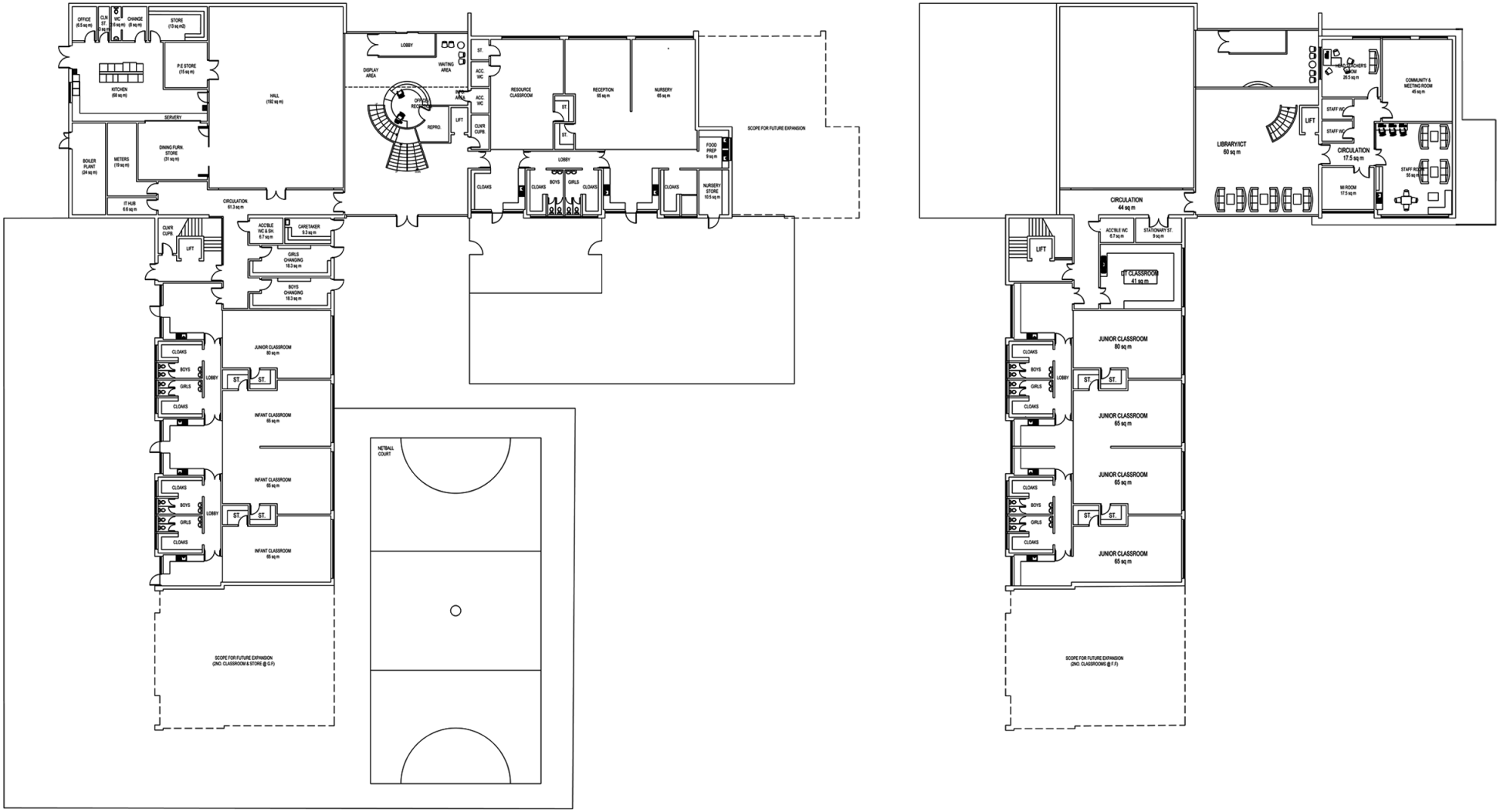
As the existing site exceeds BB99's area requirements for the proposal, the plot would allow the operation of the existing school to stay active during the construction phases. The plot is highly acceptable for a 1.5-FE school and also provides a clear indication that it could easily expand to a 2-FE school in the future.

Total Build Required for Option – 1,802.5 m²

1.5–FE Feasibility Sketches

Concept sketch: New build development including two storey element (1.5-FE)

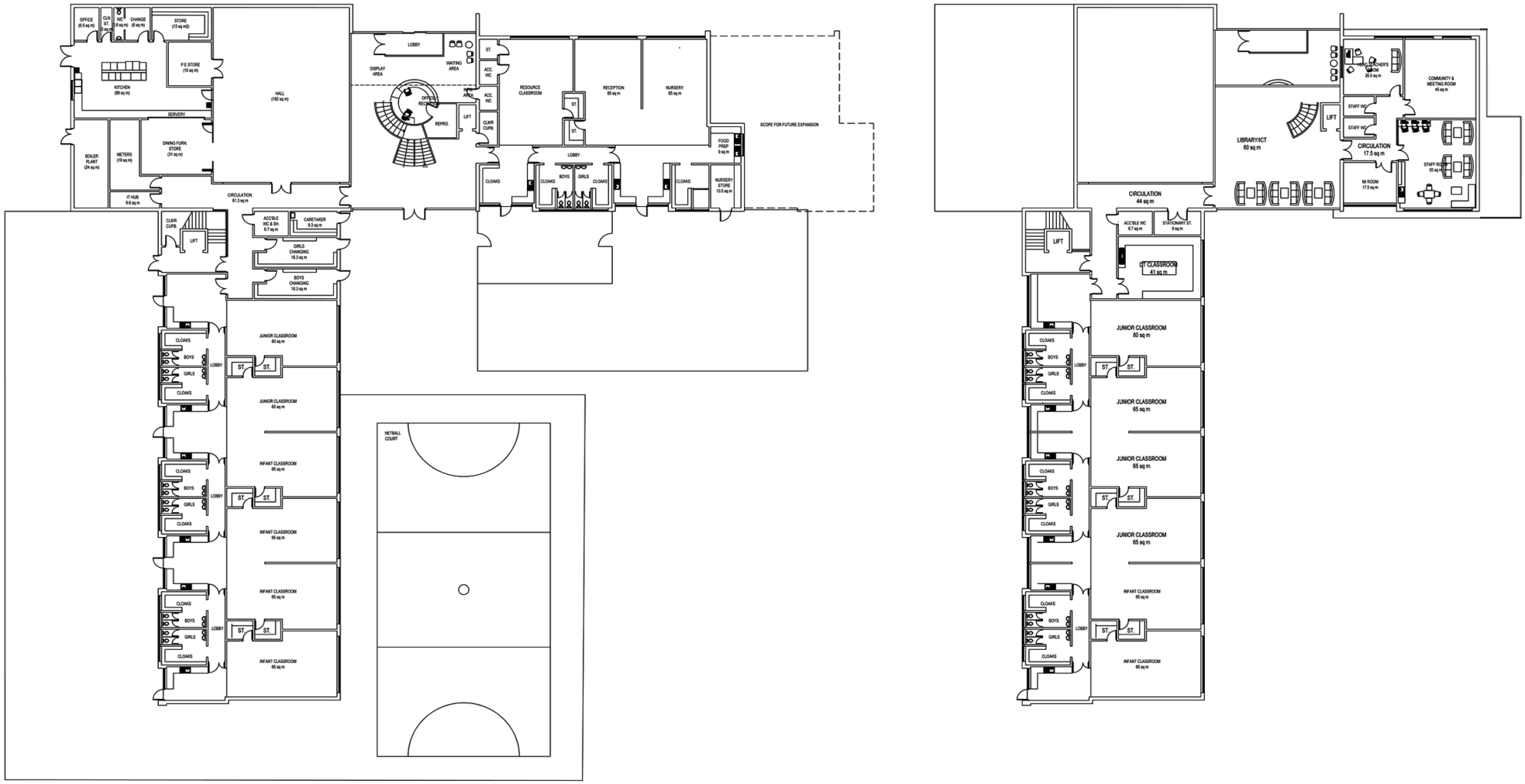
Concept sketch: New build development if two storey throughout (1.5-FE)



Proposal developed from concept sketch: New build development if two storey throughout (1.5-FE)

2–FE Feasibility Sketches

Concept sketch: New build development if two storey throughout (2-FE)



Proposal developed from concept sketch: New build development if two storey throughout (2-FE)

5.0 ESTIMATED RUNNING & BUILD COST

5.1 EXISTING & PROPOSED BUILDING COMPARISON

Current consumption for Abbots Lane and Penyffordd Juniors (combined)

			Average 2012-2015						Average benchmarks							
			Electricity		Gas		Water		Electricity		Gas		Electricity		Gas	
	Pupils	Floor area	kWh	£	kWh	£	m3	£	kWh/ m2	£/m2	kWh/m2	£/m2	kWh/pupi	£/pupil	kWh/pupi	£/pupil
Total	270	1996	61,735	£7,408.16	255,670	£5,113.40	465	0	31	£3.71	128	£2.56	229	£27.44	947	£18.94

Unit prices used: Electricity: 12p/kWh Gas: 2p/kWh

CIBSE BENCHMARKS	kWh/m2		Cost/m2	
	Electricity	Fossil Fuel	Electricity	Fossil Fuel
Good Practice	22	113	£2.64	£2.26

The attached information and data has been obtained from the Flintshire County Council's Energy Conservation Unit. For the purposes of this report, the consumption & floor areas of the existing schools have been combined. The results show both a radical decrease in relation to the utilities/running costs of the new amalgamated school, as well as a clear indication of the energy efficiency improvement. The data provided for the new school has been calculated on the basis, that it will be built to CIBSE (Chartered Institution of Building Services Engineers) good practice benchmarks. The CIBSE TM46 Energy Benchmarks publication includes a comprehensive outline of building energy benchmarks; what they are, how they were developed and how it is used.

New School consumption and costs (based on above benchmarks)

	Good Practice			
	Electricity		Gas	
Floor areas (m2)	kWh	£	kWh	£
1180	25,960	£3,115.20	133,340	£2,666.80
1459	32,098	£3,851.76	164,867	£3,297.34

ASSUMING GOOD PRACTICE

	Current schools	1180 m2 and 300 pupils	1459 m2 and 390 pupils	% reduction 1180 m2 and 300 pupils	% reduction 1459 m2 and 390 pupils
Electricity					
kWh/pupil	229	87	82	-62	-64
£/pupil	£27.44	£10.38	£9.98	-62	-64
Gas					
kWh/pupil	947	444	423	-53	-55
£/pupil	£18.94	£8.89	£8.45	-53	-55

	Current schools	CIBSE benchmarks	% reduction
Electricity			
kWh/m2	31	22	-29
£/m2	£3.71	£2.64	-29
Gas			
kWh/m2	128	113	-12
£/m2	£2.56	£2.26	-12

5.2 PROJECT & BUILD COSTS

CONSTRUCTION BUDGET

Sir y Fflint Flintshire County Council — DESIGN CONSULTANCY

CLIENT: **Children's Services, Education and Recreation**

PROJECT: **New Primary School - Penyffordd**
270 Pupils - 1.5 FE plus 30 plus 25 Nursery

Price base date: 2nd Quarter 2016

Construction Works: Remodel and Extend

New Build Extensions	1180 m2		1,770,000	
Remodel and Refurbish	623 m2		560,700	
	-		-	
Installation of Sprinkler System	1803 m2		144,240	
				2,474,940
BREEAM / Sustainability		2%		49,499
External Works:				
Generally			550,000	
Drainage			225,000	
Sprinkler Tank			80,000	
Builders work in connection with services			40,000	
CCTV including builders work			65,000	
Site Security during Construction			40,000	
Demolition of Existing buildings			-	
Mobile Classrooms			120,000	
Asbestos survey and remediation (risk item)			20,000	
Preliminaries on external works			91,200	
				1,231,200
Contingency				375,564
CONSTRUCTION COSTS (2nd Qtr 2016)				**£ 4,131,203**
Estimated inflation to probable tender date and allowance during construction period (1st qtr 2018 mid point).			9.70%	400,727
Furniture & IT; Telephones			10%	290,000
Contractor Design Build Fees			7%	337,535
CONSTRUCTION COSTS AT COMPLETION				**5,159,465**
BREEAM Assessor Fees				15,000
Thermal/Environmental Modelling Consultant				20,000
Land Survey and Ground Investigation				5,000
Other Specialist Consultants: Arboculture, Sound, Wildlife				20,000
Planning and Building Regulation Approval				20,000
Professional fees			3.00%	176,010
TOTAL BUDGET OF CONSTRUCTION AND FEES (at completion)				**£ 5,415,475**
Other Items:				
Client Completion Costs/Additional Items				**50,000**
				£ 5,465,475

Exclusions
Does not target BREEAM Excellent
Contaminated Ground

22nd February 2016

(A1) Extension option costs

CONSTRUCTION BUDGET

Sir y Fflint Flintshire County Council — DESIGN CONSULTANCY

CLIENT: **Children's Services, Education and Recreation**

PROJECT: **New Primary School - Penyffordd**
270 Pupils - 1.5 FE plus 30 plus 25 Nursery

Price base date: 2nd Quarter 2016

Construction Works: New Build Primary School

New Build Single Storey Primary School	1803 m2		2,524,200	
Installation of Sprinkler System			131,395	
Telephones			-	
				2,655,595
BREEAM / Sustainability		2%		53,112
External Works:				
Generally			950,000	
Drainage			280,000	
Sprinkler Tank			80,000	
Builders work in connection with services			40,000	
CCTV including builders work			65,000	
Site Security during Construction			40,000	
Demolition of Existing buildings			60,000	
Asbestos survey and remediation (risk item)			20,000	
Preliminaries on external works			122,800	
				1,657,800
Contingency				436,651
CONSTRUCTION COSTS (1st Qtr 2016)				**£ 4,803,158**
Estimated inflation to probable tender date and allowance during construction period (1st qtr 2018 mid point).			9.70%	465,906
Furniture & IT; Telephones			10%	314,536
Contractor Design Build Fees			7%	390,852
CONSTRUCTION COSTS AT COMPLETION				**5,974,452**
BREEAM Assessor Fees				15,000
Thermal/Environmental Modelling Consultant				20,000
Land Survey and Ground Investigation				5,000
Other Specialist Consultants: Arboculture, Sound, Wildlife				20,000
Planning and Building Regulation Approval				20,000
Professional fees			3.00%	202,795
TOTAL BUDGET OF CONSTRUCTION AND FEES (at completion)				**£ 6,257,247**
Other Items:				
Client Completion Costs/Additional Items				**50,000**
				£ 6,307,247

Exclusions
Does not target BREEAM Excellent
Contaminated Ground

New Primary School, Penyffordd **8th January 2016**

(A2) New build option costs

Cost Summary

(A1) Extension option - **£5,485,475**

(A2) New build option - **£6,307,247**

5.3 CAPITAL RECEIPT / SURPLUS LAND VALUE

Penymynydd Road Junior Site

On the 15.09.2015, Flintshire County Council's Property, Valuation & Estates Department carried out a valuation for various school sites. From this exercise, it was confirmed that the Penyffordd C.P. School site (1.14 ha), with the benefit of Planning Consent for residential development to include an "Affordable" element of 30% (HSG 10) was valued in the sum of £1,852,500. However, it was disclosed that this figure was subject a number of caveats detailed in the report plus the then unknown "SHARP" programme effect.

The SHARP programme is now in place by way of a Formal Agreement which gives the Council's development partner, Wates Group Construction Company, priority on the take up of any of the Council's surplus assets with residential potential. Wates recently submitted a "Residual Valuation" on the Council's land at Maes Gwern in Mold which resulted in a significant diminution in value from that we would have expected a achieve by way of an "Arm's Length" Market transaction. A significant amount of the diminution in the value has arisen from the fact that the "Affordable" element on the Maes Gwern site would be gifted to the Council for their Housing Estate Portfolio.

Negotiations have not, as yet, taken place with Wates in terms of agreeing a value for the Maes Gwern land but the circumstances do indicate that the Council's Capital receipt in cash terms on the Penyffordd C.P. School site could be significantly diminished by the existence of the SHARP programme. At this point in time I am unable to assess the effect on my valuations as each site would now have to be considered on its own merits. For example that Council could require the whole of any given site to be developed for 100% "Affordable Housing" in which case there would have to be a form of transfer of the Capital receipt to the HRA account. I'm not sure, however, that there is a mechanism in place for this at this moment in time.

If I had, at this stage, have to provide a figure for the Penyffordd C.P. School site based upon Planning Consent with an affordable element of 30% and taking in account the foregoing, it would be in the region of £1.100,000.'

(Flintshire County Council Property, Valuation & Estates Department)

6.0 CONSTRUCTION PHASING & GENERAL LOGISTICS

Option A1 – Extension Option:

Phase 1

- Contractor site cabin & fencing set up
- School fencing set up
- Temporary classroom, school facilities & plant accommodation
- First phase of extension to commence

Phase 2

- Revise school fencing/area
- Form improvements to existing vehicular access
- First phase extension build complete
- Second phase extension to commence

Phase 3

- Contractor to relocate & carry out site cabin & fencing set up
- Revise school fencing/area
- Form new car park & adapt onto existing vehicular access point
- Complete external works and landscape works

Option A2 – New Build Option:

Phase 1

- Contractor site cabin & fencing set up
- School fencing set up
- Form temporary route for playing fields adjacent to neighbouring bowling green ready for phase 2 process
- Form new vehicular access/temporary staff parking off Park Crescent

Phase 2

- Construct new school including hard play areas
- Revise school fencing/area
- Amend temporary route for playing fields adjacent to neighbouring bowling green
- Form improvements to existing vehicular access

Phase 3

- Contractor to relocate & carry out site cabin & fencing set up
- Revise school fencing/area
- Demolish existing school/decant pupils & staff into new school building
- Form new car park & adapt onto existing and proposed vehicular access points
- Complete external works and landscape works

7.0 OPTION EVALUATION

7.1 OPTION SUMMARY

Option A1 – Extension Option:
The Penyffordd Abbott's Lane Infants site has established that it can accommodate an all-through school within the existing parameters and area of this one site. In terms of the amalgamation and a new school being proposed via a building extension, the evaluation process of the option appraisal has recognised that there are a number of issues that would have to be carefully reviewed and investigated if pursued further. Careful design consideration would also be required so that Planning Consent could be obtained. In summary, the school site has the capacity to improve its existing facilities to meet BB99's minimum benchmark standards, however, this would be in the form of extensive internal remodelling and an extremely large building extension.

Option A2 – New Build Option:
The option of proposing a new all-through school on one site via a new build development, would be considered extremely achievable due to the generous area of the Penyffordd Abbott's Lane Infants site. It has been established that the existing school could be retained and carry on operating during the construction of the new build. With little disturbance to the existing external facilities, including the football pitch, due to the positioning and size of the proposal, Planning Consent would be obtainable. The ability to future-proof the new all-through school is also highly feasible.

7.2 EVALUATION PROCESS

To allow a comparison of the proposed options, an appraisal matrix was developed by Flintshire County Council, Design Consultancy. This matrix defined a wide range of evaluation criteria in order to score the options on a comparable basis.

Each option was scored against all of the criteria using values between 1 and 5 to provide a thorough site, design and technical analysis. The Matrix included sections covering evaluation criteria on the following:

- **Compliance with School Regulations:** Health, safety & welfare / Teaching facilities / Lighting / Acoustics / Fire Safety
- **Energy Efficiency & Utilities Availability:** Existing services available / Renewable technologies
- **DDA Requirements:** Access & circulation / Building accommodation / Parking / Site accommodation
- **Affordability:** Site value & costs / Displacement costs / Site preparation / Build Costs / Capital revenue / Capital receipt & surplus land value.
- **Site Location:** Accessibility / Traffic circulation & good road infrastructure / Position to serve catchment area
- **Relationship to Wider Area / Community:** Community setting / Social impact on local residents
- **Building Bulletin Compliance:** Does it meet area guidelines & accommodation set within BB99 / Site capacity?
- **Development Potential & Planning Constraints:** Likelihood of securing planning consent / Restrictions on development / Restrictions imposed by presence of mature trees, protected species or archaeology
- **Welsh Government Business Case Criteria:** Aspiration of 21st Century School requirements
- **Flood Risk & Ground Contamination:** Proximity to Water Courses / Risk of Contamination
- **Site Characteristics & Ground Conditions:** Ecology / Topography / Level of site / Crossing of services /
- **Site restraints Implementation of Design Standardisation:** Classroom layout / Design fluidity / Adaptability to expand
- **Phasing & Construction Complexity:** Programme / Access / Site capacity & circulation during construction / Health & safety / Impact on local area, residents & schools
- **Sustainability:** Environmental impact / Design & construction approach
- **Future Flexibility & Expansion:** Ability to expand / Site Capacity

7.3 APPRAISAL MATRIX SUMMARY

5 – Strongly Agree / Improvement
4 – Agree / Slight Improvement
3 – Neither Agree nor Disagree / No change
2 – Disagree / Slightly Worse
1 – Strongly Disagree / Worse

Scoring Method for Appraisal Matrix

		OPTION A1 PROPOSED EXTENSION	OPTION A2 PROPOSED NEW BUILD
1	COMPLIANCE WITH SCHOOL REGULATIONS	4	5
2	ENERGY EFFICIENCY & UTILITIES AVAILABILITY	4	5
3	DDA REQUIREMENTS	4	5
4	AFFORDABILITY	2	5
5	SITE LOCATION	4	4
6	RELATIONSHIP TO WIDER AREA / COMMUNITY	4	4
7	BUILDING BULLETIN COMPLIANCE	4	5
8	DEVELOPMENT POTENTIAL & PLANNING CONSTRAINTS	3	4
9	WELSH GOVERNMENT BUSINESS CASE CRITERIA	4	5
10	FLOOD RISK & GROUND CONTAMINATION	3	3
11	SITE CHARACTERISTICS & GROUND CONDITIONS	3	4
12	IMPLEMENTATION OF DESIGN STANDARDISATION	2	5
13	PHASING & CONSTRUCTION COMPLEXITY	2	4
14	SUSTAINABILITY	3	4
15	FUTURE FLEXIBILITY & EXPANSION	2	5
	TOTAL OPTION SCORE (MAXIMUM AVAILABLE 75)	48	67

7.4 STRENGTHS, WEAKNESES & EVALUATION SUMMARY

Further to carrying out the appraisal matrix for the two options on the Penyffordd Abbott's Lane Infants site, we can see from this exercise the strengths, weaknesses, risks and opportunities involved. The findings clearly indicate that the two options considered are notably very different in relation to their attributes. After reflecting on the results and attached justification points below, one presents itself to be extremely achievable with the scope to easily expand at a later date, however, the other includes a number of high risks items and does not appear to be a feasible option to pursue.

Option A1 – Extension Option: Score 48

With the option proposing to retain the existing school building, as well as providing some form of an extension to improve the school's compliance in accordance with BB99, due to the percentage of what is being left as existing/inherited as part of the overall scheme (existing layouts & room sizes etc), this would mean that an element of the school building would still not be entirely compliant and would need an extensive internal remodel to resolve the majority of the items. Therefore, this scored the option quite low in connection to the compliance of school regulations, building bulletin, energy efficiency, parking, DDA requirements & implementation of design standardisation. As the construction of the new development would be running during a live school site and temporary accommodation would need to be considered, a low score was also issued for phasing & construction complexity due to the risks involved and the extents of the accommodation that would need to be provided to safeguard both the pupils and staff during the construction phases. With a total cost of £5.46m, this seemed quite high when compared against the new build option.

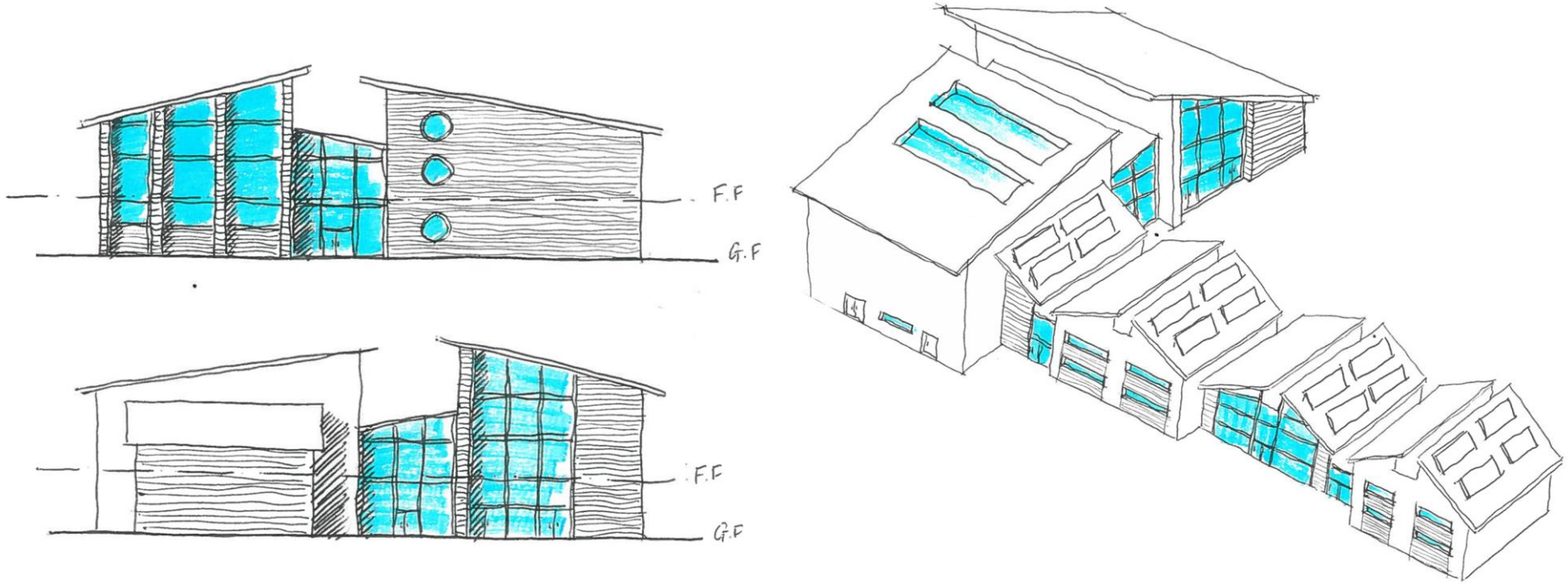
Option A2 – New Build Option: Score 67

The option scored well with the majority of the matrix categories, which was primarily due to the overall feasibility of proposing a new all-through school via a new build development. With the end product being designed to BB99's benchmarks as a minimum standard, the option encompassed a blank canvas approach, i.e it had no limitations and therefore, it had the ability to score full marks with the Welsh Government business case criteria, building bulletin compliance, school and DDA regulations. In terms of affordability, both options included a capital receipt on the existing Penymynydd Road Junior site, however, the proposal of a new build development proved very reasonable in comparison. Generally, a lot of high/middle scores were issued in the remaining matrix categories due to the number of 'slight improvements' and 'neither agree nor disagree' marks with the proposal of a new Area School (i.e Sustainability and relationship to a wider area/community). It was not awarded full marks for development potential and planning constraints because the proposal would still need to be carefully designed to obtain Planning Consent.

8.0 CONCLUSION

8.1 PREFERRED OPTION

Further to considering the two options for a new 1.5-FE Amalgamated all-through school in the Penyffordd area, the report has confirmed that a satisfactory school of the correct size to comply with current government guidelines is possible to be accommodated on the existing Penyffordd Abbott's Lane Infants site. The study has also established that a new build development is the most favourable option to pursue. After achieving a very high score within the matrix appraisal, the information and justification presented in the chapter, highlights that the plot and feasibility scheme benefitted from the spacious grounds already being owned by Flintshire County Council. With the option also including excellent ground conditions and site characteristics, the proposal proved an efficient and effective proposal with the ability to be very easily expanded and adapted to a 2.0-FE school in the future.



Concept/feasibility sketches: Front, rear and isometric perspectives

8.2 LIMITATIONS & RECOMMENDATIONS

The design of the new school focuses very heavy on the descriptions that appears within the context of the DfE publication: Building Bulletin 99 (BB99) Briefing Framework for Primary School Projects. Although, these guidelines include recommended floor areas (and ranges of floor areas) for various types of use, it is important to highlight that depending on the size of the school (ie. form entry), this can become an influential factor with regard to the size, number and type of facilities required.

For the purpose of the report, this chapter will document a number of limitations and differences between a 1.5-FE and a 2.0-FE school. This exercise will indicate the facilities and floor areas that will need to be increased and considered within the initial designing of the smaller form entry school, so when transitioning to a 2.0-FE school, the impact will be reduced, the cost risks will be lower and the ability to adapt will be easier.

- Group Room: 20m² (<8 classes), 40m² (8-14 classes) - 20m²
- Hall: 140m² (<9 classes), 180m² (10-14 classes) - 40m²
- Studio / Small Hall: 80m² (>10 classes / 2.0FE) - 80m²
- Foundation Year R Play Equipment Store: 10m² (<8 classes), 15m² (8-14 classes) - 5m²
- Stationery Store: 12m2 (<11 classes), 24m² (11-14 classes) - 12m²
- Chair Store: 15m² (<11 classes), 30m² (11-14 classes) - 15m²
- School Office: 15m² (1.0FE), 20m² (2.0FE) - 5m²
- Staff Room: 40m² (<8 classes), 55m² (8-10 classes), 60m² (11-14 classes) - 20m²

Total area – 197m2

It is important to highlight that a ‘studio / small hall’ is required when a school accommodates more than 10 classes. If this is not considered within the early design stages of the project, this may cause problems in the future. Therefore, it is the report’s recommendation that the above items/facilities should be factored in as part of the 1.5-FE scheme design, as the cost implications during the expansion phase could be extremely problematic, thus, creating a number of risks.

CONSTRUCTION BUDGET

Sir y Fflint Flintshire County Council
DESIGN CONSULTANCY

CLIENT: **Children's Services, Education and Recreation**

PROJECT: **New Primary School - Penyffordd**
270 Pupils - 1.5 FE plus 30 plus 25 Nursery

Price base date: 2nd Quarter 2016

Construction Works: New Build Primary School

New Build Single Storey Primary School	2000 m2		2,800,000	
Installation of Sprinkler System			131,395	
Telephones			-	
				2,931,395
BREEAM / Sustainability		2%		58,628
External Works:				
Generally			950,000	
Drainage			280,000	
Sprinkler Tank			80,000	
Builders work in connection with services			40,000	
CCTV including builders work			65,000	
Site Security during Construction			40,000	
Demolition of Existing buildings			60,000	
Asbestos survey and remediation (risk item)			20,000	
Preliminaries on external works			122,800	
				1,657,800
Contingency				464,782
CONSTRUCTION COSTS (1st Qtr 2016)			**£**	**5,112,605**
Estimated inflation to probable tender date and allowance during construction period (1st qtr 2018 mid point).			9.70%	495,923
Furniture & IT; Telephones			10%	345,481
Contractor Design Build Fees			7%	416,781
CONSTRUCTION COSTS AT COMPLETION				**6,370,789**
BREEAM Assessor Fees				15,000
Thermal/Environmental Modelling Consultant				20,000
Land Survey and Ground Investigation				5,000
Other Specialist Consultants: Arboculture, Sound, Wildlife				20,000
Planning and Building Regulation Approval				20,000
Professional fees			3.00%	216,392
TOTAL BUDGET OF CONSTRUCTION AND FEES (at completion)			**£**	**6,667,181**
Other Items:				
Client Completion Costs/Additional Items				**50,000**
			£	**6,717,181**

Exclusions
Does not target BREEAM Excellent
Contaminated Ground

New Primary School, Penyffordd **8th January 2016**

(A2) New build option cost including extra facility requirements

1.5-FE Scheme Cost Including Recommendations

The minimum requirements for a new 300 full time pupil place + 25 nursery school requires a minimum site area of 13,100m² and a Gross Building area of 1,802.5m². The report has already established that the existing Penyffordd Abbott's Lane Infants site can accommodate any future growth & expansion. Therefore, the purpose of this section is to indicate what the cost relevance/impact is, if the 1.5-FE scheme was to incorporate the areas and facility requirements included within the recommendation statement. The total Gross Building area that will need to considered to reduce/omit any design and cost risk at a later date will be **2,000m²**

Cost Summary

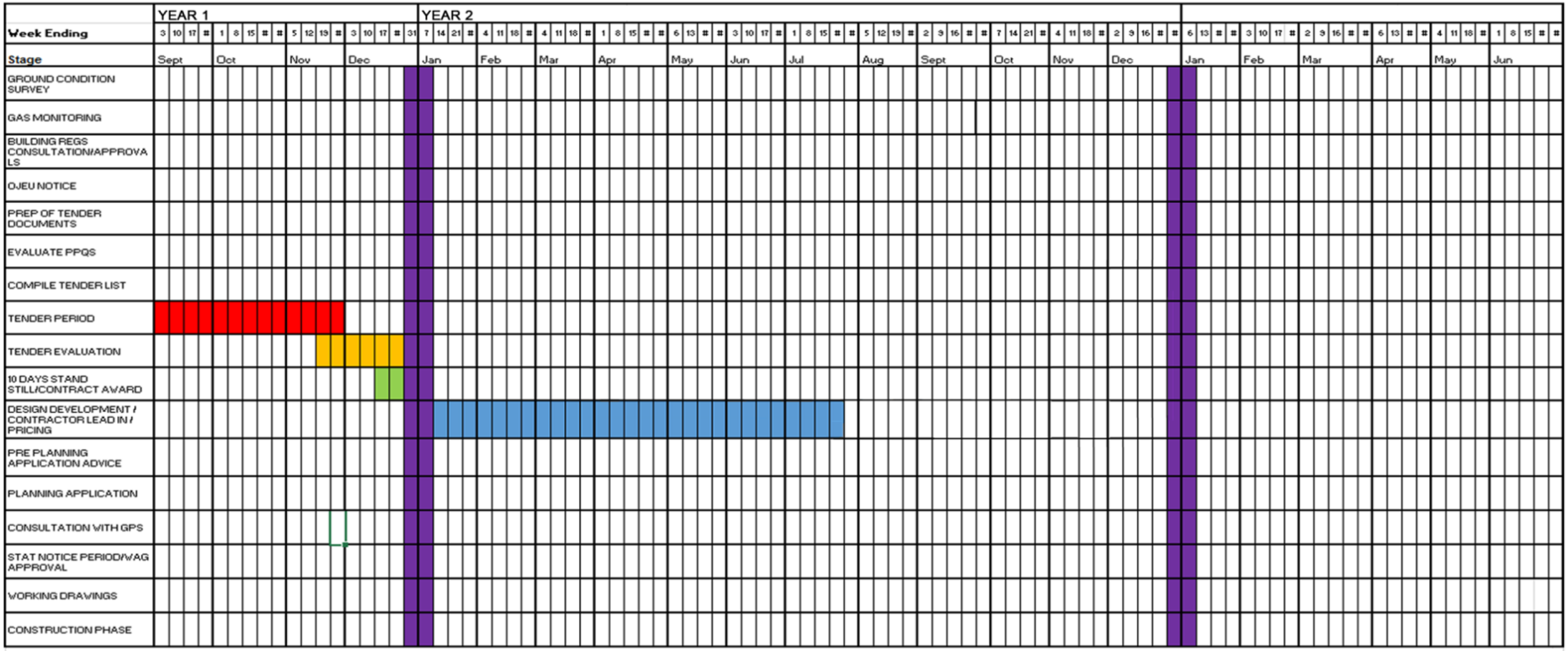
(A2) New build option: 1,803m² - **£6,307,247**

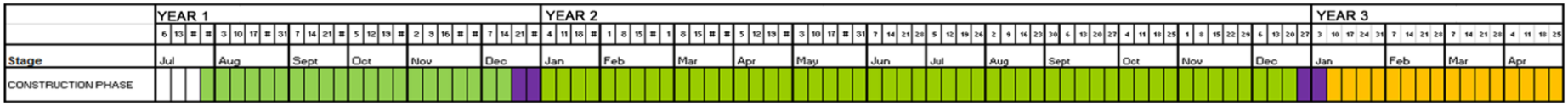
(A2) New build option: 2,000m² - **£6,717,181**

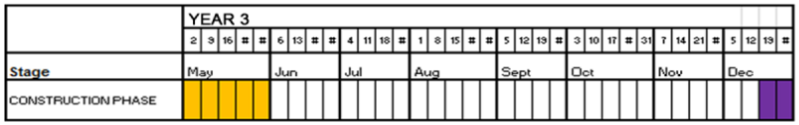
8.3 PROJECT PROGRAMMES

Option 1:

PROJECT	PROJECT REF	DATE	REVIEW NO	BY
New Primary School, Penyffordd	EPN388/006	08/01/2016	1	Ian Edwards

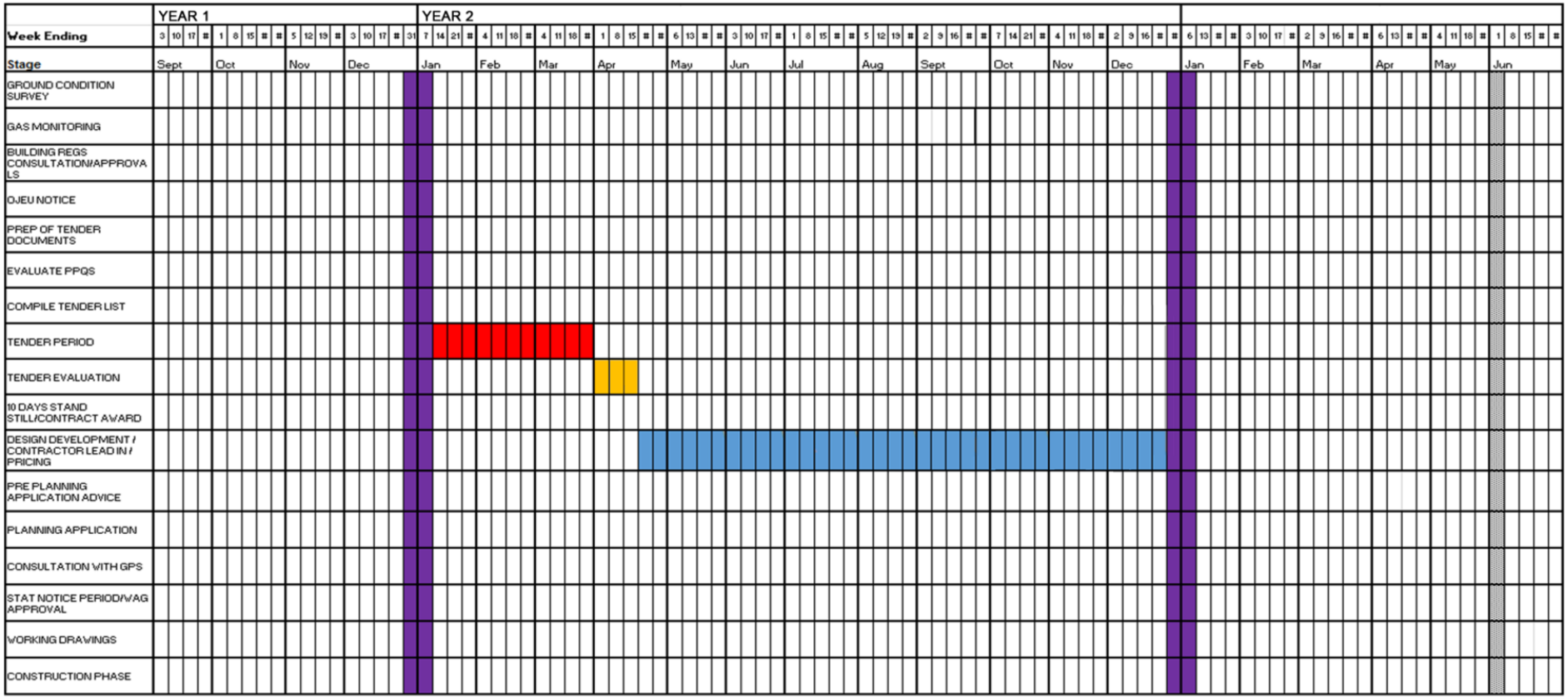


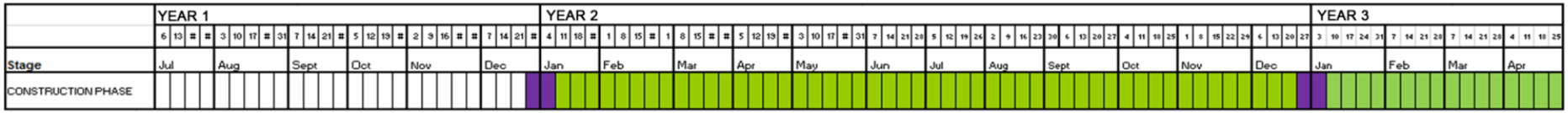


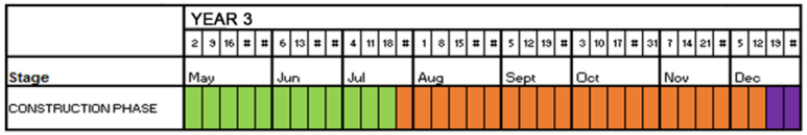


Option 2:

PROJECT	PROJECT REF	DATE	REVIEW NO	BY
New Primary School, Penyffordd	EPN388/006	08/01/2016	1	Ian Edwards







CABINET

Date of Meeting	Tuesday, 18th October 2016
Report Subject	School Modernisation – Nercwys VA School Review
Cabinet Member	Cabinet Member for Education and Youth
Report Author	Chief Officer (Education and Youth)
Type of Report	Strategic

EXECUTIVE SUMMARY

To inform Cabinet of the progress of the review to date.

To invite Cabinet to pause the review to allow time to consider its strategic options for collaboration and sustainable school estate.

RECOMMENDATIONS	
1	Cabinet is requested to consider the progress of discussions undertaken to date between the Council, Diocesan Authorities and the school's Governing Body.
2	Cabinet is requested to approve the request to pause the review and allow more time to follow through strategic options for collaboration and sustainability of its school estate.

REPORT DETAILS

1.00	**EXPLAINING THE SCHOOL MODERNISATION – NERCWYS VA SCHOOL REVIEW**
1.01	In June 2015, the cabinet determined that officers could undertake a soft consultation of Nercwys Voluntary Aided (VA) school.
1.02	Nercwys VA school met a number of triggers for review: • Small School trigger – School Population under the National designated number for a small school. • Diminishing Resource Criteria - Schools supported by pupils not from their local community and/or small numbers within the community raise concern regarding sustainability within the schools portfolio, higher costs per pupil, unnecessary building and administration costs. • Building Condition Trigger – School Condition and Suitability issues.
1.03	The Education Standards at the school are good and this is positively acknowledged by Welsh Governments categorisation (January 2015) as follows: • School as Standards group – 1 • Improvement Capacity - A • Support Category – Green
1.04	A series of meetings have been held with Officers from the Council, Diocesan Authority and representatives of school governors, which looked at all possible options.
1.05	The Governing Body has acted as appropriate and passionate advocates on behalf of their school community. They have also had a clear understanding of the budgetary pressures on both the Council and small schools. The governors have indicated formally that they are willing to consider and pursue formal federation arrangements.
1.06	The Council has an excellent working relationship with the St Asaph Diocesan Authority. All parties feel that it would be prudent to pause the review to allow additional time to pursue further strategic options for collaboration to support a sustainable school network.
1.07	The Cabinet will be aware that The Federation of Maintained Schools (Wales) Regulations 2014 which came into force on 22 May 2014 give effect to LA's powers to federate schools. (School governors already have powers to federate by choice under provisions introduced in 2010. These powers have now been consolidated into the 2014 Regulations).

1.08	Under this Act a Voluntary Aided (VA) school is unable to federate with a community or foundation school. However VA schools are able to federate with other VA and Voluntary Controlled (VC) schools. Alternatively Federation would be an option if they are able to persuade a community or foundation school to convert to VA or VC status.
1.09	As Cabinet is fully aware from reviews in other areas, reviewing schools, can cause uncertainty in the school community and it is important that we provide some certainty to ensure that the school can focus on continued education improvement.

2.00	**RESOURCE IMPLICATIONS**
2.01	There are no resource implications associated with this report.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	Should cabinet agree with the recommendation currently no further consultations would be required as part of the School Organisation Code.

4.00	**RISK MANAGEMENT**
4.01	A Programme Board is set up to oversee the implementation business plans and manage risks in close detail. High level risks will be reported to Programme board, Operational risks will be managed by the project team in accordance with agreed tolerances.

5.00	**APPENDICES**
5.01	No appendices.

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	None. **Contact Officer: Damian Hughes, Senior Manager, School Planning and Provision** **Telephone: 01352 704135** **E-mail: Damian.hughes@flintshire.gov.uk**

7.00	GLOSSARY OF TERMS
7.01	**Federation and Collaboration** - The federation of schools is a legal process which enables schools to work together through a formal structured process by sharing a governing body that will make decisions in the best interest of all the schools, staff and pupils in that federation. The term federation is often used to describe many forms of collaboration between schools. The Statutory process of Federation is often referred to as "Hard Federation" An informal, non-statutory arrangement between schools is often called "soft federation" or collaboration, where schools have made a commitment to work together through some form of joint governance. **School Organisation Code** – The new School Standards and Organisation (Wales) Act 2013 makes Local Authorities responsible (rather than the Welsh Ministers prior to October 2013) for the determination of most statutory school organisation proposals that receive objections. Such provisions apply to any proposals published on or after 1st October 2013 that consider the establishment, discontinuance or otherwise significantly alter schools. The Council does this in line with the Welsh Government's statutory School Organisation Code http://wales.gov.uk/docs/dcells/publications/130719-school-organisation-codes-en.pdf

CABINET

Date of Meeting	Tuesday, 18 October 2016
Report Subject	Review of the Waste Collection Rounds and HRC changes
Cabinet Member	Cabinet Member for Waste and Public Protection
Report Author	Chief Officer, Streetscene & Transportation
Type of Report	Strategic & Operational

EXECUTIVE SUMMARY

A review was undertaken by Welsh Government (WG) on the Council's waste service. The review made recommendations on both the number of HRC sites and in the way the Council collects its waste.

The outcome of the HRC review has been widely reported and this report provides an update for Cabinet on the progress made to deliver the more localised HRC solution, previously endorsed by Cabinet.

The WG report also made recommendations on the waste collection service and particularly on the vehicles needed to collect the kerbside recycling. It proposed that the Council move to a bespoke Recycling Recovery Vehicle (RRV) which would improve the Council's recycling performance and increase the number and types of recycling materials collected.

This report provides details of the new vehicles and the changes required to the rounds to accommodate both the new vehicles and the increased number of properties in the County since the last review of the waste collection rounds in 2011.

RECOMMENDATIONS	
1	That Cabinet approves the commencement of preparations to review the current waste and recycling rounds and procure the new waste collection vehicles detailed in the report.
2	That Cabinet notes the progress made on the proposed changes to the HRC provision across the Authority.

REPORT DETAILS

1.00	EXPLAINING THE BACKGROUND TO THE PROPOSALS
1.01	In June 2010 the Council adopted its Municipal Waste Strategy. The Strategy contains a number of key actions which were needed to meet the challenging recycling targets set out in the all Wales National Waste Strategy 'Towards Zero Waste'.
1.02	On 15th March 2011 the Council's Executive formally approved its Household Waste Collection Policy which supported the introduction of a Managed Weekly Collection (MWC) service, fundamentally changing the way the Council collected all domestic waste in the County. The new MWC service was designed to increase participation in recycling and reduce the Council's reliance on landfill in order meet the challenging targets set out in the Strategy. Further revisions to the Policy were approved by Cabinet in December 2013 and again in April 2015, with 7 day collections being introduced in September 2015.
1.03	Failure to meet the WG National Strategy landfill targets could result in infraction charges being levied against the Council totalling £200 for each tonne of waste land filled above the defined allowance. This would result in a relatively minor failure to meet the target of (say) 1,000 tonnes or the equivalent of just 1% of the Council's current Municipal Waste arising, resulting in a financial penalty of £200,000 for that year alone. In addition, a further £200/tonne infraction charge could be levied, if the Council fails to achieve the Statutory Waste Recycling target in a same period, resulting in the possibility of a further £200,000 penalty being served upon the Council.
1.04	Since the introduction of the Policy and the new collection arrangements, recycling levels across all areas of the County have increased, allowing the Council to achieve the 2012–13 and 2015-16 statutory targets and to be well on track to achieve the 2019 -20 target - shown below:

Table 1 - Summary of municipal waste targets

TARGET FOR EACH INDIVIDUAL LOCAL AUTHORITY:	TARGETS FOR EACH TARGET YEAR			
	12-13	15-16	19-20	24-25
Minimum levels of preparing for reuse and recycling / composting (or AD) – Statutory Target	52%	58%	64%	70%
Flintshire performance	53%	58%		

1.05	The 2024-25 target is more challenging and will require further changes to both the waste and recycling collection service and the Council's HRC provision in order for the Council to achieve 70%.

1.06	The Council's recycling service receives significant funding from WG though the Sustainable Waste Management Grant (SWMG), which has now been combined within the Single Environment Grant (SEG). The level of the Grant has been reducing since the financial year 2013-14 and indications are that further reductions are to be expected.
	Waste and recycling collection round review
1.07	Since the last round review in 2011, the number of households in Flintshire has significantly increased and although the new properties were accounted for in the initial round design, the current rounds are now nearing capacity. It is good practice to review waste collections rounds every 5 years, in order to plan for future development, and with the number of households expected to increase further in the next 5 years, now is the right time to review and optimise the rounds once again.
1.08	The Council secured WG funding and are in the process of constructing a second waste transfer station in Greenfield in the North of the County. This will allow the waste and recycling material to be bulked up in the new facility when collections take place in the North of the County, removing the need for the collection vehicles to travel back to the Buckley transfer station twice each day to tip - saving both time and fuel. The new facility allows the Council to redesign the rounds to encompass a growth in the number of properties without increasing the number of front line vehicles required to deliver the service.
1.09	The WG review carried out with officers of the Council was completed using the WG ''Waste Collections Blueprint''. The Blueprint was devised by WG and is designed to deliver higher rates of high quality recycling. The blueprint provides recommendations across all waste activities that Local Authorities undertake, but is specific in recommending that dry recycling material (Paper/Card, tin cans/plastic, glass) is collected separately to increase the value of the material and that food waste should be collected on the same vehicle.
1.10	The Blueprint promotes the use of a new breed of Recycling Recovery Vehicles (RRV's) These vehicles are relatively lightweight and more fuel efficient than a standard Recycling vehicle. They have multi-compartments that can take a wider range of recyclable material than other collection vehicles. The Council currently operates 2 RRV's which were purchased in 2015 following a WG grant. These vehicles have been used mainly on rural collections but worked well and proven to be fit for purpose. In addition the new vehicles can accommodate food waste collections which are currently collected on the domestic/garden waste vehicle.
1.11	The Council's kerbside collection service contributes an average of 32% to the overall recycling figure. This amounts to circa 28,000 tonnes. The existing kerbside service performs well in comparison with other Welsh Local Authorities but is limited in the number of recycling materials it can collect due to the capacity of the vehicles currently used by the Council. The introduction of RRV'S to collect dry recycling will have multiple benefits to the authority that include: • Increase in the volume and quality of the materials collected

	• Increase the number and range of recycling material types to include a wider range of plastics such as food trays, yogurt pots etc. • Reduced running costs.
1.12	The existing recycling collection fleet is nearing the end of their lease term and are due to be replaced during 2017. A number of RRV's vehicles have already been trialled by the service and appraised both against each other and the existing fleet. The trial has demonstrated that RRV's are the most suitable vehicle in the current market that it will meet the needs of the service both now and into the future. The recommendation therefore is to purchase a fleet of these vehicles to collect all dry recycling and food in one pass from all residential properties, on a weekly basis. A second standard waste collection vehicle will collect residual waste and garden waste on alternative weeks.
1.13	The introduction of the new vehicles into the service is planned for September 2017 and in order to meet this deadline, the procurement process and subsequent orders for the vehicles needs to commence because of the extended lead in time for the manufacture and delivery of the vehicles. **Appendix 1** provides details of a typical RRV vehicle.
1.14	A further report will be presented to Cabinet in July 2017 providing more details of the round review which will come into operation in September 2017 and coincide with the introduction of the new vehicles. The report will outline the essential changes to the current collection policy that will reduce waste and increase the volumes of recyclable materials collected and ensure the Council achieves the statutory targets for recycling in future years.
1.15	**Changes to the Council's HRC provision** Following receipt of the WG review of HRC sites, which recommended just three sites in the County as the optimum solution, Cabinet requested officers to explore a more localised solution for the service.
1.16	In July 2016, Cabinet approved proposals to improve the current HRC facilities in Buckley and Mold, within the existing footprint and along the lines to the new Sandycroft HRC facility. This would include:- • Clear separation of operational and service user areas – removing the requirement to close the site when skips are emptied. • Easy step free access to skips • Clear entrance and exits and good traffic management arrangements
1.17	The design and procurement work is now ongoing and **Appendix 2** shows the proposed redeveloped layouts for both Buckley and Mold facilities and it is intended that a planning application is submitted to the November Planning Committee. The plans have been made available in Alltami depot from the 12th September, for Local Councillors, whose wards are affected by the redevelopments, to view and make comment on the proposals. The plans will also be displayed at the sites for the public to view during October.

1.18	An extensive search by FCC's Assets Team is ongoing in order to identify a suitable site to replace the Flint and Connahs Quay facilities. A further report on the final proposal will be forthcoming once a site has been identified and negotiations are completed. As previously indicated both Flint and Connahs Quay HRC facilities will remain open at the current level until the new site has opened.
1.19	A capital bid of £1.7 million submitted by Flintshire County Council has been approved by WG for funding from their Capital Change Programme fund. The funding is intended for the redevelopment of two existing HRC's in Buckley and Mold and to support the purchase a number of the RRV's detailed in this report. There is a requirement to spend this capital within the current financial year.
1.20	The cost of the proposed HRC site in the North of the County will be assessed once any site details have been finalised. Funding bids are being prepared for the Councils own Capital budgets and 'Invest to save' funds in order to construct the scheme.
1.21	Work on the development of the sites in Mold and Buckley will commence directly after the Christmas break, which is one of the busiest times of the year for the service. The construction will take approximately 12 weeks to complete and both sites will reopen in time for the Easter Holiday. Discussions are ongoing with WG to allow the closed HRC site in Queensferry to reopen for the period of the proposed closure in Mold and Buckley.
1.22	The portfolio Business Planning proposals included savings from the rationalisation of HRC sites which consisted of two elements: 1. Savings in operational costs from reduced site numbers 2. Savings from reduced landfill cost through improved recycling. As the saving from the first element will be significantly reduced by the revised localised proposal, the second element will become critical if the majority of the projected Business Planning financial saving are still to be delivered.
1.23	A target of 90% recycling at all of the proposed facilities is required in order to deliver the second element of the savings. Other Local Authorities in Wales are currently achieving this level of recycling at their HRC sites through a range of methods ranging from controlling trade use to 'resident only' permit schemes. A rebranding of the sites from the traditional 'skip site' to a modern efficient recycling centre will be required and during the month of October officers will be contacting these high performing authorities to investigate their methodologies and make recommendations on those that are most effective.
1.24	Whatever new methods are adopted it is likely this will impact on the way the public perceive and use the sites. Support from all parties will be required in introducing these changes in order for us to meet the 90% target.

2.00	RESOURCE IMPLICATIONS
2.01	There will be no reduction in the number of operatives required to operate the HRC provision.
2.02	There will be no reduction in the number of front line collection vehicles.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation has taken place with the public, local land owners, Local Members and front line staff.
3.02	Consultation has taken place with HRC site users regarding their aspirations for the HRC provision.
3.04	A ''Survey Monkey'' consultation process has been completed, allowing residents to make comments on the waste service provision.
3.05	A Member workshop about the changes is going to be held in October on the date of the Environment and Overview Scrutiny Committee, all Members will be invited.
3.06	The redevelopment plans will be displayed at both Buckley and Mold HRC's during October.

4.00	RISK MANAGEMENT
4.01	A Project Review Board has been set up to monitor and oversee the implementation of the proposals, and to ensure that the project stays on target.
4.02	A review of the Equalities Impact Assessment will be required for the changes proposed.

5.00	APPENDICES
5.01	**Appendix 1** - Typical RRV vehicle details **Appendix 2** – Site layout plans for Buckley and Mold

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. **Contact Officer:** Stephen O Jones **Telephone:** 01352 704700

	E-mail: stephen.o.jones@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	**HRC** - Household Recycling Centre **RRV** – Recycling Recovery Vehicle

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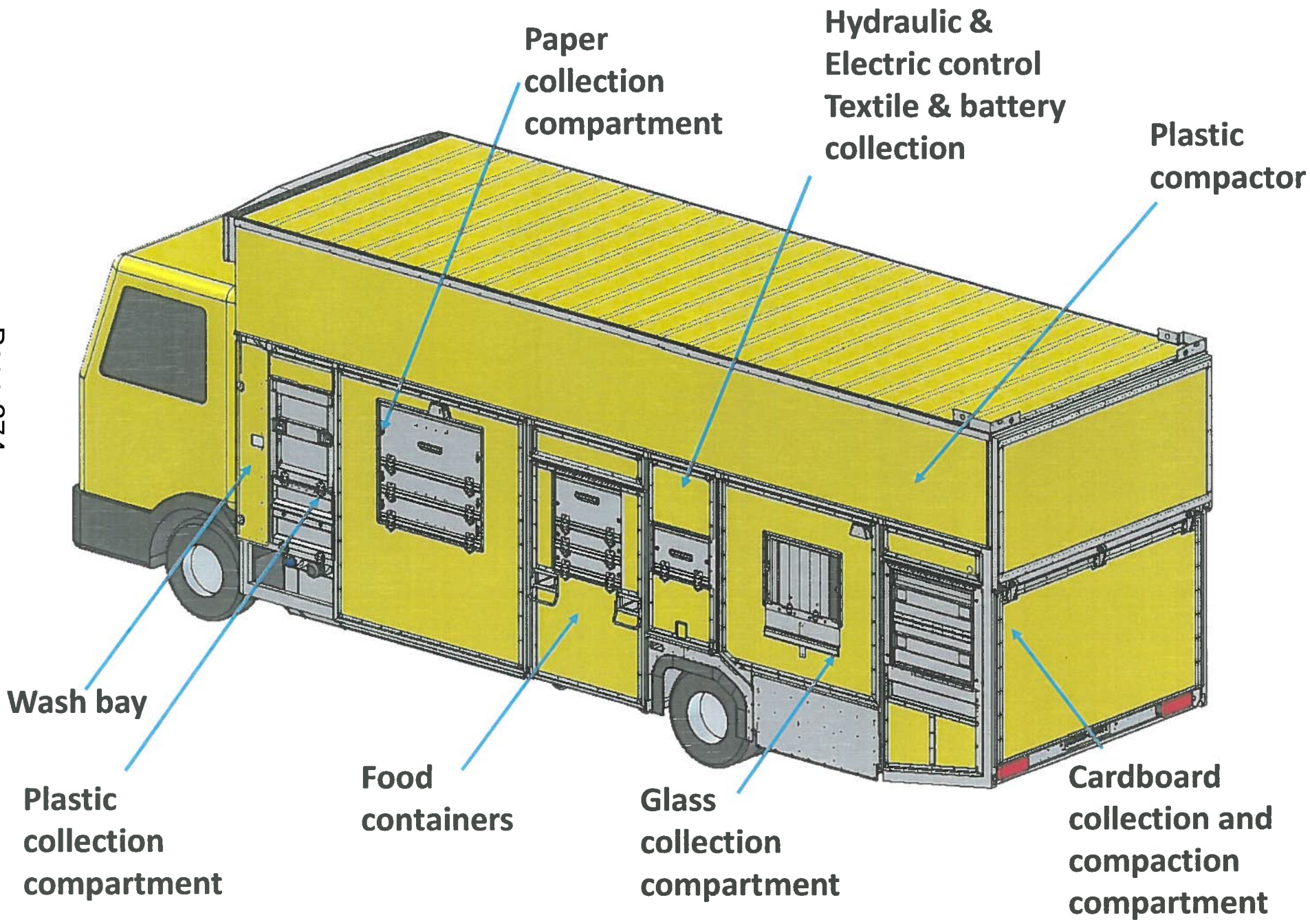
ROMAQUIP
KERB-SORT™
Kerbside Recycling Sorted

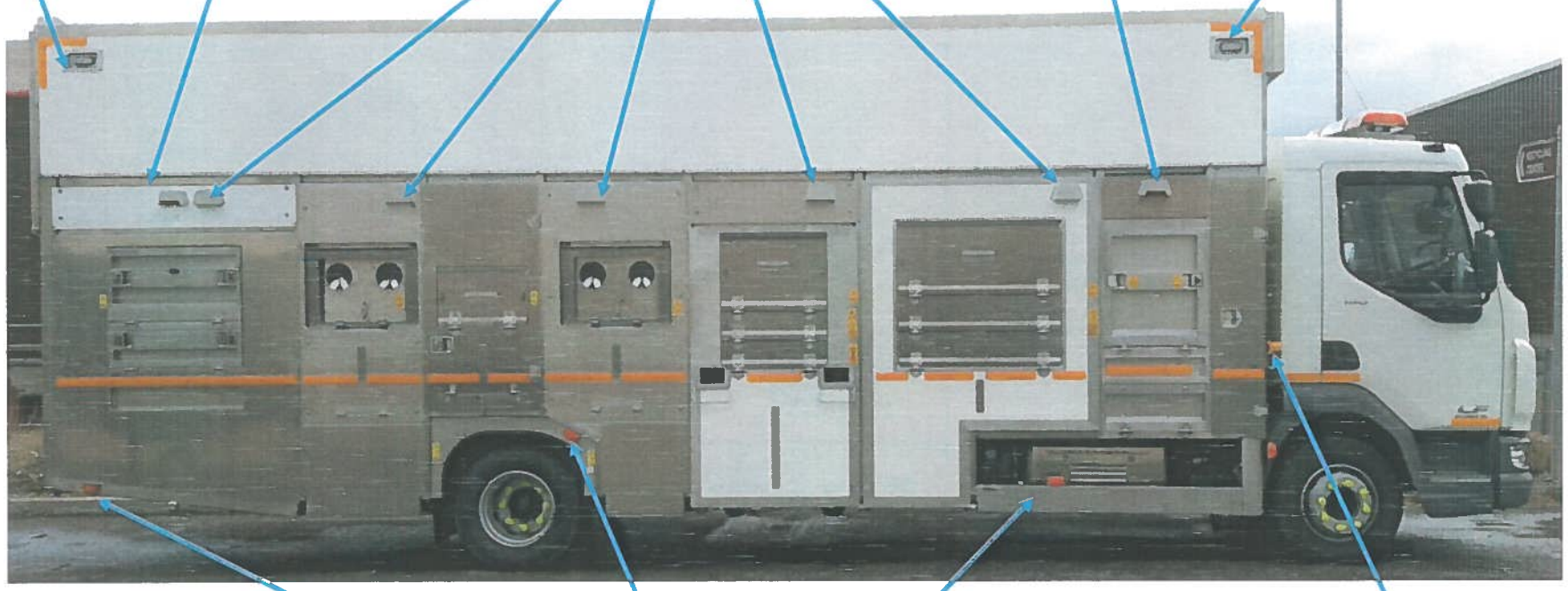
Romaquip
Kerb-Sort
New Features 2016

Visual Tour


Paper collection compartment
Hydraulic & Electric control Textile & battery collection
Plastic compactor
Wash bay
Plastic collection compartment
Food containers
Glass collection compartment
Cardboard collection and compaction compartment

ROMAQUIP
KERB-SORT™
Kerbside Recycling Sorted

Side View



ROMAQUIP
KERB-SORT™
Kerbside Recycling Sorted

ISO View

Beacon

E-Stop

ROMAQUIP
KERB-SORT™
Kerbside Recycling Sorted

Rear View

Marker Light

Rear Hazards

Camera

Plastic Compartment

Cycle light

Personnel Bay

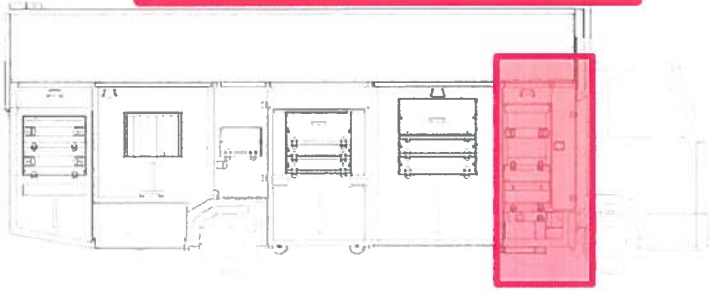
Plastic compartment

Twist Lock

E-Stop

Service door

Optional Sensor button for elevation and compaction Cycle



Paper Compartment

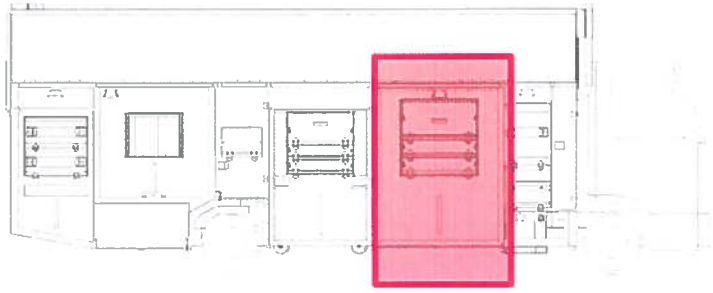
Work light

Loading door

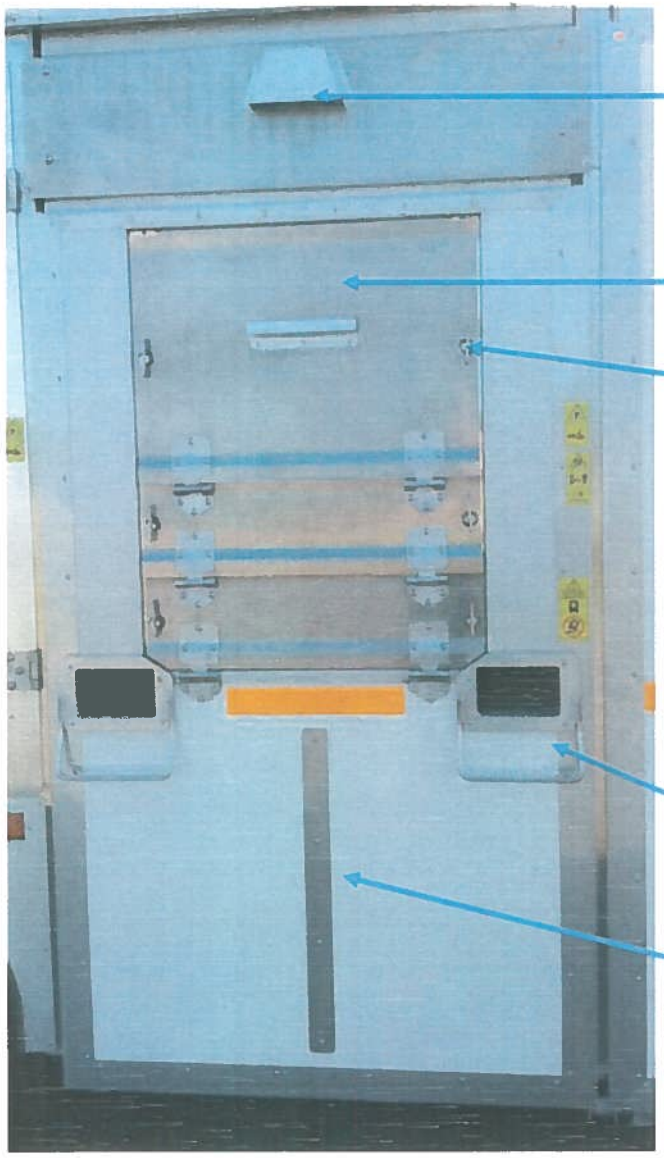
Anti luce

Buffer plate

Marker light



Food Compartment



Work light

Loading door

Anti luce

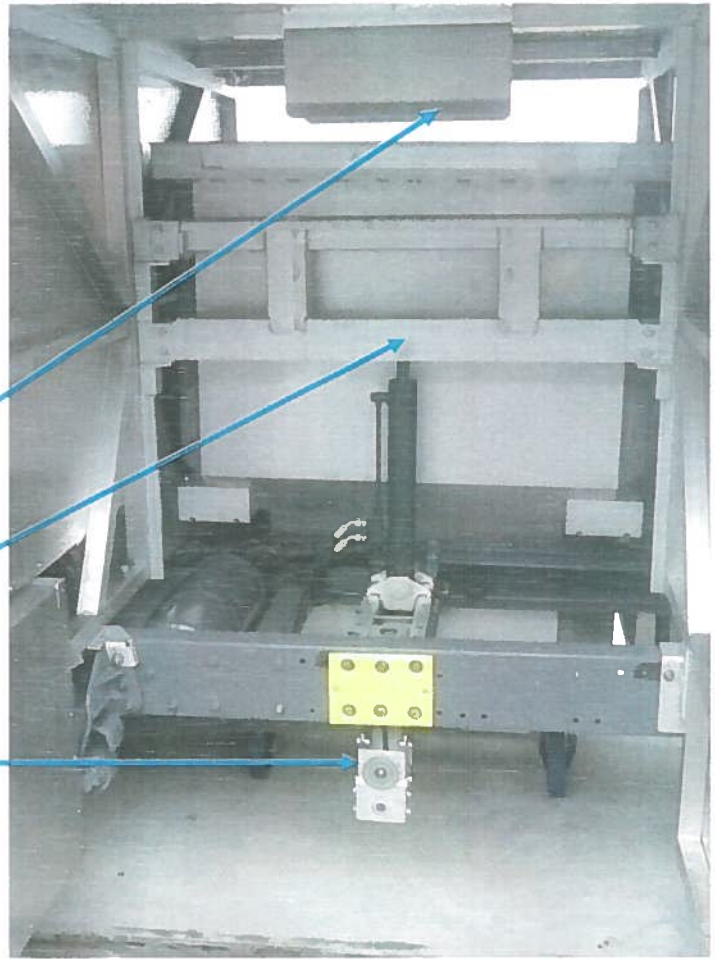
Lock

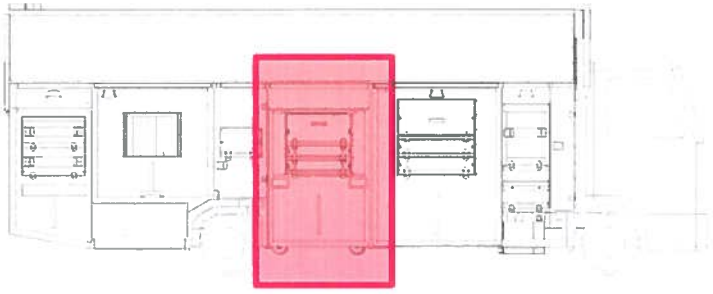
Lifter

Magnet

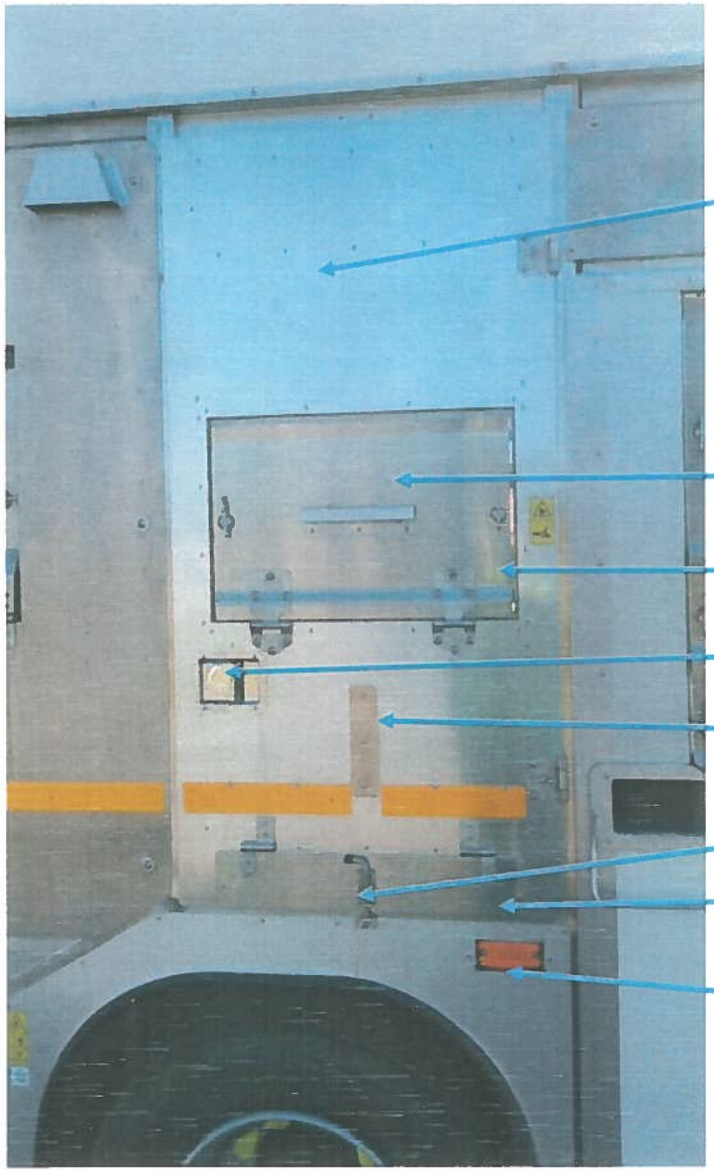
Handle

Buffer plate





Textile Compartment



Textile Compartment

Loading door

Anti luce

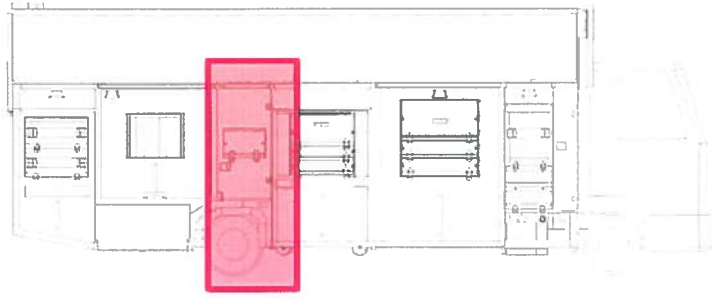
Paddle Lock

Buffer Plate

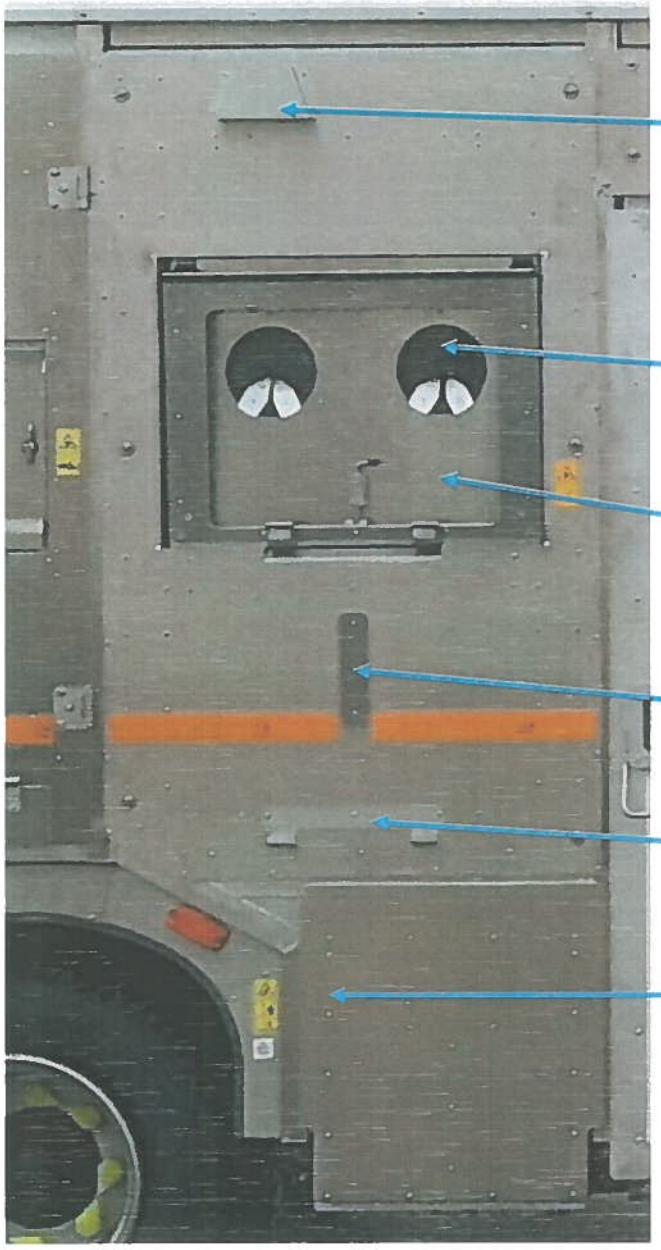
Spring lock

Optional trolley door

Side Light



Glass Compartment



Work light

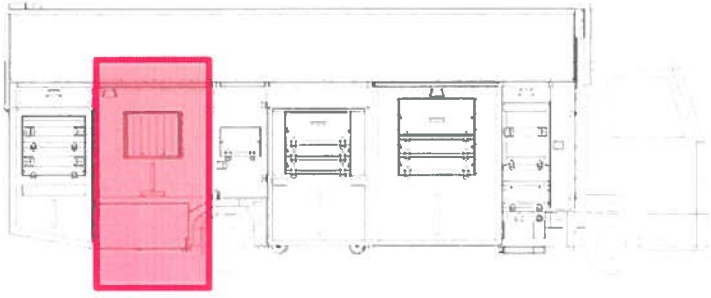
Post holes

Loading door

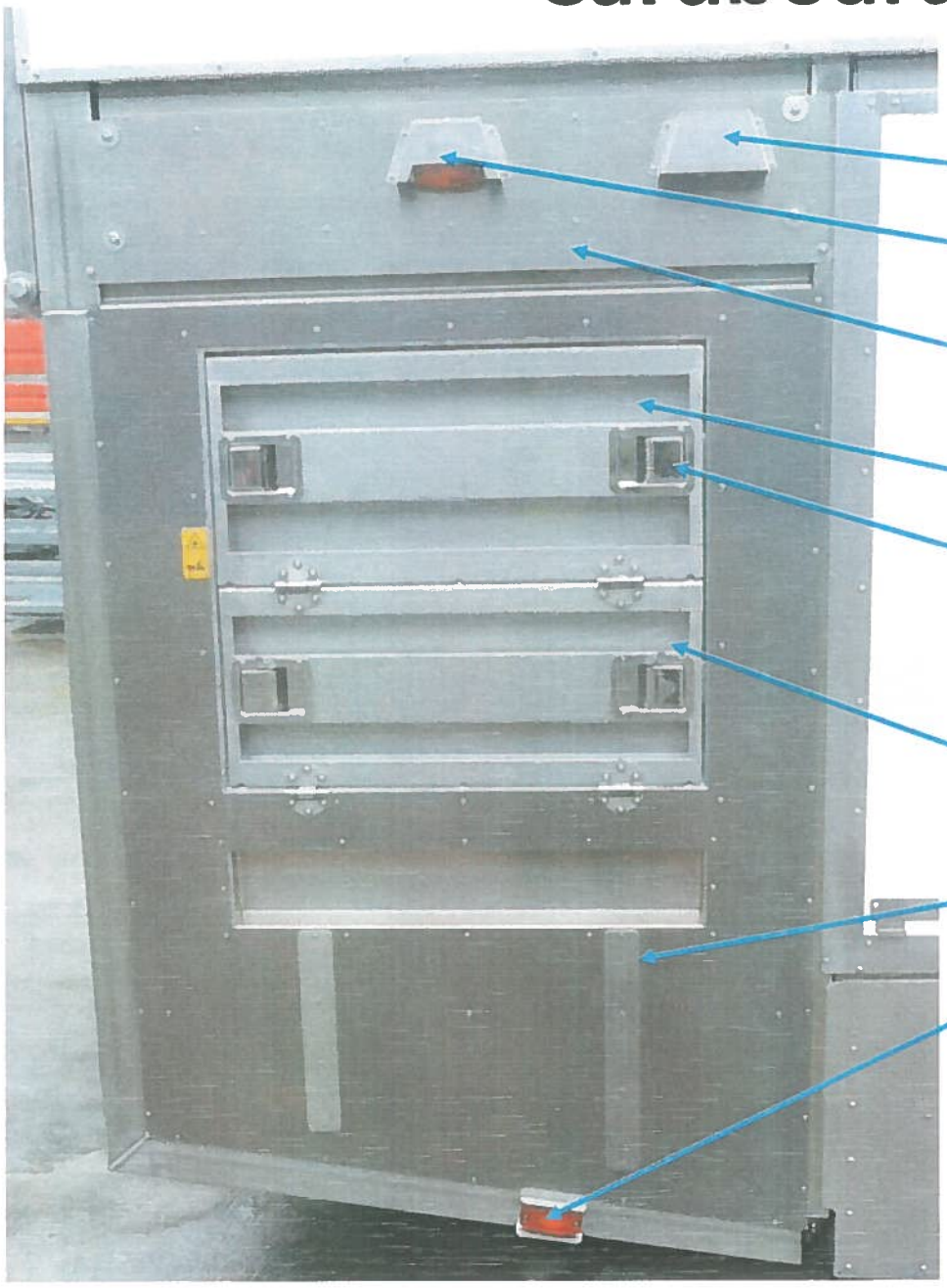
Buffer Plate

Bin hook

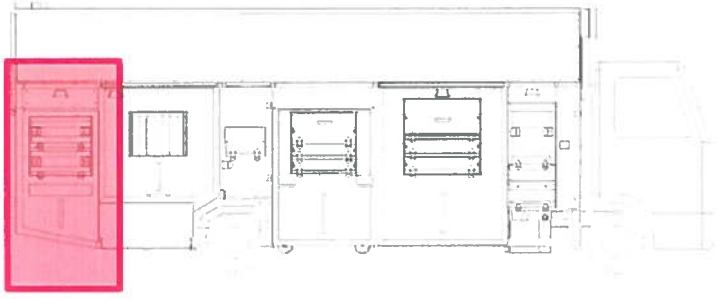
Unloading flap



Cardboard Compartment



Optional Sensor button for compaction Cycle



ROMAQUIP
KERB-SORT™
Kerbside Recycling Sorted

Romaquip
Kerb-Sort
New Features 2016

Roof Lighting

- As a result of strikes from low lying branches it was brought to our attention that damage could be caused to the wiring located on the roof of the Kerb-Sort in areas where trees are unmaintained.

- To eradicate this problem the engineering team in Romaquip devised a new system of mounting the side hazard lights which are now recessed into the top body panel.

- The rear lights and cables are now housed in a reinforced stainless steel housing designed to deflect all branch strikes away from the body.

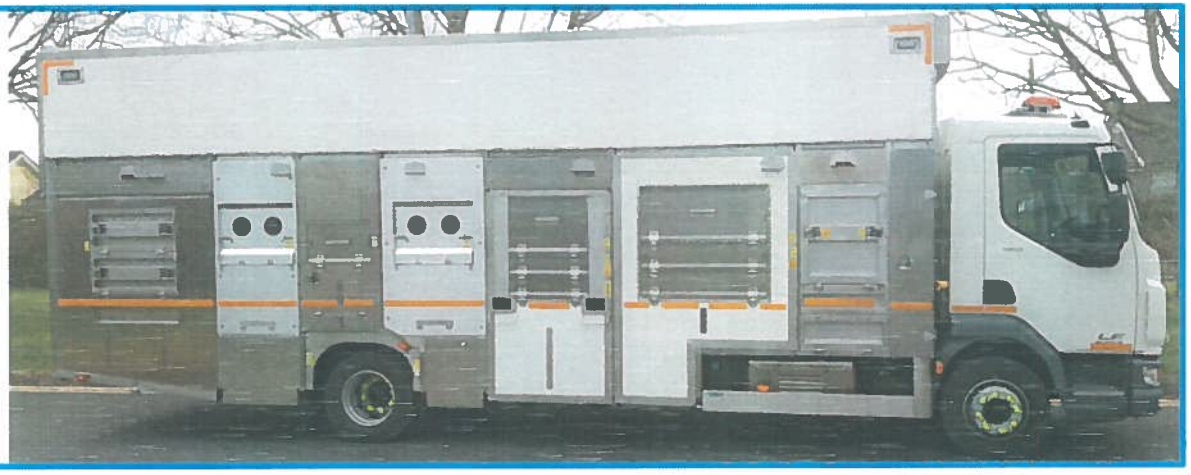
- All wiring is now removed from the vehicle roof.

KERB-SORT
Kerbside Recycling Sorted

Roof Lighting

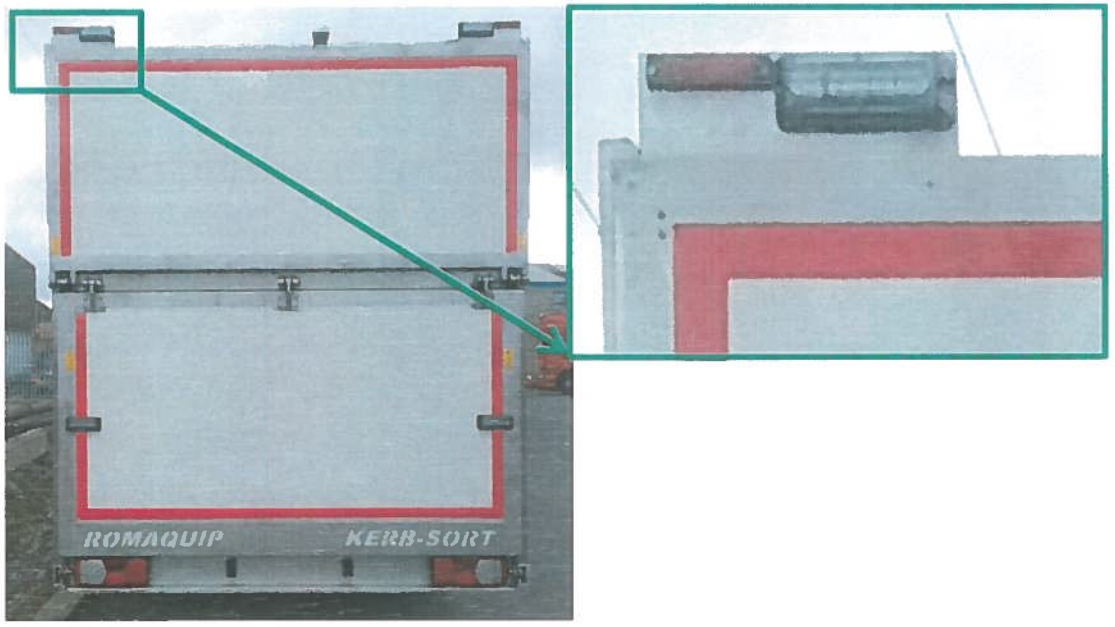
Original set up with lights mounted on the roof

New set up with lights recessed into the body

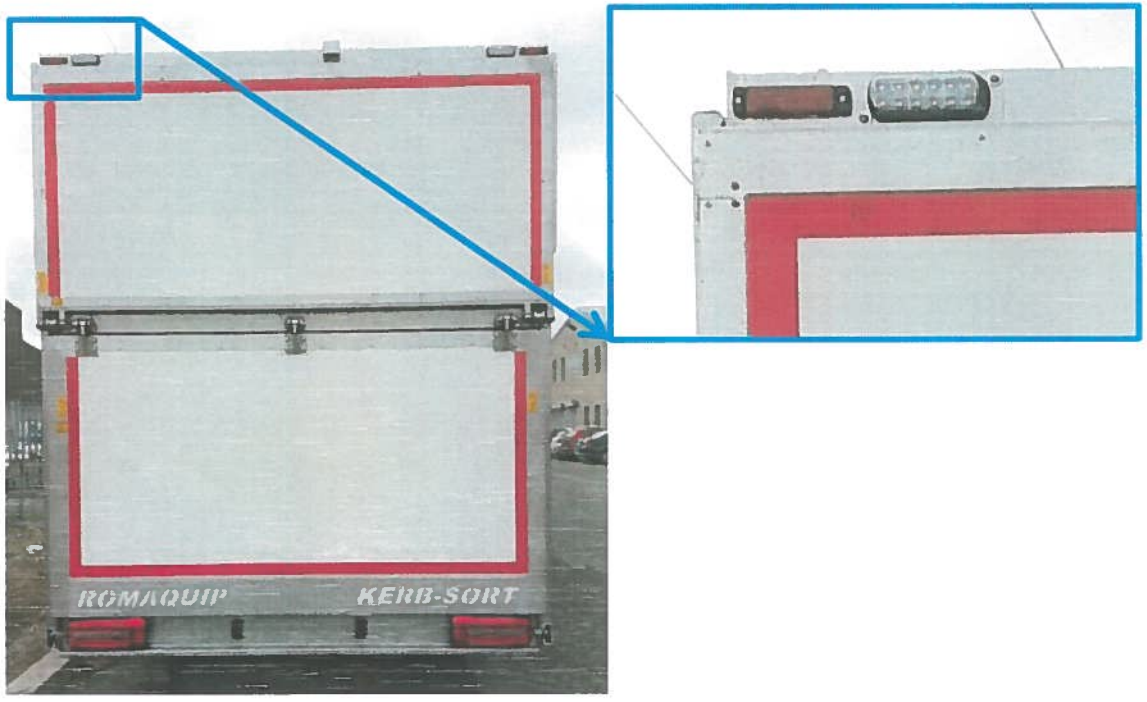


Roof Lighting

Original lighting set up with lights mounted on the roof



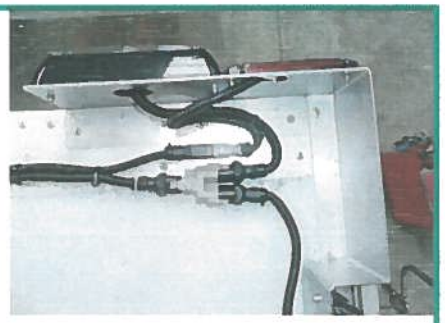
New system where rear lights and wires are now housed in a reinforced stainless steel housing designed to deflect all branch strikes away from the body.



KERB-SORT™
Kerbside Recycling Sorted

Roof Lighting

Old design with lights and cables mounted on the roof



New design with no cables on the roof and fitted with rear branch deflection light housing

Cardboard Compaction Option

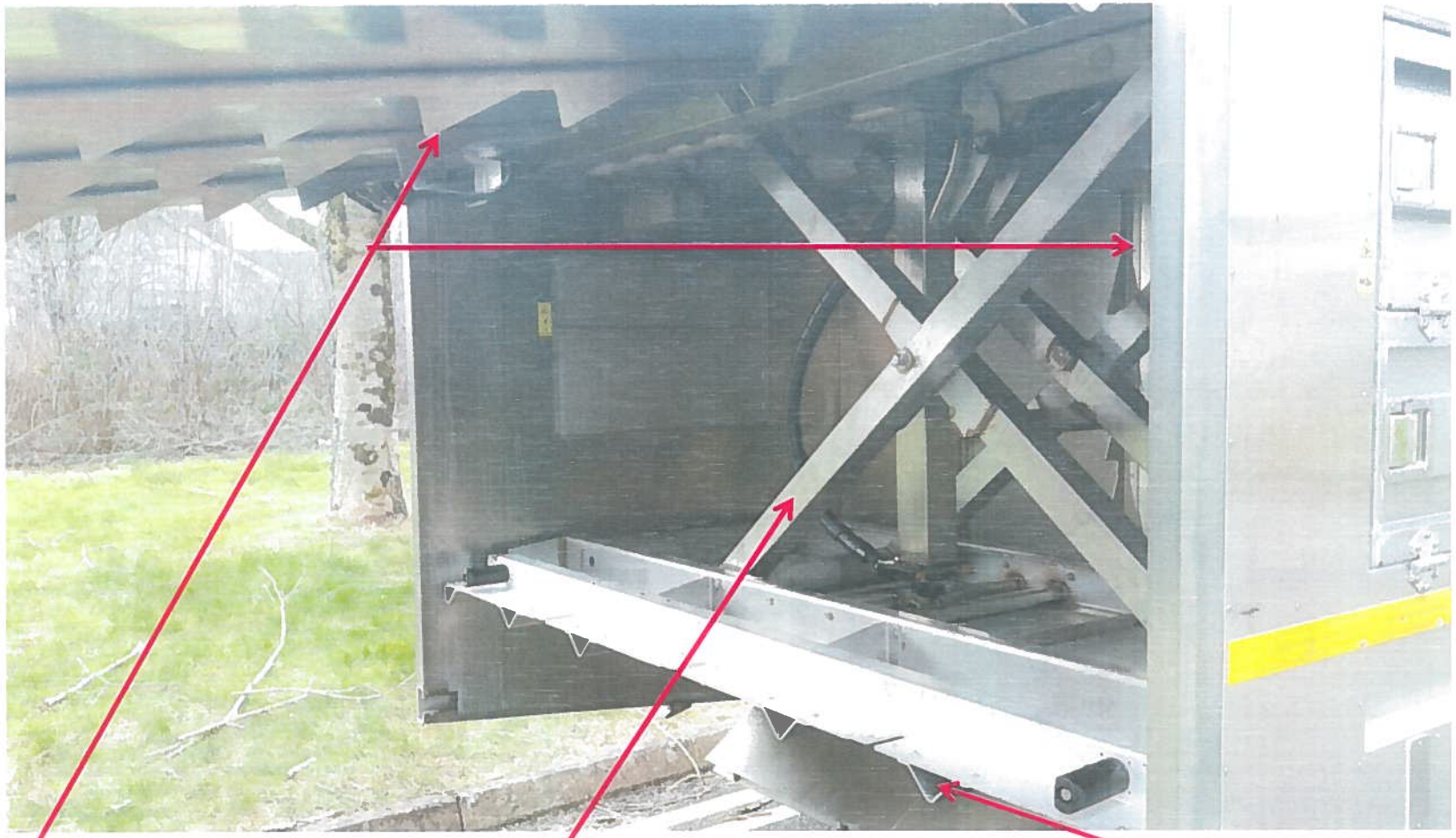
- By listening to our customers feedback on cardboard collection volumes required in some collection areas, the team in Romaquip decided to design and new heavy duty compaction unit option for customers who have especially large volumes of cardboard to collect.

- The new compactor has been tested and released for 2016 with patent pending.

- The new compactor allows the cardboard to be compacted with consistent force throughout the stroke of the compactor ram, as compared to previous design that reduces force as cardboard reaches a higher level. The new design also allows for up to 100% more compaction force in conjunction with a heavy duty body frame, side gripper racks with teeth are also fitted to hold and control cardboard rebound memory.

KERB-SORT
Kerbside Recycling Sorted

Cardboard Compaction Option



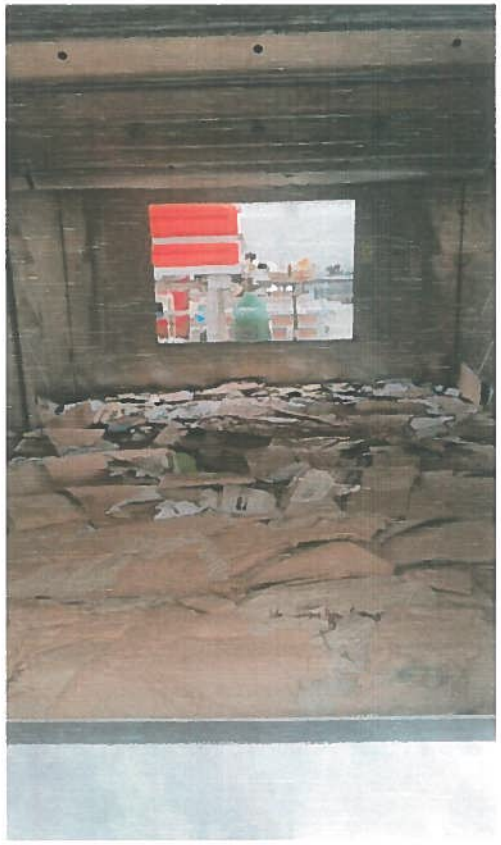
Cardboard grippers

Heavy duty stainless steel
Compactor scissors arms

Heavy duty
compaction plate
with
integrated ribs for
even compaction

KERB-SORT
Kerbside Recycling Sorted

Cardboard Compaction Option



Maximum cardboard payload achieved with new heavy duty patent pending compaction system is in excess of 700kgs

KERB-SORT
Kerbside Recycling Sorted

Cardboard Loading Door

Original

New

New loading doors added to cardboard section
These new doors are now on a 60: 40 split allowing for easier loading at the optimum height once loading to the first stage level is complete.

Cardboard Section

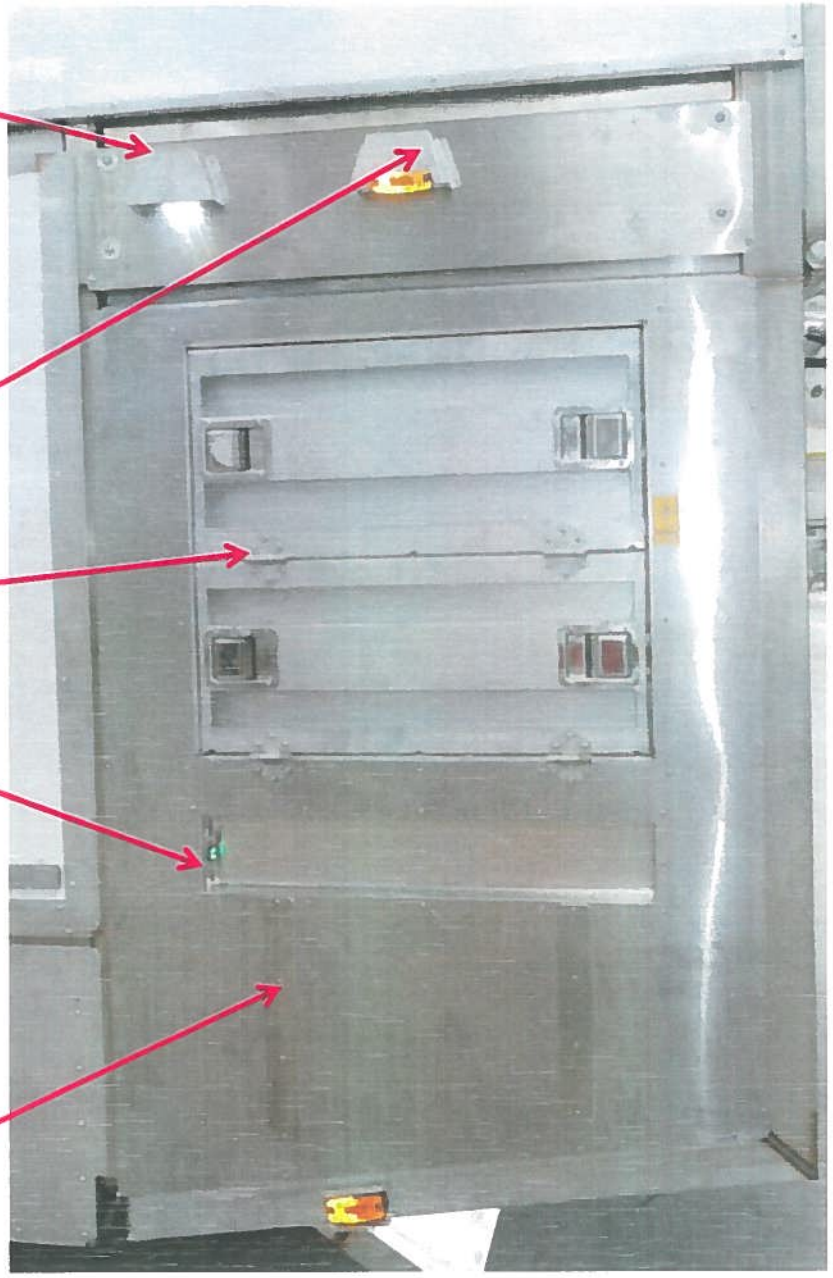
- New LED loading lights now fitted over the compartment to allow for safe evening and early morning loading.

- The cardboard section is now fitted with an amber cycle light. This cycle light is operational when the compaction process is going through a cycle once the cycle is over the light switches off and the operator knows it is safe to load the Kerb-Sort again.

- Heavy duty stainless steel hinges now fitted to reduce the old piano hinge type resulting in drastically reduced maintenance.

- An exterior back lit control button is now fitted to the passenger side cardboard collection area which enables the operator to operate the compaction cycle from the kerb side. As a safety feature this will only operate when the handbrake is on and the truck is not in gear.

- Aluminium buffer plates now fitted to protect clients body wrap from impact damage from the doors. This has resulted in a cleaner looking vehicle that is on view to the public on a daily basis.



KERB-SORT™
Kerbside Recycling Sorted

Anti Debris Unloading System

Original

New

- New heavy duty anti debris unloading system which eliminates material from the top section entering the door ram area over the cardboard section.
- These flaps are opened using the force of the tetra in the top compartment as it is unloaded.
- The flaps are closed using the top door closing motion.
- There are no electrical or hydraulic systems used to power the flaps resulting in ease of maintenance.

New Glass Loading Section

- In order to remain market leaders in Kerbside recycling at Romaquip are constantly improving our products aided by customer feedback whilst remaining within the regulatory constraints. Romaquip have undertaken an improvement project on our glass loading system which has significantly improved its acoustic performance.

- The glass section is now fully insulated from floor to top with acoustic reduction materials.

- The Glass section now incorporates a fully sealed loading door which ensures the loading container makes the a seal throughout the loading process thus reducing noise rebound to the operator.

- New Post hole system introduced for high level loading with integrated chutes which ensure that the glass is spread evenly across the loading bay resulting in extra volumes of recyclables for the customer.

Glass Loading Compartment

Acoustic dampening material to compartment roof

Fully insulated compartment walls

Insulation behind door Panel

Fully insulated compartment Floor

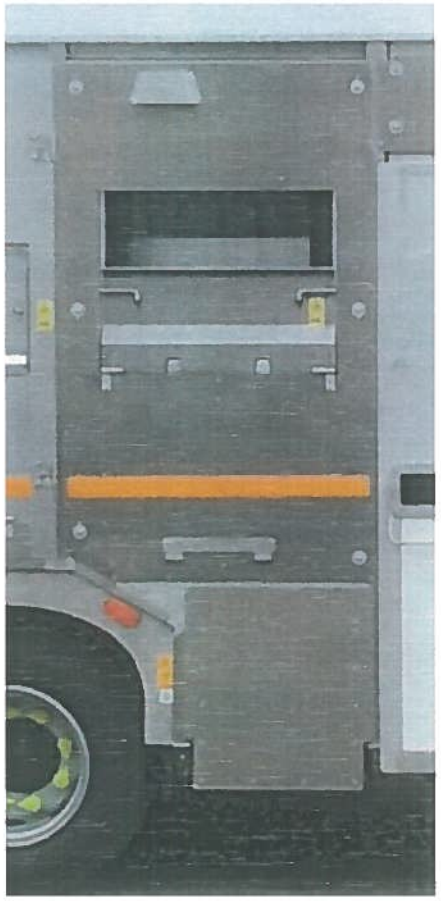
Fully Insulated test Rig

View from inside

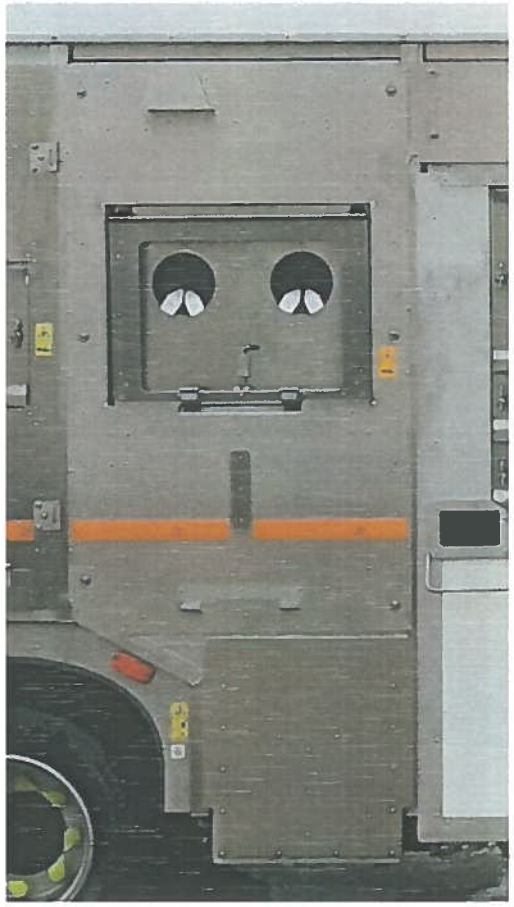
- Romaquip have manufactured a full scale test rig during the new glass loading design process to allow us to carry out physical testing on various acoustic dampening materials.

KERB-SORT
Kerbside Recycling Sorted

Glass Loading Door



Original



New

- New fully enclosed loading system which ensures a large percentage of the glass loading noise is contained within the compartment.

- Fully sealed Post holes incorporated into the loading door to replace old overload door option ensures that a seal is maintained at all times when loading and glass rebound can not occur.

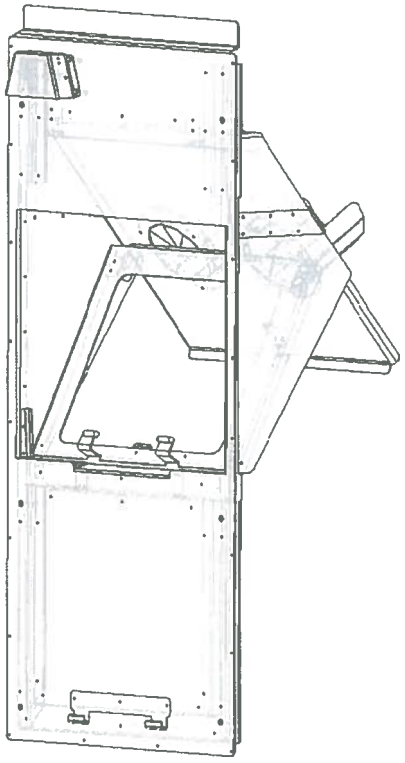
KERB-SORT™
Kerbside Recycling Sorted

Glass Loading Bay

Bin Hooked on

Unloaded

Seal maintained

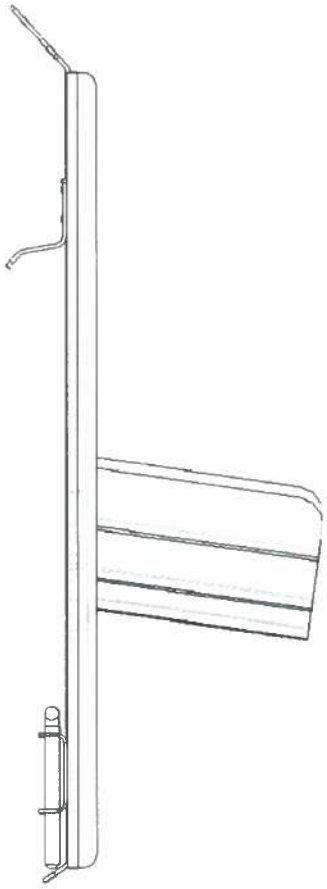


- The glass container when unloaded creates a full seal between the opening and the collection bay thus reducing noise rebound.
- The door returns to the closed position as the container is removed.

Overload Door

Door lock

View from inside



Side view of chutes

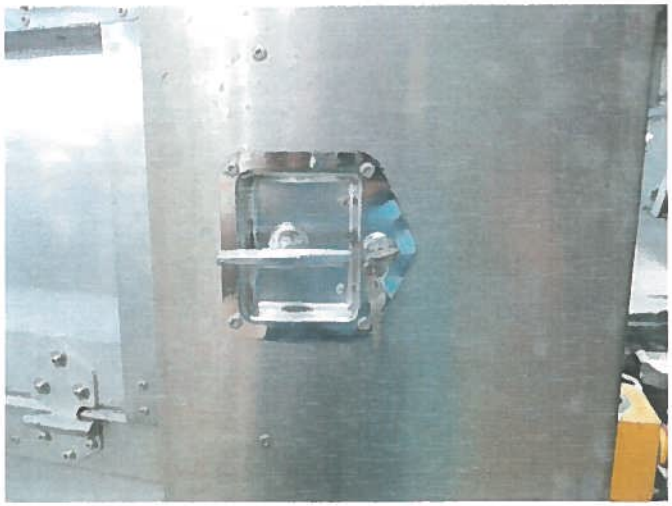
- Once the glass has reached the limits of loading with the container the door can be locked into position and the operator can use the overload post holes to load more glass.
- The integrated chutes ensure that the glass is spread evenly across the loading bay resulting in extra volumes of recyclables for the customer.

Safety Interlocks

- The current range of vehicles are fitted with inductive safety sensors on the cardboard and plastics loading hatches to a rating of SIL 3 which exceed current safety regulations, however Romaquip are now in a position to provide our customers with an option to upgrade to an RFID based safety interlock system.

- The RFID safety interlock is a new safety system that use a safety emitter/receiver that links to an electronically coded tag on plastics and cardboard loading hatches. The major advantage this system has over inductive proximity is that it is impossible for anybody to trick or bypass the system with by placing metal over the sensor. It will not work unless it sees a coded tag (mounted on the cardboard and plastics hatches).

Personnel Storage compartment



New lock

Lobby Brush

- Fitted with new heavy duty twist lockable handle for extra security for personnels belongings.
- New high quality lobby brush option with integrated holder to store neatly in the compartment

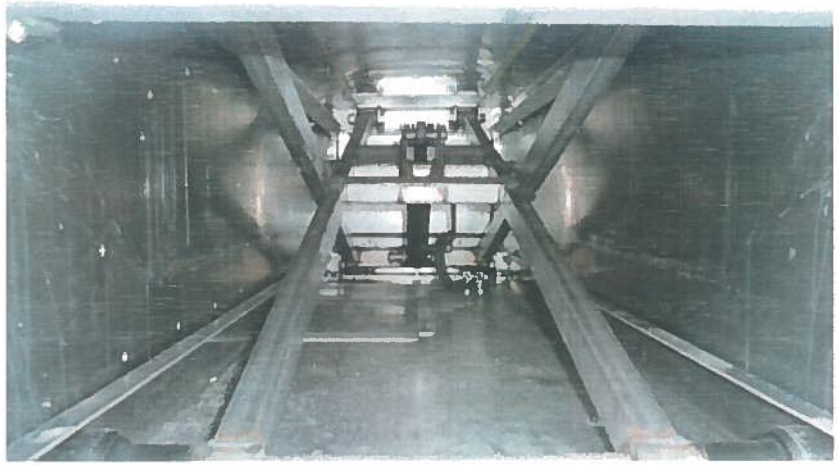
Hydraulic Block Cover

Front valve block cover fitted to protect from damage caused by excessive power washing.

Plastics and can section

Front plastic and can collection compartment.

- New containment area floor under the front elevator to prevent debris falling onto the road.
- Fitted with integrated drain system for ease of cleaning
- Six independently mounted UHMPWE side scrapers to the elevator to prevent debris falling onto bottom containment area.



Containment area

UHMPWE side scrapers

Plastics and Can section

- The plastic and can section is now fitted with an amber cycle light. This cycle light is operational when the compaction process is going through a cycle once the cycle is over the light switches off and the operator knows it is safe to load the Kerb-Sort again.

- New LED loading lights now fitted over the compartment to allow for safe evening and early morning loading.

- An exterior back lit control button is now fitted to the passenger side plastic and cans collection area which enables the operator to operate the compaction cycle from the kerb side. As a safety feature this will only operate when the handbrake is on and the truck is not in gear.

Plastics and Can section

- New driver and passenger side safety interlocked wash/service access doors to simplify cleaning of the containment area under the front elevator.

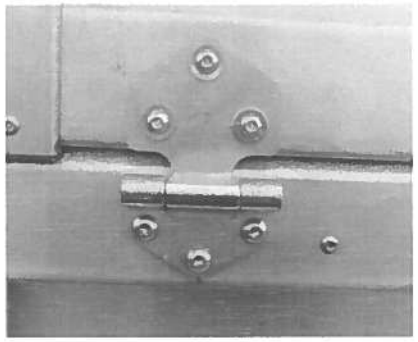
- New software function to operate the elevator for the cleaning process which lifts the elevator to its highest level. For safety this function will only work when all interlocked doors are closed.

Wash/Service access doors

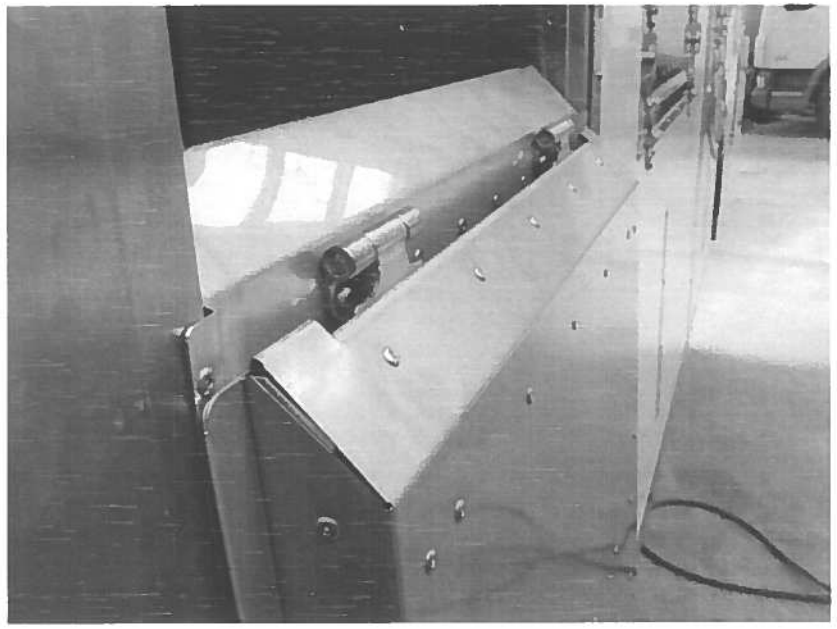
- Auto shutdown proxy sensor.
- If the door is opened the elevator and top compactor are disabled to ensure operator safety

Plastics and Can section

- New plastic and can loading doors fitted 75mm lower than previous models for extra ergonomic satisfaction on operators.
- Heavy duty stainless steel hinges now fitted to reduce the old piano hinge type resulting in drastically reduced maintenance.
- New plastic and can loading door faces angled at 45 degrees to prevent the build-up of debris in the hinge area allowing the doors to be closed without cleaning the hinge plates.



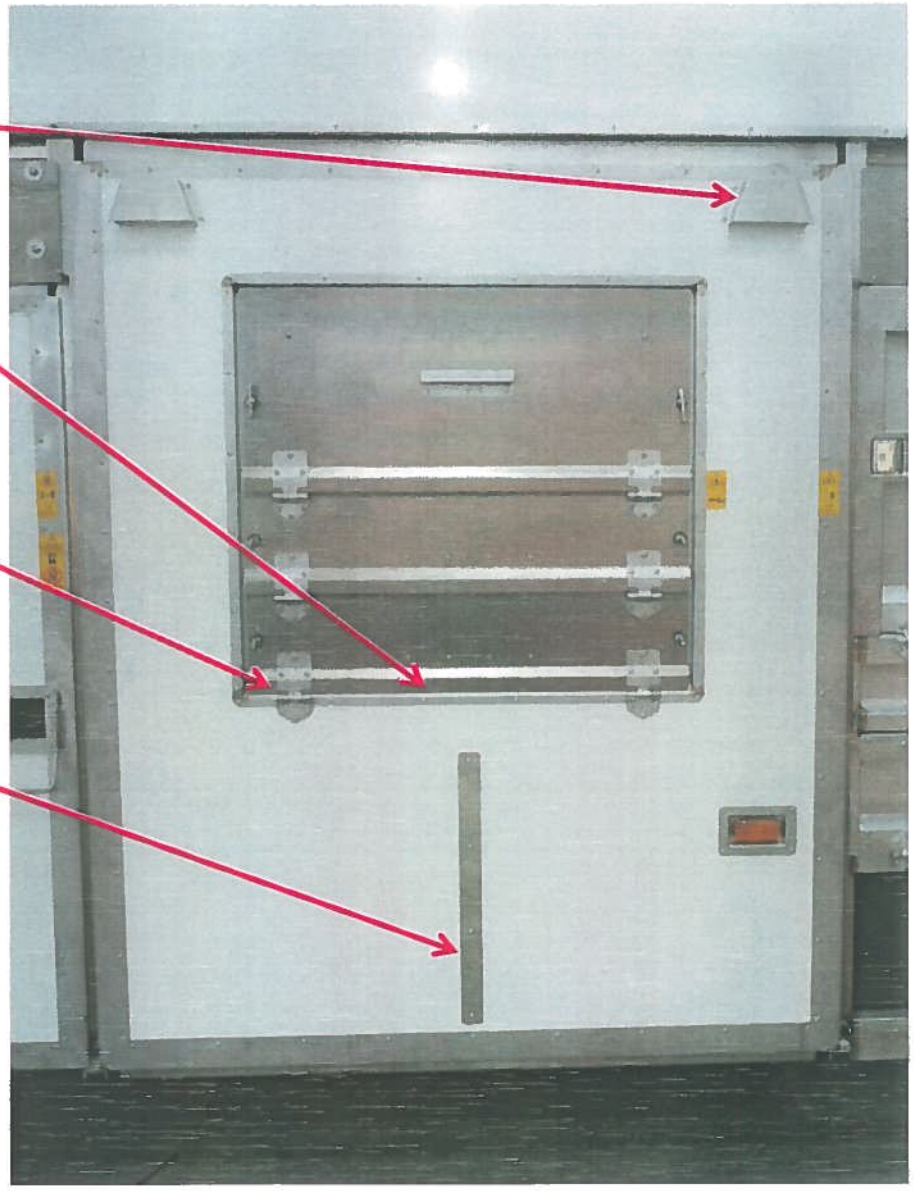
Heavy duty hinge



Tapered door edge to avoid trapping of recyclables (New Type)

Paper collection compartment

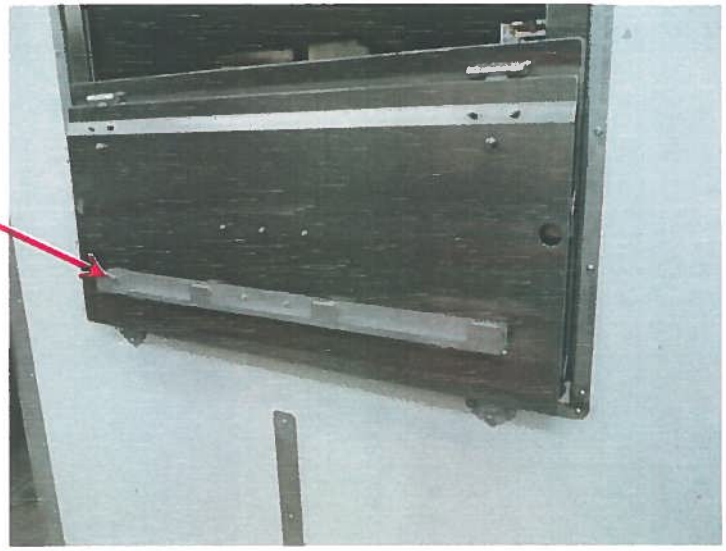
- New LED loading lights now fitted over the compartment to allow for safe evening and early morning loading.
- New aluminium loading doors 100mm lower than previous models for extra ergonomic satisfaction on operators.
- Heavy duty stainless steel hinges now fitted to reduce the old piano hinge type resulting in drastically reduced maintenance.
- Aluminium buffer plates now fitted to protect clients body wrap from impact damage from the doors. This has resulted in a cleaner looking vehicle that is on view to the public on a daily basis.



Paper collection compartment

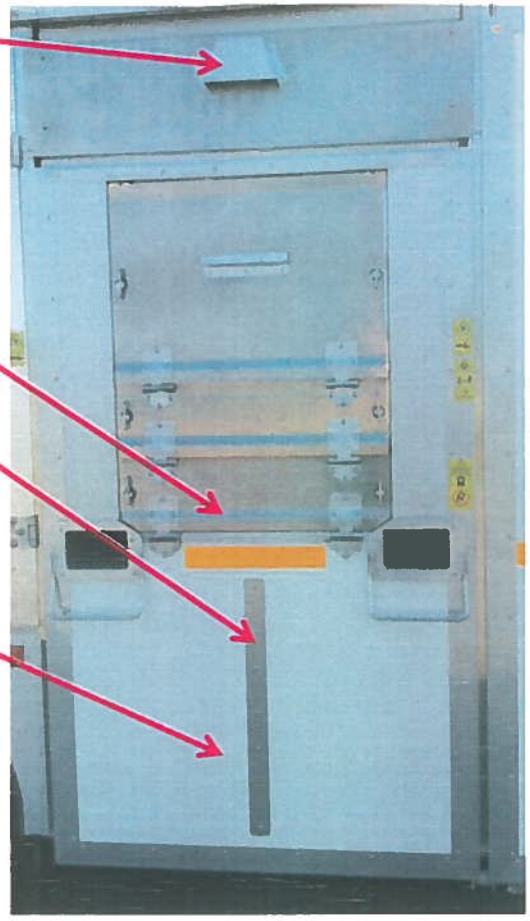
Paper compartment

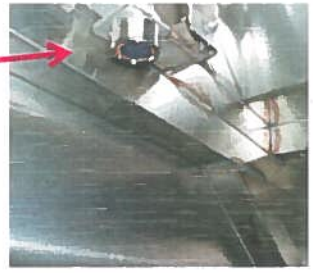
- New longer three position loading hooks on the doors.
- The floor in the paper compartment is now lowered by 160mm which now allows for easier cross loading.



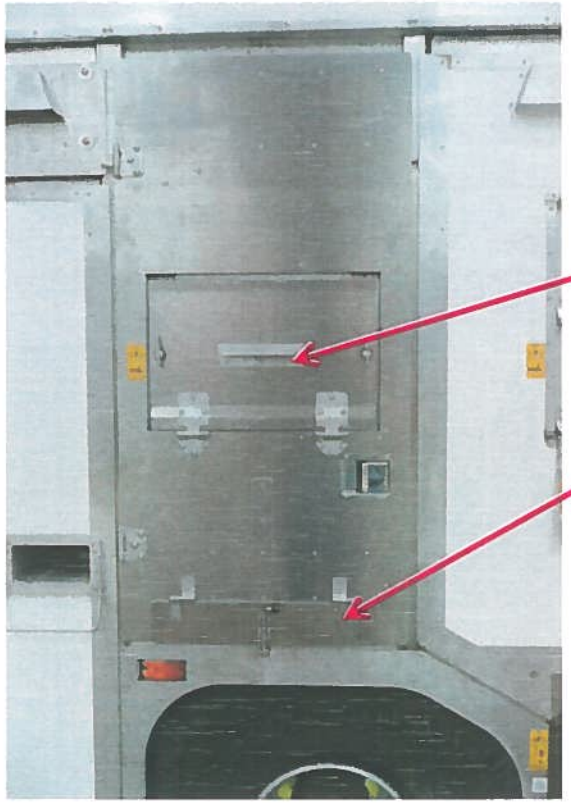
Food collection compartment

- New LED loading lights now fitted over the compartment to allow for safe evening and early morning loading.
- New aluminium loading doors lower than previous models for extra ergonomic satisfaction on operators.
- Heavy duty stainless steel hinges now fitted to reduce the old piano hinge type resulting in drastically reduced maintenance.
- Aluminium buffer plates now fitted to protect clients body wrap from impact damage from the doors. This has resulted in a cleaner looking vehicle that is on view to the public on a daily basis.
- New optional stainless steel drain tap fitted to the bottom of the stillage to enable washing out while still fitted to the vehicle.
- New safety sensor at high level which warns the driver if the bins are not correctly locked into position before driving off.





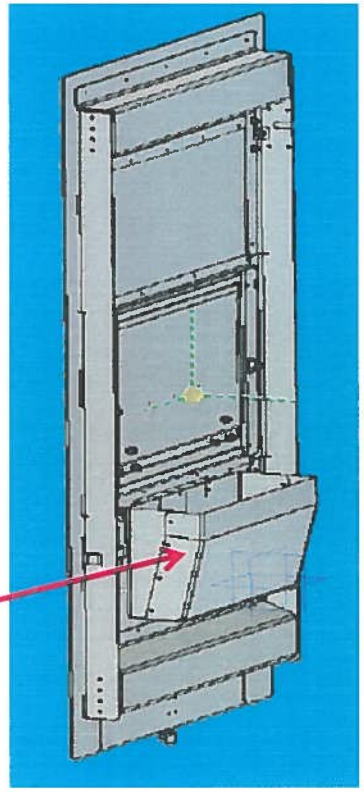
General storage compartments



Loading hatch

Independent trolley loading door

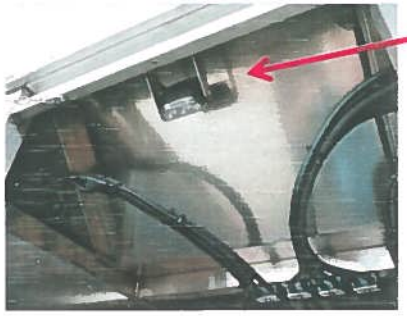
Optional Battery Collection Box



- The general storage door can now be fitted with a waste battery collection box as an option

General storage compartments

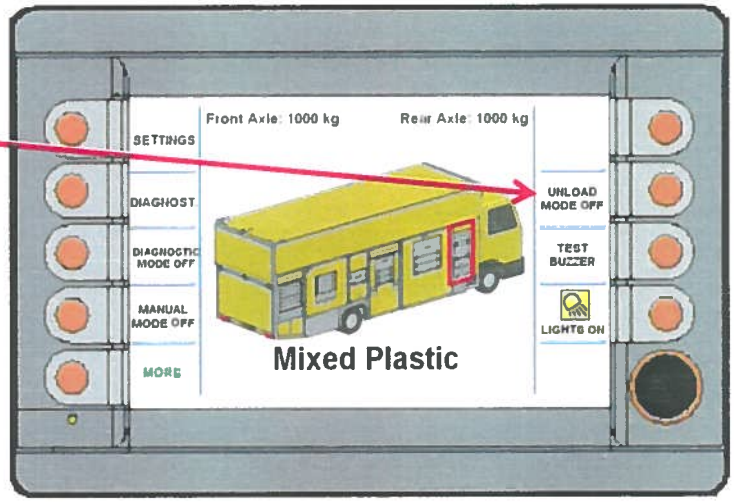
- Fitted with optional multi folding sack trolley for loader use in poor access areas.
- This trolley can be removed from its compartment without opening the main door through a flap provided. This ensures that any recycled material behind the main door will not fall out taking in and out the trolley.
- A hook for a battery collection box can also be provided behind the main loading flap eliminating the need to open the main door while also eliminating mingling with larger recyclables stored in the main compartment.
- Now Fitted with an internal LED work light for emptying out the storage areas.



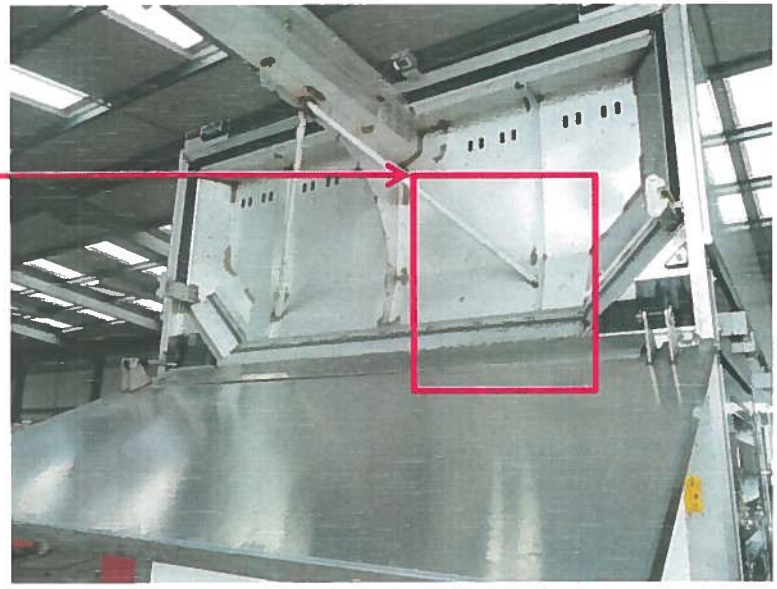
Storage for trolley under floor

Other Improvements

- Unload and load software control function now separates the Loading on the kerbside and the unloading in the recycle depot eliminating the opportunity to unload a compartment while on the pick up rounds.



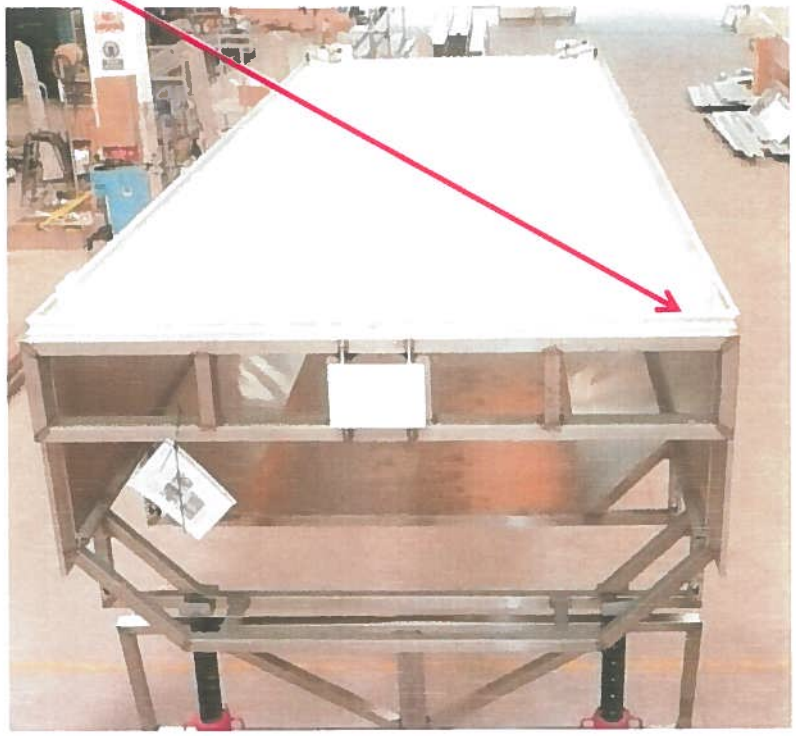
- Tougher longer lasting brushes now fitted to the top compactor greatly reducing maintenance costs.



Other Improvements

- Polymer sleeves now used in the majority of rams eliminating the scheduled greasing requirement.

- New optional drainage system fitted to the Kerb-Sort roof. This option removes the water from the roof through a gutter system eliminating the lateral over flow of rain water on top of the operators while they are carrying out their job



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DRAWING NUMBER: 16206 01 A

CYNGOR Sir y Fflint Flintshire COUNTY COUNCIL

Neal Cockerton
Chief Officer (Organisational Change)
Prif Swyddog (Newid Sefydlidalol)

County Hall, Mold, CH7 6NF.
www.flintshire.gov.uk
Neuadd y Sir Yr Wyddgrug. CH7 6NF.
www.siryfflint.gov.uk

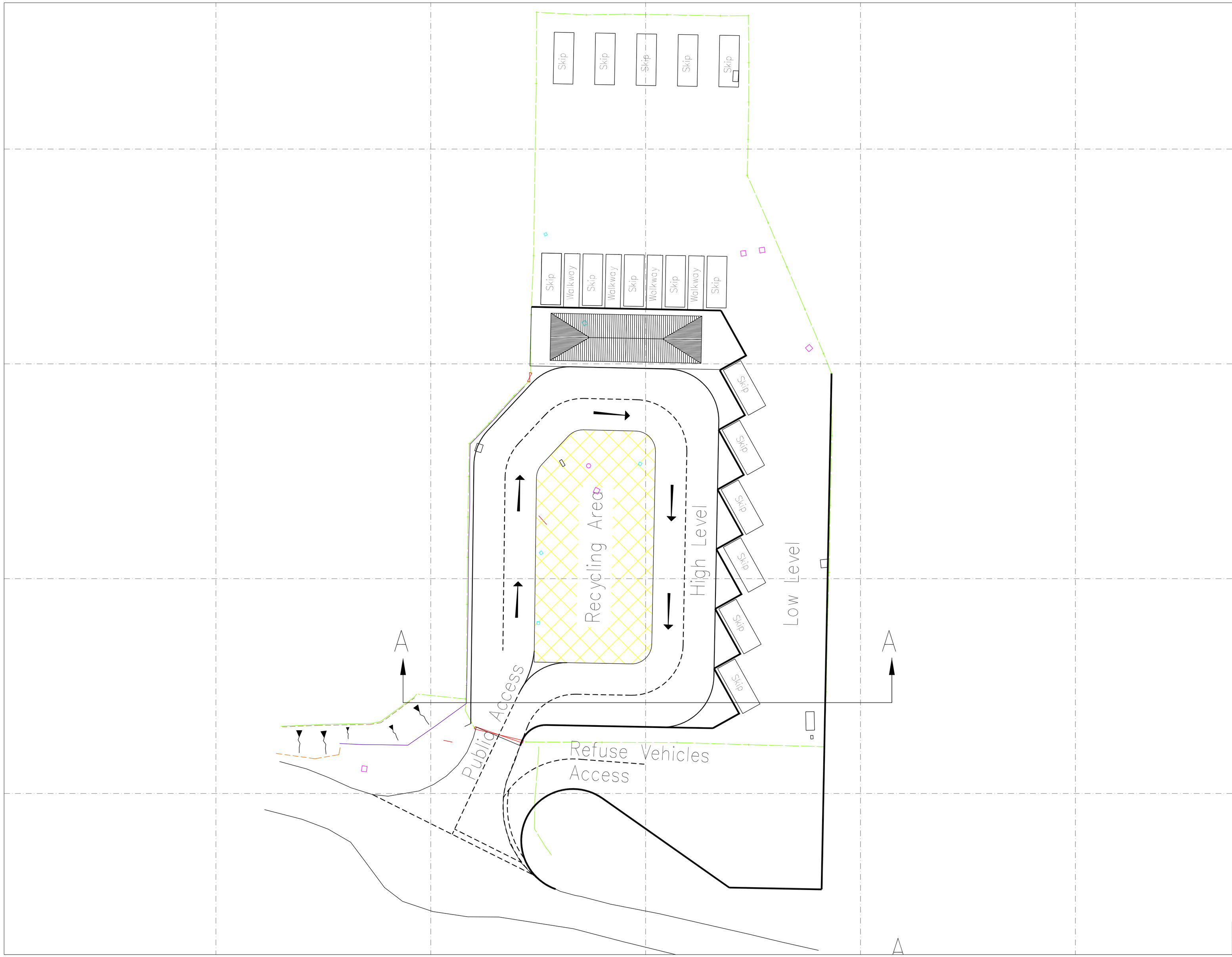
ENGINEERING SERVICES

JOB NUMBER:	SCALES: 1: 200	AMENDMENTS:	DATE
DACDIV GROUP:			
DRAWN BY: SJP	NATIONAL GRID REF:		
CHECKED BY: HM	STATUS: DRAFT	LAST EDIT DATE: Aug 2016	

BUCKLEY
HOUSEHOLD WASTE RECYCLING CENTRE

PROPOSED LAYOUT

DRAWING NUMBER: 16206 01 A



Site Grid North

N
W E
S

Symbols/Abbreviations (Where Applicable):

AV:	AIR VALVE
BB:	BELISHA BEACON
BH:	BOREHOLE
BM:	BENCHMARK
BOL:	BOLLARD
B/S:	BUS STOP
CAM:	CAMERA
CS:	CABLE STAY
CATV:	C.A.T.V INSPECTION CHAMBER
CBOX:	ELECTRICITY BOX, CABLE BOX, ETC.
CCTV:	C.C.T.V CAMERA
C.PIT:	CATCH PIT
EC:	ELECTRICITY COVER
EP:	ELECTRICITY POLE
ER:	EARTH ROD
FH:	FIRE HYDRANT
FP:	FLAG POLE
G:	GULLY
G:	GULLY (ROUND)
GV:	GAS VALVE
IC:	INSPECTION COVER (SQUARE)
IC:	INSPECTION COVER (ROUND)
IL:	INVERT LEVEL
KO:	KERB OUTLET
LB:	LETTER BOX
LC:	LIGHTING COLUMN
LP:	LAMP POST
LP/BS:	LAMP POST/BUS STOP
MH:	MANHOLE (SQUARE)
MH:	MANHOLE (ROUND)
MKR:	MARKER
P:	POST
RE:	RODDING EYE
R/S:	ROAD SIGN
S/P:	SIGN POST
SNP:	STREET NAME PLATE
ST:	STOP TAP
SV:	STOP VALVE
TCB:	TELEPHONE CALL BOX
T/IC:	TELECOM INSPECTION COVER
TL:	TRAFFIC LIGHT
TP:	TELEGRAPH POLE
TP/EP:	TELEGRAPH POLE/ELECTRIC POLE
WO:	WATER OUTLET
WM:	WATER METER
	GATE
×	DEFINED POINT
	CONTROL POINT
	TREE (CONIFEROUS)
	TREE (DECIDUOUS)
	FOLIAGE
	HEDGE
DPC 99.99m	DAMP PROOF COURSE LEVEL
EL 99.99m	EAVES LEVEL
FL 99.99m	FLOOR LEVEL
RL 99.99m	RIDGE LEVEL
SL 99.99m	SOFFIT LEVEL
TL 99.99m	THRESHOLD LEVEL

FENCE DESCRIPTIONS:

B/W:	BARBED WIRE FENCE
C/B:	CLOSE BOARDED FENCE
C/L:	CHAIN LINK FENCE
C/P:	CHESTNUT PALING FENCE
CONC/P:	CONCRETE PANEL FENCE
I/R:	IRON RAILING FENCE
P/R:	POST AND RAIL FENCE
P/W:	POST AND WIRE FENCE
P/C:	POST AND CHAIN FENCE
S/PAL:	STEEL PALISADE FENCE
S/B:	SAFETY BARRIER
T/PAL:	TIMBER PALISADE FENCE

Revision Information

Rev	Date	Description

INFORMATION

1) Ordnance Survey co-ordinates and level are derived from OSTN02 and OSGM02, transformed from WGS84.

2) Copyright of this drawing remains the property of PM Surveys UK Ltd. Do not scale from this drawing. In the event of any discrepancy, refer query to PM Surveys UK Ltd.

NOTES

Ordnance Survey Bench Mark Used

PM SURVEYS UK

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Client Info

Flintshire County Council
County Hall
Mold
CH5 6NF

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Project

Mold Recycling Centre
Topographical Survey

Project No PMS16081	Sheet: A1 Scale: 1:200	Surveyed By: AL Drawn By: JW Approved By: PM
Dwg PMS16081		Issued: 07/07/16

CABINET

Date of Meeting	18 October 2016
Report Subject	Theatr Clwyd – Complimentary Ticket Policy
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Executive Chief Officer Organisational Change
Type of Report	Operational

EXECUTIVE SUMMARY

A notice of motion was brought to Full Council on 14th June 2016 stating that:

'This Council accepts that Theatr Clwyd operates an industry-standard complimentary ticket policy to develop audiences and encourage sponsor and media patronage. The policy should not extend to giving complimentary tickets and drinks to Theatr Board Members, Councillors, Senior Officers and other officials who should be expected to meet the costs of their tickets and drinks at the Theatr. The Theatr Clwyd Board should remove these privileges from its policy.'

This report outline an approach to responding to this petition that balances Council considerations and the wishes of Full Council whilst recognising that the Council has given delegated authority for the Theatre Board to manage the Theatres operation within the objectives and financial parameters of it's agreed business plan.

RECOMMENDATIONS	
1	That the Cabinet ask the Theatre Board to consider this notion of motion at its next Board meeting and to provide a final response to the Council on this matter and how it will address this issue.

REPORT DETAILS

1.00	EXPLAINING THE THEATR CLWYD – COMPLIMENTARY TICKET POLICY
1.01	The notice of motion about complimentary tickets was received at the June Council meeting and was supported by full Council.
1.02	Theatr Clwyd is owned by the Council. The Theatre Board is given delegated authority by the Council to manage the operation of the Theatre. To enable this an annual business plan is agreed with the Council and as part of the budget process clear priorities have been agreed to ensure the future financial and strategic direction of the theatre.
1.03	Over the past 18 months major change has taken place at the theatre to modernise it's operation and this includes: • Appointment of a new Artistic Director; • Appointment of a new Executive Director to manage the business and commercial aspects of the theatre; • A completion staffing restructure and implementation of industry relevant terms and conditions; • Closer connections to the community with two family open days opening up the building and the behind the scenes operation of the theatre; • Agreement of an up to date and industry comparable complimentary ticket policy (see Appendix A).
1.04	These changes have been governed and overseen by the Board in line with the current arrangements and relationships the Council has with the Theatre Board.

2.00	RESOURCE IMPLICATIONS
2.01	Minimal resource implications.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The new complimentary ticket policy has been agreed by the Theatre Board. The notice of motion has been considered and agreed by Full Council.

4.00	RISK MANAGEMENT
4.01	1. That the Council set a precedent in determining the day to day

	management and operation of the Theatre – this can be mitigated by agreeing that the Theatre Board consider the Council notice of motion and provides a full response to the Council on how it will respond to the agreed notice. 2. That the Theatre Board ignore the notice of motion agreed by Full Council – The Council retains the right to act if feels that the Theatre Boards response does adequately address the motion agreed by the Council.

5.00	**APPENDICES**
5.01	Appendix A – Complimentary Ticket Policy

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	None. **Contact Officer:** Ian Bancroft **Telephone:** 01352 704180 **E-mail:** ian.bancroft@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	**Complimentary Tickets** – Tickets that are provided at a reduced rate or free of charge to specific individuals and groups for a reason that will benefit the overall operation and business of the Theatre.

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Complimentary Tickets

Basic Principles
Complimentary tickets ("Comps") are an established part of the theatrical lexicon that can translate as "free tickets". This, however, is not an accurate description of their function organisationally. They are an essential part of ensuring the theatre's ongoing success in the development of organisational and regional profile, developing strategic partnerships, broadening experience of the arts with low engagement groups and ensuring high quality service and artistic product.

Reasons Complimentary Tickets should be allocated
There are, broadly speaking, six reasons why complimentary tickets should be allocated.

- Organisational Profile
  Increasing the profile of the organisation is essential in ensuring the theatre's continued sustainability through ticket sales, sponsorship and working to bring the highest calibre artists to Flintshire. Complimentary tickets might be allocated to members of the press (for reviews of productions), key contacts for tourism (for example Destination Management or Visit Wales) or potential collaborators (for example star actors or writers we want to work with in the future).

- Regional Profile
  The theatre needs to play a key role in developing the profile of Flintshire and North Wales as a centre for economic growth as part of regional regeneration, encouraging an influx of business investment into the area by showcasing the high quality cultural offer alongside the stunning landscape and high standard of living. Complimentary tickets might be allocated to support Flintshire County Council's department for Economic Growth in promoting the region.

- Strategic Partnership
  Sponsorship and collaborative working with private and public sector organisations allows Theatr Clwyd to help fulfil regional objectives by running projects such as Justice In A Day (raising awareness of the consequences of crime for ages 13 – 14), Arts From The Armchair (supporting those with early onset memory loss) and Behind Slammed Doors (working to engage teenage daughters promoting mental well-being and addressing youth employment and disengagement) . Complimentary tickets would be allocated to enable relationships to be nurtured both with potential sponsors or collaborators and with those with limited economic means to fulfil the project and deepen engagement.

- Low Engagement Groups
  We recognise that we serve Communities First areas within Flintshire and it is therefore essential that the theatre remains price accessible which is why we strive to have lower price tickets as part of our pricing strategy. This is, of course, balanced against financial targets and the need to ensure sustainability. However for some groups we might work with, these prices, although reasonable, are beyond their financial capabilities (for a 21 year old on Job Seekers Allowance a £10 ticket would represent 17% of their weekly income). Complimentary tickets might be used in conjunction with an outreach project to ensure

access to theatre for vulnerable people in our community.

- Developing Customer Services
  There has been a huge shift in emphasis for public facing organisations to strive for high quality customer service. This includes (but is not limited to) ensuring staff are knowledgable, can offer insight on what is being sold and can therefore be effective advocates for the work of both the theatre and the region. Customer service and audience experience will feed very heavily into our onward business planning in ensuring returning audiences and economic growth. This ensures the theatre remains a sustainable world-class asset for the county and region. All staff who engage with the public (either directly or through the promotion or operations of the organisation) should be allocated complimentary tickets on a regular basis to ensure a depth of knowledge, pride in the work we produce and understanding of the ethos of the organisation.

- Ensuring quality of Artistic product
  Theatr Clwyd has an international and national reputation as a leading producer of theatre which benefits the region, Wales and UK. When other companies and artists visit Mold our creative and programming team needs to see shows to assess and support company development and ensure that our high standards are upheld.

  For our produced work where shows run for 3 weeks or longer the creative teams need to have regular access to the show to ensure its continued quality - a director for example will often tweak the show throughout the first week to ensure it's perfect for the press performances – this has a knock on effect for other creatives working on the show. It's also important that our staff and associate artists can talk knowledgeably about what we produce (so box office, for example, can recommend the show and give customers insight). One of Theatr Clwyd's strengths is its long serving staff who are able to offer insight to all our stakeholders to enhance and support the overall experience.

The "Complimentary" relationship.
Complimentary tickets are important across the organisation – however they are not a one-way transaction – it is a two-way relationship, using that ticket ultimately to enhance the show and the audience experience. A journalist returns reviews enhancing the profile of the theatre, Board members return with advocacy and a greater understanding of the organisation, box office team members develop understanding to better sell the show.

How do we manage the numbers allocated?
Inevitably a natural worry is how to ensure that we are not losing income as a result of complimentary tickets. Current policy is that complimentary tickets are unavailable for sold out shows (i.e. Fewer than 10 tickets unsold). Comps are non-transferrable ensuring that they are for staff only. All audience development allocations for developing new audiences are signed off by the Director of Marketing & Communications and Artistic Director and decisions are made with a long term view for the overall development of the organisation. Comp usage is, invariably, much higher towards the beginning of a production's run when the necessity both artistically and organisationally is at its most important. Finally, for high-yield productions such as the Pantomime exclusion periods apply to ensure the highest possible box office income.

Public "Free Ticket Offers"
As an organisation we should never offer free tickets publicly in an untargeted manner. Offering free tickets to anyone, irrespective of circumstance or context, on Facebook, Twitter or the Council Intranet sends a perceivably clear message that we do not place a value on our tickets. This can perpetuate, grow and in some extreme cases lead to reduced audiences, unwilling to commit to purchasing in advance, waiting for the free ticket.

Our tickets have a high value and are priced at a cost that aims to balance accessibility and ensure high income. Our pricing policy will be reviewed over the next 12 months to ensure that we are using pricing to build both new audiences and continued sustainability.

Should the Board have comps?
Yes. It is of vital importance to the effective governance of the organisation that the Board has a clear understanding of the shows we produce and also the customer experience. The Board's support, understanding and advocacy for the arts, theatre and Theatr Clwyd helps drive the organisation forward to seek new opportunities, to develop and to maintain its status as a world-class resource for the region and for Wales. Complimentary tickets should not be considered a benefit – attendance should be considered a duty and an active part of supporting the leadership of the organisation.

Is our description incorrect and how do we clarify their usage?
Part of the problem with "Complimentary Tickets" is how they are recorded; the terminology we use must accurately assess their purpose. As part of our review of pricing and concessions over the next 12 months this will be assessed and amended to something more appropriate for a transparent, 21st century theatre.

Tamara Harvey | Artistic Director
Sam Freeman | Director Of Marketing & Communications

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EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Organisational Change

- **Ysgol Y Fron Annexe, Halkyn Street, Holywell**
  The sale of this section of Ysgol Y Fron to ICR Group for conversion to offices for their own use.

- **A550 Road Bridge at Weighbridge Road, Deeside Indusrial Park**
  Grant of Deed of Easement for the installation within land and attachment to an existing A550 Road Bridge at Weighbridge Road, Deeside Industrial Park, of electricity supply cables.

- **Disposal of Land at the 'Walks' in Flint**
  The disposal of an area of the former 'Walks' housing site in Flint Town Centre.

- **School Meal Price Increase**
  Increases the price of meals within schools to bring them more into line with other school meal providers across Wales.

Community and Enterprise

- **Transfer of 3 No. Properties(Plots 4-6) Inclusive 7,9 and 11 Llys Clark, Abermorddu, Flintshire from Alwyl Construction Company Ltd**
  It is considered that the above affordable housing units should be transferred direct to NEW Homes since this best meets housing needs. NEW Homes will enter into a covenant with Edwards Homes that the properties will be used for the purpose of affordable housing

Streetscene and Transportation

- **Proposed Prohibition and Restriction of Waiting and Loading and Parking Places. Civil Enforcement and Consolidation Order Amendment No. 2**
  To advise Members of the objections received following the advertisement of the proposed PROHIBITON and Restriction of Waiting and Loading and Parking Places Amendment No. 2 Order, which introduces No Waiting At Any Time, Limited Waiting and Limited Parking on Street, at Wrexham Street, Mold, Cymau Road, Abermorddu, Hawarden Road, Fagl Lane and St Cynfarch's, Hope and Allt Goch, Flint. The 3 objections received related to the Proposed No Waiting at Any Time at Fagl Lane and St Cynfarch's Avenue, Hope and the Proposed Limited Waiting at Wrexham Street Mold. Summary of status no other objections received from others.

Copies of the Delegated Powers reports are on deposit in the Team Manager's Room, Committee Services.

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FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND OVERVIEW & SCRUTINY
OCTOBER 2016 TO MARCH 2017

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
October					
Corporate Resources Overview & Scrutiny Committee	13 October 2016	Finance	**Revenue Budget Monitoring 2016/17 (Month 5)** 'This regular monthly report provides the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 5, and projects forward to year-end	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	13 October 2016	Chief Executive's	**Flintshire Public Services Board** To apprise the Committee of the work and performance of the Public Services Board and Strategic Partnerships.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Corporate Resources Overview & Scrutiny Committee	13 October 2016	People and Resources	**Workforce Information Report - Quarter 1 2016/17** To provide the Committee with Workforce Information and to seek comments thereon.	Operational	Cabinet Member for Corporate Management
Corporate Resources Overview & Scrutiny Committee	13 October 2016	Overview and Scrutiny	**Forward Work Programme** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.	Operational	
Education and Youth Overview & Scrutiny Committee	13 October 2016	Overview and Scrutiny	**Quarter 1 Improvement Plan Monitoring Report 2016/17** To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Education and Youth Overview & Scrutiny Committee	13 October 2016	Education and Youth	**Welsh in Education Strategic Plan and Welsh as a Second Language** To update Members on the progress with Welsh in Education	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Education and Youth Overview & Scrutiny Committee	13 October 2016	Education and Youth	**School Balances** To provide the Committee with details of the closing balances held by Flintshire schools at the end of the financial year.	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	13 October 2016	Education and Youth	**Nercwys Primary School Review** To consider the outcome of the informal consultation with the community and identified next steps with the education review	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	13 October 2016	Education and Youth	**School Modernisation** To update Members on the progress made with School Modernisation	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	13 October 2016	Overview and Scrutiny	**Forward Work Programme (Education & Youth)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Education	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Organisational Change Overview & Scrutiny Committee	17 October 2016	Overview and Scrutiny	**Quarter 1 Improvement Plan Monitoring Report** To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Organisational Change Overview & Scrutiny Committee	17 October 2016	Organisational Change	**Facilities Management Alternative Delivery Model** To provide an update on progress of the establishment of a Local Authority Trading Company including providing details of the recent staff engagement	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Organisational Change Overview & Scrutiny Committee	17 October 2016	Organisational Change	**Leisure and Libraries Alternative Delivery Model** To provide an update on progress of the establishment of an Employee Led Mutual including providing details of the recently completed technical piece of work on the business plan, legal structure and Tax and VAT issues	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure, Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Organisational Change Overview & Scrutiny Committee	17 October 2016	Overview and Scrutiny	**Forward Work Programme (Organisational Change)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Organisational Change Overview & Scrutiny Committee.	Operational	
Cabinet	18 October 2016	Chief Executive's	**Strategic Equality Plan 2016/2020** To agree the Council's equality objectives and Strategic Equality Plan (SEP) 2016/ 2020.	Strategic	Cabinet Member for Corporate Management
Cabinet	18 October 2016	Chief Executive's	**Annual Performance Report 2015/16** Overview of the performance of the Council during 2015/16 against the priorities set	Strategic	Cabinet Member for Corporate Management
Cabinet	18 October 2016	Social Services	**North Wales Regional Social Care/Health Partnership Board** To approve the arrangements for the Board	Strategic	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	18 October 2016	Finance	**Revenue Budget Monitoring 2015/16 (month 5)** To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month 5 and projected forward to year-end based on the most up to date information available.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	18 October 2016	Organisational Change	**Theatr Clwyd Complimentary Ticket Policy** To consider and agree a policy for complimentary tickets from Theatr Clwyd	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	18 October 2016	Education and Youth	**Nercwys Primary School Review** To consider a report on informal consultation with the community and identify next steps with the education review	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	18 October 2016	Education and Youth	**Penyffordd Primary School capital scheme** To consider and approve a Capital Scheme under the 21st Century School programme	Operational	Cabinet Member for Education
Cabinet	18 October 2016	Education and Youth	**Connah's Quay High School capital scheme** To consider and approve a Capital Scheme under the 21st Century School programme	Operational	Cabinet Member for Education
Cabinet	18 October 2016	Education and Youth	**Provisional Learner Outcomes** Provisional learner outcomes from Summer 2016	Operational	Cabinet Member for Education
Cabinet	18 October 2016	Streetscene and Transportation	**Changes to Waste Collection Vehicles and New Recycling Operations** To review alternative delivery options for the household recycling centre service and the new waste recycling collection opportunities planned to be introduced for residents in 2017.	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Flintshire County Council	19 October 2016	Chief Executive's	**Annual Performance Report 2015/16** To recommend the adoption of the Annual Report 2015/16 by County Council		
Flintshire County Council	19 October 2016	Governance	**Contract Procedure Rules** To approve revised contract procedure rules.		
Flintshire County Council	19 October 2016	Governance	**Independent Remuneration Panel for Wales(IRPW) Draft Annual Report for 2017** To enable the council to consider and respond to the recommendations for Members' Allowances which the IRPW proposes for 2017/18.		
Flintshire County Council	19 October 2016	Overview and Scrutiny	**Overview & Scrutiny Annual Report for 2015/16** To submit to Council the Annual Report of the Overview & Scrutiny function, as required under section 7.4.5 of the Constitution.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Community and Enterprise Overview & Scrutiny Committee	19 October 2016	Community and Enterprise	**Quarter 1 Improvement Plan Monitoring Report 2016/17** To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Community and Enterprise Overview & Scrutiny Committee	19 October 2016	Community and Enterprise	**A Growth Vision for the Economy of North Wales** To consider the adopted 'A Growth Vision for the Economy of North Wales' which is the basis for the development and negotiation of a Growth Bid for the regional with the UK and Welsh Governments	Strategic	Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	19 October 2016	Overview and Scrutiny	**Forward Work Programme** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Community & Enterprise Overview & Scrutiny Committee.	Strategic	
Social & Health Care Overview & Scrutiny Committee	20 October 2016	Overview and Scrutiny	**Quarter 1 Improvement Plan Monitoring Report 2016/17** To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Social & Health Care Overview & Scrutiny Committee	20 October 2016	Social Services	**Governance of Part 9 Regional Partnership Board** To advise Members of the proposals for the Regional Partnership Board (Social Services and Wellbeing Act 2014)	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	20 October 2016	Social Services	**Flintshire Local Voluntary Council** To receive an update on social care activity within the third sector.	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	20 October 2016	Overview and Scrutiny	**Forward Work Programme (Social & Health Care)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Social & Health Care Overview & Scrutiny Committee.	Operational	
November					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Environment Overview & Scrutiny Committee	2 November 2016	Overview and Scrutiny	**Quarter 1 Improvement Plan Monitoring Report 2016/17** To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Environment Overview & Scrutiny Committee	2 November 2016	Planning and Environment	**Renewable Energy** To receive a report outlining the developments to include the responses received following consultation.	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Environment Overview & Scrutiny Committee	2 November 2016	Overview and Scrutiny	**DOG DNA Task and Finish Group feedback** To receive an update report from the Task & Finish Group	Operational	Deputy Leader of the Council and Cabinet Member for Environment, Cabinet Member for Waste Strategy, Public Protection and Leisure

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Environment Overview & Scrutiny Committee	2 November 2016	Overview and Scrutiny	**Forward Work Programme (Environment)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Environment Overview & Scrutiny Committee.	Operational	
Corporate Resources Overview & Scrutiny Committee	10 November 2016	Finance	**Revenue Budget Monitoring 2016/17 (Month 6)** 'This regular monthly report provides the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 6, and projects forward to Year-End.'	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	10 November 2016	People and Resources	**Appraisals Substantive Progress report** To apprise the committee with an analysis of the current position on appraisals.	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Corporate Resources Overview & Scrutiny Committee	10 November 2016	Overview and Scrutiny	**Forward Work Programme (Corporate Resources)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.	Operational	
Corporate Resources Overview & Scrutiny Committee	10 November 2016	Chief Executive's	**Challenge to Compliance Notice - Welsh Language Standards** Advise members of the proposed new Welsh Language Standards for Flintshire and seek endorsement of the Council's approach.		Cabinet Member for Corporate Management
Cabinet	15 November 2016	Community and Enterprise	**Purchase of Ex Council Stock** To consider proposals and criteria for the repurchase of ex council property.	Strategic	Cabinet Member for Housing
Cabinet	15 November 2016	Community and Enterprise	**Council Tax Base for 2017-18** To approve the Council Tax Base for 2017-18.	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	15 November 2016	Finance	**Revenue Budget Monitoring 2016/17 (month 6)** To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month 6 and projected forward to year-end based on the most up to date information available.	Strategic	
Cabinet	15 November 2016	Education and Youth	**Brynford / Lixwm / Rhos Helyg Primary Schools Review** To consider a report on informal consultation with the community and identify next steps with the education review.	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Education and Youth Overview & Scrutiny Committee	17 November 2016	Education and Youth	**Schools' Music Service** To update Members on the progress made with an Alternative Delivery Model (ADM) for the Schools' Music Service	Operational	
Education and Youth Overview & Scrutiny Committee	17 November 2016	Education and Youth	**Person Centred Planning** To provide the Committee with information from School Leaders on outcomes from the pilot scheme.	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	17 November 2016	Education and Youth	**Brynford / Lixwm / Rhos Helyg Primary Schools Review** To consider the outcome of the informal consultation with the community and identified next steps with the education review	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	17 November 2016	Overview and Scrutiny	**Forward Work Programme (Education & Youth)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Education & Youth Overview & Scrutiny Committee.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Organisational Change Overview & Scrutiny Committee	21 November 2016	Overview and Scrutiny	**Forward Work Programme (Organisational Change)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Organisational Change Overview & Scrutiny Committee.	Operational	
Community and Enterprise Overview & Scrutiny Committee	23 November 2016	Community and Enterprise	**Strategic Housing and Regeneration Project (SHARP)** To review progress on the Strategic Housing and Regeneration Project (SHARP)	Operational	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	23 November 2016	Community and Enterprise	**Council Tax Base Setting** To consider the Council Tax Base as part of Council Tax charge setting and calculation of Revenue Support Grant	Operational	Cabinet Member for Corporate Management
Community and Enterprise Overview & Scrutiny Committee	23 November 2016	Community and Enterprise	**Regeneration Programmes** To consider an update on the Housing Regeneration Programme and revised Renewal Policy	Operational	Cabinet Member for Economic Development

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Community and Enterprise Overview & Scrutiny Committee	23 November 2016	Overview and Scrutiny	**Forward Work Programme (Community & Enterprise)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Community & Enterprise Overview & Scrutiny Committee.	Operational	
Social & Health Care Overview & Scrutiny Committee	24 November 2016	Social Services	**Dementia Services** To receive an update on Dementia work in Flintshire	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	24 November 2016	Social Services	**Population needs assessment** To receive a summary of the outcomes of the population needs assessment for Flintshire	Strategic	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	24 November 2016	Social Services	**Team around the Family** To receive an update on the Team around the family	Operational	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Social & Health Care Overview & Scrutiny Committee	24 November 2016	Overview and Scrutiny	**Forward Work Programme (Social & Health Care)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Social & Health Care Overview & Scrutiny Committee.	Operational	
December					
Environment Overview & Scrutiny Committee	7 December 2016	Overview and Scrutiny	**Quarter 2/Mid-Year Improvement Plan Monitoring Report 2016/17** To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Environment Overview & Scrutiny Committee	7 December 2016	Streetscene and Transportation	**Deeside Environmental Task Group Report** To provide Scrutiny with an update on the outcomes of the Deeside Environmental Task Group which has been set up to improve the cleanliness of the Deeside Corridor.	Operational	Deputy Leader of the Council and Cabinet Member for Environment

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Environment Overview & Scrutiny Committee	7 December 2016	Streetscene and Transportation	**North Wales Residual Waste Project update** To receive and consider further details on the progress of the project	Strategic	Cabinet Member for Waste Strategy, Public Protection and Leisure
Environment Overview & Scrutiny Committee	7 December 2016	Social Services	**Speed limits on C roads** To receive an update on speed limits on C roads	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Environment Overview & Scrutiny Committee	7 December 2016	Overview and Scrutiny	**Forward Work Programme (Environment)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Environment Overview & Scrutiny Committee.	Operational	
Corporate Resources Overview & Scrutiny Committee	8 December 2016	Overview and Scrutiny	**Quarter 2/Mid-Year Improvement Plan Monitoring Report 2016/17** To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Corporate Resources Overview & Scrutiny Committee	8 December 2016	Finance	**Revenue Budget Monitoring 2016/17 (Month 7)** 'This regular monthly report provides the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 7, and projects forward to year-end.'	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	8 December 2016	Overview and Scrutiny	**Forward Work Programme (Corporate Resources)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.	Operational	
Organisational Change Overview & Scrutiny Committee	9 December 2016	Overview and Scrutiny	**Quarter 2/Mid-Year Improvement Plan Monitoring Report 2016/17** To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	13 December 2016	Finance	**Revenue Budget Monitoring 2016/17 (month 7)** To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month 7 and projected forward to year-end based on the most up to date information available.	Strategic	Leader of the Council and Cabinet Member for Finance
Community and Enterprise Overview & Scrutiny Committee	21 December 2016	Overview and Scrutiny	**Quarter 2/Mid-Year Improvement Plan Monitoring Report 2016/17** To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Cabinet	13 December 2016	Education and Youth	**Welsh in Education Strategic Plan (WESP)** To consider and approve the Welsh in Education Strategic Plan	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Community and Enterprise Overview & Scrutiny Committee	21 December 2016	Community and Enterprise	**Rent Arrears Annual Report** To consider the Rent Arrears Annual Report including information on the suggestion for WHQS improvements to be delayed for tenants with long term rent arrears.	Operational	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	21 December 2016	Community and Enterprise	**Purchase of Ex Council Stock** To consider proposals and criteria for the repurchase of ex council properties	Strategic	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	21 December 2016	Overview and Scrutiny	**Forward Work Programme (Community & Enterprise)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Community & Enterprise Overview & Scrutiny Committee.	Operational	
Social & Health Care Overview & Scrutiny Committee	22 December 2016	Overview and Scrutiny	**Quarter 2/Mid-Year Improvement Plan Monitoring Report 2016/17** To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Social & Health Care Overview & Scrutiny Committee	22 December 2016	Overview and Scrutiny	**Forward Work Programme (Social & Health Care)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Social & Health Care Overview & Scrutiny Committee.	Operational	
Education and Youth Overview & Scrutiny Committee	22 December 2016	Overview and Scrutiny	**Quarter 2/Mid-Year Improvement Plan Monitoring Report 2016/17** To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Education and Youth Overview & Scrutiny Committee	22 December 2016	Overview and Scrutiny	**Forward Work Programme (Education & Youth)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Education & Youth Overview & Scrutiny Committee.	Operational	
January					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Environment Overview & Scrutiny Committee	11 January 2017	Planning and Environment	**Planning Enforcement Policy** To consider the proposed changes to the policy	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Environment Overview & Scrutiny Committee	11 January 2017	Overview and Scrutiny	**Forward Work Programme (Environment)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Environment Overview & Scrutiny Committee.	Operational	
Corporate Resources Overview & Scrutiny Committee	12 January 2017	Chief Executive's	**Revenue Budget Monitoring 2016/17 (Month 8)** 'This regular monthly report provides the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 8, and projects forward to year-end	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Corporate Resources Overview & Scrutiny Committee	12 January 2017	Overview and Scrutiny	**Forward Work Programme (Corporate Resources)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.	Operational	
Cabinet	17 January 2017	Finance	**Revenue Budget Monitoring 2016/17 (month 8)** To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month 8 and projected forward to year-end based on the most up to date information available.	Strategic	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	17 January 2017	Community and Enterprise	**Council Tax & Business Rate Policies** To approve local discretionary policies for the administration of Council Tax and Business Rates.	Operational	Cabinet Member for Corporate Management
Community and Enterprise Overview & Scrutiny Committee	23 January 2017	Community and Enterprise	**Council Tax & Business Rate Policies** To consider the update to the local discretionary policies for the administration of Council Tax & Business Rates	Operational	Cabinet Member for Corporate Management
Social & Health Care Overview & Scrutiny Committee	26 January 2017	Social Services	**Update on Delayed Transfer of Care** To receive an update on Delayed Transfer of Care data for Flintshire	Operational	Cabinet Member for Social Services
February					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Community and Enterprise Overview & Scrutiny Committee	1 February 2017	Overview and Scrutiny	**Forward Work Programme (Community & Enterprise)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Community & Enterprise Overview & Scrutiny Committee.	Operational	
Education and Youth Overview & Scrutiny Committee	2 February 2017	Overview and Scrutiny	**Forward Work Programme (Education & Youth)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Education & Youth Overview & Scrutiny Committee.	Operational	
Environment Overview & Scrutiny Committee	8 February 2017	Overview and Scrutiny	**Forward Work Programme (Environment)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Environment Overview & Scrutiny Committee.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Corporate Resources Overview & Scrutiny Committee	9 February 2017	Chief Executive's	**Revenue Budget Monitoring 2016/17 (Month 9)** This regular monthly report provides the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 9, and projects forward to Year-End.	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	9 February 2017	Overview and Scrutiny	**Forward Work Programme (Corporate Resources)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	14 February 2017	Finance	**Revenue Budget Monitoring 2016/17 (month 9)** To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month 9 and projected forward to year-end based on the most up to date information available.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	14 February 2017	Community and Enterprise	**Council Tax setting** To approve the Council Tax charges for the following year as part of budget setting.	Operational	Cabinet Member for Corporate Management
Cabinet	14 February 2017	Community and Enterprise	**Customer Services Strategy** Update on progress with the three main workstreams; Digital, Telephone contact and face to face services	Operational	Cabinet Member for Corporate Management
Cabinet	14 February 2017	Community and Enterprise	**Supporting People Local Commissioning Plan** To set out the commissioning and spend plan for 2017/18	Operational	Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
March					
Social & Health Care Overview & Scrutiny Committee	2 March 2017	Overview and Scrutiny	**Quarter 3 Improvement Plan Monitoring Report 2016/17** To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Environment Overview & Scrutiny Committee	8 March 2017	Overview and Scrutiny	**Quarter 3 Improvement Plan Monitoring Report 2016/17** To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Environment Overview & Scrutiny Committee	8 March 2017	Overview and Scrutiny	**Forward Work Programme (Environment)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Environment Overview & Scrutiny Committee.	Operational	
Community and Enterprise Overview & Scrutiny Committee	8 March 2017	Overview and Scrutiny	**Quarter 3 Improvement Plan Monitoring Report 2016/17** To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Community and Enterprise Overview & Scrutiny Committee	8 March 2017	Overview and Scrutiny	**Forward Work Programme (Community & Enterprise)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Community & Enterprise Overview & Scrutiny Committee.	Operational	
Corporate Resources Overview & Scrutiny Committee	9 March 2017	Overview and Scrutiny	**Quarter 3 Improvement Plan Monitoring Report 2016/17** To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Corporate Resources Overview & Scrutiny Committee	9 March 2017	Overview and Scrutiny	**Forward Work Programme (Corporate Resources)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.	Operational	
Organisational Change Overview & Scrutiny Committee	13 March 2017	Overview and Scrutiny	**Quarter 3 Improvement Plan Monitoring Report 2016/17** To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Education and Youth Overview & Scrutiny Committee	16 March 2017	Overview and Scrutiny	**Quarter 3 Improvement Plan Monitoring Report 2016/17** To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Education and Youth Overview & Scrutiny Committee	16 March 2017	Overview and Scrutiny	**Forward Work Programme (Education & Youth)** The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Education & Youth Overview & Scrutiny Committee.	Operational	