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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

7 December 2016

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 13th December, 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 - 18)

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

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 DEVELOPMENT OF 2017/18 - 2019/20 CAPITAL PROGRAMME (Pages 19 - 38)

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

Purpose: The report sets out capital schemes for inclusion within the 2017/18 - 2019/20 Capital Programme for Member approval.

5 **WELSH IN EDUCATION STRATEGIC PLAN** (Pages 39 - 66)

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

Purpose: To consider and approve the Welsh in Education Strategic Plan.

OPERATIONAL REPORTS

6 **QUARTER 2 IMPROVEMENT PLAN 2016/17 MONITORING REPORT**
(Pages 67 - 158)

Report of Chief Executive - Cabinet Member for Corporate Management

Purpose: To present the outturn performance against activities, measures and risks for the Improvement Plan 2016/17 Quarter 2 Monitoring report.

7 **REVENUE BUDGET MONITORING 2016/17 (MONTH 7)** (Pages 159 - 186)

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 2016/17 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.

8 **SCHOOL MODERNISATION UPDATE** (Pages 187 - 224)

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.

9 **CHANGES TO DEVELOPER GUIDANCE NOTES – SPECULATIVE HOUSING DEVELOPMENT PROPOSALS** (Pages 225 - 232)

Report of Chief Officer (Planning and Environment) - Deputy Leader of the Council and Cabinet Member for Environment

Purpose: Update developer guidance note to reflect the status of the Unitary Development Plan as well as to tighten some requirements on developers.

10 **TO CHANGE THE DELEGATION FOR THE SCRAP METAL DEALERS ACT 2013 AND MOBILE HOMES (WALES) ACT 2013** (Pages 233 - 236)

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

Purpose: To consider a change to the current delegation which was previously agreed at Cabinet.

11 **EXERCISE OF DELEGATED POWERS** (Pages 237 - 238)

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

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

The following item is considered to be exempt by virtue of Paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

It is not good employment practice or in the public interest for matters the subject of consultation with employees effected and other unions to be discussed in public at this stage of the process.

12 **ALTERNATIVE DELIVERY MODELS - IMPLEMENTATION PLANS FOR LEISURE AND LIBRARIES, FACILITIES MANAGEMENT, SOCIAL CARE DAY CARE AND WORK OPPORTUNITIES** (Pages 265 - 600)

Report of Chief Officer (Organisational Change.), Chief Officer (Social Services) - Cabinet Member for Education, Cabinet Member for Social Services, Cabinet Member for Waste Strategy, Public Protection and Leisure, Deputy Leader of the Council and Cabinet Member for Environment, Leader of the Council and Cabinet Member for Finance

Purpose: To consider and agree implementation plans for the set up of three Alternative Delivery Models

Yours sincerely



Robert Robins
Democratic Services Manager

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CABINET
15th NOVEMBER 2016

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 15th November 2016

PRESENT: Councillor Aaron Shotton (Chair)

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

APOLOGY:

Councillor Chris Bithell

IN ATTENDANCE:

Chief Executive, Chief Officer (Community and Enterprise), Chief Officer (Governance), Chief Officers (Organisational Change), Chief Officer (Social Services), Chief Officer (Streetscene and Transportation), Corporate Finance Manager, Finance Manager – Technical Accountancy, Human Resources Manager, and Team Leader - Democratic Services

OTHER MEMBERS IN ATTENDANCE:

Councillor David Mackie

85. DECLARATIONS OF INTEREST

Councillor Butler declared a personal interest in agenda item number 12 – Council Tax Base for 2017-18.

86. MINUTES

The minutes of the meeting held on 18th October 2016 had been circulated with the agenda.

RESOLVED:

That the minutes be approved as a correct record.

87. LOCAL GOVERNMENT PROVISIONAL SETTLEMENT 2017/18

The Chief Executive introduced the Local Government Provisional Settlement 2017/18 report which provided a summary of the Settlement announced as part of the draft budget of the Welsh Government (WG) for 2017/18. The figures were provisional with the Final Settlement expected to be received on 21st December 2016.

A presentation was delivered which covered the following areas:

- Welsh Government Budget
- State of the Nation
- Local Impacts of the Settlement
- The Flintshire Case

- Responding to the Consultation

Councillor Kevin Jones commented on the Single Environment Grant (SEG) which had seen reductions over the last five years. The Cabinet Secretary for Environment and Rural Affairs had indicated that it may be incorporated into the Revenue Support Grant (RSG) in 2017/18 however not in totality.

Councillor Shotton said based on the details in the Provisional Settlement, he felt the lobbying on Flintshire being a low funded Council had been taken on board by WG. The outcome of other lobbying cases would become known in the following weeks, such as additional funding for Social Services. However, he emphasised that despite Flintshire receiving a flat line settlement the situation was not sustainable for future years.

RESOLVED:

- (a) That the details of the Provisional Settlement be noted; and
- (b) That the impact on the budget for 2017/18 be noted with a consultation response to be submitted to Welsh Government.

88. COUNCIL FUND BUDGET 2017/18 STAGES 1 AND 2

The Corporate Finance Manager introduced the report on 2017/18 Council Fund Budget – Stages 1 and 2 report which provided an update on planning the 2017/18 Council Fund Budget and closing the ‘gap’. A presentation was delivered which covered the following areas:

- The On-going Strategy
- A Critical Point for Flintshire
- The Projected ‘Budget Gap’ 2017/18
- Where we left off in September
- Service Portfolio Business Plans – Part 1
- Service Reform – Business Plans
- Final Changes to Proposals
- Corporate Financial Stewardship – Part 2
- Conclusions of Work to Date
- New and Emerging Pressures
- Ongoing Work
- Working with Welsh Government – Part 3
- Key National Discussion Points
- Impact of the Provisional Settlement
- Domiciliary Care – Charging Levels
- Summary of Overall Budget Position
- Budget Closing Stages
- The Medium Term

A report on the Council Fund Revenue Budget 2017/18 Stage One had been considered at Corporate Resources Overview and Scrutiny Committee on 28th

September 2016 and no specific issues had been raised. There was a request for background information on risks to public facing services which had been sent to the Committee Members.

A report would be considered at County Council that afternoon seeking approval of the Portfolio Business Planning proposals. The timeline was then set out as follows:

- 30th November 2016 - Special Corporate Resources Overview and Scrutiny Committee to consider the Corporate Financing Options
- 6th December 2016 – Special Cabinet meeting to receive the Corporate Financing options for recommending to County Council later that day for approval
- 14th February 2017 – final approval of the budget by County Council

RESOLVED:

- (a) That the comments of the Corporate Resources Overview and Scrutiny Committee on the Stage 1 budget proposals be received;
- (b) That the Stage 1 budget proposals be recommended to Council for adoption on 15th November 2016; and
- (c) That the strategy for Stage 2 of the budget be referred to Corporate Resources Overview and Scrutiny Committee for review prior to presentation to Cabinet and Council on 6th December 2016.

89. REVIEW OF MINIMUM REVENUE PROVISION (MRP)

The Corporate Finance Manager introduced the report on Review of Minimum Revenue Provision (MRP). The report outlined a review of the Council's MRP Policy and recommended changes to the MRP calculation for past and outstanding capital expenditure which was funded from supported borrowing.

A detailed explanation was given on the different options available by the Finance Manager - Technical Accountancy, full details of which were outlined in the report.

Councillor Shotton thanked the Finance team for the hard work that had been undertaken on the review of MRP which would help the Council to achieve a balanced budget and protect services which would have otherwise been under threat. A full explanation would also be given to Members at the special Corporate Resources Overview and Scrutiny Committee meeting on 30th November 2016.

The Chief Executive explained that the review recommended a change in accounting practice with a more prudent approach to the repayment of debt and assisting with forward planning. The suggestions had been discussed with Wales Audit Office (WAO) who did not have any objections to the proposals.

RESOLVED:

- (a) That the following be approved and recommended to County Council for Council Fund (CF) outstanding debt, that:-
- Option 3 (Asset Life Method) be used for the calculation of the MRP in financial years 2016/17 and 2017/18 for the balance of outstanding capital expenditure funded from supported borrowing as at 31st March 2016. The calculation will be the 'straight line' method over 50 years. This represents an in year change of the approved and adopted policy for 2016/17 which was previously to use Option 1 (Regulatory Method);
 - Option 3 (Asset Life Method) be used for the calculation of the MRP in 2017/18 for all capital expenditure funded from supported borrowing from 1st April 2016 onwards. The calculation will be the 'straight line' method over an appropriate number of years, dependent on the period of time that the capital expenditure is likely to generate benefits. This represents a change of policy which was previously to use Option 1 (Regulatory Method); and
 - Option 3 (Asset Life Method) be used for the calculation of the MRP in 2017/18 for all capital expenditure funded from unsupported (prudential) borrowing or credit arrangements. This represents a continuation of the approved and adopted policy for 2016/17.
- (b) That the following be approved and recommended to County Council for Housing Revenue Account (HRA) outstanding debt:
- Option 2 (Capital Financing Requirement Method) be used for the calculation of the HRAs MRP in 2017/18 for all capital expenditure funded by debt. This represents a continuation of the approved and adopted policy for 2016/17
- (c) That the following be approved and recommended to County Council that MRP on loans (which qualify as capital expenditure) from the Council to NEW Homes to build affordable homes:
- No MRP is made during the construction period. The first loan to NEW Homes to be a short term loan of approximately 18 months which will be refinanced once construction is completed. This represents a continuation of the approved and adopted policy for 2016/17.
 - MRP is equal to the repayments made by NEW Homes once capital repayments are being made. The second loan to NEW Homes to be a long term loan which will be repaid from rent from the affordable homes. The repayments made by NEW Homes will be classed, in accounting terms, as capital receipts, which can only be used to fund capital expenditure or repay debt which is a form of MRP. It is proposed to set aside the capital receipts (the capital repayments) made by NEW Homes to repay debt, being the Council's MRP policy for repaying the loan. This represents a continuation of the approved and adopted policy for 2016/17.

90. PROCUREMENT STRATEGY

Councillor Mullin introduced the report on the Procurement Strategy. The Council had recently reviewed its Contract Procedure Rules which set out how officers should undertake procurement activity.

The Chief Officer (Governance) explained that the proposed Strategy set 7 overarching principles for how procurement should be carried out. The Strategy would also be supported by an annual action plan and would be measured through the performance indicators and milestones described within the policy.

In 2015/16 the Council spent £174m procuring goods and services, 31% of which was spent within Flintshire. That figure did not include any spend with regional branches of national or multinational firms.

The action plan would ensure that the strategy was put into effect and that maximum benefit was derived from the strategy in conjunction with the CRPs and would include steps such as:

- Identifying contracts that could be targeted towards the social enterprise sector
- Drawing up guidance on the use of community benefits clauses including clear expectations around the type and level of benefit to be derived from contracts.

Councillor Shotton welcomed the emphasis on community benefits and the percentage of business undertaken with businesses in North Wales and the Mersey/Dee Alliance area.

Councillor Attridge asked if Cabinet Members could have sight of, and approve, the action plan which was agreed.

RESOLVED:

- (a) That the Procurement Strategy be approved; and
- (b) That Cabinet Members see and approve the Action Plan

91. PEOPLE STRATEGY 2016-2019

Councillor Mullin introduced the report on the People Strategy 2016-2019 which provided an update on the work, findings and actions resulting from the independent assessment of corporate services.

The Human Resources Manager explained that the Strategy was clear in terms of priorities, actions, roles and responsibilities. There were key actions for Human Resources and Organisational Development but equally as important was the clarity provided on the roles and responsibilities of Chief Officers, Managers/Supervisors and Employees in the delivery of the Strategy.

RESOLVED:

That the revised People Strategy 2016-2019 including the vision, outcomes and priorities and the specific roles and responsibilities of Human Resources and Organisational Development, Chief Officers, Managers/Supervisors, and employees, in implementing the strategy be approved.

92. FOSTER FRIENDLY EMPLOYER

Councillor Christine Jones introduced the Foster Friendly Employer report. Cabinet had previously endorsed that the Council become a 'Foster Friendly Employer' with the approach recognising that there were people within the existing workforce with the right skills and qualities to become foster carers for the organisation.

A Policy had been developed to support employees who fostered for the Council and supported those employees to manage their foster commitments whilst balancing their job responsibilities. The Policy would enable Flintshire to become the first Council in Wales to be a 'Foster Friendly Employer'.

The Chief Officer (Social Services) added that the Policy would help to recruit and retain foster carers as well as helping to ensure that they were financially stable and good role models by being in employment.

RESOLVED:

That the report be noted.

93. CAPITAL PROGRAMME MONITORING 2016/17 (MONTH 6)

The Corporate Finance Manager introduced the Capital Programme Monitoring 2016/17 (Month 6) report which summarised changes made to the Capital Programme 2016/17 since Month 4, along with expenditure to date and projected outturn.

The Capital Programme had increased by £1.420m in the period due to:

- Introduction of Section 106 funding for Play Area Equipment (£0.110m)
- Vibrant and Viable Places (VVP) grant funding from Welsh Government (WG) (£0.339m)
- WG funding for Private Sector Renewal (£0.748m)
- Other Aggregate Increases (£0.331m)

Offset by:

- Rollover to 2017/18 (£0.067m) approved in Month 4
- Other Aggregate Decreases (0.041m)

Actual spend to Month 6 was £30.170m with a projected outturn of £60.637m which was an overspend of £0.086m. Resources available for funding future capital expenditure was c£3.613m.

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

Two requests for resources had been received which could be funded from existing headroom:

1. A priority road safety scheme involving the installation of an Average Speed Camera System along the A548 Sealand Road (£0.130m); and
2. Upgrading of the Council Chamber and Committee Rooms microphone system

Councillor Attridge welcomed the funding of the scheme for the installation of an Average Speed Camera on the A548 which he said would save lives.

In response to a question from Councillor Attridge, the Chief Officer (Governance) explained that the current microphone system was failing and required replacement. He confirmed that a decision had not been taken to webcast all Committee meetings however the replacement system would be compatible with any equipment should a decision be taken in the future to webcast additional meetings.

In response to a comment by Councillor Shotton, Councillor Attridge explained that 'Go Safe' was fully supportive of the road safety scheme on the A548. The scheme could have featured in the next round of bids to WG but the funding could not have been guaranteed.

RESOLVED:

- (a) That the overall report be approved;
- (b) That the rollover adjustments be approved; and
- (c) That the allocation of Headroom Funding to the Road Safety Scheme and the upgrading of the Council Chamber microphone system be approved.

94. REVENUE BUDGET MONITORING 2015/16 (MONTH 6)

The Corporate Finance Manager introduced the Revenue Budget Monitoring 2015/16 (Month 6) report which provided the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account based on actual income and expenditure. The report projected how the budget would stand at the close of the financial year if all things remained equal.

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

Council Fund

- Net in year expenditure forecast to be £1.553m higher than budget
- Projected contingency reserve balance of £1.652m

The overall projected in year position was an increase of £0.132m on the position reported in October 2016. The Council was continuing negotiations with

Welsh Government (WG) on an additional transport grant and there was a realistic expectation that a proportion of the additional in year cost would be recovered which would reduce the in year underlying forecast overspend.

Housing Revenue Account

- Net in year expenditure forecast to be £0.037m higher than budget
- Projected closing balance as at 31st March 2017 of £1.061m

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

RESOLVED:

- (a) That the overall report be noted including the projected Council Fund contingency sum as at 31st March 2017; and
- (b) That the projected final level of balances on the Housing Revenue Account be noted.

95. COUNCIL TAX BASE FOR 2017-18

Councillor Mullin introduced the Council Tax Base for 2017-18 report which was integral to the revenue budget and Council Tax setting process for 2017-18. It also allowed the Council, Police & Crime Commissioners Office for North Wales and Town and Community Council to calculate next year's Council Tax precept.

The Chief Officer (Community and Enterprise) explained that the Base for 2017-18 had been calculated as 63,543 band D equivalent properties, after taking into account the total number of properties that would be subject to Council Tax, including Premium, less those which were exempt from Council Tax or where household discounts applied. Also, setting the Tax Base at 63,543 represented growth in the Tax Base of nearly 1.3% compared to the previous year which was equivalent to an increase of 784 band D equivalent properties.

RESOLVED:

- (a) That the Tax Base of 63,543 band D equivalent properties for the financial year 2017-18 be approved; and
- (b) That a 'nil' discount continue to be set for properties falling within any of the Prescribed Classes (A, B or C) and for this to apply to the whole of the County area.

96. CAPITAL INVESTMENT IN THE STREETLIGHTING INFRASTRUCTURE AND UPGRADING TO LED LANTERNS

Councillor Attridge introduced the Capital Investment in the Streetlighting Infrastructure and Upgrading to LED Lanterns report which provided details of the financial case to replace approximately 12,000 of the Councils lighting units.

An opportunity to apply for Welsh Government (WG) Green Growth Invest to Save funding to replace the existing units with more cost effective Light Emitting Diode (LED) lanterns had become available.

The Chief Officer (Streetscene and Transportation) explained that the design and reliability of LED lanterns had improved greatly over the last decade, with the latest technology producing a clearer white light, providing higher lumen output from a much lower wattage, thereby using less energy and producing lower carbon emissions than the current lanterns. The LED lanterns could provide energy savings of up to 73% when compared to the existing units.

The overall cost of the replacement project was greatly reduced by utilising the Council's own Street Lighting team to carry out the replacement work over a two year period, during the current two yearly inspection visit to each lighting column. An estimated payback period of approximately 8 years could be achieved.

The LED lamps had an approximate expected design life of up to 20 years, compared to a typical lantern lamp life of 2 to 5 years. This produced an additional benefit of the new lighting regime from the reduction in the number of faults on the network which in turn reduced ongoing maintenance costs.

Any interim energy savings accrued by the early installation of the new lanterns would be reinvested into the service to complete the replacement of remaining life-expired concrete columns.

The pilot part-night lighting scheme in some residential areas across the County would also be reviewed as part of the project as the lanterns on those roads would also be replaced. Consideration would be given to retaining the full night provision, subject to discussion with the local Member and local residents. The part night lighting arrangements on the Council's Industrial Estates would remain.

Discussions would take place with Town and Community Councils on the potential for them to also bid for funding from the Salix funding stream to update their own lighting network.

RESOLVED:

That the Wales Funding Submission for Capital Funding to replace the appropriate Street Lighting lanterns with new and more efficient LED lighting units be approved.

97. WORK OF THE DEESIDE ENVIRONMENTAL TASK GROUP

Councillor Attridge introduced the report on the Work of the Deeside Environmental Task Group which was established following complaints received at the Environment Overview and Scrutiny Committee in October 2015 on high levels of littering and fly tipping between the North Wales Coast railway line and the B5129.

The report provided details of actions undertaken by the Task Group and the necessary next steps in the process to maintain and enhance the work already undertaken in the area.

The project commenced with an extensive clean-up of the area and was followed by regular daily patrols. Each event of littering or fly tipping was investigated and if any evidence was found a warning letter was sent to the resident which clearly explained the duty of the resident to manage their waste and to present their waste collections on the correct day of the week at an agreed collection point. Approximately one hundred such letters were delivered during the period of the project.

The quality of the environment had vastly improved in the area during the period of the project however, that was at a cost which was unsustainable and the Council needed to consider enforcement action against residents who continued to ignore the advice provided and continued to dispose of their waste in an inconsiderate manner.

It was proposed that enforcement actions would take the following forms:

1. Fly tipping, or black bags placed at collection points or any other area outside of the waste collection day – Fixed Penalty Notice (FPN) served for littering, if evidence linking the property to the litter could be found in the waste. Those powers were already vested in the Council under the following section of the Environmental Protection Act 1990:
 - Section 87: Offence of leaving litter
 - Section 88: FPN for leaving litter
2. Presenting waste containers on the incorrect day or failure to bring in the container after collection had taken place. Those powers were already vested in the Council under the following section of the Environmental Protection Act 1990:
 - Section 46: Receptacles for household waste

The service would continue to monitor the area and if the programme proved to be successful the process should be rolled out to other areas of the County experiencing similar problems.

RESOLVED:

- (a) That the work carried out by the Deeside Environmental Task Group be noted;
- (b) That the proposed enforcement action against those residents presenting their waste containers outside of their allocated collection day be approved;
- (c) That the proposed enforcement action against anyone evidenced to have caused littering in the area by placing their domestic waste material on the street outside of their allocated collection day be approved;
- (d) That the Chief Officer (Streetscene and Transportation), after consultation with the Cabinet Member for Environment, be provided with delegated authority to extend the arrangements to other areas of the Council which are experiencing similar problems; and
- (e) That a further report, detailing the progress and impact of the approved enforcement actions be submitted to Cabinet 6 months after implementation.

97. 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

- **Public Auction of Coed Du Farm, Hendre, Nr Mold CH7 5HH**
Sale of vacant agricultural holding in 3 Lots to be offered by Bruton Knowles by way of Public Auction at a date to be arranged.

Streetscene and Transportation

- **The Flintshire County Council (Off Street Parking Places – Mold) (Civil Enforcement and Consolidation) (Amendment 1) Order 20--**
To advise Members of the objections received following the advertisement of the proposed (Off Street Parking Places – Mold) (Civil Enforcement and Consolidation) (Amendment 1) Order 20--.

RESOLVED:

That the actions taken under delegated powers be noted.

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

RESOLVED:

That the press and public be excluded for the remainder of the meeting for the following items by virtue of exempt information under paragraph 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

98. **LEISURE AND LIBRARIES ALTERNATIVE DELIVERY MODELS – IMPLEMENTATION PLAN DEVELOPMENT**

The Chief Officer (Organisational Change) introduced the Leisure and Libraries Alternative Delivery Models – Implementation Plan Development report.

The report provided details of the extensive work that had taken place co-operatively between the Council, the service management team and the workforce to complete the implementation plan.

RESOLVED:

- (a) That the Museums Service be agreed as part of the proposed Leisure and Libraries Alternative Delivery Model;
- (b) That the senior management structure for the Alternative Delivery Model detailed in the report, subject to minor changes that might need to be made under delegated authority, be approved;

- (c) That recruitment on the senior management structure be approved to start during November and December 2016, but that finalising appointments is subject to agreement of the implementation plan by both Cabinet and the staff vote in December 2016;
- (d) That it be agreed that the recruitment starts to the shadow board in line with the final Board structure outlined in the report with the aim that the shadow board is in place by the end of January 2017, after December 2016 Cabinet and the staff vote; and
- (e) That it be agreed that the final implementation plan for the new organisation be brought back to the December Cabinet, that a staff vote follows Cabinet in December 2016, and that a revised date of establishment of the organisation is July 2017.

99. HOLYWELL LEISURE CENTRE: COMMUNITY ASSET TRANSFER UPDATE

Councillor Kevin Jones introduced the Holywell Leisure Centre: Community Asset Transfer Update report.

The report outlined the timetable for completion of the work and progress by the community group in developing their updated strategic business plan including progress in areas outlined in the report.

RESOLVED:

- (a) That it be agreed that the Community Asset Transfer be phased over the period 31st December 2016 to 1st March 2017;
- (b) That as part of the phasing the Council agrees to implement changes in opening hours at Holywell Leisure Centre summarised in the report and detailed in the slides;
- (c) That as part of the phasing the Council agrees to implement the changes in the staffing structure summarised in the report and detailed in the slides;
- (d) That delegated authority be given to the Chief Officer (Organisational Change) in consultation with the portfolio holder for Waste Strategy, Public Protection and Leisure to finalise the changes detailed in recommendations (a) and (b) including the final date for implementation;
- (e) That the budgetary savings estimated for this transfer are adjusted to take into account the completed transfer date of 1st March 2017; and
- (f) That it be agreed that the Council support in principle (subject to financial diligence) the entry of the community group into the Local Government Pension Scheme (LGPS), which would include acting as a guarantor for the new company.

100. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There was one member of the press in attendance.

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

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Chair

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CABINET

Date of Meeting	Tuesday 13th December 2016
Report Subject	Development of 2017/18 – 2019/20 Capital Programme
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Executive, Chief Officer Organisational Change and Corporate Finance Manager
Report Type	Strategic

EXECUTIVE SUMMARY

This report presents the developing Capital Programme for the period 2017/18 – 2019/20.

The Council funded Capital Programme is only one part of the Council's contribution to investing in local infrastructure, facilities and assets. Regional programmes such as the Economic Growth Strategy which draw on national funds, and separate capital programmes such as the Housing Revenue Account (HRA) Capital Programme which includes Wales Housing Quality Standard (WHQS) and Strategic Housing and Regeneration Programme (SHARP), and the 21st Century Schools Programme delivered in partnership between the Council and Welsh Government, supplement the Council funded capital programme.

The Council funded programme primarily supports infrastructure assets and buildings (e.g. highways and schools) and investment in our new or readopted service models (e.g. leisure and social care). The proposed capital investments are aligned to the portfolio service business plans and the Improvement Plan.

The Capital Strategy and Asset Management Plan is being updated to support the current and emerging longer term Council priorities and to meet the investment needs of our new or readopted service business models. The new Strategy will be more visionary and will be an evidential basis for the leverage of national funds to meet Council priorities.

This report builds on the Capital Strategy and Asset Management Plan adopted in February 2016 which splits the Council Fund Capital Programme into three sections;

1. Statutory / Regulatory - allocations to cover statutory and regulatory works
2. Retained Assets - allocations to fund infrastructure works necessary to ensure service and business continuity
3. Investment - allocations to fund works necessary to remodel services to deliver efficiencies outlined in Portfolio business plans and invest in services as outlined in the Improvement Plan.

The majority of the programme can be funded from supported borrowing, capital receipts and grants. There is a shortfall in general funding which would need to be met through a combination of future capital receipts, alternative grants, prudential borrowing or by phasing schemes over several years.

The information in this report refers to Council Fund (CF) schemes only.

RECOMMENDATIONS

1	Members are asked to consider and approve the allocations and schemes in Table 2 (paragraph 1.07) for Statutory/Regulatory and Retained Assets sections of the Council Fund Capital Programme 2017/18 - 2019/20.
2	Members are asked to consider and approve the schemes included in Table 3 (paragraph 1.20) for the Investment section of the Council Fund Capital Programme 2017/18 - 2019/20.
3	Members are asked to note that the shortfall in funding of schemes in 2018/19 and 2019/20 (paragraph 1.30) at this point in the approval process is flexible. Options including a combination of future capital receipts, alternative grants, prudential borrowing or phasing schemes over several years will be considered during 2017/18, and included in future capital programme reports.
4	Members are asked to note the development of a more longer term Capital Strategy and Asset Management Plan.

REPORT DETAILS

1.00	DEVELOPING THE CAPITAL PROGRAMME 2017/18 – 2019/20
1.01	<p>The Council funded capital programme has limited resources to support Council priorities, needs and liabilities. The council funded programme is only one part of the Council’s contribution to investing in local infrastructure, facilities and assets. Regional programmes such as the Economic Growth Strategy which draw on national funds, and separate capital programmes such as the Housing Revenue Account (HRA) Capital Programme which includes Wales Housing Quality Standard (WHQS) and Strategic Housing and Regeneration Programme (SHARP), and the 21st Century Schools Programme, delivered in partnership between the Council and Welsh Government, supplement the council funded capital programme. The Council will need to be inventive to attract greater capital funds in the future through alternative funding sources and the use of land assets.</p> <p>The council funded programme primarily supports infrastructure assets and buildings (e.g. highways and schools) and investment in our new or readopted service models (e.g. leisure and social care). The proposed capital investments are aligned to the portfolio service business plans and the Improvement Plan.</p> <p>The Capital Strategy and Asset Management Plan is being updated to support the current and emerging longer term Council priorities and to meet the investment needs of our new or readopted service business models. The new Strategy will be more visionary and will be an evidential basis for the leverage of national funds to meet Council priorities. Longer-term planning will put the Council in a stronger position to attract national funds of different types – from capital grant to borrowing approvals - to support its priorities in areas such as economic development infrastructure, transport, education, housing and service models for example in social care.</p>

Projected Funding Available 2017/18 - 2019/20																																												
1.02	<p>Table 1 below shows the general capital funding currently projected to be available to fund the capital programme over the next 3 years.</p> <p><u>Table 1</u></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="5" style="text-align: center;">ESTIMATED AVAILABLE FUNDING 2017/18 - 2019/20</th> </tr> <tr> <th></th> <th style="text-align: center;">2017/18</th> <th style="text-align: center;">2018/19</th> <th style="text-align: center;">2019/20</th> <th style="text-align: center;">Total</th> </tr> <tr> <th></th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> </tr> </thead> <tbody> <tr> <td colspan="5">Funding (Excluding Specific Funding)</td> </tr> <tr> <td>Un-hypothecated Supported Borrowing (USB) ¹</td> <td style="text-align: center;">4.124</td> <td style="text-align: center;">4.124</td> <td style="text-align: center;">4.124</td> <td style="text-align: center;">12.372</td> </tr> <tr> <td>General Capital Grant (GCG) ¹</td> <td style="text-align: center;">2.510</td> <td style="text-align: center;">2.510</td> <td style="text-align: center;">2.510</td> <td style="text-align: center;">7.530</td> </tr> <tr> <td>Capital Receipts Available (As at M6 2016/17)</td> <td style="text-align: center;">3.567</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">3.567</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">10.201</td> <td style="text-align: center;">6.634</td> <td style="text-align: center;">6.634</td> <td style="text-align: center;">23.469</td> </tr> </tbody> </table> <p>1 As per 17/18 Provisional Settlement.</p>				ESTIMATED AVAILABLE FUNDING 2017/18 - 2019/20						2017/18	2018/19	2019/20	Total		£m	£m	£m	£m	Funding (Excluding Specific Funding)					Un-hypothecated Supported Borrowing (USB) ¹	4.124	4.124	4.124	12.372	General Capital Grant (GCG) ¹	2.510	2.510	2.510	7.530	Capital Receipts Available (As at M6 2016/17)	3.567	0.000	0.000	3.567	Total	10.201	6.634	6.634	23.469
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1.03	<p>Table 1 above assumes that the Un-hypothecated Supported Borrowing allocation and the General Capital Grant received from Welsh Government (WG) in the years 2017/18 to 2019/20 remains the same as the information provided in the 2017/18 provisional financial settlement for Welsh local government. Welsh Government will not publish the final settlement until later this month.</p> <p>Compared with 2016/17 final financial settlement the Un-hypothecated Supported Borrowing allocation has reduced by £0.057m and General Capital Grant by £0.034m, a total reduction of £0.091m.</p>																																											
1.04	<p>The only capital receipts included in the total funding available in Table 1 are those that have been received to date (£3.567m). That is prior year's receipts, and 2016/17 receipts (to date, as at the month 6 capital monitoring report 2016/17) which are unspent to date.</p> <p>This strategy continues and builds upon the prudent policy of allocating capital receipts to fund capital projects when these receipts are actually received rather than when we anticipate the receipt.</p> <p>The current projection is for a further £2.2m of capital receipts to be received by the end of 2016/17. This only includes sales that are actively progressing to legal completion and are rated as a low risk of not being achieved. A further £2.8m of capital receipts is anticipated by the end of the financial year, but there is more risk due to their size and complexity that these will slip into the early part of 2017/18.</p> <p>Future capital receipts over the period 2017/18 – 2019/20 are estimated to be in the region of £7m.</p>																																											

1.05	The figures in Table 1 relate to the Council Fund only with the HRA Capital Programme being reported separately to Cabinet in January.
	Capital Programme 2017/18 – 2019/20
1.06	<p>The Council's Capital Strategy and Asset Management Plan sets out the Capital Programme in three parts;</p> <ol style="list-style-type: none"> 1. Statutory / Regulatory section – allocations to cover regulatory and statutory works. Examples include; providing support to improve and adapt private sector homes (Disabled Facilities Grants), adaptations to schools for children with disabilities, any works required to keep buildings open due to Health and Safety requirements etc. 2. Retained Assets section – to ensure service and business continuity. Allocations to fund schemes that maintain, enhance and improve retained assets and infrastructure to deliver services. Significant needs identified by service plans / condition surveys etc. 3. Investment section – to fund costs incurred when remodelling and investing in services. New schemes arising from Portfolio business plans, the Improvement Plan, other relevant and emerging plans, and other strategies or emerging Council priorities approved through a selection process based on the provision of a sound business case.

Statutory / Regulatory and Retained Asset Allocations – 2017/18 – 2019/20

1.07 Table 2 shows the proposed allocations for the period 2017/18 - 2019/20 for the Statutory / Regulatory and Retained Asset sections of the Capital Programme.

Table 2

PROPOSED ALLOCATIONS 2017/18 - 2019/20				
	2017/18	2018/19	2019/20	Total
	£m	£m	£m	£m
Statutory / Regulatory Section				
DD Act - Individual pupils	0.250	0.250	0.250	0.750
Private sector renewals & improvements	1.496	1.496	1.496	4.488
School building works	0.100	0.100	0.100	0.300
Corporate property works	0.300	0.300	0.300	0.900
IT - Firewalls, protection from cyber attacks	0.070	0.000	0.000	0.070
Special inspections - Flintshire bridge	0.510	0.000	0.000	0.510
Total Statutory / Regulatory	2.726	2.146	2.146	7.018
Retained Assets Section				
School building works	1.000	1.000	1.000	3.000
Corporate property works	0.300	0.300	0.300	0.900
Highways asset management plan	0.600	0.600	0.600	1.800
IT - Network replacement	0.300	0.000	0.000	0.300
IT - Server replacement	0.200	0.000	0.000	0.200
IT - Replacement of equip. to 'back up' data	0.050	0.000	0.000	0.050
TC - Telephony / Box office upgrade	0.100	0.000	0.000	0.100
Playareas and synthetic sports pitches	0.487	0.200	0.200	0.887
Headroom	0.250	0.250	0.250	0.750
Total Retained Assets Section	3.287	2.350	2.350	7.987

1.08 The information in Table 2 is explained in more detail in paragraphs 1.09 to 1.19 below.

1.09 **Equalities Act – Individual Pupils**
An annual allocation to adapt and modify schools for children who have disabilities to support and create increasingly inclusive school environments.

1.10	<p>Private Sector Renewals and Improvements</p> <p>Annual allocations to improve and adapt private sector homes:</p> <ul style="list-style-type: none"> • Disabled Facilities Grants – adaptations enabling residents to continue to live independently in their own homes • Partnership working with Care and Repair to support vulnerable residents • Delivery of ‘Houses into Homes’ and ‘Home Improvement Loans’ loan schemes in partnership with Welsh Government • Property appreciation loans – support to older and vulnerable residents to adapt and improve their homes, where they would not necessarily have the financial means to do so.
1.11	<p>School Building Works</p> <p>An annual allocation to fund the most urgent property works required at schools split across the regulatory / statutory and retained assets sections of the capital programme.</p> <p>The retained assets section has been increased by £0.100m from 2017/18 onwards to introduce a programme of toilet upgrades in both primary and secondary schools to ensure compliance with Education (School Premises) Regulations 1999 and Department for Education and Skills document "Toilets in Schools". There is currently a backlog of such works estimated to be in the region of £1.5m which is often reflected as a Health and Safety issue in Estyn inspections of schools.</p>
1.12	<p>Corporate Property Works</p> <p>An annual allocation to fund the most urgent property works required at non-school premises split across the regulatory / statutory and retained assets sections of the capital programme.</p>
1.13	<p>IT – Firewalls, Protection from Cyber Attacks</p> <p>To access Department of Works and Pensions systems in undertaking Housing Benefit work the Council must connect to the Public Sector Network (PSN). To connect to the PSN the Council’s security systems must meet accreditation standards, and to maintain accreditation the firewall currently in use needs to be upgraded as does the server which checks inbound e-mails and protects the Council from cyber-attack.</p>
1.14	<p>Flintshire Bridge</p> <p>The Flintshire Bridge is a complex and unique cable suspended structure that requires a variety of frequent and complex inspections to identify maintenance issues and remedial treatments. These inspections are classified as general, principal and special.</p>

	<p>General and principal inspections (revenue funded) are sufficient for the reinforced concrete form of the bridge, and these are undertaken at three and six year intervals, respectively. Special inspections are concerned with the cables, which are the most dynamic parts of the bridge. Significant defects can only be identified through special inspections, conducted at 10 year intervals which can be capitalised as they are necessary to ensure safe continued use of the asset. The 10 year inspection is overdue. There is a risk that further capital works will be required depending on the results of the 10 year inspection.</p>
1.15	<p>Highways Asset Management Plan (HAMP)</p> <p>An annual allocation to fund the HAMP which includes resurfacing of the classified highway network, replacement programme for street lighting columns and structural maintenance.</p> <p>Whilst the Council has a statutory duty to maintain the Highways Network in a safe condition for travel, how the Council does this is not defined. WG set targets for road condition indices, and at present Flintshire is performing better than the target set as a result of significant additional investment from WG in recent years.</p> <p>A longer term view over the next 20 years needs to be considered with decisions made regarding how the Council wants the Highways Network to perform against the target set, alongside the annual investment required to achieve that target. Maintaining the current position would require annual investment of circa £3m. Discussions will take place as part of the development of the longer term Capital Strategy outlined later in the report.</p>
1.16	<p>IT Infrastructure</p> <p>Various schemes required to maintain service and business continuity;</p> <ul style="list-style-type: none"> • Network replacement – networking equipment will reach the end of its life during 2017/18 and will no longer be supported by the manufacturer. Failure to replace the equipment will result in reduced network performance. • Server replacement – the database server which supports Human Resource, Housing and Revenues and Benefits systems is reaching the end of its life and needs to be replaced. Failure to replace will result in reduced performance for these systems. • Replacement of equipment to ‘back up’ data – the equipment and technologies are outdated and need to be updated to ensure effective back up of data.

1.17	<p>Theatr Clwyd – IT Infrastructure</p> <p>Theatr Clwyd generates revenues ranging between £1.5 and £1.8m per annum through box office sales over the phone and via the internet. The IT infrastructure which support sales is old and failing at peak sale times (evenings and weekends) when limited corporate IT support is available. Upgraded systems with external support are needed to ensure the Theatr’s core business continues and customers and their theatre bookings are not lost.</p>
1.18	<p>Play Areas and Synthetic Sports Pitches</p> <p>An annual allocation to fund the most urgent requirements to;</p> <ul style="list-style-type: none"> • Replace play equipment that has reached the end of its useful life at play areas • Replace the playing surface of synthetic sport pitches which are in poor condition and have reached the end of their useful lives • Upgrade play areas
1.19	<p>‘Headroom’</p> <p>‘Headroom’ has been built in to the capital programme to enable the programme to be more flexible such that funding can be allocated to small schemes as they present in year either as a result of opportunities or unforeseen circumstances. An example would be the need to complete further highways works as a result of an exceptionally severe winter over and above any planned works funded from the annual allocation.</p>

Investment Section of the Capital Programme 2017/18 – 2019/20																																																																					
1.20	<p>Table 3 shows the proposed schemes for the period 2017/18 - 2019/20 for the Investment section of the Capital Programme.</p> <p><u>Table 3</u></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="5" style="text-align: center;">PROPOSED INVESTMENT SCHEMES 2017/18 - 2019/20</th> </tr> <tr> <th></th> <th style="text-align: center;">2017/18</th> <th style="text-align: center;">2018/19</th> <th style="text-align: center;">2019/20</th> <th style="text-align: center;">Total</th> </tr> <tr> <th></th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> </tr> </thead> <tbody> <tr> <td colspan="5">Investment Section</td> </tr> <tr> <td>Community asset transfers*</td> <td style="text-align: center;">0.250</td> <td style="text-align: center;">0.250</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.500</td> </tr> <tr> <td>School extension and remodelling</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td> Castell Alun High School - Hope</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.600</td> <td style="text-align: center;">4.000</td> <td style="text-align: center;">4.600</td> </tr> <tr> <td> Glan Aber Primary - Bagillt</td> <td style="text-align: center;">0.073</td> <td style="text-align: center;">0.683</td> <td style="text-align: center;">0.241</td> <td style="text-align: center;">0.997</td> </tr> <tr> <td>Property works at leisure centres / libraries</td> <td style="text-align: center;">0.454</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.454</td> </tr> <tr> <td>LD Day services facility*</td> <td style="text-align: center;">2.045</td> <td style="text-align: center;">1.955</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">4.000</td> </tr> <tr> <td>Extension and remodelling of Arosfa**</td> <td style="text-align: center;">0.100</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.100</td> </tr> <tr> <td>Household recycling centres**</td> <td style="text-align: center;">1.000</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">1.000</td> </tr> <tr> <td>Total Investment Section</td> <td style="text-align: center;">3.922</td> <td style="text-align: center;">3.488</td> <td style="text-align: center;">4.241</td> <td style="text-align: center;">11.651</td> </tr> </tbody> </table> <p>* Subject to approval of business case & confirmation of amount ** Subject to grant funding becoming available during the year</p>				PROPOSED INVESTMENT SCHEMES 2017/18 - 2019/20						2017/18	2018/19	2019/20	Total		£m	£m	£m	£m	Investment Section					Community asset transfers*	0.250	0.250	0.000	0.500	School extension and remodelling					Castell Alun High School - Hope	0.000	0.600	4.000	4.600	Glan Aber Primary - Bagillt	0.073	0.683	0.241	0.997	Property works at leisure centres / libraries	0.454	0.000	0.000	0.454	LD Day services facility*	2.045	1.955	0.000	4.000	Extension and remodelling of Arosfa**	0.100	0.000	0.000	0.100	Household recycling centres**	1.000	0.000	0.000	1.000	Total Investment Section	3.922	3.488	4.241	11.651
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1.21	Schemes within Table 3 are explained in more detail below at paragraphs 1.22 to 1.29.																																																																				
1.22	<p>Community Asset Transfers</p> <p>Capital funding has previously been granted to community groups to ‘pump prime’ Community Asset Transfers (CATs) with £1m of funding earmarked to date. To continue with the project a further £0.500m is needed.</p>																																																																				
1.23	<p>School Extension and Remodelling</p> <p>A high level suitability assessment of the entire school estate is nearing completion. The service is developing a range of criteria to assist in objectively prioritising school capital projects for inclusion within future capital programmes.</p> <p>The following school buildings (see paragraphs 1.24 and 1.25) are considered to have the most pressing needs requiring extension and remodelling of current buildings. Construction will take place over more than four financial years and has phased start dates in order to make the overall capital programme affordable over the time period.</p>																																																																				

1.24	<p>Castell Alun High School</p> <p>To bring the school building up to current day standards providing facilities that are fit for purpose and suitable for delivering the future curriculum. The school would be extended with the provision of a new two storey Art and Design Technology block and remodelled in other areas. This will remove the need for mobile classrooms currently on site but which are nearing the end of their economic working life (and will need replacing). Start date 2018/19 financial year.</p>
1.25	<p>Glan Aber Primary School, Bagillt</p> <p>The school building currently has a number of issues including; classrooms which do not meet minimum size requirements for classes of 30 pupil places such that classes are being taught in the hall, resulting in the school being unable to deliver aspects of the PE curriculum. The proposed scheme will convert the existing hall to provide two suitable teaching spaces, with circulation, and the construction of a new hall at the appropriate size for the number of pupils on roll together with minor extensions to three classrooms to provide appropriate size and shape, more suitable for curriculum delivery. The scheme will take place over four financial years. Start date 2017/18 financial year.</p>
1.26	<p>Property Works at Leisure Centres and Libraries</p> <p>The buildings will be run by a separate entity under an Alternative Delivery Models (ADMs) in the future. Undertaking priority works highlighted within building condition surveys is key to enhancing service provision and the success of the ADM. Assisting the new organisations sustainability and prospects of maximising income generation. It is possible that some of the works may need to be completed within the 2016/17 financial year.</p>
1.27	<p>Learning Disability Day Services Facility</p> <p>The scheme involves a replacement day care facility with an option to include other community based facilities. The current building (Glanrafon) is not capable of supporting an efficient service and has reached the end of its useful life. A replacement facility is needed to transform the way the service is delivered.</p> <p>A full business case is being developed with construction starting in 2017/18 which will take place over more than a single financial year.</p>
1.28	<p>Extension and Remodelling at Arosfa Disability Short Breaks</p> <p>Arosfa is a short term care facility supporting children and young people who have a physical or learning disability. The facility is regularly oversubscribed meaning short term care has to be purchased out of county at additional cost. Capital investment is needed to refurbish the facility to provide an additional two bedrooms. This will generate revenue savings by reducing the costs of Out of County placements, and provide additional, higher quality short term care closer to home for our clients.</p>

	Welsh Government Intermediate Care Fund Grant will start the scheme in 2016/17. It is likely that further grant funding will be available in 2017/18, however, this cannot be confirmed at this point in time and therefore it is necessary to include within the Council's Capital Programme so that the works can be completed.																																													
1.29	<p>Household Recycling Centres (HRCs)</p> <p>Cabinet, at its meeting in July 2016 noted progress in reviewing provision at and location of, HRCs, including an option for two additional large or 'super sites' to supplement the two existing facilities at Sandycroft and Greenfield. Cabinet is due to receive a full report on the preferred location and individual site layouts shortly.</p> <p>Whilst costs are not yet fully finalised, the working estimate is in the region of £0.500m - £1m, with the possibility of further grant funding from Welsh Government.</p>																																													
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1.30	<p>Table 4 below summarises the Capital Programme and available funding:</p> <p>Table 4</p> <table border="1"> <thead> <tr> <th colspan="5">SUMMARY (GENERALLY FUNDED) CAPITAL PROGRAMME 2017/18 - 2019/20</th> </tr> <tr> <th></th> <th>2017/18</th> <th>2018/19</th> <th>2019/20</th> <th>Total</th> </tr> <tr> <th></th> <th>£m</th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Statutory / Regulatory Section</td> <td>2.726</td> <td>2.146</td> <td>2.146</td> <td>7.018</td> </tr> <tr> <td>Retained Assets Section</td> <td>3.287</td> <td>2.350</td> <td>2.350</td> <td>7.987</td> </tr> <tr> <td>Investment Section</td> <td>3.922</td> <td>3.488</td> <td>4.241</td> <td>11.651</td> </tr> <tr> <td>Total (All Sections)</td> <td>9.935</td> <td>7.984</td> <td>8.737</td> <td>26.656</td> </tr> <tr> <td>Estimated available general funding*</td> <td>10.201</td> <td>6.634</td> <td>6.634</td> <td>23.469</td> </tr> <tr> <td>Surplus / (Shortfall)</td> <td>0.266</td> <td>(1.350)</td> <td>(2.103)</td> <td>(3.187)</td> </tr> </tbody> </table> <p>* As per 17/18 Provisional Settlement.</p>	SUMMARY (GENERALLY FUNDED) CAPITAL PROGRAMME 2017/18 - 2019/20						2017/18	2018/19	2019/20	Total		£m	£m	£m	£m	Statutory / Regulatory Section	2.726	2.146	2.146	7.018	Retained Assets Section	3.287	2.350	2.350	7.987	Investment Section	3.922	3.488	4.241	11.651	Total (All Sections)	9.935	7.984	8.737	26.656	Estimated available general funding*	10.201	6.634	6.634	23.469	Surplus / (Shortfall)	0.266	(1.350)	(2.103)	(3.187)
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1.31	<p>Table 4 shows that there is an overall shortfall in projected funding of £3.187m, with specific shortfalls in 2018/19 and 2019/20</p> <p>To meet the shortfall the Council will potentially need to borrow to fund the schemes (unsupported borrowing commonly referred to as prudential borrowing), which has the impact of increasing debt financing costs of interest and revenue provision for repayment of debt in the revenue budget.</p>																																													

	<p>There is the potential for significant capital receipts to be generated during the remainder of 2016/17 - with a current projection for a further £2.2m (low risk rating) to be received by the end of 2016/17, and, a further £2.8m with a moderate risk of slipping into 2017/18 as detailed in paragraph 1.04 above. A total of £5m, which is in excess of the shortfall.</p> <p>Furthermore over the period 2017/18 – 2019/20 a prudent estimate in the region of £7m of receipts is forecast.</p>
1.32	<p>The Council has developed a prudent policy of only allocating capital receipts to fund capital projects when receipts are actually received; rather than when we anticipate the receipt to be received, and this position continues to be the case.</p> <p>All of the schemes proposed for inclusion within the Capital Programme invest in assets and / or reconfigure models of service provision. They are pivotal to support the delivery of the Council’s strategic priorities outlined in portfolio business plans and the Improvement Plan.</p>
1.33	<p>There is also the possibility of grant funding from Welsh Government for some schemes which will reduce the borrowing requirement and the pressure in generating capital receipts.</p>
1.34	<p>The scheme at Castell Alun school costing £4.8m in total over a four year period will not begin until financial year 2018/19 by which time the capital receipts needed to fund the scheme should have been realised. In the event that capital receipts were not available, the scheme could be delayed until capital receipts are made available. Similarly, should the capital receipts be realised earlier the scheme could be brought forward and started earlier.</p> <p>Further, between the design phase and the construction phase of the larger schemes such as the schools and the Learning Disabilities Day services facilities there will be an opportunity to ‘pause and review’ such schemes to consider, amongst other things, the funding available before construction commences.</p>

Specific Grants and Borrowing

1.35 In addition to those schemes funded from general resources, as summarised in Table 4 above, there are also schemes funded from specific grants and unsupported (prudential) borrowing. A summary of known funding and borrowing commitments already approved is shown in Table 5.

Table 5

ESTIMATED AVAILABLE SPECIFIC FUNDING 2017/18 - 2019/20

	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
Specific Funding				
Specific Capital Grants	2.847	4.116	1.238	8.201
Unsupported (Prudential) Borrowing	6.653	5.406	1.239	13.298
Local Govt Borrowing Initiative - 21st C Schools	0.000	1.080	0.000	1.080
Total	9.500	10.602	2.477	22.579

1.36 At the time of setting the budget the details of many capital grants have not been released by WG and so are not included in Table 5 above. As details become available they will be reported to Members via the quarterly 2017/18 Capital Programme monitoring reports.

1.37 Details of the schemes funded by the above are shown in Table 6 below.

Table 6

SPECIFICALLY FUNDED SCHEMES 2017/18 - 2019/20

	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
Specifically Funded Schemes				
21st Century Schools - Band A	5.952	10.392	2.477	18.821
SHARP - Loans to NEW Homes for Affordable Homes	3.548	0.210	0.000	3.758
Total	9.500	10.602	2.477	22.579

Summary Total Council Fund Capital Programme 2017/18 - 2019/20																																																																																									
1.38	<p>Table 7 summarises the total proposals for the 2017/18 - 2019/20 Capital Programme.</p> <p><u>Table 7</u></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="5" style="text-align: center;">SUMMARY CAPITAL PROGRAMME 2017/18 - 2019/20</th> </tr> <tr> <th></th> <th style="text-align: center;">2017/18</th> <th style="text-align: center;">2018/19</th> <th style="text-align: center;">2019/20</th> <th style="text-align: center;">Total</th> </tr> <tr> <th></th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> </tr> </thead> <tbody> <tr> <td colspan="5">Expenditure</td> </tr> <tr> <td>Statutory / Regulatory Section</td> <td style="text-align: right;">2.726</td> <td style="text-align: right;">2.146</td> <td style="text-align: right;">2.146</td> <td style="text-align: right;">7.018</td> </tr> <tr> <td>Retained Assets Section</td> <td style="text-align: right;">3.287</td> <td style="text-align: right;">2.350</td> <td style="text-align: right;">2.350</td> <td style="text-align: right;">7.987</td> </tr> <tr> <td>Investment Section</td> <td style="text-align: right;">3.922</td> <td style="text-align: right;">3.488</td> <td style="text-align: right;">4.241</td> <td style="text-align: right;">11.651</td> </tr> <tr> <td>Specific Section</td> <td style="text-align: right;">9.500</td> <td style="text-align: right;">10.602</td> <td style="text-align: right;">2.477</td> <td style="text-align: right;">22.579</td> </tr> <tr> <td>Total Programme (All Sections)</td> <td style="text-align: right;">19.435</td> <td style="text-align: right;">18.586</td> <td style="text-align: right;">11.214</td> <td style="text-align: right;">49.235</td> </tr> <tr> <td colspan="5">Funding</td> </tr> <tr> <td>General Funding*</td> <td style="text-align: right;">10.201</td> <td style="text-align: right;">6.634</td> <td style="text-align: right;">6.634</td> <td style="text-align: right;">23.469</td> </tr> <tr> <td>Grant Funding</td> <td style="text-align: right;">2.847</td> <td style="text-align: right;">4.116</td> <td style="text-align: right;">1.238</td> <td style="text-align: right;">8.201</td> </tr> <tr> <td>Unsupported (Prudential) Borrowing</td> <td style="text-align: right;">6.653</td> <td style="text-align: right;">5.406</td> <td style="text-align: right;">1.239</td> <td style="text-align: right;">13.298</td> </tr> <tr> <td>Local Govt Borrowing Initiative - 21st C Schools</td> <td style="text-align: right;">0.000</td> <td style="text-align: right;">1.080</td> <td style="text-align: right;">0.000</td> <td style="text-align: right;">1.080</td> </tr> <tr> <td>Total Projected Funding</td> <td style="text-align: right;">19.701</td> <td style="text-align: right;">17.236</td> <td style="text-align: right;">9.111</td> <td style="text-align: right;">46.048</td> </tr> <tr> <td>Surplus / (Shortfall)</td> <td style="text-align: right;">0.266</td> <td style="text-align: right;">(1.350)</td> <td style="text-align: right;">(2.103)</td> <td style="text-align: right;">(3.187)</td> </tr> <tr> <td colspan="5">* As per 17/18 Provisional Settlement.</td> </tr> </tbody> </table>				SUMMARY CAPITAL PROGRAMME 2017/18 - 2019/20						2017/18	2018/19	2019/20	Total		£m	£m	£m	£m	Expenditure					Statutory / Regulatory Section	2.726	2.146	2.146	7.018	Retained Assets Section	3.287	2.350	2.350	7.987	Investment Section	3.922	3.488	4.241	11.651	Specific Section	9.500	10.602	2.477	22.579	Total Programme (All Sections)	19.435	18.586	11.214	49.235	Funding					General Funding*	10.201	6.634	6.634	23.469	Grant Funding	2.847	4.116	1.238	8.201	Unsupported (Prudential) Borrowing	6.653	5.406	1.239	13.298	Local Govt Borrowing Initiative - 21st C Schools	0.000	1.080	0.000	1.080	Total Projected Funding	19.701	17.236	9.111	46.048	Surplus / (Shortfall)	0.266	(1.350)	(2.103)	(3.187)	* As per 17/18 Provisional Settlement.				
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Developing a Forward Capital Strategy and Asset Management Plan																																																																																									
1.39	<p>The Capital Strategy and Asset Management Plan is being updated to support the current and emerging longer term Council priorities and to meet the investment needs of our new or readopted service business models. The new Strategy will be more visionary and will be an evidential basis for the leverage of national funds to meet Council priorities.</p>																																																																																								
1.40	<p>The Council is a partner in the North Wales Economic Growth Strategy. Regional partners will be expected to co-invest in the Strategy with the Welsh and UK Governments. This is a major initiative for which priorities, and funding solutions, are under development.</p>																																																																																								
1.41	<p>Investment will be needed in the regional waste transfer station network to support the operation of the new regional energy from waste facility secured by the North Wales Residual Waste Treatment Project. The regional partnership is in discussion with Welsh Government over possible additional capital grant to subsidise the shared investment to be made by the five partner councils.</p>																																																																																								

1.42	A feasibility study to assess options to increase provision at the Council's residential care homes is underway. This follows a recent detailed analysis of future demand for such services and consideration of the ability of private sector care home providers to effectively address an increase in future demand.
1.43	The Council will shortly be submitting schemes to Welsh Government for inclusion within Band B of the 21 st Century Schools Programme. Whilst WG's selection criteria and funding mechanism for Band B has not yet been confirmed, it is anticipated that Council's will have to fund a share of the costs. Successful schemes forming part of this programme would not commence until 2019 at the earliest.
1.44	A feasibility study is underway to review options and recommend a credible and affordable proposal for a redevelopment of the Theatr to be funded by national sources including the Arts Council of Wales Lottery Fund.
1.45	Implementation of 'Digital Flintshire' the Councils refreshed IT Strategy which will; <ul style="list-style-type: none"> • ensure Information is treated as a key corporate asset ensuring it is compliant, accurate, relevant and secure so that it is used to design and deliver more effective and efficient services, and • deliver secure, reliable, resilient and cost effective digital infrastructure that is responsive to the needs of the council and its customers

2.00	RESOURCE IMPLICATIONS
2.01	Financial consequences for capital resources are as set out within the report.
2.02	As previously stated there are revenue consequences of borrowing in interest costs and revenue provision for debt repayment. The costs of supported borrowing and prudential borrowing for the 21 st century schools programme has been built into the Medium Term Financial Plan (MTFP).

2.03 In the event that the Council needs to prudentially borrow to fund the investment section of the capital programme as outlined in paragraphs 1.31 to 1.34 the estimated revenue costs of borrowing are outlined in Table 8 below for information. This assumes that the borrowing is associated with the schemes which have a long estimated useful life over which to spread the debt financing charges, 50 years for school extensions. The costs are not included within the MTFP at present:

Table 8

ESTIMATED DEBT FINANCING COSTS				
	Expd	Interest	MRP	Total
	£m	From year of expd	2019/20 onwards	Annual
	£m	£m	£m	£m
Capital Expenditure Incurred				
2018/19 - School extensions	1.350	0.036	0.027	0.063
2019/18 - School extensions	2.103	0.056	0.042	0.098
Total	3.453	0.092	0.069	0.161

3.00 CONSULTATIONS REQUIRED / CARRIED OUT

3.01 The proposed Capital Programme will be referred to the January 2017 Corporate Resources Overview and Scrutiny Committee for comment before being discussed at County Council in February 2017.

4.00 RISK MANAGEMENT

4.01 Any decisions made which involve the Council’s assets and its Capital Programme often have very large and long term financial implications. When the Council sets its capital programme a separate report to assessing the affordability, prudence and sustainability of the capital plans called the Prudential Indicator report is produced.

5.00 APPENDICES

5.01 None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Expressions of Interest forms and Business Case forms completed by Portfolios</p> <p>Contact Officer: Liz Thomas, Finance Manager – Technical Accounting Telephone: 01352 702289 E-mail: liz.thomas@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Asset Management Plan - A plan maintained by an authority of the condition and suitability of its assets, updated regularly and utilised to assess future capital needs</p> <p>Capital Expenditure - Expenditure on the acquisition of Non-current Assets or expenditure that extends the life or value of an existing asset</p> <p>Capital Programme - The Council’s financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p>Capital Receipt - Receipts (in excess of £10,000) from the disposal of an asset</p> <p>Capital Scheme - An individual capital project which is monitored and managed in isolation. The aggregate of all schemes comprises the Capital Programme</p> <p>Capital Strategy - A corporate document providing clear strategic guidance about an authority’s objectives, priorities and spending plans, demonstrating the link to key corporate and service objectives. May be combined with the Asset Management Plan (AMP) to form a single document</p> <p>Council Fund - The fund to which all the Council’s revenue and capital expenditure is charged</p> <p>Disposal - The decommissioning or transfer of an asset to another party</p> <p>Financing - The process of allocating resources to meet the cost of capital expenditure, which can be done on a project, asset or whole programme basis. This contrasts with making the invoice payments relating to capital expenditure, which should be managed within the authority’s overall treasury management policy</p> <p>General Capital Grant - Annual capital grant from Welsh Government; the Council decides how to use the funding.</p> <p>Housing Revenue Account - The fund to which all the Council’s revenue and capital expenditure relating to its housing stock is charged.</p>

Local Government Borrowing Initiative (LGBI) - Similar to **supported borrowing**. In recent years as Welsh Government funding has been under pressure, schemes that would have been funded by capital grant have been funded by LGBI. Welsh Government provides the revenue support for borrowing costs incurred by the Council in borrowing to fund capital schemes (the difference with supported borrowing being that it's for a specific purpose aligned to Welsh Government priorities). LGBI has recently been used for highways maintenance and is now being used to part fund the Welsh Government element of the 21st century schools programme.

Non-current Asset - A resource controlled (but not necessarily owned) by an authority, from which economic benefits or service potential are expected to flow to the authority for more than 12 months

Prudential Code - The code of practice drawn up by the Chartered Institute of Public Finance and Accountancy (CIPFA) to underpin the requirements of the Local Government Act 2003 in respect of an authority's duty to determine the affordability, prudence and sustainability of its capital investment needs

Prudential Indicators - Required by the **Prudential Code**, these take the form of limits, estimates or actual figures used to support the local decision making process for capital investment

Revenue Expenditure - All expenditure incurred by an authority that cannot be classified as capital expenditure

Revenue Financing - Charges made to the revenue account to finance capital expenditure. May also be referred to as Capital Expenditure charged to Revenue Account (CERA).

Unhypothecated Supported Borrowing (USB), commonly referred to as Supported Borrowing - Each year Welsh Government provide Council's with a Supported Borrowing allocation. Council's borrow to fund capital expenditure equivalent to that annual allocation, Welsh Government then include funding to cover the revenue costs associated with the borrowing for future years within the Revenue Support Grant. The Council decides how this funding is spent.

Unsupported Prudential Borrowing - Borrowing administered under the **Prudential Code**, whereby authorities can set their own policies on acceptable levels and types of borrowing. The Prudential Framework allows authorities to take out loans in response to overall cash flow forecasts and other factors provided they can show that the borrowing is to meet planned capital expenditure in the current year or the next three years.

Whole Life Costs - The costs of acquiring or creating an asset, operating it, maintaining it over its useful life and finally any costs of disposal (i.e. the total cost of ownership).

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CABINET

Date of Meeting	Tuesday 13 th December 2016
Report Subject	Welsh in Education Strategic Plan
Cabinet Member	Cabinet Member for Education
Report Author	Chief Officer (Education & Youth)
Type of Report	Strategic

EXECUTIVE SUMMARY

The School Standards and Organisation (Wales) Act (2013) places a statutory requirement on local authorities to create and implement a Welsh in Education Strategic Plan (WESP). The Act enables the Welsh Government (WG) to approve the plan or direct local authorities to make amendments before final approval. The previous plan covered the period 2014-2017 and was written in accordance with Welsh Government guidance. Flintshire's plan received approval from Welsh Government after minor amendments were required.

The WESP must be formally approved by the Council's Cabinet.

Flintshire's revised WESP 2017-2020 has to be submitted to WG by December 20th and is in its final draft stage before being issued for an eight week consultation with a prescribed list of stakeholders. Based on the consultation responses received and any feedback from Welsh Government, the Plan will then be amended. Once final approval has been received from WG, the Plan will be operational from April 1st 2017 and must be made available and published on the authority's website by June 1st 2017.

RECOMMENDATIONS

1	Cabinet acknowledge the changes in the guidance on Welsh in Education Strategic Plans.
2	Cabinet approve Flintshire's Welsh in Education Strategic Plan.
3.	Cabinet note the recommendations from the Estyn Thematic Review in Welsh in Education Strategic Plans.

REPORT DETAILS

1.00	EXPLAINING THE WELSH IN EDUCATION STRATEGIC PLAN
1.01	<p>The Welsh Government has launched a draft national strategy to achieve a million Welsh speakers by 2050. It wants to ensure that people of all ages have the opportunity to use the Welsh language and see it as a living language used at home, in the community, in schools, other learning institutions and in the workplace.</p> <p>According to the most recent Census in 2011 there were 562,000 Welsh speakers in Wales. On that basis, the aim of the WG strategy will be to almost double the number of Welsh speakers by the middle of the century. In order for that to happen, WG's have identified 6 key areas for action:</p> <ol style="list-style-type: none">1. Language planning and policy2. Normalisation3. Education4. People5. Support6. Rights <p>WG acknowledges that in order to meet its ambitious target and secure the use of the language in the longer term, children and young people in Wales must be given the chance to improve and extend their use of Welsh and is tackling this in a variety of ways. Key to this is improving learners' outcomes in Welsh and increasing the number of children accessing their education through the medium of Welsh where children will become totally bilingual. Welsh in Education Strategic Plans are one element of this national strategy 'A living language: A language for living.'</p>
1.02	<p>Over the last year, Welsh Government has undertaken a strategic review of Welsh in Education Strategic Plans to assess their effectiveness. This was undertaken in a number of ways including the commissioning a thematic review by Estyn (Her Majesty's Inspectorate for Wales) and a report published by the Children, Young People and Education Committee's after consultation with local authorities and other relevant bodies. Flintshire was visited by Estyn as part of this review and received very positive verbal feedback from the Inspector about its WESP, the strength of its partnership working and its ambition for Welsh medium education. It also provided a formal response to the consultation. Having reviewed the evidence from this process, Welsh Government issued revised guidance to local authorities on the format and contents of the WESP documents to make the plan shorter, more accessible and to increase its effectiveness in achieving ambitious national targets in relation to the use of the Welsh language and the provision of Welsh medium education. The new guidance also sets out expectations that the WESP will strengthen its links to other key Welsh government policies and strategies including 'Rewriting the Future' (tackling deprivation); Successful Futures (curriculum remodelling); 21st Century Schools (school modernisation) and the Well-Being of Future Generations Act.</p>

1.03	<p>Estyn's recent thematic review of Welsh in Education Strategic Plans makes a number of recommendations for local authorities:</p> <p>R1: ensure that the WESPs are a strategic priority</p> <p>R2: have systematic processes in place to measure the demand for Welsh-medium provision</p> <p>R3: work with schools to explain the advantages to pupils and parents of Welsh-medium education and of following courses through the medium of Welsh</p> <p>R4: work with schools to set targets to increase the proportion of pupils in key stage 4 who continue to study Welsh as a first language and follow specific subject areas through the medium of Welsh</p> <p>R5: make effective use of their Welsh-medium education fora to help to develop their WESP and to monitor progress</p> <p>R6: evaluate their Welsh-medium additional learning needs provision to identify any gaps</p>
1.04	<p>The strategic responsibility for producing the WESP sits with the Senior Manager for School Improvement within the Education and Youth Portfolio. However, the plan is the result of a very productive partnership approach between officers of the local authority, representatives from Welsh and English medium schools and other key organisations with an interest in promoting the Welsh language and Welsh medium education. This wide ranging group is known as the Welsh in Education Strategic Forum.</p>
1.05	<p>The Forum has the following remit:</p> <ul style="list-style-type: none"> • Support council officers to develop the Welsh in Education Strategic Plan (WESP) which includes challenging targets/performance measures to achieve success • Monitor the implementation of the WESP and evaluate its success in achieving its objectives • Ensure appropriate cross-referencing is made to other plans and strategies – locally, regionally and nationally • Provide support and challenge on the implementation of the WESP • Ensure regular assessments of the demand for Welsh medium education are undertaken to inform the priorities within the WESP within Welsh Government regulatory requirements • Provide feedback to the Council's leadership and elected members through the appropriate means e.g. Cabinet, Education and Youth Overview & Scrutiny Committee • Receive evidence and advice from relevant bodies and partners to improve the success of the WESP in achieving its objectives • Provide a forum for information sharing and the sharing of best practice <p>The Welsh Strategic Forum provides effective support and scrutiny of the plan, monitors its implementation and evaluates its impact.</p>

1.06	<p>The forum is chaired by the Cabinet Member for Education & Youth, the Chief Officer is Vice-Chair and it meets at least four times a year. Its membership is as follows:</p> <ul style="list-style-type: none"> - Cabinet Member - Chief Officer - Senior Managers for School Improvement, Inclusion & Progression and Integrated Youth Services - Pupil Services Manager - Welsh in Education Team Manager - Headteacher representatives from Welsh-medium primary and secondary schools - Headteacher representatives from English-medium primary and secondary schools - Menter Iaith Sir y Fflint - Mudiad Methrin - Urdd Gobaith Cymru - Coleg Cambria - Parent Representative – RHAG/Syfflag - Governor Representative
1.07	<p>Section 1 of the WESP outlines a vision statement, principles and commitment of the local authority in supporting the Welsh language and Welsh medium education.</p> <p><u>Vision</u> “Flintshire County Council endeavours to increase the number of fluent Welsh speakers within its boundaries, with the aim of creating an increasingly bilingual county and country. Flintshire County Council aspires for people of all ages to improve their Welsh language skills and have the ability to use these confidently within their families, in their places of learning, in their workplaces and in their communities.</p> <p><u>Principles:</u></p> <ul style="list-style-type: none"> • Pre-school and early years Welsh medium provision is accessible across the authority to support and encourage parents to choose Welsh medium education for their children • Welsh medium education is available to all learners within a reasonable travelling distance of their home • Once in the Welsh medium sector, all learners transfer successfully at each point of transition e.g. family/toddler groups → playgroup → early education → part time nursery class → primary school → secondary school • Second language Welsh learners from English medium primary schools are supported and encouraged to access a Welsh medium secondary education through a dedicated immersion programme • Second language Welsh learners in English medium schools (primary and secondary) achieve the highest possible outcomes in Welsh • Effective joint working exists with other partners, agencies and services to promote and increase bilingualism • Learners with additional learning needs receive equal linguistic opportunity

	<ul style="list-style-type: none"> • All learners become proficient in Welsh and English • Progress and commitment to developing the Welsh language across the all aspects of the Council is celebrated <p><u>Commitment:</u> Flintshire County Council is committed to supporting, expanding and promoting Welsh-medium education within the whole community, increasing the number and percentage of pupils receiving Welsh-medium education in compliance with the Welsh Government’s Welsh-Medium Education Strategy of developing learners who are fully bilingual (i.e. fluent in both English and Welsh).”</p>
1.08	<p>Section 2 of the WESP contains an action plan outlining how it will achieve the 7 key outcomes determined by Welsh Government. It describes the local authority’s current position, the processes and activities designed to achieve the outcomes and the progress expected. The outcomes are as follows:</p> <ol style="list-style-type: none"> 1. More seven-year old children being taught through the medium of Welsh. 2. More learners continuing to improve their language skills on transfer from primary to secondary school. 3. More learners aged 14-16 studying for qualifications through the medium of Welsh. 4. More learners aged 16-19 studying subjects through the medium of Welsh. 5. More learners with higher-level Welsh-language skills. 6. Welsh-medium provision for learners with additional learning needs. 7. Workforce planning and continuing professional development.

2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Publication of this report constitutes consultation but WG designated stakeholders will receive copies of Flintshire’s Welsh in Education Strategic Plan directly for comment e.g. Welsh Language Commissioner, Estyn, Head Teachers, Governors & School Councils of all Flintshire schools, local further education providers, neighbouring local authorities and other key organisations as appropriate.

4.00	RISK MANAGEMENT
4.01	None as a result of this report.

5.00	APPENDICES
5.01	Appendix 1 – Welsh in Education Strategic Plan 2017 – 2020.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Link to Estyn Thematic Review https://www.estyn.gov.wales/sites/default/files/documents/Local%20authority%20Welsh%20in%20Education%20Strategic%20Plans%20-%20final_0.pdf</p> <p>Contact Officer: Claire Homard – Senior Manager School Improvement Telephone: 01352 704019 E-mail: claire.homard@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Welsh medium education – where pupils are taught all subjects (except English) in Welsh as the main language of the school.</p> <p>English medium education – where pupils are taught all subjects in English, where English is the main language of the school and Welsh is taught as a second language.</p>

Flintshire County Council



Welsh in Education Strategic Plan 2017-2020

November 2016

Version 2

Welsh in Education Strategic Plan 2017-2020

Vision:

Flintshire County Council endeavours to **increase** the number of fluent Welsh speakers within its boundaries, with the aim of creating an increasingly bilingual county and country. Flintshire County Council aspires for people of all ages to improve their Welsh language skills and have the ability to use these confidently within their families, in their places of learning, in their workplaces and in their communities.

Principles:

- Pre-school and early years Welsh medium provision is accessible across the authority to support and encourage parents to choose Welsh medium education for their children
- Welsh medium education is available to all learners within a reasonable travelling distance of their home
- Once in the Welsh medium sector, all learners transfer successfully at each point of transition e.g. family/toddler groups → playgroup → early education → part time nursery class → primary school → secondary school
- First language Welsh learners in Welsh medium schools (primary and secondary) achieve the highest possible outcomes in Welsh
- Second language Welsh learners from English medium primary schools are supported and encouraged to access a Welsh medium secondary education through a dedicated immersion programme
- Second language Welsh learners in English medium schools (primary and secondary) achieve the highest possible outcomes in Welsh
- Effective joint working exists with other partners, agencies and services to promote and increase bilingualism
- Learners with additional learning needs receive equal linguistic opportunity
- All learners become proficient in Welsh and English
- Progress and commitment to developing the Welsh language across all aspects of the Council is celebrated

Commitment:

Flintshire County Council is committed to supporting, expanding and promoting Welsh-medium education within the whole community, increasing the number and percentage of pupils receiving Welsh-medium education in compliance with the Welsh Government's 'Welsh-Medium Education Strategy' of developing learners who are fully bilingual (i.e. fluent in both English and Welsh).

Flintshire County Council is committed to taking full account of Welsh Government policies and national priorities in its strategy for Welsh medium education:-

Rewriting the Future – Flintshire County Council is committed to the principles of raising aspiration and attainment in its schools by removing barriers faced by learners from disadvantaged backgrounds. It aims to achieve this by raising aspirations across the education network, by setting challenging targets for improvement across its key performance indicators (KPIs), through the provision of the highest quality opportunities for learning and teaching, through timely and appropriate interventions for individual learners and through the effective use of the Pupil Deprivation Grant (PDG) and Early Years Pupil Deprivation Grant (EYPDG).

Successful Futures – the role of the Welsh language in the new curriculum proposals for Wales is clearly stated within the 'Successful Futures' report. Flintshire County Council is fully committed to the implementation of the new curriculum model to secure improvements in the quality of Welsh language instruction, to widen the use of Welsh as the language of communication formally and informally across all educational providers and to improve the outcomes achieved by all Flintshire learners in Welsh.

Well-being of Future Generations (Wales) Act 2015 – Flintshire County Council is fully committed to the seven goals within the Act by supporting and developing a society within its borders which promotes, protects and celebrates the culture, heritage, environment, economy, health, community diversity and language of Wales.

WG Draft Strategy – A Million Welsh Speakers by 2050 – Flintshire County Council is committed to supporting the Welsh Government to achieve this aspirational and challenging target through its strategic plans to increase the number of children and young people accessing a Welsh medium education and improving the outcomes achieved

by all its learners in Welsh. The main strategy for achieving this target is to encourage more parents to choose a Welsh medium education at the outset for their children so they have the best opportunity to become fully bilingual. A key aspect of this is raising the awareness of parents from English speaking homes of the benefits of being fully bilingual and to remove barriers which may prevent them from thinking that a Welsh medium education is suitable for their children.

21st Century Schools and Education Programme – Flintshire County Council's capital investment programme, in conjunction with the 21st Century Schools programme, will be developed and delivered in light of the requirements of the Welsh in Education Strategic Plan in order to secure improvements in the quality of the schools estate to raise outcomes for all learners, including those in the Welsh medium sector.

Objectives:

Flintshire County Council, working in partnership with schools, stakeholders and other providers will: -

- provide parents with full information and understanding of the advantages of Welsh-medium education and the opportunities which exist within Flintshire; explaining clearly that
 - (a) there is no need for parents to be Welsh speakers for their children to take advantage of this opportunity
 - (b) only by receiving education in a designated Welsh-medium school will pupils become fully bilingual
 - (c) there are intellectual advantages to being equally fluent in two languages
- work with stakeholders to increase significantly the number of pupils who receive their education through the medium of Welsh in the current designated Welsh-medium schools in the County (5 primary and 1 secondary in 2016) and enhancing this through: -
 - (a) increasing the provision for Welsh medium education including early education services
 - (b) developing a more effective immersion system to achieve a steady increase of pupils in the Yr6/Yr 7 Trochi Unit at Ysgol Maes Garmon year on year to approximately 30 places by 2020
 - (c) increasing numbers of pupils entering Welsh medium in Y2-Y6 by the provision of a specifically designed immersion programme
- work with schools as a Local Authority and through the Regional School Improvement Service (GwE) to develop an effective programme of continuous professional development (CPD) opportunities for the education workforce which will increase the number of potential practitioners within the Welsh-medium sector. This will also ensure:
 - (a) equal opportunity of CPD for practitioners within the Welsh-medium sector
 - (b) a wealth of expertise in curriculum and managerial areas to support the development of Welsh-medium education
- work with schools to raise standards for all learners
 - (a) in the Welsh-medium sector (Welsh First Language and subjects taught through the medium of Welsh across the curriculum)
 - (b) in the English-medium sector (where Welsh is taught and promoted as a second language)
- ensure elected Members, officers, Head Teachers and governors (Welsh-medium and English-medium) have full knowledge and understanding of the nature of Welsh-medium education and that this message permeates through all aspects of the Council's work
- safeguard and increase the current provision, ensuring that any developments in the School Modernisation Programme benefit the Welsh language and Welsh-medium education

Welsh Strategic Forum:

Flintshire County Council has a well-established and effective Welsh Strategic Forum which meets at least four times a year. Its remit is to:-

- Support council officers to develop the Welsh in Education Strategic Plan (WESP) which includes challenging targets and performance measures to achieve success
- Monitor the implementation of the WESP and evaluate its success in achieving its objectives
- Ensure appropriate cross-referencing is made to other plans and strategies – locally, regionally and nationally
- Provide support and challenge on the implementation of the WESP
- Ensure regular assessments of the demand for Welsh medium education are undertaken to inform the priorities within the WESP as determined by Welsh Government regulatory requirements
- Provide feedback to the Council's leadership and elected members through the appropriate means e.g. Cabinet, Education and Youth Overview & Scrutiny Committee
- Receive evidence and advice from relevant bodies and partners to improve the success of the WESP in achieving its objectives
- Provide a forum for information sharing and the dissemination of best practice

Statement:

Flintshire County Council has an ambitious plan for the development of the Welsh language and Welsh medium education and is seeking to build effectively on its delivery of a highly successful Urdd Eisteddfod in May 2016. The authority has recently expanded its Welsh medium early education provision and established additional Welsh medium school provision in the Deeside area which is growing steadily.

The Council has very effective working relationships with key partners in the Welsh sector eg Mudiad Meithrin, Menter Iaith Sir y Fflint, the Urdd and Coleg Cambria and this joint working is the cornerstone of the delivery of the Welsh in Education Strategic Plan. The Welsh Strategic Forum provides effective support and scrutiny and underpins the whole process of the plan's delivery.

Cabinet Approval:

This plan is scheduled for consideration by the Cabinet of Flintshire County Council and its Overview & Scrutiny Committee in December 2016.

Transport:

Local authorities have a statutory duty under Section 10 of the Learner Travel Measure (Wales) 2008 to promote access to education and training through the medium of Welsh.

Flintshire County Council meets the requirements of Section 10 of the Learner Travel Measure (Wales) 2008. The local authority's School Transport Policy includes provision for pupils of compulsory school age to be provided with free transport to Welsh Medium schools in accordance with the distance criteria set out in the Learner Travel Measure, i.e. 2 miles for primary age children and 3 miles for secondary. This includes provision of free transport to Welsh medium schools outside the County if appropriate, subject to the school being the nearest to the learner's home address. Accessibility to education through the medium of Welsh is facilitated by the provision of a network of suitable transport routes and travel times are not excessive.

As the Council has recently opened an additional Welsh medium site in Shotton, a satellite of Ysgol Croes Atti in Flint, a challenge over the next few years will be to manage transport arrangements for siblings who have divided education provision between Ysgol Croes Atti in Flint and the new site in Shotton.

Free transport is provided to learners who wish to access post 16 courses at the local authority's Welsh medium Secondary School. The policy also includes providing free transport to educational establishments in neighbouring authorities if appropriate, if the courses being followed are at sites over 3 miles and are nearest to the learner's home address. As post 16 transport is discretionary for all local authorities under the Learner Travel Measure, whilst there are currently no plans to amend the policy, removal of this discretionary provision in the future could present a challenge in terms of learners' ability to access Welsh medium post 16 education.

Outcome 1: More seven-year-old children being taught through the medium of Welsh

The current position relating to the number of seven year olds taught through the medium of Welsh and Flintshire's targets for the next three years are as follows:

Current Position *	2017/2018	2018/2019	2019/2020
6.6%	6.8%	7.2%	7.4%
*Based on current Number on Roll in Welsh Medium primary schools from September 2016 schools census.	Current Yr 1 population = 113 pupils/6.5% of primary population	Current Reception population = 124 pupils/7.0% of primary population	Current Nursery population = 116/7.2% of primary population (not all children access part time nursery provision)

The targeted percentage increase for the next few years is low because it is based on the current pupils already in the Welsh medium sector moving through the year groups within Foundation Phase. These figures are unlikely to change significantly but may fluctuate slightly through the normal pattern of pupil mobility in and out of the authority.

To achieve this outcome we will:

- Continue to work in effective partnership with Welsh Government, Menter Iaith Sir y Fflint, Mudiad Meithrin, Flying Start and other childcare providers to deliver high quality and accessible Welsh pre-school services to advocate the benefits of being bilingual and encourage parents to make an early choice to access a Welsh medium education.
- Ensure current providers of Welsh medium education are high performing schools (learner outcomes/national categorisation/Estyn reports/local reputation) to attract parents to choose Welsh medium and then ensure they remain in the Welsh medium education sector.
- Continue to promote Siarter Iaith (Language Charter) to enhance and develop the use of Welsh outside formal learning, embedding it into today's young people so they sustain the use of the language in the future and choose Welsh medium education for their children when they become parents.
- Enhance the 'Trochi' programme to encourage more primary pupils educated through the medium of English to transfer to a Welsh medium secondary school.

Supporting Statement:

Flintshire currently has five primary schools and one Welsh secondary school delivering Welsh medium education spread geographically across the authority:

- Ysgol Mornant, Gwespyr Picton *
- Ysgol Gwenffrwd, Holywell
- Ysgol Croes Atti Flint including the Glannau Dyfdrwy satellite in Shotton
- Ysgol Glanrafon, Mold
- Ysgol Terrig, Treuddyn
- Ysgol Maes Garmon, Mold (secondary)*

*From 10th November 2016, Ysgol Mornant and Ysgol Maes Garmon have created a federation – Cwlwm – to protect and strengthen Welsh medium provision in the rural north area of Flintshire. This approach has been taken by the governors of both schools with the full support of the County Council as Ysgol Mornant had met the triggers within the council's School Modernisation Strategy for review and possible closure. Ensuring this innovative and unique approach in Flintshire is successful will be a primary target of the current WESP.

Each Welsh medium primary school in the county has very strong links with a playgroup affiliated to, or run directly by, Mudiad Meithrin. Of the seven registered providers, five are co-located on the same site as the school and two are based in the local community. Each of these playgroups is also approved by the local authority to deliver the part time education offer for three year olds, known locally as 'Early Entitlement'. These two factors are a strength in ensuring that virtually all children transfer from Welsh playgroup provision into school nursery classes in the Welsh medium sector. One of the most recent groups to be established, Cylch Garden City, right on the border with England, has grown initially from Welsh medium Flying Start provision

and has become an Early Entitlement provider within the last eighteen months. Although a very anglicised area, the Cylch has sent its first few children to the newly opened Welsh medium provision at Glannau Dyfdrwy in Shotton for nursery and so an ongoing priority of this WESP will be to increase the numbers from this Cylch choosing Welsh medium education even though it is further away than the nearest English medium primary school and the County's transport policy does not provide assistance until children are in full time education.

Flintshire's strategy for increasing the number of pupils being taught through the medium of Welsh by the age of 7 is a long term one which focuses on parents choosing the route of Welsh medium education for their children at the outset of their educational journey. This approach is dependent on providing quality information to new parents about the benefits of their children being bilingual in Welsh and English, even if parents are not Welsh speaking themselves. It requires the authority to use a range of strategies and work effectively with its key partners to provide quality information to parents about the family/early years' services that available across the authority to support them engaging in Welsh language provision. Only by helping parents to make an informed choice, by making quality Welsh pre-school services accessible and addressing any misconceptions or removing potential barriers, will more English speaking parents consider Welsh medium education for their children. Similarly, it is vital that parents from Welsh speaking backgrounds recognise the value of being bilingual in today's world and send their children into the Welsh medium system.

To achieve this long term strategy, Flintshire County Council will continue to work innovatively and effectively with key partners such as Menter Iaith Sir y Fflint, Mudiad Meithrin, Flying Start, Family Information Services and the local Health Board to provide quality information to parents about local Welsh language services. An excellent example of this joint approach has been the development of a parents' booklet with Menter Iaith and Mudiad Meithrin on the benefits of being bilingual through a Welsh medium education. This leaflet is distributed at local events, was highlighted in the recent Urdd Eisteddfod hosted in Flintshire and is published on the Council's website. A target in this plan will be to find ways to extend the reach of this booklet through engagement with local health services for children and families.

The Council's Admissions Policy and information on its website clearly identifies that the authority offers primary and secondary education through the medium of Welsh and includes the booklet noted above. The Welsh medium schools cluster, led by Ysgol Maes Garmon, have produced a useful guide for parents on the range of provision on across the authority which is also included the website. Other Welsh language organisations such as Menter Iaith and Mudiad Meithrin have links from their website to this section of the FCC site so parents can access information about choosing Welsh medium education. There is some evidence that a few families who move into Flintshire from England will consider Welsh medium education and so the Council will continue to ensure that positive information about this is available via its website and through calls to officers. Legally the Local Authority is responsible for the admissions process. However, all of the Welsh medium schools in the county have a positive part to play in encouraging families in their areas to choose a Welsh education and many have been proactive in holding fun days and other events to promote this.

Flintshire County Council completes Childcare Sufficiency Assessments and Demand Surveys for Welsh medium education in accordance with the regulations and uses this information to plan for future needs. The last Welsh medium demand survey was conducted in 2013 and the data was used to successfully create additional Welsh medium provision in the Shotton area to respond to local demand. This was achieved by the opening of the Glannau Dyfdrwy satellite of Ysgol Croes Atti ,Flint in September 2014. (See below for further information). The authority is currently planning to repeat the survey to assess demand for Welsh medium education in other areas of the county to inform future planning around the 21st Century schools programme.

In Flintshire latecomers into the Welsh medium sector under the age of seven are placed directly into the appropriate Foundation Phase class for their age as the authority has an 'immersion' approach for learners aged 3-7 in all Welsh medium schools. The vast majority of learners in Welsh medium schools come from English speaking homes anyway and so are also new to the language. There is a structured and progressive approach to learning Welsh as these children move through their Foundation years.

Where a latecomer arrives at a primary school in Key Stage 2, the authority has developed an intensive 10 week language programme that is delivered in the school by an appropriately skilled member of staff who is trained and supported by a member of the LA's Welsh Advisory Team. This programme is delivered within the

child's own school so that they are learning the language surrounded by their peers and a familiar environment, rather than attending a specialised centre elsewhere. This programme has been proven to be very successful and cost efficient as the number of late comers into Flintshire does not make an immersion centre model financially viable. It also builds long term capacity within the school to deal with late comers in the future. At KS3, there is already a purpose-designed immersion programme for pupils from English medium primary schools who choose to transfer to Welsh medium secondary school (Trochi) so any late comer to this phase would be included in this programme.

Flintshire County Council needs to ensure there are a sufficient number of school places, of the right type (which would include Welsh medium), in the right locations. This is not straightforward in that there are a large number of surplus school places in some areas of the county, whilst other areas don't have enough places to meet the local demand. In other areas, school populations are sustained by children and young people from outside the local area through parental preference. The need to maintain a large number of ageing school buildings and the supporting infrastructure is unsustainable in the current financial climate. The Council, in forming its priorities for capital investment, references national and local policies e.g. maintaining and sustaining the Welsh Language, Admissions, Transport and Inclusion and Additional Learning Needs); demographical data; asset management data relating to suitability and condition and pupil projections to form priorities for capital investment, including the use of 21st Century Schools funding and the Council's own school modernisation funding.

In relation to the Welsh medium secondary sector, Ysgol Maes Garmon has a capacity of 711 with 509 pupils (Sept 2016) and unfilled places at 28%. In the primary Welsh medium phase, the data is as follows (based on full time pupils excluding Nursery):

- Ysgol Cymraeg, Mornant has a capacity of 81 with 37 pupils (Sept 2016) and unfilled places at 54%.
- Ysgol Terrig, Treuddyn has a capacity of 93 with 46 pupils (Sept 2016) and unfilled places at 51%.
- Ysgol Gwenffrwd, Holywell has a capacity of 256 with 191 pupils (Sept 2016) and unfilled places at 25%.
- Ysgol Glanrafon, Mold has a capacity of 287 with 292 pupils (Sept 2016) and unfilled places at -2%.
- Ysgol Croes Atti, Flint has a capacity of 237 with 217 pupils (Sept 2016) and unfilled places at 8%.

At September 2016 across the Welsh Medium school sector there are 1665 pupil places, with 1292 pupils on roll and unfilled places running at 22%. Flintshire's issue is currently too many surplus places in the Welsh medium rather than a lack of capacity. Flintshire's live birth rate has been on a steady downward trend since 2010 where there were 1808 live births, compared to 1623 in 2014. Pupil number projections indicate that in some areas pupils demand will drop, whilst in others it is predicted to rise. Based on current numbers and an agreed methodology for calculating pupil numbers accepted by Welsh Government, pupil numbers in Ysgol Maes Garmon, Ysgol Mornant, Ysgol Croes Atti and Ysgol Terrig are projected to rise slightly over the next five years, while pupil numbers in Ysgol Glanrafon and Ysgol Gwenffrwd are projected to fall. Overall projected pupil numbers in the Welsh Medium sector at 2021 are predicted to be around 1454 leaving around 13% unfilled places across the sector, above the Welsh Government's target of 10% surplus.

In response to local demand for Welsh medium education in the Shotton area, the local authority was able to utilise a school building freed up by an amalgamation/new build in the English medium primary sector to create additional Welsh medium provision. This site is known as Glannau Dyfdrwy and is under the leadership and governance of Ysgol Croes Atti, operating as an extended satellite of the main school in Flint just under four miles away. This exciting development was secured by effective joint working between local authority officers, the Head Teacher and the Governing Body of Ysgol Croes Atti and opened its doors to nursery and reception aged pupils in September 2014. The plan is to admit pupils into the early years' class and steadily build the population from the bottom up. Entry into Nursery has been positive – 10 pupils started in 2014, 17 in 2015 and 15 pupils registered this September. Whilst there has been some redistribution of nursery pupils between the Flint and Shotton sites based on pupils' home addresses, evidence from parents interviewed by Estyn as part of a recent thematic review of Welsh in Education Strategic Plans indicated that had the new provision not been opened in Shotton, a number of those pupils would have been lost to the English medium sector.

The local authority invested £101,840 in improving the infrastructure of the Glannau Dyfdrwy building before handing it over to the Croes Atti Governing Body and is committed to supporting both capital and revenue costs outside of the usual funding formula until such times as this new provision has proven to be sustainable. The commitment and enthusiasm of the Head Teacher and governors has been a key factor in creating this new provision and drawing in pupils from a traditionally English dominated area. Embedding and extending this provision in Shotton to increase the numbers of pupils in the Welsh medium sector remains a key priority within the WESP.

Section 106 contributions associated with new housing developments in the Council are linked and ring fenced specifically to the nearest schools, with that spending restricted to the criteria noted within the legal agreement associated with the particular development. The Council has obtained S106 Agreements or has agreements pending relating to Ysgol Glanrafon and Ysgol Croes Atti with the Welsh Medium school sector.

In response to rising pupil numbers at Ysgol Glanrafon, a mobile classroom was provided in September 2015 to provide temporary accommodation to manage a rising school population.

According to the Welsh Government Guidance 'Defining Schools according to Welsh medium provision' (2007), Flintshire only has schools in:-

- Category 1 - Welsh medium primary school
- Category 1 – Welsh medium secondary school
- Category 5 - Predominantly English medium primary school
- Category 4 – Predominantly English medium secondary school

As part of its revised WESP for 2017-2020, with the challenging target of increasing the numbers of pupils accessing a Welsh medium education, Flintshire will undertake a consultation with all of its English medium primary and secondary schools to raise awareness of the language categorisation model and test the appetite and capacity for schools to consider changing their language status, based on the level of Welsh used as the language of instruction. The outcome of this consultation will then inform any future plans for changes to the Flintshire schools' profile of language categorisation.

Outcome 2: More learners continuing to improve their language skills on transfer from primary to secondary school.

Flintshire's current position and targets for the next three years relating to the number of year nine learners who are assessed in Welsh (First Language) based on Sept 16 school census data.

Current Position (current Yr 9)	2017/2018 (current Yr 8)	2018/2019 (current Yr 7)	2019/2020 (current Yr 6)
5.6%	5.5%	5.6%	7.4%

To achieve this outcome we will:

- Continue to take every opportunity, working with key partners, to promote bilingualism and Welsh medium education as the route to being fully fluent in Welsh eg Mudiad Meithrin, the Urdd.
- Ensure the linguistic progression of pupils from pre-school groups into school nursery and reception classes and between primary and secondary education within the Welsh medium sector.
- Strengthen the consortium working arrangements between the Welsh medium primaries and the Welsh medium secondary school in Flintshire to ensure progression.
- Further develop the Trochi programme at Ysgol Maes Garmon and engage more actively with English medium primary schools to target Year 4/5/6 pupils to switch to a Welsh medium secondary education.

Supporting Statement:

As part of its long term strategy to ensure learners continue to improve their language skills, Flintshire carefully monitors the transfer rates at every point of transition on a child's educational journey through the Welsh medium sector. The authority's aim is to ensure that every child who enters Welsh medium early years provision completes their education in a Welsh medium secondary school.

Having very close links between the Welsh medium playgroups either on school sites or close by within the local community encourages very good rates of progression into school nursery classes. The provision of wrap around care in these groups also supports working parents when the nursery education offer is only part time and can often be a barrier to full participation. As each Cylch provides part time early education for three year olds prior to nursery admissions, (Early Entitlement) there are very strong links between local Mudiad Meithrin officers and Early Entitlement Advisory Teachers. Mudiad Meithrin are represented and actively participate on the statutory Early Years Development and Childcare Partnership and the Early Entitlement Partnership Board, ensuring a strong voice for Welsh medium education and excellent working relationships with the local authority. This successful joint working helps to provide a seamless route for parents and their children to move from Welsh pre-school to Welsh early education provision. As all of Flintshire's primary Welsh medium schools are 'through' primaries, not separate infant and juniors, there is no reduction in transfer rates between Foundation Phase and Key Stage 2 which remains at 100%.

Analysis of the progression rates from Welsh medium primary to secondary school over time has shown that the vast majority of pupils do remain within the Welsh language system but a few are lost due to various reasons: (See Appendix 1)

- family moves for work commitments
- some pupils at the northern end of the authority moving to Prestatyn High School (English medium)
- a very small number pupils transferring into the private sector (English medium) over the border
- traveller families withdrawing their children from secondary education at the point of transition

For many pupils from Welsh medium primary schools, Ysgol Maes Garmon in Mold is their secondary school of choice. However, in the northern end of the authority, a number of pupils transfer to Ysgol Glan Clwyd in Denbighshire but this still means they are retained within the Welsh medium sector. It is hoped that the recent federation between Ysgol Mornant (right on the border with Denbighshire and close to Prestatyn) and Ysgol Maes Garmon in Mold, will encourage more pupils to remain within Welsh medium education and choose to attend Flintshire's only Welsh medium secondary school. However, as in all admission processes, parents continue to be able to express a preference for a place at any secondary school.

Ysgol Maes Garmon offers a range of activities to support the transition from primary to secondary education including taster lessons in D&T, Art and PE in Year 5. This provision will be extended in summer 2017 to include Year 4 pupils. The 5 day residential course at the Urdd Centre at Llangranog for those pupils transitioning to Ysgol Maes Garmon provides an excellent foundation to the start of Key Stage 3. An independent study into transition in 2014 found that these arrangements were tremendously beneficial for both pupils and parents.

As all secondary aged pupils in the Welsh medium school in Flintshire attend Ysgol Maes Garmon, there is a 100% transfer rate between Key Stage 3 and Key Stage 4.

As Flintshire only has fully Welsh medium or fully English medium schools, there is no opportunity to increase the numbers of pupils improving their language skills on transfer by targeting bilingual schools or Welsh streams, unlike other parts of Wales where there is a more mixed economy of provision. However, the local authority will be taking stronger action to promote the 'Trochi' programme earlier to Key Stage 2 pupils in English medium schools to understand the benefits of a Welsh medium education and the greater language fluency this would bring. This is at the early stage of development and will be a joint project between Flintshire County Council, Ysgol Maes Garmon, the Urdd and the Camu Language Centre within Coleg Cambria. It is aimed to roll this project out during the spring and summer terms 2017 in preparation for the next secondary school admissions round in the autumn term. It is hoped that by engaging pupils in Year 4 and Year 5, pupils and their parents will realise that a Welsh medium education is still an option for them, despite having started in the English medium school.

Rapidly improving Welsh second language results at National Curriculum Level 4 (expected level for 11 year

olds) and Level 5 (higher than expected level for 11 year olds) across Flintshire's English medium primary schools would indicate that there are pupils with the linguistic potential to make the move from one sector to another and be very successful in their secondary education. Ysgol Maes Garmon has recently been the subject of a very successful television programme, 'OMG – Ysgol Ni', which showed how pupils are supported through this linguistic transition so it is hoped that this can be built on in the years ahead by increasing the number of pupils accessing the Trochi.

Outcome 3: More students aged 14-16 studying for qualifications through the medium of Welsh.

Outcome 4: More students aged 14-19 in study subjects through the medium of Welsh, in schools, colleges and work-based learning.

Below are Flintshire's current position and targets relating to the percentage of learners entered for GCSE Welsh (first language qualifications), related to pupils entered for :-

- a) at least two further Level 1 or Level 2 qualifications through the medium of Welsh.
- b) at least five further Level 1 or Level 2 qualifications through the medium of Welsh

* Note that all of the data here relates to one Welsh medium secondary school, Ysgol Maes Garmon. There is no other type of Welsh medium provision in Flintshire eg dual stream.

	Current Position 2016/17	2017/2018	2018/2019	2019/2020
a) Studying at least 2 Level 1 or 2 quals	89 pupils	62 pupils	86 pupils	93 pupils
b) Studying at least 5 Level 1 or 2 quals	89 pupils	62 pupils	86 pupils	93 pupils
c) Secondary cohort at YMG as a percentage of Flintshire's Yr 11 population based on census data Sept 16	5.5%	3.9%	5.6%	5.5%

To achieve this outcome we will:

- Continue to improve the quality of teaching through the medium of Welsh across all subject areas through the professional development of staff by engaging with the Regional School improvement Service, GwE, and through active involvement in professional networks with other Welsh medium schools in the region, in order to ensure high standards across the range of KS4 indicators as high performing schools attract pupils.
- Ensure that pupil tracking and target setting systems are accurate and robust to set the highest expectations for learner outcomes and ensure that interventions for learners who are at risk of not achieving the expected levels are timely, appropriate and evaluated to secure the maximum impact on outcomes achieved.
- Continue to ensure that the maximum numbers of primary pupils in Welsh medium schools continue into Welsh medium secondary education.
- Ensure the federation between Ysgol Maes Garmon and Ysgol Mornant is successful and secures higher numbers of primary pupils transferring between the two schools at Yr 7.
- Increase the number of W2L primary pupils transfer via the Trochi programme into Welsh medium secondary education.

Supporting Statement:

Flintshire has one Welsh medium secondary school, Ysgol Maes Garmon. All Key Stage 4 learners follow a Learning Pathway aimed at 5 or more qualifications at Level 1 or Level 2. 100% of learners (KS3/4/5) undertake qualifications through the medium of Welsh. In 2016, based on provisional data released by WG, 98.7% of pupils in Ysgol Maes Garmon achieved the Level 1 indicator (5 GCSE's A*-G) and 82.7% achieved

the Level 2 indicator (5 GCSE's A*-C). Maintaining a broad curriculum in a period of austerity is a challenge and requires new methods of working collaboratively. Due to the location of the school, collaborative working at KS4 level for Welsh medium courses is very difficult as travelling time can impact significantly on contact time.

At KS5, collaborative arrangements are well developed having been in place successfully for many years. Examples of these in recent years are: A levels in Drama, Performing Arts and Public Services delivered to Ysgol Maes Garmon pupils at Ysgol Morgan Llwyd and ICT, MFL and NVQ sports courses delivered by reciprocal arrangements to Ysgol Morgan Llwyd students. Extensive use of video conference facilities at Ysgol Maes Garmon allow for Coleg Meirion Dwyfor tutors to deliver A level courses in Sociology, Psychology and Law through the medium of Welsh. The most recent collaborative arrangement is for Ysgol Maes Garmon students to attend Ysgol Glan Clwyd to study A level Media Studies.

100% of all learners at Ysgol Maes Garmon study and sit external exams through the medium of Welsh. The challenge is to increase the number of pupils in the school overall and this must be achieved by improving the percentage of Welsh medium take up at primary school level and those pupils then making the transfer into Welsh medium secondary education. The other strategy is to increase the numbers of pupils from English medium primary schools joining the Trochi immersion course into Ysgol Maes Garmon for Year 7. This kind of increase will only be secured if young people and parents can be convinced that there is sound evidence of potentially enhanced opportunities for further training or employment if an individual can offer fluency in Welsh.

Local intelligence suggests that there is a growing need for Welsh medium speakers in the care and early years' sectors and in public services eg education, health, police, prison service etc. If appropriate courses could be identified and funded through a partnership approach between the post sixteen providers in the north east region including Coleg Cambria, these would create career pathways for young people and retain them locally for the employment market where there is currently a Welsh language skills gap. This would also increase the opportunity to work with groups such as the Urdd or Mudiad Meithrin to provide relevant work experience to youngsters to support their academic study and raise their aspirations to develop a career where their Welsh language skills would be a real asset. This is such an obvious link to the priorities in Outcome 7 so a priority for the current WESP will be to explore how this could be achieved.

Ysgol Maes Garmon has been participating in a language project known as PCAI which is designed to increase language usage of young people in the secondary sector. Future funding for this project is now going to be directed through local authorities and it has two key objectives – to build upon the previous work of the project and to ensure it links in and builds upon the Siarter Iaith programme in primary schools in order to offer a continuation of support to pupils during their educational journey. (See Outcome 5 for further information on Siarter Iaith). This will be an ongoing priority through the WESP to ensure that the limited amount of funding achieves maximum impact on the standards of Welsh being used by young people in secondary school.

Outcome 5: More students with advanced skills in Welsh

(Extended data table to include 'higher than expected levels' to support this outcome. Targets based on modelled outcomes by GwE for Flintshire to achieve expected benchmark position of 6th or better)

Welsh First Language	Current Outcomes Summer 2016	2016/2017 Target	2017/2018 Target	2018/2019 Target
F/Phase LCW Outcome 5	88.1%	94.2%	94.7%	95.1%
F/Phase LCW Outcome 6	33.9%	41.7%	43.6%	45.4%
Key Stage 2 Level 4+	84.3%	96.5%	97.8%	99.2%
Key Stage 2 Level 5	37.3%	41.3%	43.3%	45.4%

Key Stage 3 Level 5+	96.8%	97.8%	98.8%	99.2%
Key Stage 3 Level 6+	63.5%	65.6%	67.7%	69.8%
Key Stage 4 A*-C Grades	68.9%	78.7%	79.3%	79.8%

To achieve this outcome we will:

- Work with schools to set challenging and aspirational targets for pupil indicators in Welsh at the expected and higher than expected levels (First and Second Language).
- Embed the Siarter Iaith in our Welsh medium primary schools with a target of all to have achieved the Gold Standard by 2018.
- Work closely with Head Teachers & governors across the primary and secondary sector in both Welsh and English medium schools to raise awareness of Welsh Government strategy to increase the number of Welsh speakers, their contribution to this through the LA's WESP and to plan effectively for forthcoming curriculum/qualification changes in Welsh.
- Work closely with English medium secondary schools to reduce the number of pupils leaving KS4 with no formal qualification in Welsh (2nd Language).
- Continue to improve the skills of the workforce delivering Welsh to support them to achieve higher learner outcomes (see Outcome 7).

Supporting Statement:

Flintshire sets aspirational targets for learners across all key indicators which are modelled on the local authority's expected position of performing 6th highest in Wales, based on its Free School Meal profile. In conjunction with GwE and the Welsh Advisory Team within the local authority, schools requiring additional support for curriculum delivery of Welsh and further professional development of staff to achieve higher outcomes for all learners will be identified and targeted. The local authority is also committed to extending its working partnership with other key organisations to provide extended opportunities for staff development and enhanced pupil activities to support higher outcomes in Welsh eg Mudiad Meithrin, Menter Iaith Sir y Flint, Coleg Cambria, Bangor University and the Urdd.

Through the GwE Challenge and Support Programme and the national categorisation model, schools are targeted for intervention based on their level of performance and identified support needs. Where there is concern about the performance of Welsh (either first or second language) in the primary sector, schools are supported by the authority's Welsh Advisory Team. Support for Welsh first language in the secondary sector is delivered by GwE, commissioned by the school's Challenge Adviser. There are local subject forums for both W1L and W2L which meet regularly at both primary and secondary phases. Support for W2L in Flintshire's secondary schools is currently under review and a target for 2016-17 is to establish a more robust system for providing guidance and intervention, particularly in light of the pending qualification changes to W2L. (See Outcome 7).

Based on the provisional data published by Welsh Government for 2016, of the year 11 cohort in Flintshire's only Welsh medium secondary school, 68.9% achieved A*-C in Welsh. The school has set ambitious targets for increasing pupil outcomes over the next few years.

In 2016 1142 out of 1606 Year 11 pupils (71%) in the authority's English medium secondary schools were entered for a W2L GCSE. This figure includes pupils 'educated other than at school' and those in specialist school provision. Of that group, 286 pupils took the full course (25%) and 856 (75%) took the short course. In the full course group, 80.4% of pupils achieved grades A*-C. In the short course group, 57.4% achieved A*-C. 29% of pupils did neither the full or short course but will have accessed other Welsh language qualifications eg NVQs. With the withdrawal of the short GCSE course from 2017, a key priority in the WESP will be to support schools to enter higher numbers of pupils to the full GCSE and ensure they achieve good outcomes.

In order to achieve higher standards in Welsh, the authority's Welsh Advisory Team deliver a co-ordinated programme of professional development opportunities both locally and in a regional partnership with neighbouring authorities for both teachers and support staff for both first and second language. An integral part of the team's work is supporting the development of effective and robust teacher assessment in both the

primary and secondary phase through cluster moderation meetings with school staff. The manager of this team is part of the Welsh Government's 'Securing Teacher Assessment Programme' so is an expert in this field. (See Outcome 7 for further detail). The focus of training and in-house support is on achieving not only the expected levels for the end of each key stage, but providing the opportunity to achieve the higher than expected levels through more challenging and open-ended learning opportunities.

Siarter Iaith, the Welsh Language Charter, is well embedded in Flintshire's 5 Welsh medium primary schools with them all having achieved the Bronze level this year. Work is now underway at Silver and the target is that all will have achieved Gold by July 2018. This is the main vehicle for increasing higher standards in Welsh with its focus on extending the use of pupils' Welsh in a social context. The requirement to involve all members of the school community including the whole workforce, parents, governors and the community will ensure widespread commitment and ownership.

As an English border county with a small number of Welsh medium schools, extending the quality of the language skills of Welsh second language learners is also a key priority to contribute to the WG target of a million Welsh speakers. A key target within this plan, therefore, will be to investigate and develop a pilot model of the Language Charter for second language, Cymraeg Campus (as modelled in the ERW region) during 2016-17 with a rollout programme following on through 2018-2020.

The Welsh Advisory Team also provide a range of opportunities for learners to practice and extend their Welsh outside the classroom across all key stages eg residential visits to the Urdd centre at Glan Llyn, hosting a Jambori for Foundation Phase learners, working with the Urdd on a Jambori for Key Stage 2 pupils and developing activities for W2L learners who are more able. There are also a range of activities developed between the Urdd, Menter Iaith and the authority's Youth Service and there are community based clubs to ensure that Welsh used more widely than just in schools. These opportunities will continue to be enhanced and delivered across Flintshire.

The Urdd and the authority's Youth Service have a strong collaborative working relationship and offer a range of activities through the medium of Welsh or bilingually for young people in and out of school settings. This ensures a close link between the use of the Welsh language in schools and the use of Welsh in the community. The Urdd run a number of community based clubs and projects (Adran and Uwchadran) so that the use of Welsh is extended beyond school boundaries. The Urdd also hold lunchtime Welsh clubs and activities called Clybiau Cinio Cymraeg for children and young people in English and Welsh medium schools to give them the opportunity to developing confidence in using their language skills as part of fun activity. These opportunities will continue to be enhanced and delivered across Flintshire.

The very successful Urdd Eisteddfod, hosted by Flintshire in May 2016, which achieved some of the highest attendance figures in recent times, provided a real opportunity for the profile of the Welsh language and the Welsh education system to be raised. It provided an impetus for all schools across the authority to focus on the Welsh language and Welsh culture through their preparations for the event. The target of this WESP will be to secure a long lasting legacy from the Eisteddfod in terms of the higher outcomes achieved by learners and though the number of children coming into Welsh medium education, to secure its future in Flintshire and ensure more children become bilingual adults.

Raising the aspirations of young people to be bilingual and the benefits this brings for career development will be another main priority. Flintshire will use its partners such as Coleg Cambria, the Urdd and Menter Iaith to deliver activities to raise awareness of improved employment opportunities for those with Welsh language skills in the workplace e.g. schools, the local health board, prison service, police, fire and ambulance services, early years provision, care services for the elderly, local government and local employers in the private sector. Flintshire's Integrated Youth Service also has a pivotal role to play in this because of the nature of its provision and high levels of contact with young people in both the Welsh and English sectors across the authority.

Outcome 6: Welsh medium provision for learners with additional learning needs (ALN)

To achieve this outcome we will:

- Continue to increase access to in-house Welsh medium advice and intervention from the range of specialist services, either through recruitment or individual development or through the extension of regional collaborations.
- Provide outreach provision through the Portfolio of Pupil Referral Units to support learners to retain their mainstream placements.
- Continue to develop the skills of ALNCoS and school-based staff to increase expertise and awareness of how best to meet the wide range of needs presented by learners with ALN.
- To work flexibly and cooperatively with children/families, partner agencies and providers to develop provision in response to demand.

Supporting Statement:

Flintshire County Council is committed to securing the best outcomes for children with ALN. The importance of developing of bilingual specialist services to support this is recognised and staff are being supported and encouraged to engage with the Welsh language courses offered through the Council, following an audit of ALN staff skills in Welsh in 2015. Where bilingual staff are not available, the Council will continue to broker access to this from neighbouring Councils.

The demand for Welsh medium highly specialist provision is variable and the Council has adopted a proactive response to this in considering these cases on an individual bases and working with providers to develop appropriate packages. The development of the sub-regional services e.g. sensory support (visual and hearing impairment) has facilitated access to Welsh medium staff across Flintshire and its neighbouring authorities. Developing more extensive partnerships across the region in relation to Additional Learning Needs and Well-Being to ensure efficient delivery of services through the medium of Welsh will continue to be a priority within the WESP.

Flintshire has a generic resource for primary aged pupils with ALN based within one of its Welsh medium schools. This resources caters for pupils with a range of learning needs. Funding has been delegated to the Welsh medium secondary school to provide additional resources for pupils within KS3/4/5.

The maintenance of school placements within a child's locality is a priority for the Council and the development of an outreach service is planned to support schools to meet a range of behavioural, social and emotional needs. The importance of the availability of Welsh medium staff as part of this provision is recognised.

The Council recognises the need to upskill school-based staff to ensure they are well-trained and able to respond to a wide range of presenting needs and works in collaboration with GwE to offer an appropriate programme.

A delegated funding mechanism has been implemented to support schools to make their own decisions regarding the appropriate provision and intervention for pupils with Additional Learning Needs, including those in the Welsh medium sector and this will be reviewed regularly to ensure it supports schools to achieve this.

Outcome 7: Workforce planning and continuing professional development.

To achieve this outcome we will:

- Improve the Welsh language skills of the workforce in both the first and second language sectors, through a range of high quality opportunities for professional development delivered by a variety of providers e.g. LA Welsh Advisory Team, GwE and external partners including Bangor University, Coleg Cambria, Mudaid Meithrin, Menter Iaith Sir y Flint and the Urdd.
- Make more effective use of digital platforms to support training delivery and the use of language in schools e.g. Hwb, Welsh apps etc.

- Encourage young people to understand the benefits for their career development of being bilingual and support them to seek employment opportunities locally where they can use their Welsh language skills, especially in demand areas e.g. early years provision, the schools' sector and care/health services.
- Embed the Sabbatical scheme across the authority to improve the quality of the Welsh language used by pupils and staff in schools to ensure greater sustainability.
- Support Head Teachers and governors in both first and second Welsh language sectors to prioritise the development of Welsh language skills by surveying their staff, targeting them with quality professional development and monitoring progress through the performance management system to up-skill the workforce and achieve higher standards by pupils in Welsh (see Outcome 5).

Supporting Statement:

Flintshire places a very high priority on delivering or commissioning quality professional development programmes for its school based staff at all levels. The Welsh Advisory Team deliver a range of specific training programmes for both the first and second language sectors for teachers and support staff in the primary phase, tailored for Foundation Phase, Lower and Upper Key Stage 2. This is the mainstay of the authority's approach in ensuring a sufficiently language competent workforce and raising standards of pupil achievement in Welsh.

In a recent and innovative development, the LA's Foundation Phase Training and Support Officer, the Welsh Advisory Team and Mudiad Meithrin have worked together to ensure that early years staff in Welsh medium schools are familiar with the language patterns used in the Mudiad Meithrin pre-school groups so that there is language continuity for children at the point of transition and the rate of acquisition of the Welsh language improved. All Welsh medium schools in Flintshire attended a special training event this term and have received a pack to support this ongoing work. Developing further opportunities such as this between the local authority and external partners to support the professional development of staff will be strong feature of the revised WESP.

Discussions between the members of the Welsh Advisory Team and primary Head Teachers and the completion of a school Welsh Language Profile every two years, ensures that there is a robust dialogue between the LA and its schools in relation to Welsh standards and encourages Head Teachers to identify where professional development is needed for staff in order to improve their skills and the standards achieved by their pupils. This approach will be continued and over the lifetime of this WESP, Heads will be actively encouraged to use the performance management process to focus on Welsh and to include improvement priorities for Welsh in their school development plans.

Particular attention will need to be paid to the professional development of staff in the secondary English medium sector to prepare for the removal of the GCSE short course in Welsh and to fully embed the Full Course from September 2017. Limited information from WJEC about the structure of this new qualification, including details of the specification and delivery time required, is causing concern amongst Head Teachers and Curriculum Managers as they need to be undertaking curriculum redesign now in preparation for September 2017. School leaders have already expressed concern about the difficulty of recruiting staff into the English medium sector with the appropriate language and methodology skills to deliver Welsh and achieving high standards of pupil outcomes and they believe this will be further compounded by the introduction of this more demanding course. The local authority will seek to work in close collaboration with GwE and with Wrexham as its neighbouring authority to increase the professional development opportunities for staff to deliver the new specification.

The introduction of the Siarter Iaith in Welsh medium primary schools is having a major impact and its completion to the Gold standard in all WM schools by 2018 is a key priority and a major focus of the Team's work. The proposed pilot and roll-out programme of the Siarter for Welsh Second Language, Cymraeg Campus, over the next three years will be a critical part of the authority's plan to improve the quality of Welsh in the English medium sector which could have a positive impact on encourage pupils to then access a Welsh medium secondary education and become fully bilingual.

Extended opportunities for professional development in Welsh language skills through the use of the Sabbatical schemes has been very successful in Flintshire and remains a core part of the delivery programme.

Flintshire was the first North Wales authority to pilot a sabbatical programme for Classroom Assistants in Welsh medium schools developed by Canolfan Bedwyr and jointly delivered between them and a member of Flintshire's Welsh Advisory Team. This is now being rolled out across the region and Flintshire will continue to target high numbers of assistants for this course as its impact has been significant.

The Entry Level of the Sabbatical programme is offered to Teaching Assistants in English medium schools - in September 2015, 9 out of the 11 course attendees were from Flintshire. The next available course will be in April 2017 and the Welsh Advisory Team are currently identifying potential participants through their training sessions and school visits. Continuing to upskill the support staff in schools to underpin effective curriculum delivery will remain a core priority in the WESP.

For staff in English medium schools as second language Welsh learners, the Foundation Level sabbatical programme is offered to those who have successfully completed the local authority's training programmes and want to extend their language skills even further. This has been very successful with Flintshire staff making up a significant number of the course participants. The target for 2017 is that 5 members of staff from Flintshire schools will take part in the next programme. So far 17 teachers have completed the sabbatical and of those at least 3 were Primary Head Teachers. This has had a very positive impact on their schools because they have led by example and then encouraged and supported other staff within their schools to improve their Welsh language skills.

One of the key priorities of this strategic plan must be to raise the awareness of Governors of the Welsh Government's strategy to ensure a million Welsh speakers by 2050 and how the WESP will contribute to this target. As a border county there is some evidence in a few schools that not all see it as a priority and unfortunately, this view is often supported by parents in these areas. It is the responsibility of the local authority to ensure that Governors understand their statutory responsibilities in relation to the Welsh language and qualifications through targeted training, regular information sharing and the monitoring of provision and outcomes in Welsh in all schools.

The Digital Competency Framework, the use of Hwb and the explosion of apps for supporting learning all need to be exploited to have a positive impact on the Welsh standards achieved by pupils and the language competence of the workforce. Flintshire's Welsh Advisory Team are already using Hwb as part of their local and cross-authority training by creating Hwb networks where course participants can share resources and provide ongoing support to each other. The development of Apps to support the Welsh language and teaching methodology are being increasingly used to engage staff and pupils because of their immediacy, accessibility and relevance to the modern world and the further development of these is a key element of Flintshire's strategic plan going forward.

The local authority is aware of the challenges faced by its schools in recruiting quality teachers and support staff able to deliver the curriculum through the medium of Welsh. There is evidence of particular challenges in the secondary sector in some subject areas e.g. Welsh, Chemistry and Physics. The local authority will provide Welsh medium schools with appropriate HR support when required in relation to recruitment issues. It also needs to actively promote a positive view of the Welsh medium education sector in Flintshire across the region to attract staff to come and work in the area. The use of the sabbatical scheme for staff in Welsh medium schools has been effective in up-skilling the quality of spoken and written Welsh of support staff who have been recruited into these roles, having undertaken their own education through the medium of Welsh years before, but who had lost confidence, become rusty or unfamiliar with the terminology used in schools. A longer term ambition must be to encourage today's secondary school pupils in the Welsh medium sector to retain their use of Welsh and pursue further and higher education courses through Welsh, seeing it as a positive step to develop their career opportunities in the area.

A Welsh Language Skills audit of all staff in Flintshire schools was undertaken in 2013 and has been used to target staff to improve their language skills through training and the sabbatical scheme. It has also helped the local authority identify where there are staff currently in English medium schools with high level Welsh language skills. Through its regular meetings with Head Teachers to update the school's Welsh Language Profile, the Welsh Advisory Team can try to ensure that these staff are being effectively deployed to the improve the second language skills of pupils and staff or even to encourage them to apply for posts in Welsh medium schools.

Developing strong leaders in the Welsh medium sector is another key priority for Flintshire as current numbers accessing the National Professional Qualification for Headship through Welsh and for Welsh medium headship is low. The current profile of leadership of Welsh medium schools in Flintshire would indicate that some turnover in headships can be anticipated in the next few years.

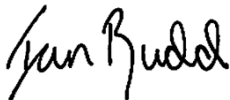
The regional service, GwE, has developed an innovative continuum of professional development for leadership at all levels, from newly qualified teachers, through middle leadership and ultimately to senior leadership and headship. It will be a target of this WESP to ensure higher numbers of potential leaders access this programme and progress to headship in the Welsh medium sector, which can be more static in this authority because of the smaller number of Welsh medium schools and limited opportunities for promotion.

In a recent initiative between the Integrated Youth Service, The Fine Dining Company and the Urdd, a number of young people from Ysgol Maes Garmon were trained in catering and serving skills through the medium of Welsh to deliver a formal dining experience as a fund raiser for the 2016 Eisteddfod hosted in Flint. This initiative was a huge success and as a result, 8 of the young people who were trained have been engaged on a part time basis by the catering company when they are available around their school or university studies, to assist them with Welsh language dining events.

The Urdd also provide volunteering and accreditation opportunities through the medium of Welsh for young people to develop their skills and knowledge and to develop confidence in their abilities by working as part of a team. Every volunteer is registered on the Urdd database and each volunteer receives a letter of thanks and a certificate to acknowledge their achievement. One of the priorities within the revised WESP will be to further develop opportunities such as these.

In their regular meetings with Civil Servants in relation to the WESP, Flintshire's senior officers will also encourage Welsh Government to consider national and regional issues in ensuring a suitably linguistically qualified workforce e.g. through ensuring sufficiency of Welsh medium teacher training places in the region and through the use of statutory powers to promote staff competence in the use of Welsh e.g. through regulations related to Performance Management, School Improvement Plans, Annual Reports to Parents and the deployment of the Education Improvement Grant.

Signed:



Date: 30.11.16

Ian Budd, Chief Officer, Education & Youth, Flintshire County Council

Outcome 1: More seven year olds being taught through the medium of Welsh				
Expanding Provision	Current	2017-18	2018-19	2019-20
What is the percentage of seven-year-old children currently taught through the medium of Welsh?	6.6%	6.8%	7.2%	7.4%
Outcome 2: More learners continuing to improve their language skills on transfer from primary school to secondary school				
Expanding Provision	Current	2017-18	2018-19	2019-20
What is the current percentage of learners in Year 9 who are assessed in Welsh (First Language)?	5.6%	5.5%	5.6%	7.4%
How does this figure compare with percentage of learners in Year 6 who were assessed in Welsh (First Language) three years earlier? (2013)				8.0% (-2.4%)
Effective transfer and linguistic continuity – progression rates between:				
*Note that in Flintshire, access to part time (10 hours) early years education is based on birth dates between September and April. Summer born children do not receive the 10 hours part time education offer but go straight into school based nursery provision for 12.5 hours if they are 3 years old by 31 st August each year.				
Non-maintained Welsh medium childcare settings for children under 3 and funded non-maintained Welsh medium settings delivering Foundation Phase				100% of eligible children
Non-maintained Welsh medium childcare settings for children under 3 and maintained Welsh medium schools delivering Foundation Phase <i>(Based on 7 funded non-maintained settings, one relatively new in an anglicised area right on English border. If this setting is removed from the data, then percentage improves)</i>				85% (95%)
Non-maintained Welsh medium childcare settings for children under 3 and funded non-maintained Welsh medium settings delivering Foundation Phase and subsequently maintained Welsh medium schools <i>(*see note above)</i>				85% (95%)
Foundation Phase and Key Stage 2				100%
Key Stage 2 and Key Stage 3 <i>(*It is hoped that the new federation between Ysgol Mornant and Ysgol Maes Garmon will improve the rates of transfer in the northern end of the county in the future as in the past, some pupils have been lost to an English medium secondary school in Denbighshire which is the closest secondary school to Ysgol Mornant)</i>				89%
Key Stage 3 and Key Stage 4				100%
* There are no bilingual schools in Flintshire				n/a
Outcome 3: More learners aged 14-16 studying for qualifications through the medium of Welsh				
Increasing the percentage of learners aged 14-16 studying for qualifications through the medium of Welsh	Current	2017-18	2018-19	2019-20
What is the current percentage of Year 11 learners who are entered for GCSE Welsh First Language who are studying for 5 or more further Level 1 or Level 2 qualifications through the medium of Welsh? <i>(You should NOT include Welsh literature. Applied GCSEs, double science count as two subjects; short courses count as one subject. It</i>	89 pupils 5.5% of total Yr 11 population	62 pupils 3.9% of total Yr 11 population	86 pupils 5.6% of total Yr 11 population	93 Pupils 5.5% of total Yr 11 population

<i>may not be possible to include BTEC because the awarding body does not differentiate between Welsh-medium and English-medium)</i> Flintshire has 1 Welsh medium secondary school				
What is the current percentage of Year 11 learners who are entered for GCSE Welsh First Language who are studying for 2 or more further Level 1 or Level 2 qualifications through the medium of Welsh? <i>(You should NOT include Welsh literature. Applied GCSEs, double science count as two subjects; short courses count as one subject. It may not be possible to include BTEC because the awarding body does not differentiate between Welsh-medium and English-medium)</i> Flintshire has 1 Welsh medium secondary school	89 pupils 5.5% of total Yr 11 population	62 pupils 3.9% of total Yr 11 population	86 pupils 5.6% of total Yr 11 population	93 pupils 5.5% of total Yr 11 population
Outcome 4: More learners aged 16-19 studying subjects through the medium of Welsh in schools, colleges and work-based learning.				
What is the percentage of learners aged 16-19 who study 2 or more subjects				
a) through the medium of Welsh?				6.5%
b) bilingually eg elements of qualifications/modules?				0
Outcome 5: More learners with higher skills in Welsh (Data refers to expected and higher than expected levels and is based on modelled targets from GwE for Flintshire to achieve its expected benchmark position of 6 th or better)				
Improving provision and standards in Welsh First Language <i>(Targets based on Flintshire achieving the expected benchmarked position of 6th in Wales).</i>	Current Outcomes Summer 2016	2016-17 Targets	2017-18 Targets	2018-19 Targets
What is the percentage of learners at the end of the Foundation Phase who reach at least Foundation Phase Outcome 5 in Language, Literacy and Communication Skills in Welsh-medium/bilingual schools?	88.1%	94.2%	94.7%	95.1%
Outcome 6	33.9%	41.7%	43.6%	45.4%
What is the percentage of learners at the end of Key Stage 2 who reach at least Level 4 in teacher assessment in Welsh?	84.3%	96.5%	97.8%	99.2%
Level 5	37.3%	41.3%	43.3%	45.4%
What is the percentage of learners at the end of Key Stage 3 who reach at least Level 5 in teacher assessment in Welsh?	96.8%	97.8%	98.8%	99.2%
Level 6+	63.5%	65.6%	67.7%	69.8%
What is the percentage of learners at the end of Key Stage 4 who achieve grades A*-C in GCSE Welsh first language?	68.9%	78.7%	79.3%	79.8%

Improving provision and standards in Welsh Second Language	Current Outcomes 2016	2016-17	2017-18	2018-19
What is the percentage of learners at the end of Key Stage 2 who reach at least Level 4 in the teacher assessment of Welsh Second Language?	79.4%	tbc	tbc	tbc
What is the percentage of learners at the end of Key Stage 3 who reach at least Level 5 in the teacher assessment of Welsh Second Language?	86.4%	tbc	tbc	tbc
What is the percentage of learners at the end of Key Stage 4 who achieve grades A*-C in GCSE Welsh Second Language Full Course?	80.4%	tbc	tbc	tbc
What is the percentage of learners at the end of Key Stage 4 who achieve grades A*-C in GCSE Welsh Second Language Short Course?	57.4%	tbc	tbc	tbc
What percentage of the cohort is entered for:	Current	2017-18	2018-19	2019-20
(i)GCSE Welsh Second Language Full Course	17.8%	tbc	tbc	tbc
(ii)GCSE Welsh Second Language Short Course	53.3%			
(iii) not entered for either	28.9%	tbc	tbc	tbc
<i>It is difficult to establish future targets for W2L GCSE Full course at the current time as schools are still in the planning stage for this new qualification and waiting for guidance from WJEC regarding course content, which may have an impact on the numbers of pupils entered for this qualification next year and beyond. Target setting for W2L is not currently included in the regional target setting methodology so this is currently being undertaken separately by the LA.</i>				
More learners with higher-level Welsh language skills				
What are the current total A Level Welsh first language entries as a percentage of GCSE Welsh first language entries two years earlier?				2.6%
What are the current total A Level Welsh second language entries as a percentage of the full and short course GCSE Welsh second language entries two years earlier?				1.4%

Flintshire WESP Appendix 2 – Glossary of Terms

ALN	Additional Learning Needs
ALNCo	Additional Learning Needs Co-ordinator
Early Entitlement	Flintshire’s provision for free, part-time education for 3yr olds
GwE	Regional School Improvement Service for North Wales (covering Wrexham, Flintshire, Denbighshire, Conwy, Gwynedd & Ynys Mon)
Hwb	Welsh Government’s Digital Platform for Wales
LA	Local Authority i.e Flintshire County Council
Trochi	Transition programme for immersion into Welsh language
Urdd	Welsh Youth Organisation
WIL	Welsh First Language
W2L	Welsh Second Language
WESP	Welsh in Education Strategic Plan

Flintshire WESP Appendix 3 – Statutory Consultees

A local authority must consult the following on the Plan in draft:

Section 84 of the School Standards and Organisation (Wales) Act 2013:

- neighbouring local authorities
- the head teacher of each school maintained by it
- the governing body of each school maintained by it
- each institution within the further education sector in its area
- in relation to any foundation or voluntary school in its area –
 - the person who appoints the foundation governors
 - if the school has a religious character, the appropriate religious body
- other prescribed persons.

Other prescribed persons” are listed in Regulation 9:

- the Welsh Language Commissioner
- the Early Years Development and Childcare Partnership
- school councils
- Her Majesty’s Chief Inspector of Education and Training in Wales
- such organisations providing services to children and young people as the local authority considers appropriate
- such other persons or bodies as appear to the local authority to be appropriate.

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CABINET

Date of Meeting	Tuesday, 13 th December 2016
Report Subject	Quarter 2 Improvement Plan 2016/17 Monitoring Report
Cabinet Member	Cabinet Member for Corporate Resources
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

The Improvement Plan 2016/17 was adopted by the Council in June 2016. This report presents the monitoring of progress for the second quarter of 2016/17 from July to September 2016.

Flintshire is a high performing Council as evidenced in previous Improvement Plan monitoring reports and the Council's Annual Performance reports of preceding years.

This second quarter monitoring report for 2016/17 is another positive report with 98% of agreed actions being assessed as making good progress and 54% likely to achieve the desired outcome. In addition, 70% of the performance indicators met or exceeded target for the quarter. Risks are also being successfully managed with the majority being assessed as moderate (70%) or minor/insignificant (18%).

This report is an exception based report. Therefore the detail concentrates on the areas of under-performance and risk.

RECOMMENDATIONS

1	<p>To agree the following:</p> <ul style="list-style-type: none"> • The levels of progress and confidence in the achievement of high level activities which seek to deliver the impacts of the Improvement Plan; • The performance against Improvement Plan performance indicators; and
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	<ul style="list-style-type: none"> The current risk levels for the risks identified in the Improvement Plan.
2	Cabinet Members be assured by plans and actions to manage the delivery of the 2016/17 Improvement priority, subject to Overview and Scrutiny Committee review.

REPORT DETAILS

1.00	EXPLAINING THE QUARTER 2 IMPROVEMENT PLAN 2017/18
1.01	The Improvement Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2016/17 Improvement Plan. The narrative is supported by performance indicators and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.
1.02	Individual sub-priority reports have been brought together to provide a single report for Cabinet. Members will also receive respective themed reports when circulated with Overview and Scrutiny Committee agendas.
1.03	This is an exception based report.
1.04	<p>Monitoring our Actions</p> <p>Each of the sub-priorities have high level actions which are monitored over time. 'Progress' monitors progress against scheduled actions and has been categorised as follows: -</p> <ul style="list-style-type: none"> RED: Limited Progress – delay in scheduled action; not on track AMBER: Satisfactory Progress – some delay in scheduled action, but broadly on track GREEN: Good Progress – actions completed on schedule, on track <p>A RAG (Red/Amber/Green) status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Each outcome has been categorised as: -</p> <ul style="list-style-type: none"> RED: Low – lower level of confidence in the achievement of the outcome(s) AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) GREEN: High – full confidence in the achievement of the outcome(s).
1.05	<p>In summary our overall progress against the high level activities is: -</p> <p>ACTIONS PROGRESS</p> <ul style="list-style-type: none"> We are making good (green) progress in 56 (98%) actions.

	<ul style="list-style-type: none"> We are making satisfactory (amber) progress in 1 (2%) action. <p>ACTIONSS OUTCOME</p> <ul style="list-style-type: none"> We have a high (green) level of confidence in the achievement of 31 (54%) action outcomes. We have a medium (amber) level of confidence in the achievement of 26 action outcomes (46%). None of our actions have a low (red) level of confidence in achievement of outcomes.
1.06	<p>Monitoring our Performance</p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG status. This is defined as follows: -</p> <ul style="list-style-type: none"> RED equates to a position of under-performance against target AMBER equates to a mid-position where improvement may have been made but performance has missed the target GREEN equates to a position of positive performance against target.
1.07	<p>Analysis of current levels of quarterly performance shows the following: -</p> <ul style="list-style-type: none"> 31 (70%) had achieved a green RAG status 3 (7%) have an amber RAG status 10 (23%) have a red RAG status
1.08	<p>The ten quarterly performance indicators (PI's) which showed a red RAG status for current performance are: -</p> <p>Priority: Housing</p> <p>PI: Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Scheme.</p> <p>The number of loans completed during this quarter has not met target. A review of each loan application is being implemented to ensure that further progress against the target can be made in the next quarter.</p> <p>Priority: Housing</p> <p>PI: Capital Works Target – Central Heating.</p> <p>The Off Gas Programme in Treuddyn was completed late last year. However due to low oil prices, uptake was very low. The Penyffordd Off Gas Installation was due to be completed in late October, however this has now been re-scheduled for the end of December. As oil prices increase uptake from tenants in these areas should improve.</p> <p>PI: Capital Works Target – Roofs & Associated Components.</p> <p>PI: Capital Works Target – Windows.</p> <p>PI: Capital Works Target – External Doors</p> <p>The replacement of roof coverings forms part of the whole house envelope programme, including windows and external doors. As part of the programme all three of the individual components are completed as one element by the same principal contractor.</p>

This was the only programme which remained incomplete last year due to the logistical issues with the relocation of the mains electrical supply thus allowing the scaffolding to be erected. Quarters 1 & 2 have seen 104 properties completed which formed part of the 2015-2016 programme. All surveys for Year 2 work (2016-2017) are now complete and onsite work is due to commence shortly.

Priority: Living Well

PI: Initial child protection conferences held within 15 days of the strategy discussion.

Conference numbers are still high; diary capacity has impacted on the ability to meet timescales for 3 families. The Safeguarding Unit schedule all initial conferences within statutory timescales or as soon as possible afterwards.

Priority: Economy and Enterprise

PI: Number of new jobs created in Flintshire

The quarter target has not been met, but 31 conversions to investment have resulted in 322 new jobs being created, of which 242 were in the Deeside Enterprise Zone and 5 from the social enterprise sector. The new jobs created at the mid-year point (934) is almost reaching the annual target of 1100 new jobs.

Priority: Environment

PI: Road safety initiatives to reduce the risk of collisions of high risk groups: Newly qualified young drivers

There has been a slow uptake. Recommended actions to promote the scheme are being implemented to achieve an increase in take up. Attendance on the Pass Plus Cymru course has been in decline in previous years, with the decline acknowledged by the Young Persons Steering Group (YPSG). The YPSG have recommended actions in an attempt to further promote the scheme including communication with all Flintshire based Driving Instructors to promote the benefits of attending the Pass Plus Course. The scheme will be advertised in local service garages and, awareness to parents and young drivers will be promoted across social media. The Council will continue to monitor the impact of the increased promotion of the scheme in terms of attendance.

Priority: Environment

PI: Road safety initiatives to reduce the risk of collisions of high risk groups: Motorcyclists

Initiatives include First Bike on Scene (FBoS), Scooter Safe and Bikesafe. North Wales Police deliver the schemes. Further events are planned throughout North Wales, with courses booked.

Priority: Modern and Efficient Council

PI: Amount of efficiency targets achieved.

Month 6 budget monitoring indicates a current projection of 91% of efficiencies to be achieved within 2016/17. The 91% refers to a current

	<p>projection of £9.605M against the revised efficiency target of £10.521M which was revised following allocation of a contingency fund for a number of efficiencies no longer achievable in the current financial year.</p>
1.09	<p>Monitoring our Risks Analysis of the current risk levels of strategic risks identified in the Improvement Plan are as follows: -</p> <ul style="list-style-type: none"> • 3 (6%) are insignificant (green) • 6 (12%) are minor (yellow) • 36 (70%) are moderate (amber) • 6 (12%) are major (red) • There are no severe (black) risks.
1.10	<p>The six major (red) risks are: -</p> <p>Priority: Living Well Risk: Fragility and sustainability of the care home sector.</p> <p>The regional fee setting group met on 18th October taking into account recent census data and data from local authority questionnaires over care hours and market intelligence. The outcomes from this group should be available during December 2016.</p> <p>A Project Manager has been appointed to create a programme of work and priorities to support the care crisis.</p> <p>Priority: Economy and Enterprise Risk: Devolved powers in Wales do not match those in England.</p> <p>The risk assessment remains unchanged in this quarter but there has been extensive work to make the case for increased devolution of powers as part of the North Wales Growth Vision.</p> <p>Priority: Skills and Learning Risk: Numbers of school places not matching the changing demographics.</p> <p>Reducing unfilled school places via school organisation change is an on-going process which has a long timeline. School change projects can take 3 - 5 years from inception to delivery, before reductions of unfilled places can be realised. This continues to be an on-going process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of around 10% unfilled places in all school sectors. The recent school organisation change determinations will result in a reduction in unfilled places across both primary and secondary schools. As a snapshot, the Holywell Learning Campus project has reduced unfilled places in this area by circa 450 places.</p> <p>Priority: Skills and Learning Risk: Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets.</p>

	<p>Continuation of the School Modernisation programme is the strategic way to address the repair and maintenance backlog. Additionally the programme continuation will also:</p> <ul style="list-style-type: none"> (i) Support a reduction of unfilled places (ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership (iii) Ensure that the condition and suitability of the school estate is improved. <p>Additionally, business cases for capital improvement and repairs and maintenance projects in schools are being considered as part of the Council Fund Capital Programme.</p> <p>Priority: Environment Risk: Funding will not be secured for priority flood alleviation schemes.</p> <p>The grant situation and availability of funding continues to be monitored. A business case to access capital monies to potentially address flood risk schemes is under consideration as part of the Council Fund Capital Programme</p> <p>Priority: Modern and Efficient Council Risk: The scale of the financial challenge</p> <p>The Provisional Settlement for 2017/18 has since been received and is more favourable than the figure projected within the forecast. Work is continuing regarding stage 2 of the 2017/18 budget and the forecast will be updated once this work is complete.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Improvement Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest.
3.02	Chief Officers have contributed towards reporting of relevant information.

4.00	RISK MANAGEMENT
4.01	Progress against the risks identified in the Improvement Plan is included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.09 and 1.10 above.

5.00	APPENDICES
5.01	Appendix 1: Quarter 2 Improvement Plan Progress Report

6.00	SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972 List of Accessible Background Documents
6.01	<p>Improvement Plan 2016/17: http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx</p> <p>Contact Officer: Christopher Phillips Telephone: 01352 701457 Email: christopher.x.phillips@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS																																													
7.01	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.																																													
7.02	School Modernisation: the process by which the Local Authority ensures there are a sufficient number of high quality school places, of the right type in the right locations.																																													
7.03	<p>Risks: These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.</p> <p>Risk Likelihood and Impact Matrix</p> <table border="1"> <tr> <td rowspan="4">Impact Severity</td> <td>Catastrophic</td> <td>Y</td> <td>A</td> <td>R</td> <td>R</td> <td>B</td> <td>B</td> </tr> <tr> <td>Critical</td> <td>Y</td> <td>A</td> <td>A</td> <td>R</td> <td>R</td> <td>R</td> </tr> <tr> <td>Marginal</td> <td>G</td> <td>Y</td> <td>A</td> <td>A</td> <td>A</td> <td>R</td> </tr> <tr> <td>Negligible</td> <td>G</td> <td>G</td> <td>Y</td> <td>Y</td> <td>A</td> <td>A</td> </tr> <tr> <td></td> <td></td> <td>Unlikely (5%)</td> <td>Very Low (15%)</td> <td>Low (30%)</td> <td>Significant (50%)</td> <td>Very High (65%)</td> <td>Extremely High (80%)</td> </tr> <tr> <td></td> <td></td> <td colspan="6">Likelihood & Percentage of risk happening</td> </tr> </table>	Impact Severity	Catastrophic	Y	A	R	R	B	B	Critical	Y	A	A	R	R	R	Marginal	G	Y	A	A	A	R	Negligible	G	G	Y	Y	A	A			Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)			Likelihood & Percentage of risk happening					
Impact Severity	Catastrophic		Y	A	R	R	B	B																																						
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		Likelihood & Percentage of risk happening																																												

7.04	The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.
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8.00	CAMMS – An explanation of the report headings
	<p>Actions:</p> <p><u>Action</u> – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.</p> <p><u>Lead Officer</u> – The person responsible for updating the data on the action.</p> <p><u>Status</u> – This will either be ‘In progress’ if the action has a start and finish date or ‘Ongoing’ if it is an action that is longer term than the reporting year.</p> <p><u>Start date</u> – When the action started (usually the start of the financial year).</p> <p><u>End date</u> – When the action is expected to be completed.</p> <p><u>% complete</u> - The % that the action is complete at the time of the report. This only applies to actions that are ‘in progress’. An action that is ‘ongoing’ will not produce a % complete due to the longer-term nature of the action.</p> <p><u>Progress RAG</u> – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).</p> <p><u>Outcome RAG</u> – Shows the level of confidence in achieving the outcomes for each action.</p> <p>Measures (Key Performance Indicators - KPIs):</p> <p><u>Pre. Year Period Actual</u> – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as ‘no data’.</p> <p><u>Period Actual</u> – The data for this quarter.</p> <p><u>Period Target</u> – The target for this quarter as set at the beginning of the year.</p> <p><u>Perf. RAG</u> – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target.</p> <p><u>Perf. Indicator Trend</u> – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:</p> <ul style="list-style-type: none"> • A ‘downward arrow’ always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire). • Similarly an ‘upward arrow’ always indicates improved performance. <p><u>YTD Actual</u> – The data for the year so far including previous quarters.</p> <p><u>YTD Target</u> – The target for the year so far including the targets of previous quarters.</p> <p><u>Outcome RAG</u> – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), medium – uncertain level of confidence in the achievement of the target (Amber) and high-full confidence in the achievement of the target (Green).</p>

Risks:

Risk Title – Gives a description of the risk.

Lead Officer – The person responsible for managing the risk.

Supporting Officer – The person responsible for updating the risk.

Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black).

Current Risk Rating – The level of the risk at this quarter.

Trend Arrow – The shows if the risk has increased (upward arrow), decreased (downward arrow) or remained the same between the initial risk rating and the current risk rating (stable arrow).

Risk Status – This will either show as 'open' or closed'. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.

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Quarter 2 Improvement Plan 2016/17 Progress Report

Flintshire County Council



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Print Date: 05-Dec-2016

1 Housing



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Deliver a proactive Housing Solution service to prevent homelessness for as many households as possible	Pam Davies - Housing Options Team Leader	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The housing solutions team continue to focus on prevention. There has been a significant increase in customers approaching for housing assistance. The triage service is managing the demand, however this quarter has also seen an increase in those at risk of homelessness. This year we are reporting for the first time on the contribution to homeless prevention started by the triage process established in 2015.

Last Updated: 28-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Stimulate the growth of affordable housing	Denise Naylor - Customer Services Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Construction at the Custom House site in Connah's Quay started in May 2016. The project is ahead of target and will see 12 new council homes built by December 2016. Construction at the Walks site in Flint commenced in August 2016 ahead of the planned programme and will deliver 92 council and affordable homes. A local lettings policy is being developed to support the allocation of tenants to these and future new build council homes. A report was considered by Cabinet on 19th July 2016 which set out proposals to develop council housing sites at Ysgol Delyn, Mold, Heol y Goron and Maes y Meillion, Leeswood and Redhall and the Dairy, Connah's Quay. Cabinet approved the development of 40 new Council homes on the 5 identified sites at a projected total cost of £6,376,931 with the funding of these schemes through prudential borrowing (subject to final approval and verification). Planning approval was expected by the end of October for these schemes. This next batch of schemes is under development

Last Updated: 28-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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1.1.2.1 Deliver financial support to repair, improve and adapt private sector homes.	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 AMBER
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ACTION PROGRESS COMMENTS:

The council has continued to support vulnerable householders to repair and improve their homes through its own loan programme and the Welsh Government Home Improvement Loan. Demand for the Flintshire loan remains strong, as it is repayable on sale or disposal rather than within the 10 year timeframe of the Welsh Government loan product. Whilst demand for the Welsh Government Loan has been lower, there are now a sufficient number of applications to match the resources available. Demand for Flintshire loans currently exceeds the available capital. We plan to manage this through the use of repayments made over the current financial year.



Last Updated: 28-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Reduce the number of long term vacant homes	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The council continues to support a reduction in the number of long term vacant homes across the county. This is a downward trend. Investment in Flintshire capital funding for this work has been reduced in 16/17, so the primary loan product for resolving these is now the Welsh Government House into Homes Scheme. Four units of accommodation have been created in Quarter 1 through this Scheme and a further four additional units of accommodation in quarter 2.

Last Updated: 29-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard (WHQS) for all Council homes	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

The Capital Works Team have continued with the good work achieved in Year 1 and the majority of contracts have continued into Year 2 as these were rolling contracts. The majority of these contracts were procured last year with the option to extend based upon contractor performance and other KPI data. The WHQS Capital Programme will be completed in the Year 2020.



Last Updated: 31-Oct-2016

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1M01 Number of housing enquiries resolved at first point of contact	No Data	572	0	 GREEN	N/A	1131	0	 GREEN
<p>Lead Officer: Katie Clubb - Community Support Services Manager Reporting Officer: Jenni Griffith - Flintshire Connects Manager Aspirational Target: Progress Comment: There has been an increase in demand this quarter with 960 customers making contact for housing service advice and assistance. 572 of these enquiries were managed at the first point of contact and referred direct to the appropriate services. The remaining 388 were referred for more specialist advice. By managing 60% at first point of contact we have ensured there has been capacity of specialist teams to concentrate on the more complex and urgent cases in line with statutory duties.</p> <p>Last Updated: 29-Nov-2016</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1M02 (HHA/013) - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	97.03	85.42	87	 AMBER	↓	85.42	87	 AMBER
<p>Lead Officer: Katie Clubb - Community Support Services Manager Reporting Officer: Pam Davies - Housing Options Team Leader Aspirational Target: 90.00 Progress Comment: The number of successful prevention / relief outcomes has reduced this quarter resulting in our target not being met. This is due to an increase in demand as well as the service experiencing some staffing issues. Availability of smaller accommodation to relieve homelessness within the timescale set and within the timescale prescribed by the legislation remains a challenge for the service.</p> <p>Last Updated: 25-Nov-2016</p>								

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.1M01 Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home	23	4	11	 RED	↓	10	17	 AMBER

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target:

Progress Comment: The number of loans completed during this Quarter has not met target. We are in the process of allocating more people resources (building surveyors) to these loan applications so that we can work through them more quickly. There was also a month during this Quarter where the council for mortgage trained assessor was absent and therefore some loans were not approved as quickly as they usually are. These two aspects resulted in a failure to meet the target.

Last Updated: 30-Nov-2016

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.1M02 (PSR/009a) The average number of calendar days taken to deliver a Disabled Facilities Grant for Children.	319.5	128	316	 GREEN	↑	128	316	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target: 223.00



Progress Comment: One adaptation for a child was completed in this quarter. The time taken to complete it significantly exceeded the target set for average completion times. There are very few child adaptations undertaken each year and they are invariably complex and lengthy, as the child's needs tend to change rapidly over time, so performance against this indicator is highly variable.

Last Updated: 01-Dec-2016



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP1.1.2.1M03 (PSR/009b) the average number of calendar days taken to deliver a Disabled Facilities Grant for Adults	258.62	170.79	247	 GREEN	↑	170.79	247	 GREEN
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Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target: 204.00
Progress Comment: This indicator has exceeded the target for the Quarter and is therefore improving the annual average. Data for this quarter also shows an improvement against the Quarter 1 figures.
 Last Updated: 25-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.2M01 The number of empty homes brought back into use through the Welsh Government Houses into Homes Scheme	24	8	10	 AMBER	↓	12	14	 AMBER

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target:
Progress Comment: An additional 8 units of accommodation were delivered through the scheme in this Quarter. This failed to meet target, however, 2 applicants withdrew their applications during this quarter and decided to self fund their schemes. Whilst there is a pipeline of applications, they are lengthy to process and we are reliant on the applicants providing information in a timely fashion. Therefore, it was not possible to deliver an extra 2 loans to replace those that had withdrawn in this Quarter.
 Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M01 Capital Works Target – Roofs & Associated Components	No Data	0	42	 RED	N/A	0	42	 RED

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The replacement of roof coverings forms part of the Whole House Envelope Programme. This also includes the replacement of windows and external doors. As part of the programme all three of the individual components are completed as one element and by the same principal contractor. This was the only programme to not be fully complete last year due to the logistical issues with the relocation of the mains electrical supply thus allowing the scaffolding to be erected for other the scheduled works to proceed. Quarters 1 & 2 have seen 104 properties completed which formed part of the 2015-2016 Programme. All surveys for Year 2 (2016-2017) are now complete and works is due to commence shortly.

Last Updated: 29-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M02 Capital Works Target – Windows	No Data	0	42		N/A	0	42	



Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The replacement of windows forms part of the Whole House Envelope Programme. This also includes the replacement of roof coverings and external doors. As part of the programme all three of the individual components are completed as one element and by the same principal contractor. This was the only programme to not be fully complete last year due to the logistical issues with the relocation of the mains electrical supply thus allowing the scaffolding to be erected for other the scheduled works to proceed. Quarters 1 & 2 have seen 104 properties completed which formed part of the 2015-2016 Programme. All surveys for Year 2 (2016-2017) are now complete and works is due to commence shortly.

Last Updated: 29-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M03 Capital Works Target – External Doors	No Data	0	42		N/A	0	42	

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The replacement of external doors forms part of the Whole House Envelope Programme. This also includes the replacement of roof coverings and windows. As part of the programme all three of the individual components are completed as one element and by the same principal contractor. This was the only programme to not be fully complete last year due to the logistical issues with the relocation of the mains electrical supply thus allowing the scaffolding to be erected for other the scheduled works to proceed. Quarters 1 & 2 have seen 104 properties completed which formed part of the 2015-2016 Programme. All surveys for Year 2 (2016-2017) are now complete and works is due to commence shortly.

Last Updated: 29-Nov-2016



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M04 Capital Works Target – Kitchen replacements	203	270	309	 GREEN	▲	573	515	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: There are currently four contracts that include the upgrading of Kitchens as part of the Capital Programme.

Following on from the good progress achieved in Quarter 1, the Capital Works Team progressed into Quarter 2 and included the high rise flats, Flint in the kitchen upgrade workstream now that the external work is complete.

The combined target figures for Quarter 1&2 was to complete 515 kitchens and the Capital Works Team have achieved 573 kitchen upgrades respectively.

Last Updated: 29-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M05 Capital Works Target – Bathrooms	290	452	419	 GREEN	▲	782	699	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager

Reporting Officer: Sean O'Donnell - Contract Surveyor



Aspirational Target:

Progress Comment: There are currently six contracts that include the upgrading of bathrooms as part of the Capital Programme.

Following on from the good progress achieved in Quarter 1, the Capital Works Team progressed into Quarter 2 and included the high rise flats, Flint into the bathroom upgrade workstream now that the external work is complete.

The combined target figures for Quarter 1&2 was to complete 699 bathrooms and the Capital Works Team have achieved 782 bathroom upgrades respectively.

Last Updated: 29-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M06 Capital Works Target – Central Heating	124	28	57	 RED	↓	33	95	 AMBER

Lead Officer: Tony Jones - Capital Works Team Manager



Reporting Officer: Sean O'Donnell - Contract Surveyor

Aspirational Target:

Progress Comment: The Off Gas Programme in Treuddyn was completed late last year, however due to low oil prices, uptake was very low.

The Penyffordd Off Gas Installation is due to be completed in late October and with the steady increase in oil prices, we should see an increase in uptake from the tenants in these areas.

Last Updated: 03-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M07 Capital Works Target – Electrical Systems	No Data	16	15	 GREEN	N/A	26	25	 GREEN



Lead Officer: Tony Jones - Capital Works Team Manager

Reporting Officer: Sean O'Donnell - Contract Surveyor

Aspirational Target:

Progress Comment: This work is currently managed by our in house Electric Department on behalf of the Capital Works Team. We have completed the upgrade of 16 electrical rewires for Quarter 2 following on from Electrical Testing certification.

Last Updated: 12-Oct-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M08 Capital Works Target – Smoke Detectors	161	160	150	 GREEN	↑	280	250	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager

Reporting Officer: Sean O'Donnell - Contract Surveyor

Aspirational Target:



Progress Comment: The in house Responsive Repairs Team complete the Smoke Detector Installation Programme on behalf of the Capital Works Team and they have continued with their good progress achieved in Quarter 1.

A total number of 160 Smoke Detector installations were completed in Quarter 2. Combined installations for Quarter 1 & 2 were 280 against an overall target of 250. This is an improvement on last year due to the continuation of the Programme.

Last Updated: 29-Nov-2016

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate.	Katie Clubb - Community Support Services Manager	Pam Davies - Housing Options Team Leader	 Amber	 Amber	↔	Open

Potential Effect: Rising numbers of homeless households requiring support or assistance from the Council.
Management Controls: Only customers identified as being homeless / threatened with homelessness by the housing triage service are referred to the housing solutions service. This ensures the service is available to provide the specialist interventions to help in the prevention / relief of homelessness. Close working links with NEW Homes and the Bond Scheme to provide decent and affordable private sector housing to help in the positive discharge of homeless duties.
Progress Comment: The service has completed a forecasting model which highlights the areas of greatest risk and includes an action plan to mitigate against them. The action plan includes activities to increase the availability and reduce barriers to finding suitable and affordable accommodation.

Last Updated: 31-Oct-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The increased work programme to deliver the WHQS will not be met due to the scale of the programme.	Clare Budden - Chief Officer - Community and Enterprise	Tony Jones - Capital Works Team Manager	Amber	Amber	↓	Open




Potential Effect: Contractors under performing against targets may have an adverse effect on budgets
Management Controls:
Progress Comment: The risk has lowered as year 1 of the revised programme was delivered in full and year 2 of the programme is underway and already ahead of schedule. All work streams are progressing well with many exceeding installation targets at Q1 and Q2. A revised structure to ensure capacity at a Team Leader level has also been approved and recruitment is currently underway with appointments scheduled for end of November.




Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Council funding for adaptations and home loans will not be sufficient to meet demand.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber	↔	Open

Potential Effect: Adaptations are a statutory duty for the Council. Demand in excess of current budgets would create a financial pressure on the capital programme
Management Controls: i) Monthly management monitoring of budgets and case load.
 ii) Co-ordination across Council teams to ensure approach to adaptations makes best use of available budget.
Progress Comment: Demand for adaptations for home improvement loans is on track within current budget provision.

Last Updated: 12-Oct-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Financial assistance available to repair homes is not taken up by residents.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager				Open
<p>Potential Effect: Available resources will not be fully utilized and the programme may not realise its full impact in bringing quality homes into flintshire</p> <p>Management Controls: i) The programme has been extensively promoted this year. ii) Officers are working closely with potential developers to raise awareness of the programme and encourage suitable projects to be brought forward.</p> <p>Progress Comment: At present the budget for repair to homes is forecast to be fully utilised for this year.</p> <p>Last Updated: 14-Oct-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager				Open
<p>Potential Effect: The Council has a statutory duty to deliver DFGs and failure to do so in a timely manner risks challenge and reputational impact.</p> <p>Management Controls: Caseload management to unblock slower cases and review process on an ongoing basis.</p> <p>Progress Comment: Improvements to the adaptation process are currently being made including reducing the bureaucracy of the programme, developing a framework for suppliers to speed up procurement, a new IT system to facilitate case management and improving the purchasing of frequently-used equipment. These measures are expected to bring down the timescale for adaptation that enter the system after they are in place.</p> <p>Last Updated: 14-Oct-2016</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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<p>The supply of affordable housing will continue to be insufficient to meet community need.</p>	<p>Clare Budden - Chief Officer - Community and Enterprise</p>	<p>Denise Naylor - Customer Services Manager, Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager</p>	<p>Red</p>	<p>Amber</p>	<p>↓</p>	<p>Open</p>
<p>Potential Effect: Impact would increase pressure on housing solutions and homelessness services.</p> <p>Management Controls: Affordable Housing Officer in post to monitor Section 106 and Social Housing Grant. Robust programme management arrangements for Strategic Housing and Regeneration Programme (SHARP).</p> <p>Progress Comment: The Council continues to work to develop robust arrangements for the delivery of new affordable housing in Flintshire through a number of different supply streams. The Council's SHARP is currently on site at Custom House, Connah's Quay and The Walks, Flint with a total of 114 new Council and Affordable homes. A further 40 new Council properties at Leeswood, Mold and Connah's Quay are scheduled to start on site this calendar year. These will be funded by the Housing Revenue Account (HRA) through Prudential Borrowing.</p> <p>A number of other sites under the Council's ownership have also been identified for potential new housing and feasibility work is currently being undertaken to bring these sites forward.</p> <p>The Council, through its NEW Homes Housing Company continues to deliver new affordable housing throughout the county. NEW Homes Board recently approved the development of 62 units it will manage on The Walks, Flint. The development of these units will be funded through a loan from Flintshire County Council to NEW Homes.</p> <p>new Section 106 properties have recently been, or are in the process of being transferred to NEW Homes management at Northop Hall, Abermorddu and Saltney, bringing a total of 38 properties under its management, with further properties proposed to be delivered in partnership with private developers. In line with the terms of the Section 106 Agreement, local residents living in these settlements will be prioritised for these properties. In addition, NEW Homes also manages 31 properties on behalf of private landlords. NEW Homes works closely with private landlords to ensure they are meeting the Welsh Government's Rent Smart requirements which are aimed to promote the development of a dynamic and high quality private rented sector in Flintshire.</p> <p>Last Updated: 25-Nov-2016</p>						

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2 Living Well



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 Ensure care home provision within Flintshire enables people to live well and have a good quality of life.	Lin Hawtin - Commissioning Manager	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

1) We are awaiting a national census update on the care home sector across Wales, which will include current data for Flintshire. The Flintshire profile will inform the work of the residential care review, under the oversight of Modernising Social Services Board, and will underpin the action plan being developed. 2) Flintshire is a pilot site for the development and implementation of joint monitoring tools to support the quality of nursing care by October 2016; we are on track to start in October. 3) One Community Circles Coordinator has been recruited; the evaluation of the project will now be completed by the end of October. "Community Circle" is a way for friends and family to support someone through from conversation to action, supported by a facilitator. It gets the person together with members of their local community, and enables them to work together to support the person in achieving their personal outcome. It is applicable for people who are supported to live in their own homes, or in residential care. 4) The Flintshire version of "Progress for Providers" has been completed, and monitoring tools have been established to sit alongside. Implementation is planned for October 2016. "Progress for Providers" is Flintshire's self-assessment tool for care homes, which allows providers to assess themselves in a range of outcome areas, and produce an action plan to enable them to work progressively towards compliance at bronze, silver and gold standard. This action is ongoing and therefore there is no "% complete" recorded. Tasks are on track to meet the expected position at the end of March; the amber Outcome RAG reflects the continuing fragility of the sector.



Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Support greater independence for individuals with a frailty and / or disability, including those at risk of isolation.	Susie Lunt - Senior Manager, Integrated Services	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Loneliness and isolation will be included as part of the "What Matters" conversation implemented in the information, advice and assistance service. We are in Phase 2 of a pilot for Multi Me, a secure social platform created for people with learning disabilities. It is designed to help them communicate and tell their story through the use of "multi-media", and become more in control of their lives through personal goal setting and the help of their online support network. This action to support greater independence for individuals with a frailty and / or disability is ongoing and therefore there is no "% complete" recorded. Tasks which contribute to this action are on track to meet the expected position at the end of March.



Last Updated: 29-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Improve outcomes for looked after children	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Quarter 1: A plan to move forward with a refreshed Corporate Parenting Strategy will be presented to Social and Health Care Overview & Scrutiny Committee in September. This will include the arrangements for involving children and young people in the content of the strategy. Quarter 2: Proposals to refresh our Corporate Parenting Strategy were endorsed by Health and Social Services Overview and Scrutiny Committee. The strategy will set our commitments around the themes of Education, Health and Well-Being, Stability and Security and Leaving Care. The action is 50% complete to date. During Quarter 3 Internal Audit will work with the service to review how effective the authority is as a Corporate Parent for care leavers. The internal audit review will consider how effective we are in equipping care leavers to have the skills to lead a good quality, independent life. The findings will help refresh the strategy.

Last Updated: 29-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.1 Ensure that effective services to support carers are in place as part of the integrated social and health services.	Lin Hawtin - Commissioning Manager	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The work on co-production will continue through October to December. The Action Plan resulting from the review of the Carer's Strategy will be in place by March 2017. The new strategy for young carers has a performance framework, incorporating an annual progress report which is presented to senior managers and the regulator. The tasks underpinning this action are on track and our outcome RAG is Green. [This action has a status of Ongoing because it has no finite end point and is aimed at ensuring that effective services are in place for carers continuously and for the long term. In the CAMMS system, there is no option to enter a "% complete" for actions with a status of Ongoing. However, the report generated from CAMMS shows a blank column; this should show as "not applicable" for those actions with a status of Ongoing]

Last Updated: 30-Nov-2016



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.2 Influence the use of intermediate care funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care Services.	Susie Lunt - Senior Manager, Integrated Services	In Progress	01-Apr-2016	31-Mar-2017	80.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Quarter 2 update: The ICF programme has been subject to change during the year in line with Ministerial Announcements. There are now 3 identifiable elements of the Fund. Welsh Government and/or the Part 9 Regional Board have approved the majority of funding proposals with work actively taking place to implement, hence the 80% completion. Part 9 Regional Board was established in line with the Regulation and Inspection Act 2016 and is tasked with overseeing the implementation of pooled budgets and facilitating joint working between FCC and BCUHB. Challenges to implementation of some “projects” within the current financial year are being actively managed. All established projects will continue to be monitored through Quarters 3 and 4, with reporting arrangements being met in line with regional governance arrangements. Partners are actively involved in the development of proposals and monitoring of progress and the financial position.

Last Updated: 30-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.3 Work through the Children's Services Forum and Participation Group to improve access to CAMHS	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2016	31-Mar-2017	30.00%	 GREEN	 AMBER



ACTION PROGRESS COMMENTS:



Quarter 1: We have formally raised with Health the need for timely information to help monitor and understand initiatives to improve the support that Child an Adolescent Mental Health Services (CAMHS) are able to offer in respect of looked after children. Health will provide a specific focus on looked after children at the next strategic partnership group. We are working closely with Wrexham and Betsi Cadwaladr University Health Board (BCUHB) to secure ICF money for children with complex needs. A service is being developed by Flintshire and BCUHB East division to offer intensive therapeutic support for looked after children to minimise the need for high cost intensive out of county residential placements. Quarter 2: We estimate that the tasks underpinning this action are now 30% complete. We are making good progress, but the outcome is uncertain, and therefore the Outcome RAG is amber. A costed business case has been developed in partnership with CAMHS and Wrexham to extend the provision of therapeutic support across the area. A tendering process has been undertaken for the service but assurance will need to be given that ICF funding will be available before the service can be commissioned. There is regional work being led by BCUHB to enhance CAMHS and improve performance in Referral to Assessment (28 days) and Assessment to Treatment timeline. This work will continue into the second half of the year. We are advised that progress is being make in recruiting staff and services to enhance CAMHS provision with some challenges finding psychologists and psychiatrists available in region. BCU will be sharing progress and performance with regional Heads of Children's Services during Quarter 3.

Last Updated: 29-Nov-2016



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.4 Further develop dementia awareness across the County.	Lin Hawtin - Commissioning Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: A new dementia cafe has opened in Sealand. Three events have been held for local businesses and 10 businesses have since applied for accreditation. A Facebook page for care homes will be going live in September, and the BCU dementia support workers project implemented. The tender has been awarded to Crossroads, and signage for Dementia Friendly Flint has been completed. Quarter 2 update: The Facebook page has gone live with 10 care home providers and is actively being used between homes and 7 activities providers, to promote activities available for residents. The 10 businesses above have now been accredited by Flint Dementia Friendly Communities and this includes three Flintshire County Council departments. These tasks have contributed to our 50% completion rate. Key milestones for the next half of the year include accreditation of Sealand and Queensferry as a Dementia Friendly Community, and another memory cafe opening in Connah's Quay.</p> <p>Last Updated: 29-Nov-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.1 Strengthen arrangements within all Council portfolios to have clear responsibilities to address safeguarding.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: Each Portfolio has a nominated lead for safeguarding. A Corporate Safeguarding Panel has been set up and is meeting regularly.</p> <p>Last Updated: 30-Nov-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.2 Ensure that the workforce are trained in line with the new Codes of Practice for Safeguarding	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	In Progress	01-Apr-2016	31-Mar-2017	5.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: A training strategy will need to be developed to ensure that all employees who come into direct or indirect contact with children or adults at risk , recognise signs of abuse and modern slavery and know how to make a report. There will need to be a range of training for different groups of employees. The Training Strategy will be developed and implemented following approval of the Corporate Safeguarding policy. A draft Corporate Safeguarding policy has been prepared; the Training Strategy will be completed by January 2017.</p>							

Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.3 Working with our partners we will ensure that our response rates to referrals remain within statutory targets.	Jacque Slee - Performance Lead – Social Services	Ongoing	30-Aug-2016	31-Mar-2017	-	 GREEN	 GREEN




ACTION PROGRESS COMMENTS:

Quarter 1: We continue to perform well against the national benchmarks for adult and child protection; risk was managed for all adult protection referrals in Quarter 1 and 100% of reviews of child protection plans were carried out on time. We had an increase in child protection referrals in Quarter 1, which resulted in some capacity issues for the children's Safeguarding Managers. As a result all initial conferences were scheduled as soon as possible; 69% of these fell within the statutory timescale of 15 days. Quarter 2: Good performance was recorded in Q2; risk was managed for all adult protection referrals and 99.2% of reviews of child protection plans were carried out on time. The Safeguarding Unit continue to manage increasing requests for initial conferences, which has impacted on diary capacity; however, performance improved this quarter to 90.6%. This is an ongoing action so there is no % completion rate shown.

Last Updated: 16-Nov-2016

Performance Indicators

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.1.1.1M02 (SCAL/027) Number of care homes which are a 'Service of Concern'	2	1	3	 GREEN		1	3	 GREEN



Lead Officer: Lin Hawtin - Commissioning Manager

Reporting Officer: Nicki Kenealy - Contracts Team Manager

Aspirational Target: 0.00

Progress Comment: There is 1 care home which is deemed to be 'service of concern' by Care and Social Services Inspectorate Wales (CSSIW). An action plan is in place to address the issues of concern, and this is being monitored by CSSIW.



Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.1.1.1M03 (SCAL/028) Number of care homes in 'Escalating Concerns'	0	0	2	 GREEN	↔	0	2	 GREEN

Lead Officer: Lin Hawtin - Commissioning Manager
Reporting Officer: Nicki Kenealy - Contracts Team Manager
Aspirational Target: 0.00

Progress Comment: We don't currently have any care homes with "escalating concerns".

Last Updated: 28-Nov-2016




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.1.2.1M01 (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	99.86	91.05	82	 GREEN	↓	91.05	82	 GREEN

Lead Officer: Lin Hawtin - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 82.00




Progress Comment: Work is progressing with North East Wales Carers Information Service (NEWCIS) to ensure that we are able to capture all data for carers' assessments and services. New documentation developed regionally in line with the Social Care and Well-being Act is being implemented in Social Services, although this is currently in paper form. Work is ongoing to develop these forms electronically and until this work is completed we are unable to report on a complete data set for carers' assessments and services. The Integrated Assessment should be available electronically from March 2017.

Last Updated: 30-Nov-2016




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP2.1.2.2M01 SCA/001 Monitoring the rate of delayed transfers of care for social care reasons (rate per 1000)	2.3	1.18	2	 GREEN		1.18	2	 GREEN
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Lead Officer: Janet Bellis - Localities Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 2.00
Progress Comment: There were 4 delayed discharges for social care reasons in the quarter. Delayed discharges for social care reasons tend to be where there are complex mental health needs and the local authority are seeking a suitable placement. All delays are monitored regularly by Social Care and BCUHB jointly and early resolutions are prioritised.
 Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.2.1.1M04 SCC/014 - Initial child protection conferences held within 15 days of the strategy discussion	98.21	90.57	95	 AMBER		90.57	95	 AMBER

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 98.00
Progress Comment: Conference numbers are still high; diary capacity impacting on ability to meet timescales for 3 families. The Safeguarding Unit endeavor to schedule all initial conferences within statutory timescales or as soon as possible afterwards. Conferences are occasionally delayed in the best interest of the family.
 Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.2.1.1M05 SCC/034 – The percentage of child protection reviews completed within timescales.	100	99.17	98	 GREEN		99.17	98	 GREEN

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 100.00
Progress Comment: A late review was recorded for one child; the review was moved to take account of statutory timescales for the pre-birth conference of a younger sibling, which was felt to be in the best interests of the family. All other child protection reviews were completed within timescales.
 Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.3.3M03 SCA/019 - Adult protection referrals where the risk was managed	100	100	98	 GREEN	↔	100	98	 GREEN

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 100.00
Progress Comment: Risk was reduced or removed for all adults with an adult protection referral completed in the quarter.
 Last Updated: 25-Oct-2016

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Fragility and sustainability of the care home sector.	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	 Red	 Red	↔	Open

Potential Effect: Reduced quality of care, increased difficulties with recruitment and retention of staff, and reduced capacity in the care home sector.
Management Controls: Refocus specialisms within in house provision to fit with changing demands. Continue to monitor capacity in the sector.
Progress Comment: Q1 - We are awaiting the national census data of the care home sector across Wales, and this will include current data for Flintshire. This Flintshire profile will inform the work of the residential care review board, and will underpin the action plan being developed.

Q2 - Data from the national census has been received. The regional fee setting group is due to meet on 18th October, taking into census data, data from local authority questionnaires regarding hours and existing market intelligence. The outcomes from this group should be available by November 2016.

A Project Manager has been appointed to deliver a programme of work and priorities to support the care crisis.

Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The quality of care home services will not meet required standards.	Neil Ayling - Chief Officer - Social Services	Lin Hawtin - Commissioning Manager	Amber	Amber	↔	Open
<p>Potential Effect: Negative impact on reputation of the Council. Management Controls: Contract monitoring in place. Good relationship with Care and Social Services Inspectorate Wales (CSSIW). Good relationships with providers. Staff Training. Progress Comment: Flintshire is a pilot site for the development and implementation of joint monitoring tools to support the quality of nursing care by October 2016; we are on track to start in October. One Community Circles coordinator has been recruited; the evaluation of the project will now be completed by the end of October. The Flintshire version of "Progress for Providers" has been completed, and the monitoring tools have been established to sit alongside.</p> <p>Last Updated: 12-Oct-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Children and vulnerable families are not fully supported where multi-agency services and partners do not move toward an early intervention and prevention approach	Craig Macleod - Senior Manager, Children's Services & Workforce	Ray Dickson - Children's Fieldwork Services Manager	Amber	Amber	↔	Open

Potential Effect: High re-referral rates, Looked After Children (LAC) health assessments not completed on time, IAA requirements not met
Management Controls: Development and implementation of multi agency early intervention hub.
Progress Comment: Quarter 1:
 New structure in Children's Services has been embedded, and managers have been appointed. Work continues on the development of a early intervention hub to support demand management in partnership with other agencies.
 Quarter 2:
 Project arrangements for developing an Early Intervention Hub are in place with a Project Sponsor, Strategic Advisor and project administrator in place. Specific work streams have been developed and lead officers identified to take them forward. Within Social Services there is a high demand for targeted support and early intervention services. Management decisions are being made on how finite resources can be best deployed based on individual circumstances and presenting/associated risk. This area of the service will be reviewed by the service in quarter 3 to identify opportunities to take different approaches to manage and respond demand.

Last Updated: 28-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand and aspirations for independent living will not be met.	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services	Amber	Amber	↔	Open

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Potential Effect: Insufficient capacity within existing extra care provision

Management Controls: Flint:

- Full planning approval was granted for the scheme in March 2015.
- Pennaf aim to be on site by September 2015; FCC is overseeing the completion of several tasks in order to meet this target, which includes 1) further investigative work of the historic ditch, 2) demolition of the maisonettes, 3) surveys and 4) utility diversions.
- Partnership working groups will continue to agree, oversee and monitor the building design and service model as the scheme progresses.

Holywell:

- The outline design has been amended to reflect stakeholder feedback, as a result the site will now include additional public parking to meet local demand.
- Outline planning application refused 18th May 2015.
- Partnership working groups will be established once the scheme has received outline planning approval.

Progress Comment: Flint:

The construction of the Flint Extra Care scheme – to be named Llys Raddington – commenced in July 2016. Ty Glas, a subsidiary of Pennaf, are managing the scheme development, with Anwyl undertaking construction. Llys Raddington will open in early 2018 with 73 1 & 2 bedroom apartments. Partnership working groups will continue to agree, oversee and monitor the interior design, service model and public relations activities as the construction develops.

Holywell:

Social Services teams continue to work with Wales & West Housing to confirm a viable site for the Holywell Extra Care scheme. Detailed design and planning activities to follow.

Last Updated: 28-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding between Health and the Council does not transfer smoothly e.g. Continuing Health Care, ICF, Primary Care Funds	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services	Amber	Green	↓	Open

Potential Effect: Increased costs to the Council
Management Controls: Refreshed strategic direction led by BCUHB's new Executive Boards and a new operating structure currently being introduced. The structure will have more of a locality focus with a strengthened focus on increasing capacity within community based services.
Progress Comment: BCUHB have appointed a CHC lead manager and we are in the process of updating the Standard Operating Procedures for CHC. The lead officer now attends Partnership Friday on a monthly basis to deal with CHC issues.

With regard to ICF, we meet with BCUHB East regularly to agree on going and new funding arrangements. Under these controls we are able to mitigate the level of risk to green.

Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Service provision is not co-ordinated/integrated.	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services	Amber	Amber	↔	Open

Potential Effect: Ineffective joint services
Management Controls: Refreshed strategic direction led by BCUHB's new Executive Boards and a new operating structure currently being introduced. The structure will have more of a locality focus with a strengthened focus on increasing capacity within community based services.
Progress Comment: Part 9 of the Social Services and Wellbeing Act (Wales) sets out new requirements for pooled budgets. BCUHB and Local Authorities are required to develop pooled budget arrangements for long term care by 2018. Discussions are taking place regionally and locally in relation to how best to take this forward. The level of risk relates to our ability to achieve this in what is a challenging timescale.

Last Updated: 27-Oct-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Safeguarding arrangements do not meet the requirements of the SSWB Act.	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Yellow	Yellow	↔	Open

Potential Effect: Criticism from Regulator



Management Controls: N/A

Progress Comment: A specific module on Safeguarding in line with the Act is being delivered to staff in Social Services. Work is being undertaken to develop a programme for the staff group in the wider Council. Corporate Training are making act compliant e-learning available to all staff by end December 2016.

Last Updated: 11-Oct-2016

3 Economy and Enterprise



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Strategic / Regional positioning in readiness for future accelerated growth	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Flintshire County Council (FCC) has played a central role in meeting with UK and Welsh Government on behalf of both North Wales and the Mersey Dee Alliance area to discuss the vision for future economic growth in the region. Flintshire strategic development sites have featured in both the North Wales Growth Vision and the Cheshire Warrington Local Enterprise Growth Plan. The aim, for the end of the year, is to have contributed to the publication of the Infrastructure Prospectus for the Mersey Dee region and to have continued to build support within Welsh and UK Government for the Growth Vision for North Wales and the Mersey Dee area.

Last Updated: 28-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Maximise the economic value of transformation projects	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 AMBER



ACTION PROGRESS COMMENTS:

The Vibrant and Viable Places (VVP) is in it's final year of delivery and all projects are on track to fully spend. Pipeline projects are being developed to use any underspend funds that Welsh Government might make available. There are close working arrangements in place between the contractor for the SHARP programme, Wates Living Space, and the Communities First programme to ensure that unemployed people are offered pre-employment support and work experience opportunities. By the end of the year, the intention is to; fully spend all allocated VVP resources and to successfully bid for additional resources if they become available from Welsh Government; and build successful work experience and apprenticeship placements with the supply chain for the SHARP programme;



Last Updated: 29-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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3.1.1.3 Facilitate the creation of jobs	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: 36 new enquiries were received during quarter 2 in respect of new investment and existing business expansion, which will lead to job creation. Of the 36 enquiries for support, 9 are from the social enterprise sector. The cumulative number of enquiries received in 2016/17 to date is 102. 3 events were held in this quarter to develop supply chain activity. During Flintshire Business Week 2016 we delivered a seminar regarding E-Procurement with FCC; E-Tendering training with Business Wales and delivered a Regional Business Exhibition featuring in excess of 60 trade stands. Of the 36 business enquiries received, 31 converted to investment in the quarter resulting in a conversion rate of 86%. 31 conversions to investment resulted in 322 new jobs created of which 242 are in the Enterprise Zone and 5 are from the social enterprise sector. The cumulative total for 2016/17 is 934 new jobs. The aim for the year is to provide a responsive support service to businesses considering expanding or investing in the area. The measure for this action is KPI IP3.1.1.3 M01.</p> <p>Last Updated: 15-Nov-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.4 Strengthen the economic benefits of town centres and the visitor economy	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: The final schemes in the capital works programme started on site in late September 2016. The Buckley shop front improvement and vacant unit grant will improve the appearance of town centre shop units and encourage the re-use of empty shops. Welsh Government have granted £60k to the North East Wales tourism marketing partnership to support the Ambassadors Programme and for promotion of the region. Flintshire County Council (FCC) Coastal Communities Fund aim to improve access and awareness of the Dee coastline project which is now largely complete, having installed small scale visitor infrastructure and interpretation at key points along the Dee. By the end of the year the aim is to complete the last projects in the previous phase of town centre support and, in particular, the improvements to the Square at St. Mary's Church in Flint. The service will also have started the process of developing a new plan for supporting town centres in the future which will extend into next year. The tourism service will focus on the ongoing work to grow the Ambassadors programme in North East Wales, promote the area as part of the North East Wales brand and improve the management of key destinations for visitors.</p> <p>Last Updated: 28-Nov-2016</p>							



Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.2M01 Delivery of supply chain development events	No Data	4	2	 GREEN	N/A	5	3	 GREEN



Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Rachael Byrne - Enterprise Manager
Aspirational Target:
Progress Comment: 3 events were held in Q2 to develop supply chain activity. During Flintshire Business Week 2016 (FBW16) we delivered a seminar regarding E-Procurement with Flintshire County Council (FCC); E-Tendering training with Business Wales and delivered a Regional Business Exhibition featuring in excess of 60 trade stands.
 Last Updated: 28-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.2M02 Percentage Number of business enquiries converted to investment within Flintshire	No Data	86	N/A	N/A	N/A	86	N/A	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Rachael Byrne - Enterprise Manager
Aspirational Target:
Progress Comment: Of the 36 business enquiries received, 31 converted to investment in Q2 resulting in a conversion rate of 86%
 Last Updated: 07-Oct-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.3M01 Number of new jobs in Flintshire	0	322	700	 RED	↑	934	1100	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Rachael Byrne - Enterprise Manager
Aspirational Target:
Progress Comment: 31 conversions to investment resulted in 322 new jobs created of which 242 are in the Enterprise Zone and 5 are from the social enterprise sector. A cumulative total 16/17 of 934 new jobs.
 Last Updated: 07-Oct-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.3M02 Number of jobs created as a result of large capital programmes (Welsh Housing Quality Standard)	16	10	9	 GREEN	↑	20	18	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager

Reporting Officer: Sean O'Donnell - Contract Surveyor



Aspirational Target:

Progress Comment: All Programmes have continued into the New Financial Year due to rolling WHQS Programmes. As a direct result of this, local jobs that were created have been retained.

It is positive to note that the number of jobs continues to improve and future progress will be maintained through the new Flintshire Apprentice Academy.

Last Updated: 28-Nov-2016

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.3M03 Number of jobs created as a result of large capital programmes (Strategic Housing and Regeneration Programme)	0	41	0	 GREEN	↑	87	0	 GREEN

Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager



Reporting Officer: Denise Naylor - Customer Services Manager

Aspirational Target:

Progress Comment: Works commenced in May 2016 on the Custom House site in Connah's Quay and works at The Walks site in Flint commenced in July 2016. The figure quoted relates to data collected by Wates Residential relating to local labour.




Last Updated: 01-Dec-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP3.1.1.4M02 Number of new Ambassadors recruited	No Data	6	6	 GREEN	N/A	6	6	 GREEN
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Rachael Byrne - Enterprise Manager Aspirational Target: Progress Comment: 6 new Ambassadors signed up to the Flintshire Ambassador Programme during Q2. In addition, Tourism delivered a Coastal Communities Fund Familiarisation Visit for 16 delegates; delivered a tourism sector network event and training for 30 delegates during Flintshire Business Week (FBW) and secured £30K external funding (from Visit Wales) in partnership with Theatr Clwyd for an Ice Rink during December, 2016.</p> <p>Last Updated: 28-Nov-2016</p>								




RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The Northern Powerhouse and LEP could pose risks to the growth of the Flintshire economy if there is not devolution of powers and freedoms to match those being developed in England.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager, Rachael Byrne - Enterprise Manager	 Red	 Amber		Open
<p>Potential Effect: If a significant growth deal package is agreed for Cheshire / Warrington area then it will bring the local partners the ability to manage the economy locally with new investment as well as devolved powers that allow a responsive approach to meeting local needs. This has the potential to make the area more attractive to new business investment and to enable the maximum benefits from economic growth to reach local people.</p> <p>Management Controls: The Council is closely involved in the development of the Northern Powerhouse and in the development of the Cheshire / Warrington growth vision. The Council, together with partners across North Wales, is working to develop an ambitious growth vision for North Wales.</p> <p>Progress Comment: The risk assessment remains unchanged in this quarter but there has been extensive work to make the case for increased devolution of powers as part of the North Wales Growth Vision.</p> <p>Last Updated: 14-Oct-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Infrastructure investment does not keep pace with needs and business is lost to the economy.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager				Open
<p>Potential Effect: The potential impact would include businesses choosing not to locate in Flintshire, existing businesses finding it harder to justify remaining in the area and a worsening quality of life where, for example, traffic congestion increases.</p> <p>Management Controls: Working with North Wales Economic Ambition Board and Mersey Dee Alliance partners to make a robust and well-evidenced case for investment.</p> <p>Progress Comment: Flintshire has worked with partners across North Wales and the North West of England in developing ambitious visions for economic growth for both North Wales and the Cheshire Warrington area. Both visions set out the economic benefits that can be realised in the region and the infrastructure needed to deliver them. These have been submitted to the UK Government for consideration. Further work is also underway to identify the barriers to developing the key strategic development sites in Flintshire.</p> <p>Last Updated: 14-Oct-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Support for businesses in Flintshire does not meet needs and fails to encourage investment.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager, Rachael Byrne - Enterprise Manager				Open
<p>Potential Effect: i) Lower level of investment ii) Lower level of employment iii) Failure to realise wider benefits to the county from business investment</p> <p>Management Controls: i) Co-ordinated approach to business support across partner agencies to ensure good intelligence sharing and use of available resources ii) Sign posting to other support agencies where appropriate</p> <p>Progress Comment: The Council has been working closely with potential investors and the rate of conversion remains high. Flintshire Business Week 2016 was very successful with a number of well-attended events and remains a very popular and cost-effective way of engaging with and supporting the business community and enabling them to network and trade together.</p> <p>Last Updated: 14-Oct-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Devolved powers in Wales do not match those in England.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager				Open

Potential Effect: Areas with a greater range of devolved powers have the potential to manage their economy in a more responsive manner and are able to take decisions quickly across a wide range of service areas. This gives them a considerable advantage in creating the conditions for successful business growth and neighbouring areas are likely to struggle to compete for new business investment.



Management Controls: The Council, together with partners in the Mersey Dee Alliance and North Wales Economic Ambition Board, has contributed to ambitious visions of economic growth for North Wales and the Mersey Dee area. These visions set out the potential economic growth that can be achieved and the investment and devolved powers needed to make it deliverable.

Progress Comment: The risk assessment remains unchanged in this quarter but there has been extensive work to make the case for increased devolution of powers as part of the North Wales Growth Vision.

Last Updated: 14-Oct-2016

4 Skills and Learning

Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Work with the public, private and voluntary sectors to maximise the number of apprenticeships, traineeships and work experience opportunities.	Jeanette Rock - Principal Education Officer Inclusion	In Progress	01-Apr-2016	31-Mar-2017	40.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Work has continued to build on the progress made in the previous year. The Flintshire Apprenticeship Academy is established and partnership working with Future Works is underway. Opportunities to capitalise on apprenticeships, traineeships and work experience are being maximised through a range of forums, events and partnership working. Flintshire Business Week (September 2016) has a specific seminar focusing on this priority and information regarding local and regional opportunities for young people is collated into a Careers Wales newsletter which is circulated regularly to Flintshire schools. The European Social Funded Project, TRAC, began in April 2016. This focuses on providing bespoke intervention to young people between the ages of 11 and 19 who are at risk of becoming NEET (Not in Education, Employment or Training). Careers Wales is a partner agency for this project whom have supported improved access to suitable opportunities based on information gained from both employers, education establishments and the young people themselves. Coleg Cambria are also a partner within TRAC, and this has afforded regular discussion regarding the suitability of opportunities currently on offer and also identification of barriers to access. Alongside TRAC, the Council has targeted its resources at supporting young people to maintain their engagement, either through individual personal support or coordination of the provision and liaison between the relevant partners. Additional Welsh Government funding has now been allocated to Careers Wales to further increase the opportunities for apprenticeships in Wales and a number of events have been scheduled in partnership with schools in response to this. These include frequent workshop/information sharing opportunities to ensure pupils, teachers and parents/carers are well informed regarding the opportunities offered through apprenticeships. A High Impact Interactive Careers Fair is scheduled for February 2017 which will focus on raising the parity of esteem between work-based learning and traditional academic routes, and a further event 'Into the Future' focused on Key Stage 5 pupils, explores the apprenticeship as an alternative to higher education. The Construction Industry Training Board (CITB) is embarking on a pilot project which links construction companies with schools. The aim is to raise awareness of the significant range of career opportunities available within the construction industry and promote these as viable options given the perceived future level of need for skilled employees in this field. Two Flintshire Secondary Schools have been identified to participate in the initial pilot for this academic year.

Last Updated: 28-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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4.1.1.2 Increase training and apprenticeship opportunities through the Future Works Flintshire Apprenticeship Academy and Major Capital programmes.	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN
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ACTION PROGRESS COMMENTS:

All Programmes have continued into the new financial year due to rolling WHQS Programmes. As a direct result of this, training and apprenticeship opportunities that were created have been retained. It is positive to note that the number of jobs and apprenticeships continues to improve and future progress will be maintained through the new Flintshire Apprentice Academy.

Last Updated: 28-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.	Sharon Jones - Communities First Cluster Delivery Manager East	In Progress	01-Apr-2016	31-Mar-2017	80.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

We supported a Job Fair at Civic Hall Connahs Quay with over 300 job vacancies and 472 people attended – we promoted the Enterprise Club at the event. The Lead Officer also has been developing a programme of Entrepreneurship to be delivered into Communities First School, the project is called Skies the Limit and this is working in partnership with Theatre Elwyd , 9 junior schools involved and over 100 pupils took part in the project. We are working with Young Enterprise engaging with schools on entrepreneurial activities, developing business skills which is being incorporated into the curriculum. This project is ongoing. The Lead officer is working on an event to be delivered in Wrexham but is part of the Flintshire Business Entrepreneurship Network (BEN) and is aimed at encouraging businesses to support the BEN initiative.

Last Updated: 28-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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<p>4.1.1.4 Further develop the Youth Engagement and Progression work programme for learners in danger of disengaging through:</p> <ul style="list-style-type: none"> • Targeting vocational and employability skills • Enhancing personal support, including coaching, mentoring and help with transition • Realise the benefits of regional European Social Fund Programmes • Increasing the use of release on temporary licence (ROTL) to better engage with post-custody education, training and employment prior to release. 	<p>Jeanette Rock - Principal Education Officer Inclusion</p>	<p>In Progress</p>	<p>01-Apr-2016</p>	<p>31-Mar-2017</p>	<p>50.00%</p>	 GREEN	 GREEN
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ACTION PROGRESS COMMENTS:

Work continues in line with the Welsh Government Youth Engagement and Progression Framework requirements. Regular meetings are scheduled with schools and other education providers, and attended by a range of appropriate support agencies. The Learner Profiling Tool is used to identify young people at risk. A range of options are considered and a package of support determined. A database of local and regional services/provision has been developed and maintained to facilitate access to a range of varied opportunities, focusing on the development of interpersonal and employability skills. A menu of vocational courses has also been established with the local college and work-based learning providers. Funding is available to support more bespoke packages for individuals with more significant needs. Additional support, guidance and provision is now available through the European Social Funded project TRAC which began in April 2016. This targets young people between the ages of 11 and 19 who are at risk of disengagement. TRAC is a 2 year partnership project between Wrexham County Council, Coleg Cambria and Careers Wales providing resources to deliver a range of effective support to targeted young people. Coleg Cambria operated a Summer Academy. Pupils at risk of not engaging with an outcome at the start of Year 12 were identified by schools and other partner agencies and supported to access the academy which provided a range of activities throughout the Summer break. This proved to be highly successful in facilitating a successful transition for these pupils into their chosen Year 12 placement. Since September 2016, 87 placements have been offered to Key Stage 4 learners in Flintshire on the following vocational courses - Hair & Beauty, Motor Vehicle, Small Animal Care and Construction. Pupils access the courses following interview to ensure that they will benefit from the opportunity provided. A further 43 places have been taken up on the military preparation courses, with 14 of these young people embarking on their second year of the course. The TRAC project is operational and has established links with all Flintshire secondary schools and Pupil Referral Units. A total of 163 pupils have been referred to the project to date for additional intervention.



Last Updated: 01-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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<p>4.1.2.1 Working effectively with the Regional School Improvement Service (GwE) to:</p> <ul style="list-style-type: none"> • Develop leadership capacity in schools through school modernisation and regional working; • Share best teaching practice and resources across schools most in need; • Identify and target support for those schools most in need; • Develop the capacity of schools to respond to national initiatives and curriculum reforms; and • Improve skills in digital literacy, literacy and numeracy 	<p>Claire Homard - Principal Education Officer Primary</p>	<p>In Progress</p>	<p>01-Apr-2016</p>	<p>31-Mar-2017</p>	<p>25.00%</p>	 GREEN	 GREEN
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ACTION PROGRESS COMMENTS:
 Evidence that challenge and support interventions are being effective is demonstrated by an improvement in the number of primary schools being awarded Standards Group 1 by Welsh Government (WG), this has increased by 7 schools from 2015 (10.4% increase). There are currently no primary schools in a serious category of Estyn follow up or in the Red support category under the national categorisation model. The number of primary schools being monitored by the School Performance Monitoring Group has already reduced by 3 this term with further removals expected. Secondary schools still pose a concern with 2 in the Amber support category and 4 in the Red. Two secondary schools are currently in serious Estyn categories of concern but are responding appropriately to support and high levels of intervention.

Last Updated: 01-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
<p>4.1.2.2 Reducing the impact of poverty and disadvantage, including through the Families First Programme (2015-17) and Flintshire’s Integrated Youth Services Strategy, (2014-18), “Delivering Together”</p>	<p>Ann Roberts - Families First Lead / Youth Services Manager</p>	<p>In Progress</p>	<p>01-Apr-2016</p>	<p>31-Mar-2017</p>	<p>80.00%</p>	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:
 Welsh Government (WG) have announced a full re-commission of the Families First programme from April 2017 with a six month transition to October 2017. The lead officer is developing a competitive dialogue process. WG will announce the new budgets in December 2016 when we will need to issue notice to several projects to de-commission. The re-focus is on parenting, young people provision, and the ring fenced disability element. The programme re shape is in hand and will feed into organisation redesign principles enhancing provision towards the Health and Social Service and Wellbeing Act (Wales) 2014 as the Families First programme will be a resource for families. Further progress update will be provided in January 2017 following budget announcements.



Last Updated: 28-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.3 Improving outcomes for Looked After Children and young people exiting the Youth Justice System	Chris Clarke - Youth Justice Service Manager	In Progress	01-Apr-2016	31-Mar-2017	70.00%	GREEN	AMBER
<p>ACTION PROGRESS COMMENTS:</p> <p>Following a period of reduced performance in 2015/16 due to staffing issues, a renewed focus has been given to delivering Education, Training and Employment (ETE) options. Activities have including an action plan delivered by the Executive Management Board and supported by Youth Justice Board Cymru. An internal review of recording and monitoring procedures has embedded robust recording into the system data collection. The confirmation of the proactive education coordinator in post within the new Integrated Youth Provision service (IYP) and the enhanced role of the educational panel within the IYP and improved partnerships with the 3rd sector Symud Ymlaen organisation has enhanced delivery. Supporting delivery of this project were: i) The Youth Engagement Progression Framework (YEPF) ii) Key workers in the resilience project as part of IYP iii) The YEPF coordinator and TRAC team as part of the 14-19 Network Update Oct 16: The Youth Justice Service (YJS) has been able to sustain financing of the targeted youth worker position to support out of court disposal and other diversionary processes in order to maintain reduced entry into the Criminal Justice system. The wider application of the enhanced case management framework is being explored including it's application as part of an exit strategy post court orders and for Looked After Children (LAC), including out-of-county. The Management Board has had access to the Lord Pannam report "Keeping Children in Care and Out of Trouble" and will be considering its key recommendations. The Reintegration & Resettlement Panel has now been operational for over 12months and is reviewing all LAC cases into/out of the County and the range of interventions/contacts needed. The Integrated Youth Services provision is also looking at greater joint resourcing and training in order to further utilise the range of community youth service resources more effectively post exit for YJS young people. The mentoring project utilising volunteers to have contacts with young people post exit from the service continues to develop.</p> <p>Last Updated: 28-Nov-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.4 Continuing to implement Band A of the 21st Century Schools Programme.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2016	31-Mar-2017	50.00%	GREEN	GREEN
<p>ACTION PROGRESS COMMENTS:</p> <p>Band A - 21st Century Schools Programme Long term programme, spanning from 2014 – 2019. It should be noted that school change projects can take 3-5 years from inception to delivery. Projects approved by Welsh Government (WG) through its 21st Century schools programme (Band A) are Deeside 6th, Coleg Cambria, and Holywell Learning Campus. The construction project at Coleg Cambria (Deeside 6th) completed in August 2016 and was operational at the start of the new academic year, September 2016. Phase 1 of the construction project at Holywell Learning Campus completed in August 2016. The primary and secondary schools have moved into their new facilities in September 2016. Phase 2 of the project, which includes demolition of the high school and creation external play areas is programmed to be complete in March 2017. A revised Strategic Outline Programme (SOP) for the remainder of the agreed funding envelope for Band A has been presented and approved in principal by WG. Therefore, proposed Schemes at Connah's Quay High School and Penyffordd, will now have to navigate the WG business case process before capital funding is released at Full Business Case (FBC) stage. Anticipated programme as follows: Proposed Capital projects at Connah's Quay High School, Penyffordd, were approved by Cabinet 18th October for the remainder of Band A. Additionally, the balance of the agreed funding</p>							

envelope to be spent on Queensferry Campus with potential demolition or making secure/safe of John Summers High school and improvement works to support the modernisation of inclusion provision in the area. Connah's Quay High School: Contractor engagement November 2016. Anticipated construction start: August 2017, anticipated completion: February 2019. Penyffordd: Contractor engagement: January 2017, anticipated construction start: January 2018, completion phase 1 July 2019, phase 2 December 2019. School Modernisation Programme Implementation plan for the next stage of School Modernisation was approved by Cabinet in June 2015. Review results: John Summers High school: Closure of 16-18, 31st August 2016, closure of 11-16, 31st August 2017 Ysgol Maes Edwin closed 31st August 2016 Ysgol Llanfynydd closed 31st August 2016 Ysgol Mornant, Picton will federate with Ysgol Maes Garmon in November 2016 Review at Nercwys VA School, Cabinet agreed to a "Pause and Review" 18th October 2016 to allow options for collaboration to be considered. Review at Brynford, Lixwm and Rhosesmor, planned paper to Cabinet, November 2016.



Last Updated: 28-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.5 Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century Schools (Band B) programme.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

This is a long term programme extending to 2024. School change projects can take 3-5 years from inception to delivery. Welsh Government (WG) has confirmed its commitment that there will be a Band B, 21st Century programme to follow band A, this is likely to be programmed between 2019 to 2024. Local Authorities in Wales are awaiting further confirmation and detail from WG, in terms of the available funding, criteria and intervention rate. Modelling and preparatory work around options and affordability of a forward band B programme is currently being undertaken. No change since Q1 due to timing and sequence of future programme.

Last Updated: 29-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.6 Securing a sustainable strategy for repairs and maintenance of school buildings.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Annual budgetary increase for repair and maintenance is not viable in the context of Local Authority finance. Repair and Maintenance backlog is a long term programme linked to the School Modernisation Programme. Additionally, business cases for capital improvement and Repairs and Maintenance (R & M) projects in schools will be submitted via the Council's business case process for consideration. Continuation of the Council's capital programme through two funding streams will support the following: Reduction in unfilled spaces; Securing a sustainable strategy for Repairs and Maintenance (i.e. will reduce backlog maintenance); Provide and efficient school estate; Remove mobile classroom; Improve condition and Suitability of the school estate; Ensure the right number of schools in the right places. Removal of Perth Y Terfyn Infants County Primary (CP), Ysgol Fron Junior CP and Holywell High

School as part of the Holywell Learning Campus project has effectively removed £400K of backlog maintenance (costs based on a five year cycle) from the schools portfolio. As the Council's band B programme has not been approved the outcome RAG status is classified as amber.



Last Updated: 28-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.7 Securing a sustainable set of transport policies and efficient delivery practices.	Damian Hughes - Senior Manager, School Planning & Provision	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Consultants were engaged by the Authority to provide options for efficiencies for home to school transport, both operational and via policy change. A task and finish group was set up to consider options and reported back through the democratic process. The Cabinet meeting held on the 21st June 2016, was when they considered the recommendations of the School Transport Task & Finish Group. It was resolved that if approval is given for areas of discretionary transport provision should be considered for further policy change in the future and the recommendations of the School Transport Task and Finish Group be supported by Cabinet.

Last Updated: 29-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.8 Developing an effective local approach to national inclusion reforms.	Jeanette Rock - Principal Education Officer Inclusion	In Progress	01-Apr-2016	31-Mar-2017	30.00%	 GREEN	 AMBER



ACTION PROGRESS COMMENTS:

The Welsh Government (WG) programme of reforms for Additional Learning Needs (ALN) continues to develop. The bill is due to be presented during the Autumn Term 2016 with the changes to be implemented by 2018. At this time, Person Centred Planning (PCP) is the only area of the reforms that has been confirmed and funding has been allocated by WG to support a training programme for this. Flintshire's Education Psychology Service have developed and implemented a training programme to ensure all schools have accessed initial training (this was completed in July 2016). The next stage of the programme has been to identify Beacon schools who are fully embracing and embedding PCP into their practice and these are being supported so that their effective practice and expertise can be shared across the county. The draft Code of Practice for ALN is due to be released during the Autumn Term 2016 and this alongside the bill will inform the next steps in terms of preparing schools for the reforms. Welsh Government have identified funding to support Local Authorities (LAs) and schools to prepare for the reforms. LAs have been tasked to work regionally to identify appropriate projects and Flintshire Officers have decided to focus of Post 16 provision mapping and the role of the Additional Learning Needs Coordinator. The North Wales regional plan has been submitted to Welsh Government for ratification and it is anticipated that the projects will begin in January 2017.

Last Updated: 28-Nov-2016

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.2.1M22 The percentage of young people of school age in the youth justice system that are offered 25 hours ETE	133	85	40	 GREEN	↑	185	80	 GREEN
<p>Lead Officer: Chris Clarke - Youth Justice Service Manager Reporting Officer: Louisa Greenly - Performance Management & Information Officer Aspirational Target: Progress Comment: The service continues to identify young people not in education, training or employment, those who are not receiving appropriate hours, and liaise closely with colleagues in education to facilitate better access. The Youth Justice Centre offers vocational qualifications to improve future employability.</p> <p>Last Updated: 28-Nov-2016</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.2.1M23 The percentage of young people above school age in the youth justice system that are offered 16+ ETE	60	75	55	 GREEN	↑	75	55	 GREEN
<p>Lead Officer: Chris Clarke - Youth Justice Service Manager Reporting Officer: Louisa Greenly - Performance Management & Information Officer Aspirational Target: Progress Comment: The service works with 16-18 year olds to encourage them to access education and training, maintaining close links with colleges and schools. The service works with external providers such as Groundworks and the LIFT project to develop learning opportunities for young people within the criminal justice system.</p> <p>Last Updated: 20-Oct-2016</p>								

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Principal Education Officer Primary	Amber	Amber	↔	Open
<p>Potential Effect: Flintshire residents are not appropriately skilled to meet the labour market requirements.</p> <p>Management Controls: Close links with providers and employers are maintained through a variety of forums. Each of these has representation from Flintshire officers across a range of portfolios. The development of the Flintshire Apprenticeship Board has provided a forum to share relevant information and concerns internally between officers and Members to inform appropriate actions.</p> <p>Progress Comment: Labour Market Intelligence is feeding into the forums to provide further evidence of employee skill needs for the future. The Construction Industry Training Board (CITB) have just started a pilot project which creates direct links between local schools and construction companies to develop awareness of the range of future employment opportunities and the associated skills required.</p> <p>Last Updated: 29-Nov-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Training places will not match current and future employer aspirations and needs	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Principal Education Officer Primary	Amber	Amber	↔	Open
<p>Potential Effect:</p> <p>Management Controls: Labour market intelligence is shared by the North Wales Economic Ambition Board and is fed into meetings held between providers, Careers Wales and FCC officers to support the development/commissioning of suitable training opportunities.</p> <p>Progress Comment: Labour Market Intelligence generated by the North Wales Economic Ambition Board is circulated to providers to raise awareness of training requirements. Discussions around the information are taking place through the existing forums.</p> <p>Last Updated: 29-Nov-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Timescales of ESF programmes will not meet local targets and requirements.	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Principal Education Officer Primary	Amber	Amber	↔	Open

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Potential Effect: Reduced time to make best use of the ESF funding resulting in low project impact on young people who are at risk of disengagement and becoming NEET (Not in Education, Employment or Training).

Management Controls: Officers work collaboratively with the Regional Team to ensure information is submitted in a timely fashion to support the bid process. Staff roles within the project are designed clearly to have maximum impact on the defined cohort with the time allocated.

Progress Comment: Q1 - The TRAC project has now been signed off by the Welsh European Funding Office (February 2016). The risks now are linked with the full recruitment to the posts given the time-limiting impact of BREXIT on the project.

Q2 - Recruitment has taken place and all TRAC posts are now filled giving a complete establishment of staff.

Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Schools do not receive and/or make best use of the support they need from the Council and GwE	Claire Homard - Principal Education Officer Primary	Jeanette Rock - Principal Education Officer Inclusion	Amber	Amber	↔	Open

Potential Effect: Schools are less well informed about developments and what their actions to ensure continued improvement should be. Progress in improving outcomes for learners is reduced.

Management Controls: Regular reviews by LA Senior Manager, GwE Senior Challenge Adviser and monitoring by LA's School Standards Monitoring Group

Progress Comment: Fortnightly meetings between the Senior Manager for School Improvement and the Senior Challenge Adviser for the Flintshire Hub ensure that schools causing concern are regularly discussed and the appropriate support provided.

Last Updated: 20-Sep-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Numbers of school places not matching the changing demographics.	Damian Hughes - Senior Manager, School Planning & Provision	Claire Homard - Principal Education Officer Primary	Red	Red	↔	Open

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

Management Controls: Continuation of school modernisation programme, will reduce unfilled places, reduce backlog maintenance, remove unwanted fixed costs and infrastructure

Progress Comment: Reducing unfilled places via School Organisation Change is an on-going process which has a long timeline (School change projects can take 3-5 years from inception to delivery) before reductions of unfilled places can be realised and continues to be an on-going process linked to the School Modernisation Programme.

To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of around 10% unfilled in all school sectors.

The recent School Organisation Change determinations, will result in a reduction in unfilled places across both primary and secondary sectors. This will be required post statistical school returns in September.

As a snapshot, the Holywell Learning Campus project has reduced unfilled places in this area by circa 450 places

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Last Updated: 28-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Damian Hughes - Senior Manager, School Planning & Provision	Claire Homard - Principal Education Officer Primary	Red	Red	↔	Open

Potential Effect: The fabric of Education and Youth buildings will continue to decline.
Management Controls: Continuation of School Modernisation Programme, Continuation of Repairs & Maintenance planned maintenance programme, Capital Business Cases for School improvement, Implementation of Band A and Band B 21st Century Schools programmes
Progress Comment: Continuation of School Modernisation programme is the only conceivable way of addressing the repair and maintenance backlog. Additionally the programme continuation will also support:

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

Additionally, capital business cases for capital improvement and R & M projects in schools will be submitted via the Council's business case process for consideration.

No change since Q1

Last Updated: 17-Oct-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Leadership capacity does not match school needs	Claire Homard - Principal Education Officer Primary	Jeanette Rock - Principal Education Officer Inclusion	Amber	Amber	↔	Open



Potential Effect: Downturn in school performance and underachievement
Management Controls: Regular Challenge Adviser monitoring visits through GwE.
 Well defined and established links between senior officers in GwE and the LA to support effective communication.
 A comprehensive programme of training and intervention designed to support the development of leadership skills.
 LA programme of School Monitoring meetings for schools causing concern, particularly in relation to leadership through the Governing Body and/or the headteacher.
Progress Comment: All schools in Flintshire currently have appropriate leadership arrangements in place. Out of 64 primary schools there are two Acting Head positions - one in relation to potential school reorganisation and one in relation to the temporary secondment of the substantive Head to the Regional School Improvement Service. In the secondary sector where there are 12 schools, there are two interim Headteacher posts to cover vacancies and these will be advertised within the following few months to secure substantive appointments.

Last Updated: 29-Nov-2016

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5 Safe Communities



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan.	Sian Jones - Public Protection Manager - Community	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

This action is complete. The North Wales Safer Communities Board Plan for 2016/17 has been approved. The plans of the Public Services Board (PSB) are consistent with and support the regional plan.



Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Contribute to the delivery of the North Wales Community Safety Plan priorities	Sian Jones - Public Protection Manager - Community	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

This action is on-going. The regional priorities have been embedded within the local 'People are Safe' delivery plan for 2016/17 under the guidance of the Public Services Board.

Last Updated: 29-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.3 Reduce fear of crime by making use of the latest technologies including closed circuit television (CCTV)	Doug Dowling - CCTV and Campus Manager	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:



Feasibility study completed and consultants report received. Executive Summary issued to Chief Executive and Cabinet for consideration. Consultation with Town & Community Councils and other Stakeholders has been postponed and is to be completed by the end of the 2016/17 financial year. Relocation of the CCTV control room has been postponed. Progress to Stage Two of the consultants brief includes preparation of detailed technical specifications, proposals, drawings and tender documentation for the upgrade of the CCTV control room equipment from analogue to state of the art digital technology and the procurement of re-deployable cameras (where possible) to complement the static CCTV camera

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scheme if agreed. Revised Service Level Agreements with Town & Community Councils are overdue.

Last Updated: 29-Nov-2016

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.1.2M01 The percentage of high risk repeat victims of domestic abuse referred to the Flintshire MARAC	38.2	17	28	 GREEN	↑	38.1	56	 GREEN

Lead Officer: Sian Jones - Public Protection Manager - Community



Reporting Officer: Jackie Goundrey - Domestic Abuse Co-ordinator

Aspirational Target:



Progress Comment: The aim of the Multi Agency Risk Assessment Conference (MARAC) is to reduce repeat victimisation to those individuals at serious risk of harm. Cases are discussed once unless there is a further incident, which would then require the case to be brought back to MARAC for further review.

The period actual indicates the percentage of repeat cases brought back to MARAC. The national baseline is 28%. Flintshire have seen a reduction in the number of cases being brought back to MARAC for review.

Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.1.2M02 Achieving a waiting time of less than 20 days from referral to treatment (KPI 2)	144.37	84.21	80	 GREEN	↑	168.5	160	 GREEN

Lead Officer: Sian Jones - Public Protection Manager - Community
Reporting Officer: -
Aspirational Target:
Progress Comment: 84.21% of referrals have achieved the waiting time of less than 20 days showing an improvement against our local target of 80%, and above the level expected by Welsh Government.
 Last Updated: 28-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.1.2M03 Achieving the Welsh Government target for the percentage of completed substance misuse treatments (80%)	71.07	86.1	80	 GREEN	↑	86.1	80	 GREEN

Lead Officer: Sian Jones - Public Protection Manager - Community
Reporting Officer: -
Aspirational Target: 80.00
Progress Comment: 86.1% of Substance Misuse Treatments was achieved during Quarter 2. This is above the local target of 80%, and above the level expected by the Welsh Government.
 Last Updated: 11-Nov-2016

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of sustainable funding to deliver nationally determined community safety priorities.	Sian Jones - Public Protection Manager - Community		 Amber	 Yellow	↓	Open

Potential Effect: Unable to deliver services
Management Controls: Develop suitable exit strategies
Progress Comment: No issues to report. Funding levels for external grants in 2016/17 have all been confirmed.

Last Updated: 29-Nov-2016



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Retention of experienced and skilled staff due to the short term grant funding regime.	Sian Jones - Public Protection Manager - Community		Amber	Amber	↔	Open

Potential Effect: Staff shortages may impact on service delivery.
Management Controls: Appropriate support has been put in place to enable the officers to undertake their work effectively.
Progress Comment: We have received confirmation of grant funding until 31st March 2017, however Welsh Government are unable to commit to funding levels beyond that date.

Last Updated: 29-Nov-2016

6 Poverty



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Provide advice and support services to help people protect their income	Paul Neave - Manager - Advice and Homelessness Service	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

During Quarter 2, Flintshire residents received specialist advice and support to access on-going social security benefits worth £451,982 and one-off lump sum payments totalling £100,805. During the remainder of the financial year, FCC will continue to fund advice and support services, which help low-income households to maximise their household income. The demand from residents for access to advice and support providers will continue to be effectively managed by the Advice and Housing Support Gateways.



Last Updated: 28-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Helping people to get closer to work and / or be work ready through a range of Government and European funded programmes.	Katie Clubb - Community Support Services Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The Council and third sector providers are delivering support packages to households to enable them to get closer to work. The outcomes will be collated from across North Wales and reported half yearly. The commissioning team will ensure the focus of support providers remains on assisting people to get closer to work by developing skills and confidence.

Last Updated: 16-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.3 Deliver energy efficiency measures to homes in Flintshire.	Leanna Jones - Home Energy Conservation Officer	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

The External Wall Insulation in the Tower Blocks – Bolingbroke and Castle Heights was completed in Quarter 2. The Gas Infill projects remain on track and the External Wall projects active in parts of Shotton and Garden City are nearing completion. There are 9 left to complete in Quarter 3. The remaining PV installs in properties that needed re-roofing and/or roof

repairs are now completed. The Pilot project with ASHP/solar/battery storage is to commence Q3.

Last Updated: 28-Nov-2016

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M01 (WEL/001) Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC	1188772	140844	125000	 GREEN	↓	785630	750000	 GREEN


Lead Officer: Katie Clubb - Community Support Services Manager

Reporting Officer: Paul Neave - Manager - Advice and Homelessness Service


Aspirational Target:

Progress Comment: During September 2016, Flintshire households were helped to access welfare benefits and tax credits totalling £140,844pa and the one-off payments totalling £30,321.



Last Updated: 28-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M02 Amount of discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes	69521.84	65760.09	N/A	N/A	↑	106111.88	N/A	 GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Claire Flint - Systems Team Leader (Revenue & Benefits)
Aspirational Target:
Progress Comment: There has been an increase in awards since quarter 1. The service has been actively involved in solutions for customers across all tenures, in particular those with high arrears which has resulted in a number of higher value one-off payments. Cumulative expenditure is to be monitored during Quarter 3 as an increase in demand is expected due to the introduction of the Reduced Benefit Cap in November.
 Last Updated: 28-Nov-2016



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M03 Number of residents supported to better manage their financial commitments	95	21	N/A	N/A	↓	21	N/A	 GREEN

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Paul Neave - Manager - Advice and Homelessness Service
Aspirational Target:
Progress Comment: This quarter 21 residents have been supported by Citizen's Advice Flintshire who are covering the role of the Specialist Debt Advisor temporarily.
 Last Updated: 25-Oct-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M04 Speed of processing of Housing Benefit claims - new claims	44.67	24.82	20	 AMBER	↓	50.31	40	 AMBER

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Anna Friend - Team Leader - Benefits
Aspirational Target:
Progress Comment: There has been a slight improvement from Q1, however this is still outside of target. This is due to vacancies and recruitment, a concentrated period of annual leave commitments and staff absences due to sickness. Housing Benefit legislation requires the customer to be given one calendar month, or longer if reasonable, to provide any information required to support the claim. We are unable to process the claim until this information is provided. If the customer, doesn't provide the information within a calendar month, and doesn't have good reason for the delay in providing the information, the claim is then terminated but this cannot happen earlier than one month. Therefore our performance is directly affected by the speed at which the customer provides the information.

Last Updated: 28-Nov-2016



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M05 Speed of processing of Housing Benefit claims - change of Circumstances	18.31	7.19	8	 GREEN	↑	11.6	16	 GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Anna Friend - Team Leader - Benefits
Aspirational Target:
Progress Comment: Performance has exceeded target again in Quarter 2, however a slight increase in the average number of days to process within the quarter is due to some technical difficulties with automation of processes and the peak holiday season for staff.

Last Updated: 28-Nov-2016

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand for advice and support services will not be met.	Katie Clubb - Community Support Services Manager	Pam Davies - Housing Options Team Leader	 Yellow	 Yellow	↔	Open

Potential Effect: Service providers with insufficient resources to meet demand will quickly build up long waiting lists and residents will not be able to access timely advice that prevents problems from escalating to ones that require more costly specialist interventions.

Reduced access to advice and support will result in residents facing legal enforcement action, particularly those with debt problems and residents will be unable to gain entitlement to their legal entitlement of social security income, impacting their ability to maintain their financial commitments, including housing costs.

Increase in demand from residents for access to emergency provision, such as foodbanks, Flintshire County Council provision, i.e., section 17 & 21 payments, etc.

Management Controls: The Flintshire Advice and Support Gateways are ensuring residents in need of help are referred to an appropriate service provider and maximising effective use of resources as much as possible.

A social welfare training and development programme is enabling front line workers to increase their knowledge and skills and helping to manage the increase in demand from residents for help with social welfare issues from immediately fall upon traditional service providers.

Delivering more initiatives that targeted early intervention of help and support to households preventing problems from escalating and needing specialist advice/support.

Progress Comment: From October 2016, the Council's Welfare Rights Team will be based in the Citizen Advice Flintshire Mold office. The collaboration with Citizen Advice Flintshire will maximise the efficient use of service resources, increasing the number of households who are helped to access their correct entitlement of social security benefits. In addition, the Advice and Housing Support Gateways, continue to help providers to manage the demand from households experiencing social welfare problems as a result of the ongoing transformation of the United Kingdom social security system.

Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Debt levels will rise if tenants are unable to afford to pay their rent.	Katie Clubb - Community Support Services Manager	Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber	↔	Open

Potential Effect: Rent arrear levels amongst FCC tenants will increase if they are not able to implement strategies to manage the impact generated by the reduction in their Housing Benefit award. Any reduction in income to the Housing Revenue Account negatively affects the Housing Service Business model.

Increase in court action for possession being taken against social housing tenants, particularly those with existing rent arrears which are worsened by the spare room subsidy. This will create additional financial pressures upon the fulfilment of FCC statutory homeless duties.

Management Controls: The funding from the DWP, within the 2016/17 Delivery Partnership Agreement, will ensure that Flintshire's Universal Credit claimants have access to appropriate personal budgeting support during the current financial year.

FCC is negotiating with the Department for Work and Pensions over the level of funding, which will be available during the next financial year, when one, or more of the three Jobcentres in Flintshire, commence delivering the Universal Credit Full (Digital) Service and the number of Flintshire residents claiming Universal Credit will increase.

Progress Comment: Due to the continued, slow introduction of Universal Credit within Flintshire, the number of claimants who are also tenants remain low and the personal budgeting service, delivered by Citizen Advice Flintshire, is coping with the present demand from Universal Credit claimants who are struggling to pay their rent.

It is not projected that there will be a significant increase in the number of Universal Credit claimants during this current financial year.

FCC continues to work closely with the Universal Credit Service Centre to identify and resolve issues that arise with requests for a claimant's housing costs to be paid directly to social/private landlords.

Last Updated: 28-Nov-2016

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The local economy will suffer if residents have less income to spend.	Katie Clubb - Community Support Services Manager	Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber	↔	Open

Potential Effect: Low income households predominately spend their income on local services and business, if these households cannot replace lost social security income with earned income, or have their household income maximised in other ways, there will be less spending power within the Flintshire local economy. It is estimated that an increase of £1 million income pa amongst low income households may result in 12 job being created within a local economy – a loss of £1 million pa creates pressures upon the sustainment of such jobs and limits job creation.

Management Controls: FCC continues to provide specialist advice services that assist residents to maximise their household income by supporting residents to access their correct entitlement to social security benefits and tax credits and/or through helping them to manage their financial commitments more effectively.

From October 2016, the FCC Welfare Rights Team will be based in the Citizen Advice Flintshire's Mold office. The collaboration with Citizen Advice Flintshire aims to promote the effective and efficient use of the Council's income maximisation service resources, through streamlining referral processes, eliminating duplication of effort, improving the customer experience, increasing the number of households who can be helped to access their correct entitlement of social security benefits.

Progress Comment: During quarter 2, Flintshire residents received specialist advice and support to access on-going social security benefits worth £451,982 and one-off lump sum payments totalling £100,805., increasing the spending power of these households within the local economy.

Last Updated: 18-Oct-2016

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Residents do not take up the energy efficiency measures available.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber	↔	Open


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

Management Controls: Extensive publicity for the programme as well as direct contact with eligible households where appropriate.

Progress Comment: There has been a strong level of demand for energy efficiency measures and in particular for the external wall insulation offered in Deeside.



Last Updated: 14-Oct-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Available funding for energy efficiency measures falls short of public demand.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber		Open
<p>Potential Effect: i) Public frustration with lack of funding with impact on Council reputation ii) Opportunity to reduce household costs and fuel poverty not fully realised Management Controls: i) All potential sources of external funding proactively targeted for support ii) Use made wherever possible of innovative forms of finance iii) Managing public expectation as far as possible Progress Comment: There remains more demand for energy efficiency measures than the current level of funding allows, in particular for solar panels and external wall insulation. Expectations are being managed as far as possible and other sources of funding to increase the level of provision are being actively sought.</p> <p>Last Updated: 14-Oct-2016</p>						

7 Environment



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.1 Access available funding to support Council priorities for accessing employment, health, leisure and education	Sue Price - Transport Policy Officer	In Progress	01-Apr-2016	31-Mar-2017	60.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

The Active Travel Design Guidance recommends following 7 stages for developing the Integrated Network Map for submission to Welsh Government for approval in September 2017. The stages to be completed within the scope of this financial year are Stages 1, 2, 3 & 4. Stages 1 & 2 are now complete with stage 3 under way, this makes up the 60% completion figure. The remaining 40% will involve completion of stage 3 and 4. The intention is to also undertake informal engagement with stakeholders in the new year to help shape the draft Integrated Network Map ready for Statutory Consultation which is proposed to be carried out April 2017.

Last Updated: 15-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.2 Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.	Ian Bushell - Technical and Performance Manager	In Progress	01-Apr-2016	31-Mar-2017	65.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:



Road Infrastructure and Repairs and Maintenance are built up of 3 main contracts. Carriageway Surface Dressing from 01/04/16 to 01/05/16 - All works are complete. Carriageway Resurfacing from 01/05/16 to 31/10/16 - All works are in Progress with 2 schemes left to complete. Carriageway Patching from 01/01/17 to 31/03/17 - Works are in progress and are anticipated completion as per dates above.

Last Updated: 28-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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7.1.1.3 Use available funding to support the Council's priorities to improve road safety on the County's highway network.	Lee Shone - Road Safety Officer	In Progress	01-Apr-2016	31-Mar-2017	53.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Welsh Government funding received for Road Safety Grant Schemes (2016/17) - i) A5026, Lloc - Junction Improvement - Design complete, materials ordered, due on site next month for physical works. ii) A5104 Penymynydd to Warren Hall - Route treatment - Route treatment - Design complete, materials ordered, due on site next month. iii) Liverpool Road/Alltami Road - Route treatment - Tender being prepared with a return date of mid December. Site works to begin during January 2017. Welsh Government funding received for Safer Routes in the Community (2016/17) for an upgrade of existing zebra Crossing, to a light controlled crossing, London Road, Trelawnyd (Outside School) - Scheme complete</p> <p>Last Updated: 28-Nov-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.4 Work closely with the communities to develop innovative and sustainable community transport schemes	Katie Wilby - Transportation and Logistics Manager	Ongoing	01-Apr-2016	01-Apr-2017	-	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: Working groups have now been set up within the 21 communities that have signed up to the project and working group meetings have been taking place throughout August and September 2016. The purpose of the working groups is to organise the public drop-in events within their communities, arrange publicity for the events and identify the demand within each area. A series of 'drop in' events will be held across the County starting on 30th September 2016 to engage with the wider community and stakeholders to explain how people can get involved in the project, understand the demand and capacity within the areas and what support may be required in setting up the new initiatives.</p> <p>Last Updated: 23-Sep-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.1 Establish an Environment working Group to ensure that the Council adopts an integrated approach to service delivery which meets the aims and objectives of the Single Environment Grant (SEG).	Andrew Farrow - Chief Officer - Planning and Environment	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Single Environment Working Group (SEWG) was established in June and has met twice since. The Group has successfully coordinated the actions of the two portfolios to meet the aims of the SEG claim. SEWG are tracking the latest position on 2017/18 SEG level. Officers attended a Welsh Government workshop on 30.11.2016 to gain advice on clarity for submitting future SEG claims and we will also be presenting in terms of our SEWG approach.</p>							



Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.2 Agree the Local Development Plan vision and objectives, and options to accommodate growth	Andy Roberts - Planning Strategy Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Q2 Update: The position at quarter 2 is that this action is progressing as per the timeframe for completion, which was set out in the progress report for quarter 1 (See below). A number of Member, Stakeholder and Town and Community Council engagement sessions have taken place to consider the growth and spatial options which then began a six week period of public consultation on 28th October 2016. Q1 Update: 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 the revised Delivery Agreement and Timetable approved by Cabinet in June 2016. 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.

Last Updated: 29-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.3 Reducing our Carbon footprint	Paul Kindlin - Energy Conservation Building Surveyor	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Same as Q1 except for energy consumption figures have changed and asset rationalisation. Flintshire County Councils Carbon Reduction Commitment (CRC) returns showed a reduction of 913 tonnes from 22032 tonnes in the year 2014/15 to 21119 in 2015/16. Energy Consumption figures for Q2 compared to Q2 last year, reflect the warm summer and mild early autumn showing reductions in all fuels as follows: Electricity - 4 %, Gas - 36%, Oil -80%, LPG -43%. Asset rationalisation has started to take effect with four school closures, Ysgol Llanfynydd, Ysgol Maes Edwin, Ysgol Y Fron, Perth y Terfyn, various library closures and CAT transfers (Connah's Quay Baths). Activities to achieve 50% completion were lighting refurbishments completed at County Hall (Phase 2), County Offices Flint, Gwynedd CP School and Derwen CP School, Kinnerton. Two small Solar farms are being installed on former landfill sites (400KWp Brookhill and 700KWp Standard) which are expected to be complete and commissioned by 3rd October. Private wire is being connected to Plastics Recycling Centre at Standard. Financial case being prepared to construct an 11Kv overhead or underground line between Brookhill Solar farm and Alltami depot. Evaporative cooling system operational in Alltami Depot data centre replacing the air conditioning system, approximate annual savings of 138 tonnes of carbon. Two Solar Photo Voltaic (P.V.) installations have been completed at Cornist CP School, Flint (25kWp) and Ewloe Green CP School (12kWp). Progress for Quarter 3 – Quarter 4 is to continue to monitor heating controls at all sites with remote access, programme lighting refurbishments and solar PV installations. The progress RAG for the quarter is Green given the reduced energy consumption figures for Q1 and Q2 however the outcome RAG remains at Amber as we now enter the winter period and the energy consumption figures are weather reliant. If we have a prolonged period of cold

weather then our buildings are heated for a longer period of time and the energy consumption will increase.



Last Updated: 29-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.4 Reviewing the Flood Risk Management Strategy	Ruairi Barry - Senior Engineer	In Progress	01-Apr-2016	31-Mar-2017	40.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Work remains on-going on reviewing Flintshire's Local Flood Risk Management Strategy (LFRMS). The present strategy runs from 2013-2017 and proposes that a review takes place in 2017 following the review of Welsh Government's National Strategy. At the September 2016 North Wales Flood Risk Management Group meeting in St Asaph, Welsh Government (WG) officials noted that updates of Local Strategies should follow on from WG 's update of the National Strategy. It is unlikely that that national update will be complete by April 2017. Notwithstanding the above, Flintshire's present LFRMS is in need of minor amendments and updates, particularly considering recent re-structuring and re-organisation. The national delay does not prevent the Council from updating our existing strategy in the interim period. This will ensure that the publically available LFRMS document continue to provide an up to date account of the Council's current approach to managing local flood risk, and that the approaches remain consistent with the strategic aims and objectives in the National Strategy. In summary the review of the LFRMS will continue and remains on track for a revised document to be available prior to March 2017. A more comprehensive review may follow in 2017/18 should Welsh Government's review of the National Flood Risk Management Strategy require it.

Last Updated: 28-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.5 Reducing the occurrence and impact of environmental crime.	Harvey Mitchell - Waste and Ancillary Services Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Introduction of a third party contractor on a 12 month pilot scheme to enforce littering and dog fouling offences in line with the council's zero tolerance approach. A third party contractor was appointed in July on a 12 month pilot. The pilot is progressing well with over 2,000 tickets now issued. Anecdotal evidence from operational staff reports that there is a reduction in litter. Cabinet approval is now being sought to prepare a tender for a long term contract with an external supplier to enforce litter and dog fouling offences.

Last Updated: 30-Nov-2016

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP7.1.1.2M02 Percentage of inspections undertaken to ensure reinstatements meet required standards so as to improve the standard of works undertaken on Flintshire's network.	No Data	15	12.5	 GREEN	N/A	27	25	 GREEN

Lead Officer: Stephen Jones - Chief Officer - Streetscene and Transportation




Reporting Officer: Sam Tulley - Road Space Manager

Aspirational Target:

Progress Comment: This shows the percentage of category A inspections undertaken in quarter 2. Inspections take place during the works to ensure compliance and reduce the need to carry out future remedial works.

Last Updated: 28-Nov-2016

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP7.1.1.3M01 Road safety initiatives to reduce the risk of collisions of high risk groups: Older drivers	11	9	7	 GREEN		17	14	 GREEN

Lead Officer: Anthony Stanford - Highways Strategy Manager



Reporting Officer: Lee Shone - Road Safety Officer

Aspirational Target:



Progress Comment: The scheme is progressing. 9 Clients undertook an assessment during July, August & September. An internal advertising programme is planned for Quarter 3 along with an Older driver workshop.

Last Updated: 28-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP7.1.1.3M02 Road safety initiatives to reduce the risk of collisions of high risk groups: Newly qualified young drivers	21	6	11	 RED	↓	10	22	 AMBER
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Lead Officer: Anthony Stanford - Highways Strategy Manager
Reporting Officer: Lee Shone - Road Safety Officer
Aspirational Target:
Progress Comment: Welsh Government funding secured for Flintshire Young drivers (aged 17 - 24) to attend a Pass Plus Cymru Driving Course (theory and practical driving elements).
 Attendance on the Pass Plus Cymru course has been in decline in previous years, with the decline acknowledged by the Young Persons Steering Group. The Steering Group have recommended actions in an attempt to further promote the scheme including communication with all Flintshire based Driving Instructors to promote the benefits of attending the Pass Plus Course. The scheme will be advertised in local service garages and, awareness to parents and young drivers promoted across social media.
 The Council will continue to monitor the impact of the increased promotion of the scheme in terms of numbers attending.
 Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP7.1.1.3M03 Road safety initiatives to reduce the risk of collisions of high risk groups: Motorcyclists	35	13	15	 RED	↓	26	30	 AMBER

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Lead Officer: Anthony Stanford - Highways Strategy Manager

Reporting Officer: Lee Shone - Road Safety Officer

Aspirational Target:

Progress Comment: Welsh Government funding secured for Bikesafe Motorcycle Training for resident and Road Users of Flintshire. The BikeSafe workshop explores the main riding hazards that a biker faces. By delivering theory presentations and observed rides, a BikeSafe workshop will help riders discover their strengths and weaknesses and also where to go next to develop and get more from your biking.

In addition to The Bikesafe Workshop, an FBOS (First Bike On Scene) First Aid for Riders course is available to residents of Flintshire. Attendees will be given instruction in relation to six elements:

- Mechanics of injury
- Scene Management
- Extraction
- Basic Life Support
- Log Roll
- Safe Helmet Removal

Scooter Safe & Small Capacity Rider training is also available.

Last Updated: 29-Nov-2016

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth.	Stephen Jones - Chief Officer - Streetscene and Transportation	Barry Wilkinson - Highways Networks Manager	Amber	Amber	↔	Open

Potential Effect: Deterioration of the condition of highways in Flintshire.
Management Controls: Focussed investment through the funding of schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure. Road Safety Scheme identification for improvement to routes through available funding. Maximize funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.
Progress Comment: In quarter 2 significant schemes have been measured on a internal matrix for the purposes of rank ordering, and collated for tendering purposes to ensure cost effective delivery. Contracts are in place, and preventative and corrective maintenance schemes of the highest ranked sites within network will be completed before the end of the financial year.

Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sustainable transport options do not remain attractive to users.	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager	Amber	Amber	↔	Open

Potential Effect: Increase in individual car usage. Increase in deterioration of the highway. Not meet the requirements of the Active Travel Wales bill.
Management Controls: Develop initiatives around fares, ticketing interoperability, transport integration, vehicle standards, accessibility (low floor vehicles), safety and security measures (e.g. CCTV mandatory), driver training, quality of passenger transport information, marketing and promotion of services
Progress Comment:

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding will not be found to continue to provide subsidised bus services.	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager	Amber	Amber	↔	Open

Potential Effect: Decrease in bus services to residents, particularly in rural areas.
Management Controls: Develop services so that they become more commercially viable
Progress Comment:

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Reduction of the Single Environment Grant.	Andrew Farrow - Chief Officer - Planning and Environment		Amber	Amber	↔	Open
<p>Potential Effect: Potential reduction in future service provision</p> <p>Management Controls: Put pressure on WG for the need to secure the grant at its current level, and raise awareness of the implications of its reduction.</p> <p>Progress Comment: In quarter 2 this still remains a risk as we await the final WG Revenue Grant Settlement and the impact that may have on grant levels. Latest information suggests a 6% overall reduction for 2017/18.</p> <p>The matter has been raised with the Council's leadership and with WLGA colleagues in turn.</p> <p>Last Updated: 29-Nov-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Recycling programmes are not supported by the public and employees.	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager	Amber	Amber	↔	Open
<p>Potential Effect: Decreasing income from resale of recyclates. Increased infraction charges. Carbon reduction targets not met.</p> <p>Management Controls: Recycling information to public. Employee recycling schemes in place. Incentives for local business to recycle. Marketing campaigns. Targeting of areas with low participation rates. Increase meet and greet service at HRCs. Early stakeholder engagement.</p> <p>Progress Comment:</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid.	Andrew Farrow - Chief Officer - Planning and Environment		Amber	Amber	↔	Open

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

Management Controls: Continue to review the availability of sites.

Progress Comment: In quarter 2 the initial appraisal was undertaken with Green Growth Wales team.

Last Updated: 30-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding will not be secured for priority flood alleviation schemes.	Andrew Farrow - Chief Officer - Planning and Environment		Red	Red	↔	Open

Potential Effect: Flood schemes will not be delivered

Management Controls: Review our approach to funding capital projects

Progress Comment: In Quarter 2 the grant and availability is continuing to be monitored. A capital bid to potentially address flood risk schemes is also being established.

Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations around the delivery of flood alleviation schemes are not effectively managed.	Andrew Farrow - Chief Officer - Planning and Environment		Amber	Amber	↔	Open


Potential Effect: Flood schemes will not be delivered

Management Controls: Review our approach to funding capital projects

Progress Comment: In quarter 2 improved information was provided prior to commencement of projects helping to address expectations.



Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Environmental crime programmes are not supported by the public and employees.	Andrew Farrow - Chief Officer - Planning and Environment		Amber	Yellow		Open
<p>Potential Effect: Continued problems with littering, graffiti and loss of environmental quality</p> <p>Management Controls: Monitor the effectiveness of projects and clarify the purpose of schemes prior to implementation.</p> <p>Progress Comment: In quarter 2 the success of projects has continued to be monitored and actions taken which have resulted in a reduced risk.</p> <p>Last Updated: 30-Nov-2016</p>						

8 Modern and Efficient Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.1 Develop the Community and Social Sectors through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	55.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A second meeting has taken place with a key group of social enterprises who are looking to develop their own priorities for developing the social sector. Work on the procurement strategy has been updated to include specific work focussing on potential contracting with the social sector and a greater emphasis on community benefits within specifications. Work continues through the Community Asset Transfer (CAT) and Alternatively Delivery Model (ADM) programmes to support the sectors development. This work is long term and the end date of March 2017 allows for getting to a stage where a number of new social enterprises have been created and the sector has the capacity to lead its development.

Last Updated: 30-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.2 Encourage volunteers and active citizens	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	90.00%	 GREEN	 AMBER



ACTION PROGRESS COMMENTS:



Encouraging volunteers and active citizens is a longer-term programme. Initially we have our volunteering policy which has been shared with the Public Services Board (PSB). Work on volunteering is being developed jointly by public sector partners under the "community resilience" priority of the Board. Evaluation will take place at the end of the year on take up of the policy and use of volunteers by services. This will then complete work on this initial element of encouraging volunteers. The amber judgement on outcome reflects the longer-term nature of achieving this outcome.



Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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8.1.1.3 Ensure community benefit through our commissioning of goods and services and their impact	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: A new set of Contract Procedure Rules (CPRs) has been approved by Council and will become operational on 1st November. As part of the new CPR there is a mandatory requirement to include community benefit considerations for all contracts above £1m. To ensure community benefits are agreed and included a new commissioning form has also been developed and, will be reviewed by the Corporate Procurement Unit prior to the commencement of each tendering exercise. The amber status reflects a position of uncertainty as to the level of compliance by officers to the new corporate procedure rules.</p> <p>Last Updated: 30-Nov-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.4 Design and implement alternative delivery models (ADM's) to sustain important services to meet future need	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	70.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Leisure and Libraries, Facility Management and Social Care Work Opportunities are working on their final implementation plans to go before Cabinet in December with set up of each of the new delivery models planned for the first half of 2017.</p> <p>Last Updated: 11-Nov-2016</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.5 Empower communities to run and manage facilities in their locality through Community Asset Transfers CAT's)	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Work continues on progressing a number of assets that have achieved "stage 2 sign off" of business planning through to stage 3 legal completion. A considerable amount of work has taken place in relation to Holywell Leisure Centre, the most complex asset transfer, including consultation with staff and revising and updating the business plan. This transfer is due to take place between December 2016 and March 2017. To complete work this year requires both final completion of a number of asset transfers and monitoring of all those completed last year.</p> <p>Last Updated: 30-Nov-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2016	31-Mar-2018	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Flintshire has played an active role in preparing for regional funding (Covenant Fund 2016) that has been made available from the Ministry of Defence. The application was submitted at the end of October 2016 and notification of a successful grant will be in the new year. The Council is also re-invigorating its working group to refresh and implement actions within the Armed Forces Covenant Action Plan. The amber status reflects a level of uncertainty about delivering the full impact.



Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.1 Develop and implement a three year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.	Gary Ferguson - Corporate Finance Manager	In Progress	01-Apr-2016	31-Mar-2017	80.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The Medium Term Financial Strategy (MTFS) has been adopted by Cabinet, with Overview and Scrutiny Committee input, and regular updates are provided. The provisional Local Government settlement of Welsh Government is due mid-October. The amber outcome rating derives from uncertainty over the content of the settlement at this early stage. The provisional Local Government settlement was received on 19th October 2016 and was more favourable than was forecast within the MTFS. This was due to the funding being mainly flat lined to the 2016/17 level whilst the MTFS projection had assumed a cut of 1.5%. A stage 1 budget report was considered by Cabinet and Corporate Overview and Scrutiny Committee in September and a Stage 2 report which will include further Corporate Financial Stewardship options was considered by Cabinet in November 2016.

Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.2 Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation	Sharon Carney - Lead Business Partner	In Progress	01-Apr-2016	31-Mar-2017	90.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The updated People Strategy for 2016-19 has been approved by Cabinet in November 2016. The strategy reflects organisational needs and aligns capacity to priorities. In the interim

period of Strategy revision, resources have been prioritised to meet dominant organizational needs including service reviews, efficiency led service model changes, the transition to Alternative Delivery Models, and workforce scale and cost reduction programmes.

Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.3 Rationalise the Council's use of corporate accommodation	Lisa McLellan - Asset Manager	In Progress	01-Apr-2016	31-Mar-2018	70.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Council's corporate accommodation is being rationalised through reducing floor space and the costs of occupied office accommodation, and increasing the number/percentage of employees working in an agile way. Continued optimisation of space at both Flint Offices and Alltami progresses alongside phased County Hall rationalisation.

Last Updated: 08-Sep-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.4 Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2016	31-Mar-2017	60.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:

50 officers of 150 nominated have been trained in new systems and processes. The £400k annual savings target from regional and national procurement collaborations is on track to be achieved. There is ongoing monitoring of efficiencies gained from the National Procurement Service as part of this programme. The amber rating for outcome reflects the longer term uncertainty around optimising regional and national efficiencies.

Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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8.2.1.5 Embrace digital channels as the default in service design where possible to provide access to online services at a time and location convenient to the customer.	Rebecca Jones - Customer Services Team Leader	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN
--	---	-------------	-------------	-------------	--------	--	--

ACTION PROGRESS COMMENTS:

The Council continues to make good progress towards providing services online. Quarter 2 saw an increase in the number of customers choosing electronic means to transact with the Council compared to quarter 1. Over 7,000 digital transactions were completed between July-September and website usage increased with over 186,000 users choosing the website to find information, submit enquiries and complete tasks. Customer Support Services continue to work closely with ICT as part of the Customer Service Strategy to develop a 'digital first' principle.

Last Updated: 03-Nov-2016

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
8.1.1.3M01 Percentage of contracts awarded in the financial year over £1m with community benefit clauses included in contract documents	No Data	75	N/A	N/A	N/A	75	N/A	 AMBER

Lead Officer: Arwel Staples - Strategic Procurement Manager


Reporting Officer: Arwel Staples - Strategic Procurement Manager

Aspirational Target:

Progress Comment: A new set of Contract Procedure Rules (CPRs) have been approved by Council and became operational on 1st November. As part of the new CPRs there is a mandatory requirement to include Community Benefit considerations for all contracts above £1m. To ensure Community Benefits are agreed and included a new Commissioning Form has also been developed and will be reviewed by the Corporate Procurement Unit prior to the commencement of each tendering exercise. The amber rating is due to i) the uncertainty of compliance with the CPRs and ii) unknown contracts which are not procured by the Corporate Procurement Unit.



Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP8.1.1.3M02 Percentage of contracts awarded in the financial year under £1m with community benefit clauses included in contract documents	No Data	25	N/A	N/A	N/A	25	N/A	 AMBER
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Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: A new set of Contract Procedure Rules (CPRs) has been approved by Council and became operational on 1st November. As part of the new CPRs there is a mandatory requirement to include Community Benefit considerations for all contracts between £25k and £1m. To ensure Community Benefits are agreed and included a new Commissioning Form has also been developed and will be reviewed by the Corporate Procurement Unit prior to the commencement of each tendering exercise.

Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.1M01 Amount of efficiency targets achieved.	21447000	9605000	10521000	 RED	↓	19308000	21803000	 AMBER

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Finance Manager
Aspirational Target:
Progress Comment: This month 6 budget monitoring indicates a current projection of 91% of efficiencies to be achieved within 2016/17. The 91% refers to a current projection of £9.605M against the revised efficiency target of £10.521M which was revised following allocation of contingency fund for a number of efficiencies no longer achievable in the current financial year due to Member decisions as referenced in the M4 monitoring report.

Last Updated: 25-Oct-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.2M02 Increase percentage of staff that receive an annual appraisal	No Data	58.47	N/A	N/A	N/A	58.47	N/A	 AMBER

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Lead Officer: Sharon Carney - Lead Business Partner

Reporting Officer: Andrew Adams - Business Information and Compliance Adviser

Aspirational Target:

Progress Comment: Corporate Resources Overview and Scrutiny received a detailed update report in November. There has been a significant increase in the appraisals either completed or scheduled (by 20 December 2016).

Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.2M04 (CHR/002) The number of working days per full time equivalent (FTE) local authority employee lost due to sickness absence.	2.07	2.05	2.33	 GREEN	↑	2.05	2.33	 GREEN



Lead Officer: Andrew Adams - Business Information and Compliance Adviser

Reporting Officer: -


Aspirational Target: 9.60

Progress Comment: Compared to the same quarter in 15/16, there has been an significant improvement which has meant that the authority achieved the quarterly target of 2.33 (annual target of 9.30). On going interventions continue to be made to further improve attendance.


Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.4M01 Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	1306470	69000	100000	 GREEN	↓	329000	200000	 GREEN


Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: Year to date efficiency savings calculations are currently £329k against an annual target of £400k. Whilst it is anticipated that the annual target will be achieved, further analysis is yet to be undertaken to ascertain market and category breakdowns.
 Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.4M02 Efficiencies achieved through the use of end to end electronic purchasing	No Data	No Data	N/A	N/A	N/A	No Data	N/A	 RED

Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: Welsh Government have made available to the Council details of the new Benefits Realisation Tracking Tool for end to end electronic purchasing. Once this training on the tool has been received the Council will be able to verify efficiencies achieved.
 Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.5M01 Increase the number of transactional services online and via the Flintshire app	No Data	7460	N/A	N/A	N/A	11627	N/A	 GREEN




Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: The number of customer enquiries received via digital channels i.e. website e-forms, Mobile App and Live Chat continue to increase. Compared to Q1 there was an overall increase in digital transactions of 44% in Q2. The number of customers choosing to contact the Council via its website increased by 51.7% in Q2 from 3,148 online e-forms to 6,521 in Q2. In Q1 it was reported that the NEW Homes website was launched but usage is low and opportunities are being explored to promote its use.
 Last Updated: 25-Oct-2016




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.5M02 Increase the take-up of online services	No Data	186584	N/A	N/A	N/A	372073	N/A	 GREEN
<p>Lead Officer: Rebecca Jones - Customer Services Team Leader Reporting Officer: Rebecca Jones - Customer Services Team Leader Aspirational Target: Progress Comment: There was an increase in the number of users to the Council’s website in Q2. 186,584 users visited the online services that are provided by Flintshire County Council via the website, with each user visiting on average 2.26 times during the quarter. Over 1.2 million web pages were viewed and this means, website users looked at around 6 pages during their visit to our website. Internally, the new InfoNet was launched in August 2016 and 4,898 users have accessed the site, and viewed over 115,000 pages.</p> <p>Last Updated: 11-Nov-2016</p>								




RISKS




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Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: No increase in the number and strength in community and social sectors which in turn will limit the capacity for communities to assist in community asset transfer and other programmes. Management Controls: Careful business planning and capacity development with community partners. Progress Comment: Q2 - Building on the Community Asset Transfers from 2015/16 nine applications are now being progressed. In addition five ADM's are in progress, see section 8.1.1.4.</p> <p>Last Updated: 30-Nov-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and Trade Unions to embrace change.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: Organisational change objectives cannot be met.</p> <p>Management Controls: Careful service and business planning with inclusivity of Trade Union and workforce input.</p> <p>Progress Comment: Q2 - Organisational change programmes are broadly within planned timescales, reflecting the willingness of the workforce and Trade Unions to embrace change.</p> <p>Last Updated: 30-Nov-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models face.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: New Alternative Delivery Models will see a decrease in income and could be un-sustainable.</p> <p>Management Controls: Realistic business plans and an increased commercialism of new organisations (e.g leisure and libraries), underpinned by sufficient financial acumen.</p> <p>Progress Comment: Completed Alternative Delivery Model (ADM) business plans contain some initial considerations of market conditions. More detailed planning market analysis work is being completed in the transition phase for those business plans approved by Cabinet. Final Community Asset Transfer (CAT) plans are on the whole progressing.</p> <p>Last Updated: 29-Nov-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open

Potential Effect: Alternative Delivery Models become unsustainable as it cannot meet costs with reduced funding from the Council.
Management Controls: Properly plan for reduced levels of council funding for each Alternative Delivery Model and contingency plans. An agreed funding model where the Council subsidises the ADM's over a limited period is built into the MTFs.
Progress Comment: Q2 - The amber rating is due to the transitional arrangements currently in place. The transitional period is nearing end and reports are due to go to Cabinet in December. Following this the risk level will change.

Last Updated: 30-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Procurement regulations stifling our ability to develop local community and third sector markets	Arwel Staples - Strategic Procurement Manager		Yellow	Yellow	↔	Open

Potential Effect: Unlikely increase in spend with Small and Medium Enterprises (SMEs) and third sector suppliers
Management Controls: Introduction of a new and improved corporate procurement strategy.
Progress Comment: A new corporate procurement strategy has been developed. The strategy has now been approved and one of the key outcomes is local supplier development, increased use of community benefits, and increased spend with Social Enterprises.

Last Updated: 30-Nov-2016




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises fail in their early stages of development	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager, Mike Dodd - Social Enterprise Development Lead Officer	Amber	Amber	↔	Open

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Potential Effect: New social enterprises are not sustainable and go into liquidation
Management Controls: i) Business development to the sector supported by the Council.
 ii) Monitoring of performance of new Social Enterprise delivery.
 iii) New network of social enterprise taking responsibility for increasing strength of the sector.
Progress Comment: Q2 - The Social Enterprise Sector working group has met twice and is planning how it will provide leadership and support to the sector.

Last Updated: 29-Nov-2016

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Community Asset Transfers fail in their early stages of development	Neal Cockerton - Chief Officer - Organisational Change 2	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open

Potential Effect: New social enterprises are not sustainable and go into liquidation
Management Controls: Business development support for the sector; monitoring and management of performance of new Social Enterprise delivery; new network of social enterprises taking responsibility for self-help.
Progress Comment: Business development work is on going. Monitoring of new Community Asset Transfers starts this year with reports received from Community groups and monitoring meetings arranged.

The Social Enterprise Sector working group is now active.

Last Updated: 30-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The scale of the financial challenge.	Gary Ferguson - Corporate Finance Manager					Open

Potential Effect: The Council does not have sufficient funding to meet it's priorities and obligations.
Management Controls: i) The Council's Medium Term Financial Strategy and efficiency programme.
 ii) National negotiations on local government funding.
Progress Comment: Q2) The Provisional Settlement for 2017/18 has since been received and is more favourable than the figure assumed within the forecast.

Work is continuing regarding stage 2 of the 2017/18 budget and the forecast will be updated once this work is complete.

Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes.	Sharon Carney - Lead Business Partner		Red	Amber	↓	Open
<p>Potential Effect: Organisational change objectives cannot be met. Management Controls: Careful service and business planning with alignment of corporate resources supplemented with specialist external support where required. Progress Comment: Organisational change programmes are broadly on time and on budget.</p> <p>Last Updated: 29-Nov-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The pace of procurement collaborations and our limited control over their development.	Gareth Owens - Chief Officer - Governance	Arwel Staples - Strategic Procurement Manager	Yellow	Amber	↓	Open
<p>Potential Effect: Procurement efficiencies will not be realised. Management Controls: Monitoring and management of the National Procurement Service (NPS) work programme and its benefits. Progress Comment: The National Procurement Service (NPS) has increased the pace of procurement collaboration delivery with 30+ framework agreements in place and further projects identified. The work programme delivery is being closely monitored.</p> <p>However actual benefits to the Council from the NPS framework agreements is varied, therefore further monitoring of actual benefits is required going forward.</p> <p>Last Updated: 20-Oct-2016</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Public attitude to accessing services on-line.	Clare Budden - Chief Officer - Community and Enterprise	Rebecca Jones - Customer Services Team Leader	Yellow	Yellow	↔	Open
<p>Potential Effect: Targeted efficiencies to be achieved through people switching to accessing services will not be met.</p> <p>Management Controls: Connects will promote and assist with self-service for to enable a full digital shift.</p> <p>Progress Comment: Q2) There continues to be an increase in the number of people choosing digital to transact with the Council; the number of digital transactions and website usage grows every quarter.</p> <p>Customer Services regularly monitor customer feedback around digital to ensure the services delivered digitally are fit for purpose. Frontline support continues to be offered via Flintshire Connects Advisors, encouraging and enabling customers to self-service now and in the future. Additionally, the rollout of payment kiosks at Flintshire Connects, with no concerns from the public demonstrates a level of acceptance that customers expect to self-service when accessing certain services.</p> <p>Last Updated: 29-Nov-2016</p>						



CABINET

Date of Meeting	Tuesday, 13 December 2016
Report Subject	Revenue Budget Monitoring 2016/17 (month 7)
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 both the Council Fund and Housing Revenue Account.

The report is based on actual income and expenditure as at Month 7 of the financial year. The report also projects how the budget would stand at the close of the financial year if all things remained equal.

The projected year end position, without any further action to reduce cost pressures or to identify new efficiencies would be as follows:-

Council Fund

- Net in year expenditure forecast to be £1.771m higher than budget
- Projected contingency reserve balance of £1.434m

The overall projected in year position is an additional adverse movement of £0.218m on the position reported last month.

The Council is awaiting a decision from Welsh Government for an additional in-year transport grant which would reduce the underlying forecast overspend.

Housing Revenue Account

- Net in year expenditure forecast to be £0.037m higher than budget
- Projected closing balance as at 31 March 2017 of £1.061m

RECOMMENDATIONS

1	To note the overall report and the projected Council Fund contingency sum as at 31 st March 2017 and commission further work on options for mitigating action in the future.
2	To note the projected final level of balances on the Housing Revenue Account.

REPORT DETAILS

1.00	Explaining the Month 7 Position
1.01	<p>The underlying deficit balance is likely to be reduced with the successful negotiation of an additional Welsh Government transport grant for the liquidation of one of the Councils contracted transport operators.</p> <p>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.</p> <p>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 are awaiting a decision from Welsh Government for an additional in-year transport grant to part fund these costs. The Council expects to recover at least a proportion of the additional cost. Planning for transport routing, procurement and costs for 2017/18 onwards is ongoing.</p>

1.02

Council Fund Latest in Year Forecast

The table below shows the projected position by portfolio.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over / (Under) spend
	£m	£m	£m	£m
Social Services	58.534	60.587	61.304	0.717
Community & Enterprise	12.035	12.326	11.874	(0.452)
Streetscene & Transportation	27.011	28.527	29.405	0.878
Planning & Environment	4.978	5.381	5.545	0.164
Education & Youth	11.225	11.348	11.367	0.019
Schools	86.162	87.373	87.373	0.000
People & Resources	4.319	4.646	4.654	0.008
Governance	8.159	8.183	8.237	0.054
Organisational Change 1	5.560	5.972	6.047	0.075
Organisational Change 2	2.244	2.572	2.311	(0.261)
Chief Executive	3.204	3.176	3.124	(0.052)
Central & Corporate Finance	28.552	21.894	22.513	0.619
Total	251.984	251.984	253.755	1.771

1.03

The reasons for the projected variances are summarised within Appendix 2 with key significant portfolio variances explained in paragraphs 1.05 and 1.06.

1.04

Significant Budget Movements between Original and Revised Budget

A review of Corporate Administration has now been completed which agreed to transfer portfolio administration teams together into a combined service, under a single manager, that serves County Hall and Flint offices. This has resulted in a budget movement between Governance and Social Services portfolios for £0.224m in month 7.

1.05

Streetscene and Transportation

There is a significant variance within the portfolio of £0.878m which is a decrease of £0.069m from month 6. This will be reduced further with an additional Welsh Government transport grant as described in 1.01. Full details of all other variances are given in Appendix 2.

1.06	<p>Social Services</p> <p>There has been an increase in the projected outturn for Out of County Placements in Children Services of £0.386m due to an increase in the number of Child and Parent placements. The main influence on this increase is the new Social Services and Wellbeing Act which has led to a higher number of court outcomes and placements which will need to be tracked and considered by the Social Services Programme Board. The financial impact of this emerging pressure will need to be considered as part of the Medium Term Financial Strategy (MTFS).</p>
1.07	<p>There has been a significant movement between the Disability Services and Resources & Regulated Services headings within Social Services. A realignment exercise has been undertaken which has resulted in costs of some care packages being moved and reported under a new service heading to reflect the movement of clients through panel and transition services.</p>
1.08	<p>Programme of Efficiencies</p> <p>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.</p>
1.09	<p>Appendix 3 provides detail on the latest position where there is a variation to the level of efficiency achievable compared to the budget.</p>
1.10	<p>This shows that it is currently projected that £9.470m (90%) will be achieved resulting in a net underachievement of £1.051m. The position will continue to be monitored and reported in future monitoring reports.</p>
1.11	<p>Inflation</p> <p>Included within the 2016/17 budget are provision for pay (£0.936m), targeted price inflation (£0.573m) and income (£0.185m).</p>
1.12	<p>Following the allocation to portfolios of the provisions described in paragraph 1.11 there is a remaining balance of £0.070m which is included within the overall outturn figure.</p>
1.13	<p>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.</p>
	<p>Reserves and Balances</p>
1.14	<p>Un-earmarked Reserves</p> <p>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)</p>

	of £4.375m.																																																																							
1.15	Taking into account the current projected overspend at Month 7 and previously agreed allocations the balance on the Contingency Reserve at 31 March 2017 is projected to be £1.434m as detailed in appendix 4.																																																																							
1.16	<p>Earmarked Reserves</p> <p>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.</p>																																																																							
1.17	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.																																																																							
1.18	<table border="1"> <thead> <tr> <th>Reserve Type</th> <th>Balance as at 1/4/16</th> <th>Balance as at 31/3/17</th> </tr> </thead> <tbody> <tr> <td>Service Balances</td> <td>5,024,743</td> <td>1,733,522</td> </tr> <tr> <td>Schools Balances</td> <td>2,306,721</td> <td>275,087</td> </tr> <tr> <td>SingleStatus/Equal Pay</td> <td>7,548,813</td> <td>4,482,672</td> </tr> <tr> <td>Investment & Organisational Change</td> <td>1,268,651</td> <td>767,514</td> </tr> <tr> <td>Budget Strategy - General Reserves</td> <td>4,460,118</td> <td>3,030,741</td> </tr> <tr> <td>Benefits Equalisation</td> <td>192,699</td> <td>85,070</td> </tr> <tr> <td>County Elections</td> <td>193,857</td> <td>193,857</td> </tr> <tr> <td>Supporting People</td> <td>832,163</td> <td>386,638</td> </tr> <tr> <td>Community Equipment Store</td> <td>0</td> <td>0</td> </tr> <tr> <td>Unitary Development Plan (UPP)</td> <td>646,982</td> <td>464,000</td> </tr> <tr> <td>Building Control</td> <td>90,611</td> <td>90,611</td> </tr> <tr> <td>Waste Disposal</td> <td>370,859</td> <td>310,433</td> </tr> <tr> <td>Countryside</td> <td>0</td> <td>0</td> </tr> <tr> <td>Flintshire Enterprise Ltd</td> <td>72,892</td> <td>72,892</td> </tr> <tr> <td>Third Party Claims</td> <td>0</td> <td>0</td> </tr> <tr> <td>Design Fees</td> <td>200,000</td> <td>200,000</td> </tr> <tr> <td>Winter Maintenance</td> <td>250,000</td> <td>250,000</td> </tr> <tr> <td>Car Parking</td> <td>86,284</td> <td>0</td> </tr> <tr> <td>Insurance Funds</td> <td>1,221,558</td> <td>1,405,000</td> </tr> <tr> <td>Cash Receipting Review</td> <td>241,295</td> <td>0</td> </tr> <tr> <td>Grants & Contributions</td> <td>2,737,077</td> <td>1,043,920</td> </tr> <tr> <td>Total</td> <td>27,745,323</td> <td>14,791,957</td> </tr> </tbody> </table>			Reserve Type	Balance as at 1/4/16	Balance as at 31/3/17	Service Balances	5,024,743	1,733,522	Schools Balances	2,306,721	275,087	SingleStatus/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	464,000	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	1,043,920	Total	27,745,323	14,791,957
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SingleStatus/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	464,000																																																																						
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	1,043,920																																																																						
Total	27,745,323	14,791,957																																																																						
1.19	<p><u>Housing Revenue Account</u></p> <p>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.</p>																																																																							
1.20	The 2016/17 budget for the HRA is £31.979m which includes a movement of £0.080m from reserves.																																																																							

1.21	The Month 7 monitoring for the HRA is projecting in year expenditure to be £0.037m higher than budget and a closing balance as at 31 March 2017 of £1.061m, which at 3.3% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
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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 seven months and the risks as known.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	<p>Achievement of Planned In-Year Efficiencies</p> <p>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 90% of the efficiencies would be achieved. There is an ongoing risk that the shortfall cannot be mitigated other than by 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.</p>
4.02	<p>In-Year Reductions in Government Specific Grants</p> <p>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 though variations should not occur at this late stage of the financial year. Risk status: unstable/green risk.</p>
4.03	<p>Cost Pressures in Residential and Domiciliary Care</p> <p>The Council is faced with having to meet high levels of annual cost inflation for commissioned places and homecare packages in the</p>

	<p>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, if additional funding was not available to fund these increases. The Council has secured £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 in 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.</p> <p>Risk status: unstable/red risk.</p>
4.04	<p>Municipal Mutual Insurance (MMI)</p> <p>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 in 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.</p> <p>Risk status: stable/green risk.</p>
4.05	<p>Historic Child Abuse Settlements</p> <p>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 not possible to estimate the full financial impact of these at this stage. The financial provision set aside may not prove to be sufficient to meet the cost liabilities of all cases when closed.</p> <p>Risk status: unstable/amber risk.</p>
4.06	<p>Landfill Site Energy Income</p> <p>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 and a budget pressure has been included from 2017/18.</p> <p>Risk status: stable/amber risk.</p>
4.07	<p>Orphaned Industrial Site at Sandycroft</p> <p>The contract for the removal of all chemical deposits, site cleansing and</p>

	<p>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). The contract is due to be completed within December 2016. The monthly cost of maintaining and securing the site is £0.025m-£0.030m. 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 from the site disposal which will follow.</p> <p>Risk status: unstable/amber risk.</p>
4.08	<p>Infrastructure for improvement works at Bagillt</p> <p>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 are revealing further maintenance issues which are being addressed.</p> <p>Risk status: unstable/amber risk.</p>
4.09	<p>Procurement of Transport Services</p> <p>As explained in 1.01 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.</p> <p>Risk status: unstable/amber risk.</p>
4.10	<p>Minimum Revenue Provision (MRP)</p> <p>The Council is currently reviewing its policy of accounting for MRP in conjunction with its Treasury Management Advisors. This could result in a change to the amount in-year which may have a positive effect on the outturn position.</p> <p>Risk status: stable/green risk.</p>
4.11	<p>Out of County Placements</p> <p>The risk is the volatility in demand and the impacts on service costs which cannot be predicted with any certainty. There is always a risk of significant variances occurring although this area continues to be closely monitored. The main influence on this increase is the new Social Services and Wellbeing Act which has led to a higher number of court outcomes and placements has increased the financial pressure on this service area.</p> <p>Risk status: unstable/amber risk.</p>

5.00	APPENDICES
5.01	<p>Appendix 1: Council Fund – Movement in Variances from Month 6</p> <p>Appendix 2: Council Fund – Budget Variances</p> <p>Appendix 3: Council Fund – Programme of Efficiencies</p> <p>Appendix 4: Council Fund – Movement on Un-earmarked Reserves</p>

	Appendix 5: Housing Revenue Account Variances
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None required</p> <p>Contact Officer: Sara Dulson Telephone: 01352 702287 E-mail: sara.dulson@flintshire.gov.uk</p>

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.
7.02	Council Fund: the fund to which all the Council's revenue expenditure is charged.
7.03	Financial Year: the period of twelve months commencing on 1 April.
7.04	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.
7.05	Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.
7.06	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.
7.07	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.
7.08	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.
7.09	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.

7.10	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.
7.11	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.
7.12	Minimum Revenue Provision (MRP): A charge made to the Council Fund to repay borrowing taken out for capital expenditure. Authorities must determine their own prudent MRP charge each year, taking into consideration statutory guidance issued by the Government.

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Localities	0.090	Significant increase in the number of placements in Residential and Nursing care.
Resources & Regulated Services	(0.098)	Additional external grant income - residential care (£0.076m), short term vacancy savings in Home Care (£0.021m), other minor movements (£0.001m).
Disability Services		
Resources & Regulated Services	0.442	A realignment exercise has been undertaken to improve reporting to management in terms of the categorisation of care packages within reporting lines from Panel/Transition budget areas within Disability Services. This exercise is ongoing and further variances/budget realignment will be reported in the future.
Disability Services	(0.465)	A realignment exercise has been undertaken to improve reporting to management in terms of the categorisation of care packages within reporting lines to Resources & Regulated Services.
Other Minor Variances	0.015	
Mental Health Services		
Voluntary Sector Services	0.030	Budget adjustment for payments to voluntary organisations.
Community Living	(0.053)	Short term vacancy savings and other staff movements
Substance Misuse	(0.044)	Short term vacancy savings
Employment & Occupation	(0.026)	Short term vacancy savings
Other Minor Variances	(0.034)	
Children's Services		
Out of County Placements	0.386	Impact of 8 new Parent and child placements influenced by court considerations based on new requirements within the Social Services and Wellbeing Act (Wales), and other new placements including some at very high cost.

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Development & Resources		
Business Systems & Financial Assessments	0.038	Additional commitments to use funding for IT hardware and software.
Finance /Deputyship	(0.025)	Budget realignment to reflect unachievable income target
Safeguarding Unit	(0.036)	Salary savings
Good Health	(0.054)	Budget adjustments - payments to voluntary organisations
Other Minor Variances	0.004	
Total Social Services	0.169	
Community & Enterprise		
Customer And Housing Services	0.003	Minor variances.
Council Fund Housing	0.002	Minor variances.
Regeneration	(0.010)	Minor variances.
Revenues & Benefits	0.009	Further underspend on the Council Tax Reduction Scheme provision (£0.004m). Additional surplus on the Council Tax Collection Fund (£0.014m). Other minor variances £0.009m.
Total Community & Enterprise	0.003	
Streetscene & Transportation		
Ancillary Services & Performance		
Other Minor Variances	0.009	
Highways Network		
Other Minor Variances	(0.003)	
Transportation & Logistics		
Logistics & Resource Services	(0.039)	Minor variances across the service area
Transportation	(0.038)	Revised costs following re-procurement for covering former GHA services
Other Minor Variances	0.002	
Total Streetscene & Transportation	(0.069)	
Planning & Environment		
Business		
Pollution Control	0.027	Costs for 2 x Environmental Health Officer posts - funding source to be confirmed
Minor Variances	(0.004)	
Community		
Minor Variances	(0.017)	
Development		
Development Management	0.106	Revised outturn on Planning Fee Income
Minor Variances	0.003	
Access		
Minor Variances	(0.007)	
Strategy		
Minor Variances	(0.002)	
Management Strategy		
Other Minor Variances	0.002	
Total Planning & Environment	0.108	

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Education & Youth		
Other Minor Variances	0.013	
Total Education & Youth	0.013	
People & Resources		
HR & OD	(0.023)	Minor variances.
Corporate Finance	0.001	Minor variances.
Total People & Resources	(0.023)	
Governance		
Legal Services	0.001	Minor variances.
Democratic Services	0.007	Minor variances.
Internal Audit	0.000	No variance.
Procurement	0.000	No variance.
Business Support	0.000	Minor variances.
Total Governance	0.008	
Organisational Change 1		
Public Libraries & Arts, Culture & Events	0.001	Minor variances.
Museums		Minor variances.
Leisure	0.056	Implementation of the Holywell Leisure Centre Community Asset Transfer which is now expected to be between the end of December 2016 and 1st March 2017 £0.070m. Other minor variances (£0.014m).
Total Organisational Change 1	0.058	
Organisational Change 2		
Industrial Units	(0.067)	Two historical agreements have now been resolved through a Mesne profit charge resulting in the £0.067m income being reflected in the budget area.
Minor Variances	(0.006)	
Total Organisational Change 2	(0.073)	
Chief Executive	0.006	Minor variances.
Central and Corporate Finance	0.016	Minor variances.
Grand Total	0.217	

Budget Monitoring Report
Council Fund Variances
MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Social Services						
Older People						
Localities	15.975	15.239	(0.736)	(0.826)	Domiciliary Care reflects a projected underspend of (£0.235m) based on existing clients. Other main influences on this projected underspend include Minor Adaptations (£0.104m) for which the local demand is currently being met by the Intermediate Care Fund. Additional one-off income has been received from Intermediate Care Fund (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 Residential Care property income of (£0.064m). Overall net minor variances of £0.019m. In addition, some budgets within external care provision still require realignment into externally provided Supported Living within Learning Disabilities which are not reflected at Month 7.	Keep under review with consideration potential realignment
Community Equipment Contribution	0.477	0.323	(0.155)	(0.155)	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.	Maintain underspend in current financial year, pending realignment from 2017/18 to meet revenue costs of Flint Extra Care Scheme.
Resources & Regulated Services	6.035	5.949	(0.086)	0.012	Short term vacancy savings within provider day care services and extra care schemes	
Minor Variances	0.677	0.628	(0.049)	(0.049)		
Disability Services						
Resources & Regulated Services	17.411	18.363	0.952	0.511	Service user demand level is in excess of current provision, at month 7 costs have been realigned within the Learning Disability budget and projections revised.	Continue to monitor and review costs - budget realignment to be completed by December.
Disability Services	2.156	2.051	(0.105)	0.359	At month 7 costs have been realigned within the Panel and Transition budget areas resulting in an overall underspend as a result of lower than expected levels of care within Panel/Vulnerable Adults.	Keep under review
Forensic budget	0.529	0.323	(0.206)	(0.185)	There is a significant underspend of (£0.206m) at month 7 revised outturn based on current projected costs and increased income from Joint funded packages.	Keep under review - potential volatile service area.
Administrative Support	(1.206)	(1.082)	0.124	0.103	Shortfall in Supporting 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 committed in full. At period 07 the shortfall has slightly increased due to revised quarterly projections.	
Minor Variances	0.695	0.688	(0.008)	(0.023)		

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<i>Mental Health Services</i>						
Residential Placements	0.844	0.988	0.144	0.157	Reflects current projected placement costs.	Keep under review
Substance Misuse	0.274	0.347	0.073	0.117	Pay cost pressures in a number of areas together with a reduced income commitment for the Substance Misuse Action Fund (SMAF) grant.	Work being undertaken to review
Employment & Occupation	0.444	0.378	(0.066)	(0.040)	Short term vacancy savings on work schemes.	
Minor Variances	2.139	2.162	0.023	0.067		
<i>Children's Services</i>						
Family Placement	2.394	2.487	0.094	0.086	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 overspend within the service.
Prevention & Support	0.196	0.146	(0.050)	(0.042)	Savings on legal fees and S17 permanency allowances	
Residential Placements	0.398	0.484	0.086	0.085	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	5.392	0.509	0.492	Increasing overspend in Duty and Assessment team which is due to the need to deploy staff to address key risks within this area of service. An allocation of £0.100m has been made from Contingency reserve as approved by Cabinet to help alleviate this pressure	Continue to monitor and review
Out of County Placements	3.434	3.919	0.485	0.099	There has been an unprecedented increase in the number of Child and Parent placements, being 8 placements, of which 7 have been the subject of court/legal determinations. The main influence on this is the new Social Services and Wellbeing Act which enables judges to require Local Authorities to demonstrate that the needs of parents are being met and that there is a proactive investment in removing barriers/supporting parents to be able to care for their children.	Continue to monitor and review
Minor Variances	1.191	1.124	(0.067)	(0.049)		

**Budget Monitoring Report
Council Fund Variances**

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Development & Resources						
Business Systems & Financial Assessments	0.905	0.868	(0.037)	(0.074)	Minor variance.	Continue to monitor and review
Charging Policy income	(1.899)	(2.052)	(0.153)	(0.161)	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	0.897	0.105	0.141	The projected overspend is a combination of additional legal and medical costs associated with the Deprivation of Liberty Safeguards (DOLS) assessments and a shortfall of budget income from Supporting People Grant, and a contribution to the North Wales Safeguarding Board	Continue to monitor and review
Good Health	0.846	0.726	(0.120)	(0.066)	The underspend is mainly due to short term vacancy savings and reductions in payments to voluntary organisations.	Continue to monitor and review
Minor Variances	0.998	0.958	(0.040)	(0.010)		
Total Social Services	60.587	61.304	0.717	0.548		
Community & Enterprise						
Customer And Housing Services	1.183	1.163	(0.020)	(0.023)	Minor variances.	Continue to monitor and review.
Council Fund Housing Regeneration	(0.277)	(0.254)	0.023	0.021	Minor variances.	Continue to monitor and review.
	0.416	0.483	0.067	0.078	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 £0.011m.	Continue to monitor and review.
Revenues & Benefits	10.905	10.380	(0.525)	(0.534)	Projected underspend on the budgeted provision for the Council Tax Reduction Scheme of (£0.262m). Projections indicate an anticipated surplus on the Council Tax Collection Fund of (£0.305m). Other minor variances £0.042m.	Continue to monitor closely as these areas are highly volatile and projections are likely to change.
Housing Programmes	0.100	0.102	0.003	0.003	Minor variances.	Continue to monitor and review.
Total Community & Enterprise	12.326	11.874	(0.452)	(0.456)		

**Budget Monitoring Report
Council Fund Variances**

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation Ancillary Services & Performance						
Waste Collection	7.457	7.685	0.228	0.221	Solar Energy Production at Landfill commenced from October, resulting in an in-year shortfall of £0.065m. Adverse variance of £0.190m relating to reduced electricity sales from reducing levels of gas extraction at the Standard and Brookhill landfill sites. Final part-year reduced payment of prudential borrowing for black bins (£0.100m). Improved position from recycling income of £0.050m. Additional costs for disposal of hazardous waste from Household Recycling Centres (HRC) sites £0.043m. Additional plant hire costs across the service of £0.040m and cumulative minor variances within waste services of £0.040m	Gas engine income levels being monitored monthly and contracts being prepared for the service to be outsourced. Pressure in 2017/18 relating to the ESD grant. WG have confirmed a 6.7% reduction in the grant
Other Minor Variances Highways Network	0.653	0.662	0.009	0.007		
Other Minor Variances	7.461	7.616	0.155	0.158	Due to ongoing discussions on Community Asset Transfers (CAT), the maintenance liability being transferred for Cemeteries to Town/Community Councils totalling £0.050m has not yet been implemented. Probation Service Litter Collection will be implemented later than anticipated, totalling £0.050m. Consequential maintenance and repair works following the Baglitt flooding events, £0.061m.	Keep under review as part of MTFS Programme Tracker
Transportation & Logistics Logistics & Resource Services	4.524	4.605	0.081	0.120		Keep under review as part of MTFS Programme Tracker
School Transport	4.972	5.098	0.126	0.106	Estimated additional subsidy costs following re-procurement for covering former GHA services for school transport following the company going into liquidation, £0.125m.	WG have been consulted upon with regard to funding the additional costs. Funding highly unlikely due to Statutory provision requirements. Therefore, consideration will be required in the MTFS 2017/18 taking account of full year effect.
Transportation	1.928	2.230	0.302	0.340	Estimated additional subsidy costs following re-procurement for covering former GHA services following the company going into liquidation, £0.285m. This includes the costs of former commercial services routes.	WG have been consulted upon with regard to funding the additional costs. Awaiting Minister decision on level of funding to be provided. Consideration in MTFS 2017/18 if no WG funding is forthcoming after 2016/17, taking account of full year effect
Other Minor Variances	1.531	1.508	(0.023)	(0.005)		
Total Streetscene & Transportation	28.527	29.405	0.878	0.947		

**Budget Monitoring Report
Council Fund Variances**

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Planning & Environment						
Business						
Minor Variances	1.632	1.664	0.031	0.008		Continue to monitor committed expenditure and reduce or remove commitments where possible
Community						
T/S Compliance & Animal Health	0.338	0.314	(0.024)	(0.024)	Substance Misuse Action Fund Co-Ordinator Post - reduced hours	
Pest Control	0.019	0.015	(0.003)	(0.004)	Potential for shortfall in the self-finance position at outturn	
T/S Investigations	0.306	0.270	(0.036)	(0.038)	Vacant Trading Standards Enforcement Officer	
Minor Variances	0.253	0.220	(0.032)	(0.013)		Continue to monitor committed expenditure and reduce or remove commitments where possible
Development						
Development Management	(0.339)	(0.162)	0.177	0.071	High Risk of possible shortfall from Planning Application Fee income. At period 07 the shortfall is estimated to be £0.100m as the economy has not continued to recover to the extent which the 3 year Business Plan forecast. This has resulted in a lesser volume of applications being submitted than previously predicted.	
Minor Variances	0.190	0.168	(0.022)	(0.026)		Continue to monitor committed expenditure and reduce or remove commitments where possible
Access						
Minor Variances	1.344	1.303	(0.042)	(0.034)		Continue to monitor committed expenditure and reduce or remove commitments where possible
Shared Services						
Minor Variances	0.165	0.165	(0.000)	0.000		Continue to monitor committed expenditure and reduce or remove commitments where possible
Strategy						
Minor Variances	0.832	0.864	0.032	0.034		Continue to monitor committed expenditure and reduce or remove commitments where possible
Management Strategy						
	0.641	0.725	0.084	0.081		Continue to monitor committed expenditure and reduce or remove commitments where possible
Total Planning & Environment	5.381	5.545	0.164	0.056		

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Education & Youth						
Inclusion & Progression	6.998	7.057	0.058	0.068	Variance largely relates to Out of County placements. A volatile service with potential for high costs and unpredictable demand. Includes other minor variances from within the service.	A 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. Detailed review of all placements is on going.
Minor Variances	4.349	4.310	(0.040)	(0.062)		
Total Education & Youth	11.348	11.367	0.019	0.006		
Schools	87.373	87.373	(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	2.258	2.192	(0.066)	(0.042)	The projected underspend is mostly due to current workforce vacancies.	Continue to monitor and review.
Corporate Finance	2.388	2.462	0.074	0.073	The projected overspend comprises of a shortfall in the Grant income recharge target and an in-year underachievement on the Finance Modernisation Efficiency.	Continue to explore alternative income maximisation opportunities and progress the finance modernisation project.
Total People & Resources	4.646	4.654	0.008	0.031		
Governance						
Legal Services	0.642	0.666	0.024	0.024	Minor variances.	Continue to monitor and review.
Democratic Services	1.872	1.868	(0.004)	(0.011)	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	0.026	Minor variances.	Continue to monitor and review.
Business Support	0.079	0.049	(0.030)	(0.030)	Minor variances.	Continue to monitor and review.
ICT	4.991	5.034	0.043	0.043	Minor variances.	Continue to monitor and review.
Total Governance	8.183	8.237	0.054	0.046		

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Organisational Change 1						
Public Libraries & Arts, Culture & Events	1.656	1.641	(0.015)	(0.016)	Minor variances.	Continue to monitor and review.
Museums	0.064	0.064	0.000	0.000	Minor variances.	Continue to monitor and review.
County Archives	0.281	0.279	(0.002)	(0.002)	Minor variances.	Continue to monitor and review.
Leisure	3.946	4.038	0.092	0.036	The CAT transfer at Holywell Leisure Centre is now expected to be phased between the end of December 2016 and 1st March 2017. This results in a pressure of £0.070m this year which is associated with continuing to operate the centre as a Council prior to full handover to the community to ensure continuity of operation. Other minor variances of £0.022m.	Continue to monitor and review.
Community Assets	0.024	0.024	0.000	(0.000)	Minor variances.	Continue to monitor and review.
Total Organisational Change 1	5.972	6.047	0.075	0.018		
Organisational Change 2						
Property Asset And Development	0.590	0.309	(0.281)	(0.276)	(£.260m) in year salary savings as a result of the proposed staffing restructure. (£0.021m) Other minor variances.	Monitor and Review
CPM & Design Services	0.703	0.618	(0.084)	(0.064)	(£0.084m) additional design fees secured by the team over and above the income target.	Monitor and Review
Industrial Units	(1.047)	(0.878)	0.169	0.236	£0.169m shortfall in rental income (offset by in year salary savings).	Monitor and Review
Catering	0.792	0.736	(0.056)	(0.058)	(£0.056m) additional income projected above the income target.	Monitor and Review
Minor Variances	1.533	1.526	(0.008)	(0.025)		
Total Organisational Change 2	2.572	2.311	(0.261)	(0.188)		
Chief Executive	3.176	3.124	(0.052)	(0.058)	The projected underspend is due to vacancy savings within the Corporate Communications team and underspend against some supplies and services budgets.	Continue to monitor and review.

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Central and Corporate Finance	21.894	22.513	0.619	0.603	An underspend of (£0.111m) within the Central Loans and Investment Account, 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 (£0.100m). Workforce efficiencies showing an underachievement of £0.278. Additional income generating activities, an underachievement of £0.300m, though work is continuing to identify areas of opportunity. In year pressure £0.143m due to non domestic rates liability on a commercial property. In year underspend on Audit Fees of (£0.088m). Windfall income, in year pressure £0.115m. Pension deficit recovery pressure of £0.150m, current projections suggest an under recovery of pension deficit costs due to individuals opting out. Following allocation to portfolios, there is an underspend of (£0.070m) on centrally held inflation. Minor variances £0.002m.	Keep under review. Continue to monitor and review. Continue to identify further savings. In-year pressure only. In-year pressure. Audit Fees reduced, additional identified efficiency. Keep under review and consider impact alongside actuarial review. Pay related inflation, keep under review in case of any emerging in year issues.
Grand Total	251.984	253.755	1.771	1.553		

2016/17 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over Achievement
	2016/17 £(m)	2016/17 £(m)	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	0.093	(0.042)
Total People & Resources	0.135	0.093	(0.042)
Education & Youth			
School Modernisation.	0.187	0.123	(0.064)
Total Education & Youth	0.187	0.123	(0.064)
Organisational Change 1			
Community Asset Transfers.	0.544	0.474	(0.070)
Total Organisational Change 1	0.544	0.474	(0.070)
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			
Telephone Contact Centre savings.	0.100	0.025	(0.075)
Galw Gofal Contract Fees.	0.030	0.015	(0.015)
Council Tax Reduction Scheme.	0.329	0.591	0.262
Total Community & Enterprise	0.459	0.631	0.172
Streetscene & Transportation			
Shared Specialist Plant with neighbouring 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		%	£
Met from Contingency Reserve			11.282
Revised Efficiency Target		100	10.521
Total Projected 2016/17 Budget Efficiencies Underachieved		10	1.051
Total Projected 2016/17 Budget Efficiencies Achieved		90	9.470

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 - allocation from contingency reserve to meet the resource requirements for specialist social work for child protection		(0.100)
Less projected overspend as at Month 7		(1.771)
Total projected Contingency Reserve as at 31st March 2017		1.434

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 7 - 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)	(31.945)	(0.046)	0.020		
Capital Financing - Loan Charges	7.285	7.124	(0.161)	(0.161)	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 referendum	
Estate Management	1.633	1.611	(0.021)	(0.034)		
Landlord Service Costs	1.207	1.207	(0.000)	(0.005)		
Repairs & Maintenance	9.546	9.749	0.203	0.135	The reduced borrowing costs and other savings identified on rents and elsewhere in the HRA have allowed an additional £0.317m of resource to be allocated to void properties to date. This will support the significant work being undertaken in empty properties contributing to the achievement of the Welsh Housing Quality Standards. The projected revenue expenditure for fleet recharges has been reduced by £0.042m as we have identified that expenditure relating to the team working on disabled adaptations can be capitalised. £0.88m relates to savings on staff costs. The remaining £0.016m relates to minor variances.	

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Management & Support Services	2.232	2.294	0.062	0.082	£0.023m relates to the estimated pressure on Support Services Charges. £0.032m relates to site investigation fees relating to the SHARP project which are in addition to the original budget. If schemes are approved, these costs can be capitalised and will not impact on revenue. The remaining £0.007m relates to minor variances.	
Capital Expenditure From Revenue (CERA)	10.077	10.077	(0.000)	0.000		
Contribution To / (From) Reserves	(0.080)	(0.118)	(0.037)	(0.037)		
Total Housing Revenue Account	0.000	0.000	0.000	0.000		



CABINET

Date of Meeting	Tuesday 13 th December 2016
Report Subject	School Modernisation Update
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 responses from the informal consultation period for the Area Review.

To invite Cabinet to commission consultation on statutory proposals for school organisational change in the area.

RECOMMENDATIONS

1	Cabinet is requested to consider the responses from the informal consultation period for the Area.
2	Cabinet is requested to consider the evidence and analysis provided within the reports.
3	Cabinet is requested to determine the next steps for school organisational change in the area.

REPORT DETAILS

1.00	EXPLAINING SCHOOL MODERNISATION UPDATE – BRYNFORD, LIXWM AND RHOSMOR AREA SCHOOL REVIEW
1.01	Recommendations for the initial phase of the School Modernisation Implementation Plan were presented and approved by Cabinet in June 2015.
1.02	Cabinet agreed to complete an area review of the following schools: Area 1 - Brynford CP School, Lixwm CP School and Ysgol Rhos Helyg, Rhosesmor.
1.03	The schools in the area met a number of triggers for review in accordance the Council's School Modernisation strategy.
1.04	Options initially presented for discussion with Headteachers and a representative group of governors at each school were as follows: <ul style="list-style-type: none"> • Option A: status quo • Option B: area school multiple sites (two) • Option C: area school one site • Option D: federation <p>The outcome of those discussions was that there was universal agreement that option D should be dropped and option B should be replaced by the following option:</p> <ul style="list-style-type: none"> • Two schools in the area. One school at Ysgol Rhos Helyg, with amalgamation of Brynford CP and Lixwm CP onto one site
1.05	As a consequence, options consulted upon with key stakeholders in the areas were as follows: <ul style="list-style-type: none"> • Option A: status quo • Option B: two schools in the area. One school at Ysgol Rhos Helyg with amalgamation of Brynford CP and Lixwm CP onto one site • Option C: area school one site
1.06	Consultation opened on 1 st July 2016 and closed on 26 th August 2016 with consultation events for parents/carers/staff and governors taking place on the 4 th July 2016 at Ysgol Rhos Helyg, Rhosesmor, 7 th July 2016 at Lixwm C.P. and 11 th July 2016 at Brynford C.P. School. (Consultation report appendix 1). <p>Additionally, children and young people's consultation events were conducted with the School Council's on 10th July 2016 at Ysgol Rhos Helyg, Rhosesmor and Lixwm C.P. School and 14th July 2016 at Brynford C.P. School and their views were captured in the consultation documents. Both adult and children and young people's versions of consultation documentation were produced and available either online or hard copy by request.</p>
1.07	At the workshop sessions held with the School Councils at Brynford C.P. School, Lixwm C.P. School and Ysgol Rhos Helyg Rhosesmor. The

School Council were then asked for their views on the options. For each option the School Council were able to note down their views. These views were then included in the Options Appraisal Document.

Option 1 – Stay the Same

Positives	Negatives
<ul style="list-style-type: none"> • Small School • You can all join in competitions • Nobody would need to move • You know everyone • More attention and time with the teachers which you can educationally benefit from • Less arguing • Less transport issues 	<ul style="list-style-type: none"> • Money • A little bit bigger • Need harder maths lessons • No new friends • No loos • We don't want to leave

Option 2 – Joining all of our schools together

Positives	Negatives
<ul style="list-style-type: none"> • More money • Toilets • Bigger playgrounds • New clothes • More friends • New name • People would want to come because it is new modern and big • Shorter journeys • New teachers • Save energy because we would be sharing the same kitchen • Save energy from wind turbine • Water fountains • Bus • More space to put things 	<ul style="list-style-type: none"> • Busy roads • Everything would change • Might lose friends • Uniform • New logo and name • Too big • More food to make • More arguing • Less room to play • Longer journey • There might be people that we don't know and they are mean • Not enough room in the classroom • You wouldn't have a choice of school • School trips

3 – Joining some of our schools together

Positives	Negatives
<ul style="list-style-type: none"> • More friends • More room • More teachers • Bigger playground • So other girls and boys 	<ul style="list-style-type: none"> • Busy roads • Headteachers • Change in Governors • Different teachers • More enemy's

	<p>aren't the only girls and boys in their year</p> <ul style="list-style-type: none"> • Shorter journey • Get more equipment • Win more tournaments • Less pollution • Full class rooms • One Cook • They are both small schools so they should join to make the bigger school 	<ul style="list-style-type: none"> • Longer journeys • Transport (Bus) • Losing your best friend • School Uniforms • Losing jobs • More food for the cook to make
	<p>The final activity for the School Council was for them to vote for each option for their school. Overall the School Councils voted for Option 3 – joining some of our schools together.</p> <p>Additionally, during the consultation period, the Council received 10 further comments from children and young people and the following key themes were identified:</p> <ul style="list-style-type: none"> • Strengths of the School • Impact on Children • Consultation questioned • Supporting the proposal • Impact on Traffic and Transportation • Impact on Parental Preference • Impact on Education 	
1.08	<p>Key Themes – Adult, stakeholders</p> <p>During the consultation period, the Council received 246 additional comments and the following key themes were identified:</p> <ul style="list-style-type: none"> • Strengths of the School • Consultation questioned • Impact on Communities • Supporting the Proposal • Impact on Education • Impact on Children • Impact on Traffic and Transportation • Impact on Parental Preference • Financial comment • Alternative Options 	
1.09	<p>The Cabinet Secretary for Education has recently announced a statement regarding rural schools. The statement intimated changes to the School Organisation code. Whilst the current code prescribes that alternative to closure must be considered, the proposed changes in the code are likely to be more prescriptive around rural schools with option such as Federation being cited in her statement.</p>	
1.10	<p>Local member views:</p>	

	During the informal consultation period the Council received correspondence from one local Member. (See appendix 2).
1.11	<p>Governing Bodies views prior to consultation was that they didn't wish to consider Federation:</p> <p>The views of the Governing Bodies post consultation are as follows:</p> <p>During the informal consultation period the Council received correspondence from the three school's governing bodies (see appendix 3).</p> <p>The Governing Bodies at both Ysgol Rhos Helyg and Brynford CP were supportive of the two schools in the area option.</p> <p>The Governors of Lixwm CP having reflected on their community's views have issued a statement of preference which is to retain a school within its community by federating with a neighbouring school.</p>
1.12	<p>Should Cabinet determine an option which requires school organisational change, then formal consultation is required and is administered through the legal framework of the School Standards and Organisation Act 2013.</p> <p>Physical amalgamation of schools will require capital investment, this will be considered at a future date, through the available investment programmes.</p>

2.00	RESOURCE IMPLICATIONS
2.01	There are no resource implications associated with this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Informal consultation carried out in the areas as outlined in the body of the report.
3.02	<p>School Organisational Change models required formal Consultation within the Legal Framework of the School Organisational Code.</p> <p>Should a change model for the area be determined further consultation will be required with key stakeholders, including dedicated approaches with children and young people, employees, governors and parents/carers, in accordance with the School Standards and Organisation Act 2013. This will involve Key stakeholders. Progress and authorisation to proceed will be sought from the County Council's Cabinet at key stages in the process. (anticipated timeline, as noted in appendix 4)</p>
3.03	The results of the consultation on the statutory proposals would be reported to Education and Youth, overview and Scrutiny, in line with para

	3.02.
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4.00	RISK MANAGEMENT
4.01	A Programme Board is set up to oversee the implementation of 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	<p>Appendix 1 - Consultation Reports (Adult and Children & Young Peoples versions) Appendix 2 – Local Member responses Appendix 3 - Governors responses Appendix 4 - Anticipated Consultation Timeline</p> <p>Consultation Documents are available online on the following link: http://www.flintshire.gov.uk/en/Resident/Schools/School-Modernisation-Related/Brynford-Lixwm-Rhosesmor-Area.aspx</p> <p>Copies of all correspondence received during informal consultation will be available to Cabinet members in the Members library.</p>

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

7.00	GLOSSARY OF TERMS
7.01	<p>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.</p> <p>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.</p>

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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INFORMAL CONSULTATION SUMMARY REPORT

**Area School Review
Brynford, Lixwm and Rhosesmor**

NOVEMBER 2016

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1. Summary

This document examines the responses to the Informal Consultation for the Area School Review which included Brynford CP, Lixwm CP and Ysgol Rhos Helyg, Rhosesmor. It analyses the preferred options, comments and feedback contained in response forms and correspondence received by the Council.

Consultation events held in the three communities were well attended, which is reflected by the high number of responses received. Naturally, in such consultation exercises there were some concerns expressed by stakeholders, in summary, potential loss of small school environment and the potential impact on communities, with issues such as community cohesion and loss of community facilities cited.

The Council received 605 response forms, 2 of which were spoilt. There were 2 letters received from individual Governing Bodies, 1 letter from a Community Council, 1 letter from a Head Teacher and 1 letter from a Local Member. In addition to the three specialist school based consultation exercises undertaken with children and young people at the three schools, the Children and Young People's survey generated 33 responses.

Overall, the preferred option for adult respondents was Option 3, which is to retain Ysgol Rhos Helyg, Rhosesmor as it is currently and to amalgamate Brynford C.P. and Lixwm C.P. Schools onto one site. However, when data is analysed on an individual school basis, both Brynford C.P School and Lixwm C.P. adult respondents preferred Option 1, to maintain the Status Quo. At Ysgol Rhos Helyg, Rhosesmor, adult respondents preferred Option 3.

The preferred option for children and young people respondents was Option 3, to retain Ysgol Rhos Helyg, Rhosesmor as it is currently and to amalgamate Brynford C.P. and Lixwm C.P. School's on to one site.

In terms of Option 3, it is clear that it is not universally popular within Brynford and Lixwm communities. However, this level of change does have some support within all communities and is more palatable to stakeholders than more radical change for the area.

Option 3 also has the support of the Governors of Brynford C.P and Ysgol Rhos Helyg, Rhosesmor as well as the Local Member for the Brynford Area.

What is clear from the consultation exercise is that there was very little support for Option 2 (Area school on one site).

All comments/feedback and additional correspondence can be viewed in the Appendices.

2. Introduction

Flintshire County Council has a responsibility to review and modernise all school provision, to ensure that we are providing the best possible opportunities for learners, so that they can achieve their full potential.

The Council needs to ensure there is a sufficient number of school places, of the right type, in the right locations. This is not straightforward in that there is a large number of surplus school places in some areas of the County, whilst other areas do not have enough places to meet the local demand. In other areas, school populations are sustained by children and young people from outside the local area through parental preference. The need to maintain a large number of ageing school buildings and the supporting infrastructure is unsustainable. Therefore, we need to review our school provision to:

- Ensure our education provision is both high quality and sustainable;
- Improve the quality of school buildings and facilities; and
- Provide the right number of school places, of the right type, in the right locations.

The task involves:

- Forecasting pupil numbers;
- Managing the supply of school places;
- Managing demand through admissions and appeals procedures;
- Ensuring that a framework is in place to secure improvement through school organisational change;
- Being prepared to take difficult decisions; and
- Monitoring and evaluating the impact of decisions.

We review and modernise the way education is delivered through a rolling programme of area reviews. We review schools on an area by area basis, to make sure that when we make changes to school organisation, we take into account any potential impact on other schools nearby.

When we carry out an area review, we always consult with children, young people, parents and carers connected with schools in that area. This is so that they can have their say and be involved in decisions made about our local schools.

The outcomes of an area review can include merging on one preferred site or the building of new area schools and the closure of schools that are no longer fit for purpose.

Achieving this can require substantial capital investment, in conjunction with the Welsh Government, to improve our school infrastructure and ensure that school buildings are suitable and provide an effective legacy for future generations.

3. Background

In June 2015 Cabinet determined that we enter into informal consultation for an area review for the following schools:

- Brynford C.P School
- Lixwm C.P. School
- Ysgol Rhos Helyg, Rhosesmor

The area school review assessed the education provision in the area of Brynford, Lixwm and Rhosesmor.

The options for the area, as agreed with the schools governing bodies are as follows:-

- Option 1: Status Quo
- Option 2: One Area School on One Site
- Option 3: Retain Ysgol Rhos Helyg, Rhosesmor and one Area School on one site (either Brynford C.P. or Lixwm C.P. School)

What do the options mean?

- **Option 1: Status Quo** - Each school remains as it is, retains its name, category, budget, governors, staff and remains in its community.
- **Option 2: Area school on one site** - Area school - one site, the school would retain its category but would have a new name, governing body, head and budget and would remain in one of the communities of Brynford, Lixwm or Rhosesmor.
- **Option 3: Area Schools on two sites** - Ysgol Rhos Helyg, Rhosesmor would remain as it is, retain its name, category, budget, governors, staff and would remain in its community. Brynford CP and Lixwm CP would amalgamate onto one site. The amalgamated school would retain its category but would have a new name, governing body, head teacher and budget and would remain in one of the communities, either Brynford or Lixwm.

Key information, including an Options Appraisal, Equality and Welsh Language Impact Assessment, Community Impact Assessment, Transport Impact Assessment and Building Appraisal, has been analysed in order to inform this report, all of which is available to view on the following link, www.flintshire.gov.uk/schoolmodernisation

4. Findings

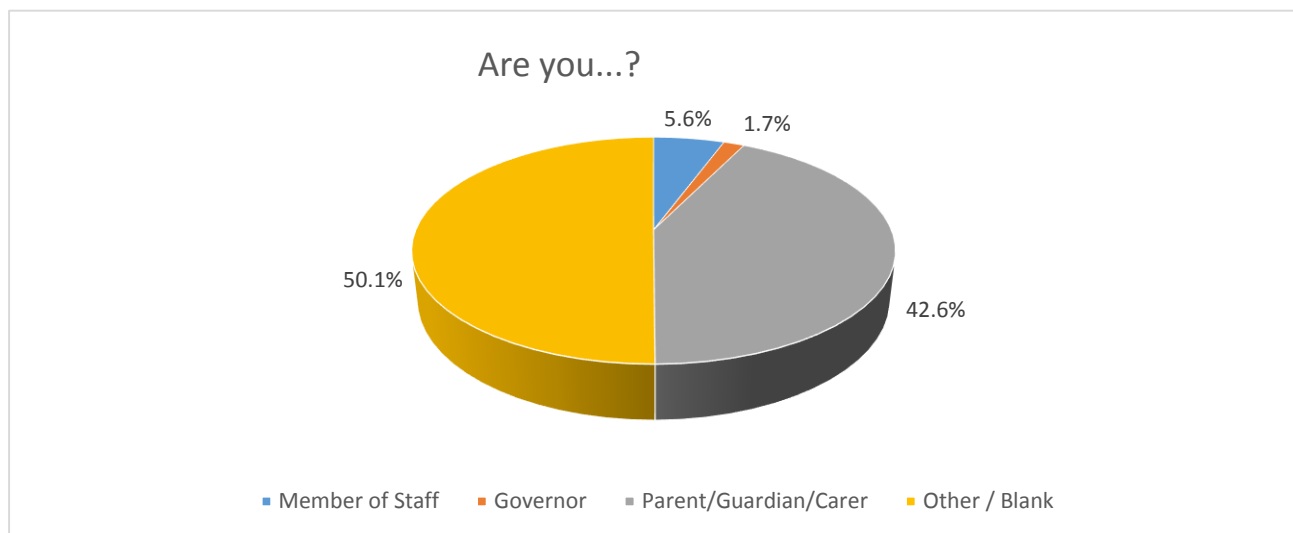
During the Informal Consultation period (which ran from 1 July 2016 to 26 August 2016) parents, carers, guardians, governors and members of staff associated with each school were invited to complete a survey regarding the potential options for the area. The wider community was also able to respond via the Council's website.

Separate consultation exercises were undertaken with children and young people at each school and their views were included in the consultation documentation. In addition, a children and young people's version of the response form was also made available.

Response forms could be completed online, at consultation events, by post, by email and in person.

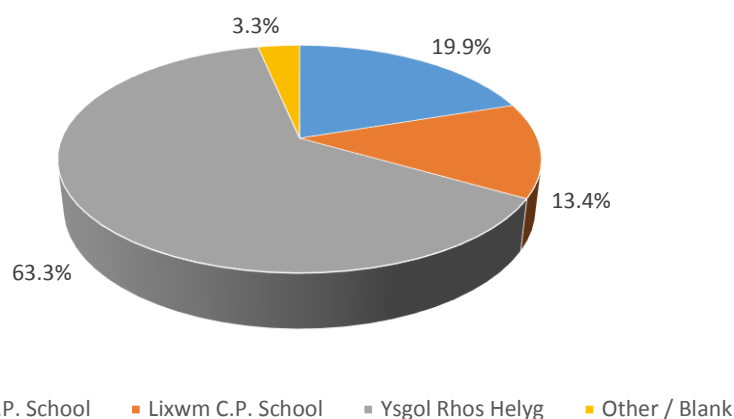
4.1. Adult Response Form Overall Outcomes and Themes

- 34 (5.6%) responses were from members of staff from the 3 schools;
- 10 (1.7%) responses were from individual school governors;
- 257 (42.6%) responses were received from parents, guardians and carers;
- 302 (50.1%) responses, which included members of the communities, past pupils and those who did not specify a relationship.



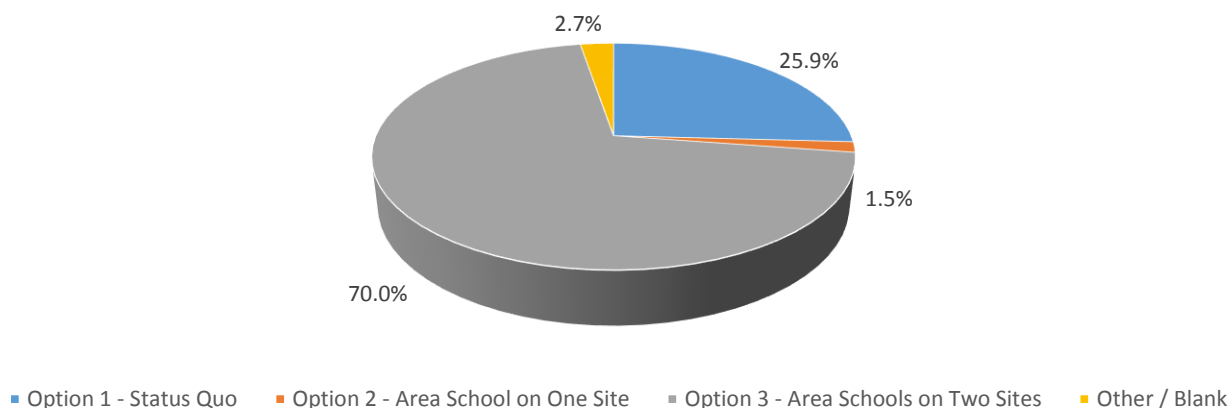
- 120 responses (19.9%) were associated with Brynford;
- 81 responses (13.4%) were associated with Lixwm;
- 382 responses (63.3%) were associated with Ysgol Rhos Helyg, Rhosesmor;
- 20 responses (3.3%) selected either "Other" or did not specify a school.

Which School are you Associated with?

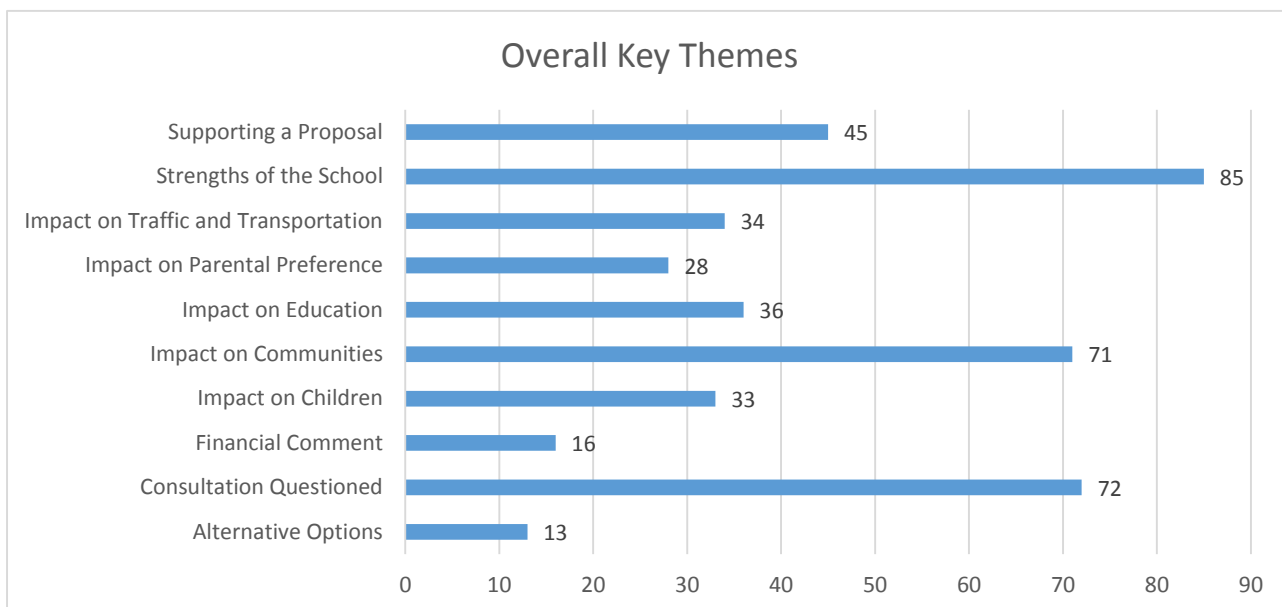


- Option 1 – Status Quo - 156 people (25.9%),
- Option 2 – One Area School on one site - 9 people (1.5%);
- Option 3 – Retain Ysgol Rhos Helyg, Rhosesmor and one Area School on one site - 422 respondents (70.0%);
- 16 people (2.7%) either did not specify a preference or offered an alternative of federation

What is your Preferred Option?



Out of the 603 people who submitted a response form, 246 (40.8%) wrote additional comments. These comments have been analysed and extracts selected to identify the following key themes:



4.2. Adult Comments and Responses

The following provides extracts contained within each key theme. In addition to the extracts, the School Modernisation Team have responded to clarify any issue, question or observation that has been raised.

- All Adult Response form additional comments can be found in full in Appendix 1
- Governing Body letters can be found in Appendix 2
- Community Council letter can be found in Appendix 3
- Head Teacher letter can be found in Appendix 4
- Local Member's letter can be found in Appendix 5
- Children and Young People's response form additional comments can be found in full in Appendix 6
- Area Review information Paper can be found in Appendix 7

4.2.1. Alternative Options

Points Raised	Local Authority Response
<p>Lixwm C.P. School</p> <ul style="list-style-type: none"> • Federation of Brynford and Lixwm schools and status quo for Rhos Helyg • I hope that federation with Brynford school will strengthen our communities and improve working relationships • Federation allows our two villages to start to move together as one 	<p>Federation was originally included as an option for the area and was presented to the governing bodies of each school. This option was discounted by the governors at the time and as a result federation was removed as an option and the Council proceeded to review the three options for the area as agreed.</p> <p>Federation of schools is a legal process which enables schools to work together through a formal structured process. The</p>

<ul style="list-style-type: none"> • A federation model would be a much better option, keeping a school in both villages of Lixwm and Brynford <p>Ysgol Rhos Helyg, Rhosesmor</p> <ul style="list-style-type: none"> • More should be done to make use of schools as community hubs 	<p>benefits of federation include improved teaching and learning as well as behaviour and pupil achievement. However, this can also be supported by collaboration between schools. There are already many examples of positive examples of collaboration between schools in the area in particular between Brynford and Lixwm.</p>
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4.2.2. Consultation Questioned

Points Raised	Local Authority Response
<p>Brynford</p> <ul style="list-style-type: none"> • It is the parents responsibility to inform our children what is happening when we feel ready not the councils or the school governors • Brynford is an excellent achieving school whose intake is always at full /over capacity. This school is doing brilliantly and feel if somethings not broke don't fix it! <p>Lixwm</p> <ul style="list-style-type: none"> • Federation with Brynford School has been brought to the table very late in the day therefore full current parental knowledge of this was very limited. • Has the decision already been made? • Is there plans providing why Lixwm school is too small, it does have options to make it possible to enlarge <p>Ysgol Rhos Helyg, Rhosesmor</p> <ul style="list-style-type: none"> • Why is Rhos Helyg included in this at all? 	<p>The Council cannot pre-determine a decision.</p> <p>The Council acknowledges that informal consultation around school organisation change will cause a level of uncertainty within the local school community.</p> <p>The challenge for the Council is to provide the right number of places in the right locations. In responding to this challenge, the Council needs to make the best educational provision for its area, taking into account current provision, community issues, demographic factors, the condition of school buildings, surplus places and the quality of the teaching and learning environment.</p> <p>Since funding for schools is largely driven by pupil numbers, surplus capacity means a disproportionate amount of funding is spent on infrastructure (such as buildings) and the “fixed costs” of running a school (such as leadership and administration).</p> <p>This funding could be better used to ensure that pupil teacher ratios are minimised to make a direct difference to learners. As public service funding reduces over forthcoming years the case for reprioritisation and change becomes even more compelling.</p> <p>The Council review schools on an area by area basis, to make sure that when we make changes to school organisation, we take into account any potential impact on other schools nearby.</p>

4.2.3. Financial Comment

Points Raised	Local Authority Response
<p>Brynford</p> <ul style="list-style-type: none"> I believe Flintshire should be making cuts elsewhere before the education of our young people is attacked in this way. <p>Lixwm</p> <ul style="list-style-type: none"> Perhaps we are spending our money on the wrong things such as this intrusive and irrelevant forms. <p>Ysgol Rhos Helyg, Rhosesmor</p> <ul style="list-style-type: none"> the saving your proposing you will make if we merge is not enough to warrant disrupting the young children's education for. there has been a lot of money spent on the school, with the park area, trim trail, chickens, woods, allotments, nature area, then we have the benefit of the wind turbine that gives the school free electric and the council also gains from this. 	<p>Inefficient school organisation can result in uneven and unfair funding patterns where some schools receive a disproportionate share of funding at the expense of pupils attending other schools in the area. This is mostly the case of schools that are classified as small schools.</p> <p>Any school proposals should contribute towards establishing a more equitable pattern of school funding. In line with regulatory requirements Flintshire County Council has a schools funding formula which is the methodology by which the budget share for each school in the County is determined. Each year the formula is reviewed and in consultation with relevant stakeholders, amendments are made to reflect changes in funding and policy.</p> <p>(The detailed methodology and the budget shares are sent to all schools and a summary is published in what is referred to as the section 52 budget statement).</p>

4.2.4. Impact on Children

Points Raised	Local Authority Response
<p>Brynford</p> <ul style="list-style-type: none"> The welfare of the children is being totally over looked. Disgraceful <p>Lixwm</p> <ul style="list-style-type: none"> children thrive in a small school atmosphere, in a 'super school' that is proposed they would be just a number and be lost within all the other children My son and others would find any move away from this devastating and difficult to cope with. Disgrace you want to do this , stressing the children and parents Some of the children we have would not develop as well if they were in a large school, as they are shy and lack in confidence and self belief. <p>Ysgol Rhos Helyg, Rhosesmor</p> <ul style="list-style-type: none"> I do not believe this is either safe or healthy or conducive to better learning for any child 	<p>Reviewing the future of any school is controversial and emotive. The Council is challenged with balancing the sensitivities of community feeling on the one hand with providing a high quality education offer which can be sustained and afforded.</p> <p>The Council cannot avoid making decisions for the future which are in the best interests of pupils and students. When proposing changes to school organisation it is acknowledged that there will be some changes for pupils.</p> <p>Should a decision be made to proceed with a school organisation change option (Option 2 or 3) then consultation would be required in line with the legal requirements of the School Organisation Code.</p> <p>Transition and wellbeing of pupils is a collective responsibility of the Local</p>

<ul style="list-style-type: none"> diminishes the ability for parents to provide their child with a stable and consistent educational environment 	<p>Authority, Governors and staff. Consequently bespoke transition plans will be tailored to all pupils affected by change, particularly those in protected groups or with ALN.</p>
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4.2.5. Impact on Communities

Points Raised	Local Authority Response
<p>Brynford</p> <ul style="list-style-type: none"> We do not want to merge schools and lose our sense of community through out of area attendees and oversized classes <p>Lixwm</p> <ul style="list-style-type: none"> If you close the school, the village will end up being full of ageing residents as there will be nothing to attract people with families The future of Lixwm Village and community rests with the school. Otherwise our village will decline for future generations Maes yr Goron (26 houses, including starter homes and family houses) was only built recently and there is planning for another 11 homes behind Ffordd Walwen. <p>Ysgol Rhos Helyg, Rhosesmor</p> <ul style="list-style-type: none"> Losing Ysgol Rhos Helyg, will destroy our community Another example of stripping local communities of their lifeblood 	<p>The Council acknowledges that where a school closure is proposed it will have some impact on the local communities, although the community use of the schools is relatively low.</p> <p>The Council has completed a Community Impact Assessment to measure the impact and how the impact can be minimised or negated. It is recognised that the school plays an important role in the wider community.</p> <p>Should a proposal be implemented the Council will work with the schools and communities to mitigate issues where possible places.</p> <p>Housing developments have been fully considered by the council in its consultation documents.</p>

4.2.6. Impact on Education

Points Raised	Local Authority Response
<p>Brynford</p> <ul style="list-style-type: none"> I think the children learn more in a smaller village school and it is good to see so many parents walking their children to school through the village <p>Lixwm</p> <ul style="list-style-type: none"> Surely if this school would close then standards of education would drop for the pupils The results of two recent studies indicate that small schools may be the remedy for lots of things that are wrong with public education, especially for the nation's poor children 	<p>Should a decision be made to proceed with a school organisation change options (Option 2 or 3) the Council will take all practicable steps to ease the transition for all pupils, especially for vulnerable groups of learners such as Additional Learning Needs (ALN).</p> <p>Should a proposal for school organisation change be implemented the Council will work alongside pupils, their parents and the relevant schools to make appropriate transition arrangements for pupils to familiarise themselves with their new</p>

<ul style="list-style-type: none"> We all chose small rural villages with small local schools to provide our children with small classes and intimate, nurturing settings for their education and development. <p>Ysgol Rhos Helyg, Rhosesmor</p> <ul style="list-style-type: none"> I would hate to see local children pay the price by cutting the quality of their schooling 	<p>environments (subject to parental preference).</p>
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4.2.7. Impact on Parental Preference

Points Raised	Local Authority Response
<p>Brynford</p> <ul style="list-style-type: none"> I also do not want my young children attending a big school! Far too overwhelming! <p>Lixwm</p> <ul style="list-style-type: none"> I would only ever want my children to attend a smaller more rural primary school where they have excelled. removes any element of choice from future parents <p>Ysgol Rhos Helyg, Rhosesmor</p> <ul style="list-style-type: none"> I wish my grandchildren to remain in the catchment area for the Mold Alun School. If all schools are amalgamated I, as a parent, feel that the option to decide on or consider a local school for my children to attend will be taken away as three local school will be replaced with just one 	<p>The Council does not operate catchment areas.</p> <p>Parent/Carers will not lose the right to express a preference to a place at a school.</p> <p>Places at the school are determined by an Admissions policy which is a legal requirement.</p> <p>Advice and information about admissions is readily available to parents/carers on request. Any advice given is in accordance with the School Admissions Code and the Council's Admissions policy.</p> <p>The Admission's information is also available on the Council's website on the following link: http://www.flintshire.gov.uk/en/Resident/Schools/School-Admissions.aspx</p>

4.2.8. Impact on Traffic and Transportation

Points Raised	Local Authority Response
<p>Brynford</p> <ul style="list-style-type: none"> It would not be fair to close both Brynford and Lixwm and expect the children to travel to Rhos Helyg. <p>Lixwm</p> <ul style="list-style-type: none"> I also worry about the safety of children regarding parking as I can already see this is an issue for the parents of Brynford. <p>Ysgol Rhos Helyg, Rhosesmor</p> <ul style="list-style-type: none"> The parking situation is already strained, the new extension to the car park being unusable in wet weather, & parents 	<p>A Transport Impact Assessment (TIA) has been carried out and is available to view at www.flintshire.gov.uk/schoolmodernisation</p> <p>Should the Cabinet determine change for the area then any new development on a school site will take into account car parking provision for staff and visitors and appropriate drop off facilities for parents/Carers. A further TIA would be normally commissioned as part of any Planning consent process.</p>

<p>having to park along the road & surrounding lanes, causing annoyance to local residents</p> <ul style="list-style-type: none"> • Furthermore I believe that the additional travel required for many pupils of Rhos Helyg is impractical, costly and will have an adverse effect on the environment 	
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4.2.9. Strengths of the school

Points Raised	Local Authority Response
<p>Brynford</p> <ul style="list-style-type: none"> • Brynford primary school has been a great school for past and present students • All 3 of my children have thrived in Brynford school, gaining confidence and a high level of education they are growing into well balanced individuals <p>Lixwm</p> <ul style="list-style-type: none"> • The staff at Lixwm have worked hard to maintain the school as a part of the community • Lixwm is a great school now. Everyones reason of loving the school is the closeness the children have with pupils and teachers. <p>Ysgol Rhos Helyg, Rhosesmor</p> <ul style="list-style-type: none"> • This is an amazing school, the facilities are first rate, especially within the outdoor areas like the roundhouse, woodland area, greenhouse, trim trail etc • This site fulfils the needs and the space needed to accommodate all requirements for the future generations of children 	<p>The positive responses from consultees regarding the schools in the area are noted.</p> <p>Reviewing the future of any school is controversial and emotive. Pupils, parents, carers and teachers, past and present, have strong ties to local schools as part of their own life-stories.</p> <p>The Council is challenged with balancing the sensitivities of community feeling on the one hand, with providing a high quality education offer which can be sustained and afforded on the other. The Council cannot avoid making decisions for the future which are in the best interests of pupils and students.</p>

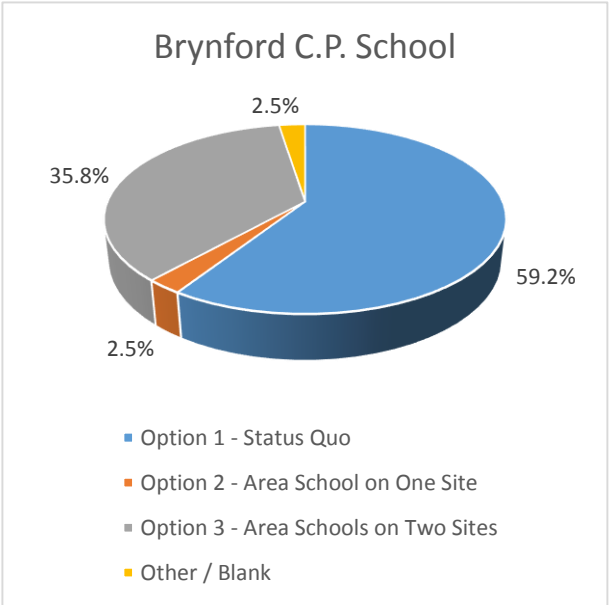
4.2.10. Supporting a Proposal

Points Raised	Local Authority Response
<p>Brynford</p> <ul style="list-style-type: none"> • Option 3 is I think a decent compromise • I believe a larger school for Brynford & Lixwm students on Brynford site may bring some advantages such as better facilities with the advantage that it is still a small school. <p>Lixwm</p>	<p>The positive responses from consultees regarding the Area School Review are noted.</p>

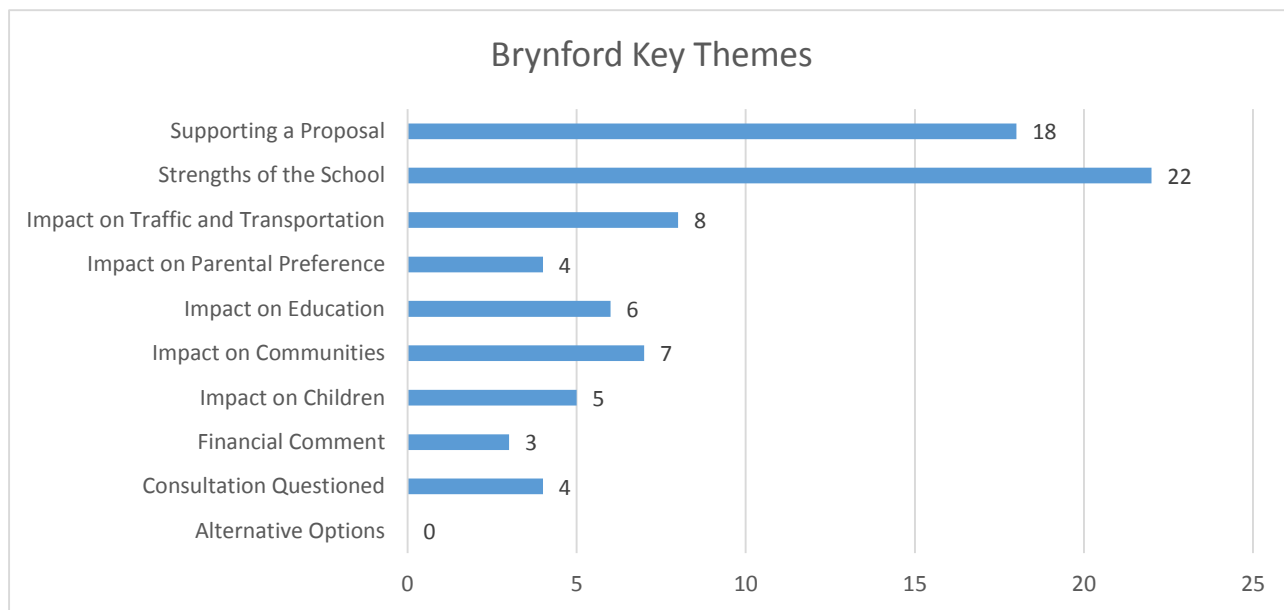
<ul style="list-style-type: none"> • I feel that this option gives pupils stability and therefore the best chance of achieving their potential. • I feel in the future my children would benefit from being educated in a sustainable school which is fit for purpose <p>Ysgol Rhos Helyg, Rhosesmor</p> <ul style="list-style-type: none"> • Option 3 is the most sensible solution • Two schools seems to be the best option, to help maximise the resources, rhos helyg serving two villages and another in Brynford to serve the other two villages. 	
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4.3. Brynford C.P School

- Option 1, Status Quo was the preferred option of 71 out of 120 (59.2%), associated with Brynford.
- Option 2, Area School on One Site was the preferred option of 3 people (2.5%);
- Option 3, Retain Ysgol Rhos Helyg, Rhosesmor and One Area School on One Site was the preferred option of 43 people (35.8%);
- Although 3 people (2.5%) selected “Other”, none of them offered an alternative but made a comment instead.

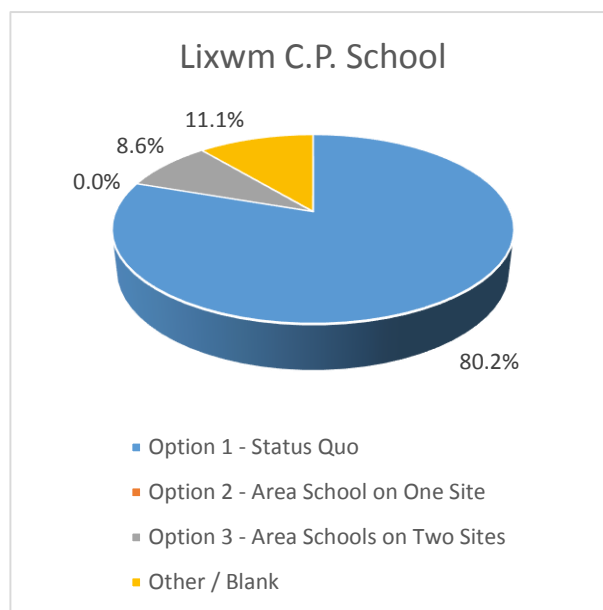


Out of the 120 people associated with Brynford, 51 (42.5%) wrote additional comments. These comments have been analysed and the following key themes have been identified:

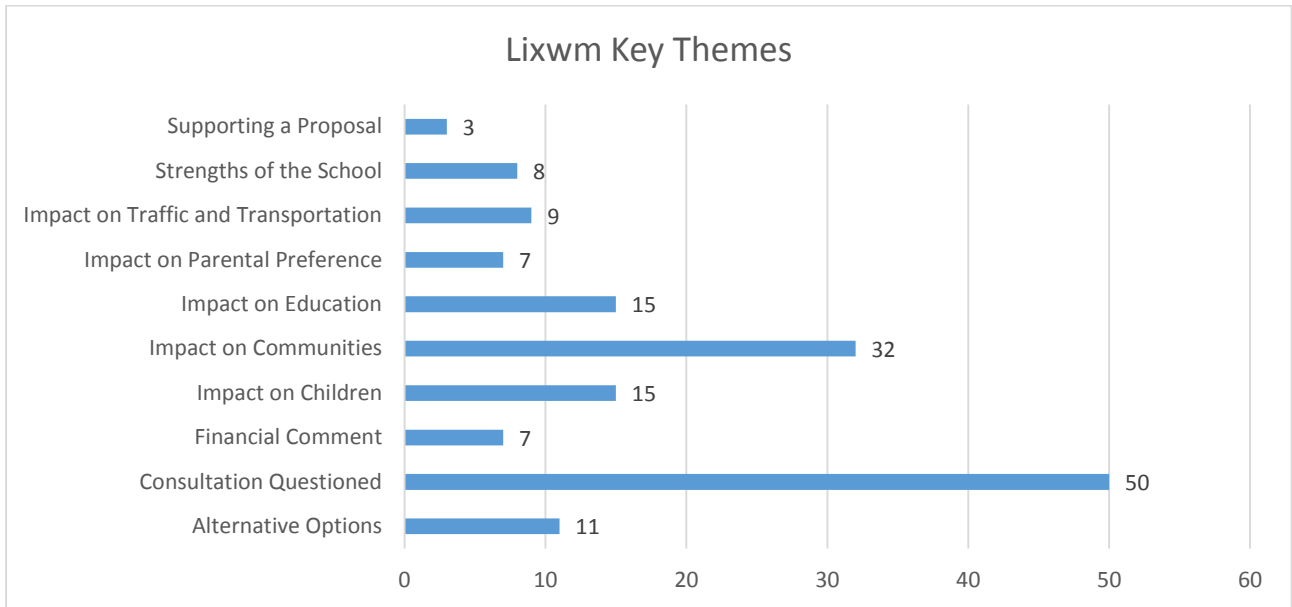


4.4. Lixwm C.P School

- Option 1, Status Quo was the preferred choice of 65 out of 81 (80.2%) people associated with Lixwm.
- Option 2, Area School on one Site was the preferred option of (0.0%).
- Option 3, Retain Ysgol Rhos Helyg Rhosesmor and have one Area School on One Site was the preferred option of 7 people (8.6%);
- Although 9 people (11.1%) selected “Other”, only 5 offered an alternative, all of whom suggested a federation between Lixwm and Brynford.

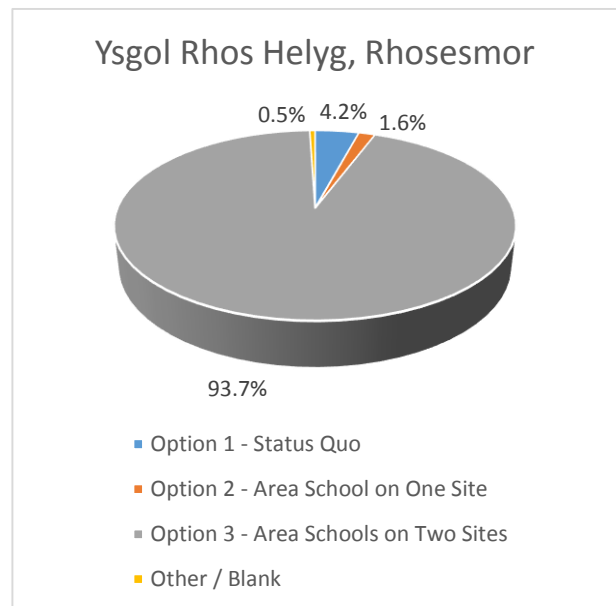


Out of the 81 people associated with Lixwm, 55 (67.9%) wrote additional comments. These comments have been analysed and the following key themes have been identified:

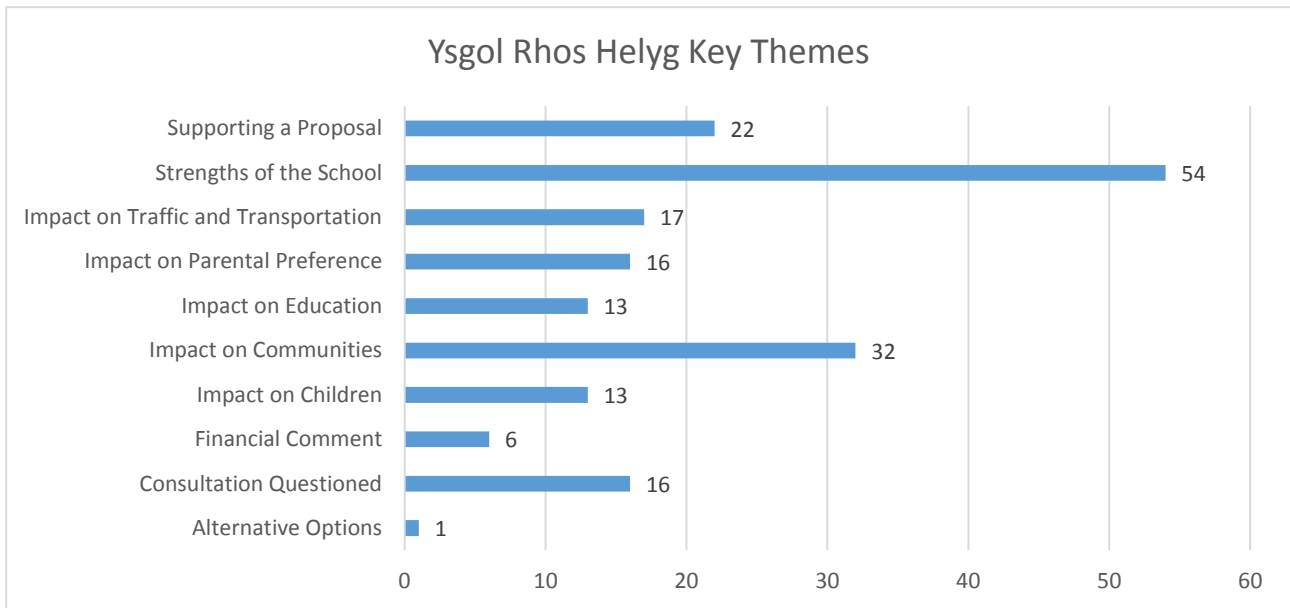


4.5. Ysgol Rhos Helyg, Rhosesmor

- Option 1, to maintain the status quo, was selected by 16 people (4.2%);
- Option 2, an area school on one site was the preferred option of 6 people (1.6%);
- Option 3, Retain Ysgol Rhos Helyg, Rhosesmor and One Area School on One Site was the preferred option 358 people (93.7%);
- 2 people (0.5%) selected “Other”, none of them offered an alternative, with 1 making a comment instead.

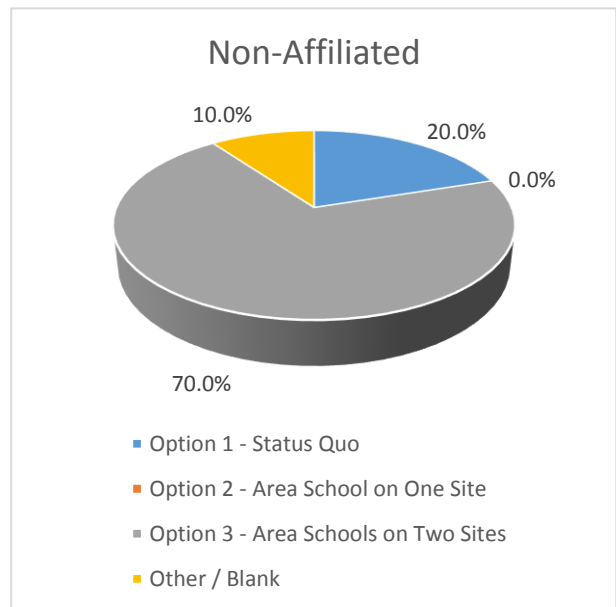


Out of the 382 people associated with Rhos Helyg, Rhosesmor 132 (34.6%) wrote additional comments. These comments have been analysed and the following key themes have been identified:

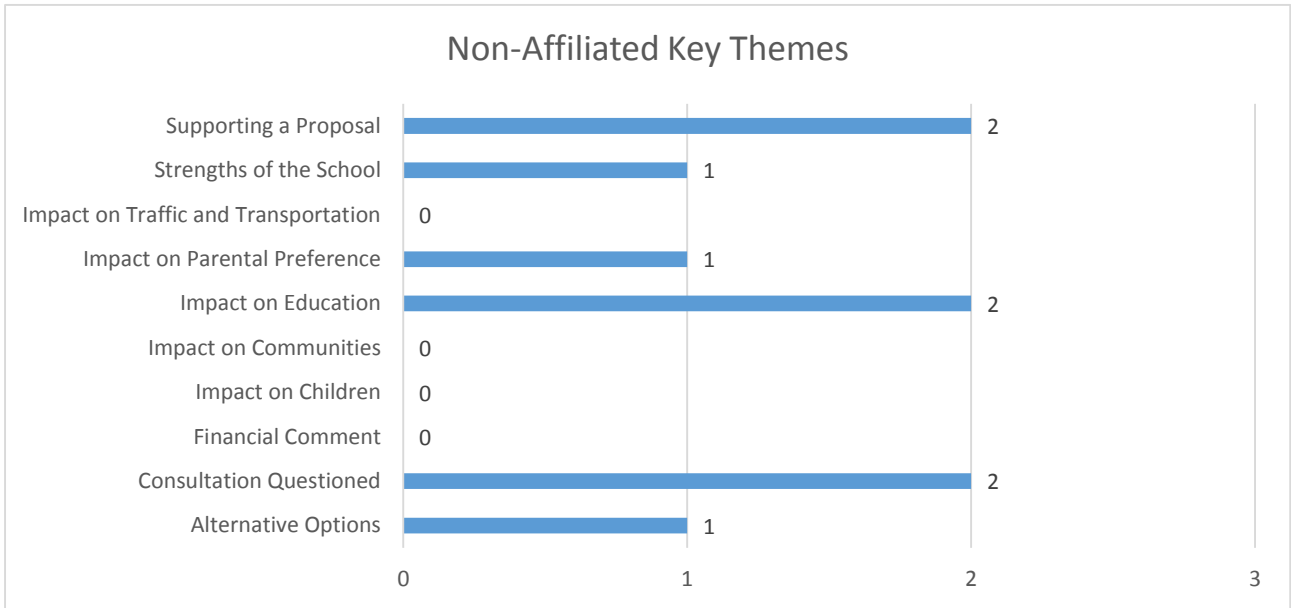


4.6. Non-Affiliated Responses

- Option 1, to maintain the status quo, was selected by 4 people (20.0%);
- Nobody (0%) preferred Option 2, an area school on one site;
- The majority of people who stated they are not affiliated with any of the schools, 14 out of 20 (70.0%), selected Option 3, to have area schools on two sites, as their preference
- Although 2 people (0.5%) selected “Other”, only 1 offered an alternative, suggesting “all schools federate and become CiW VCP schools”.



Out of the 20 people not affiliated with any of the schools, only 8 (40.0%) wrote additional comments. The key themes have been identified as follows:

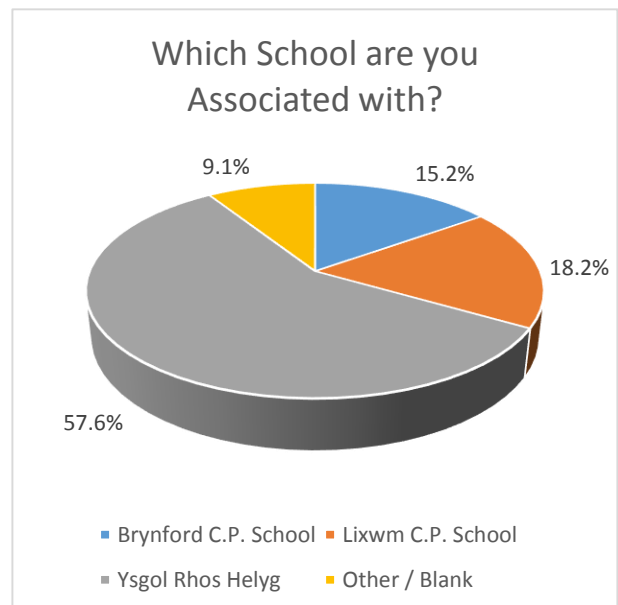


4.7. Children and Young People’s Response Form Summary

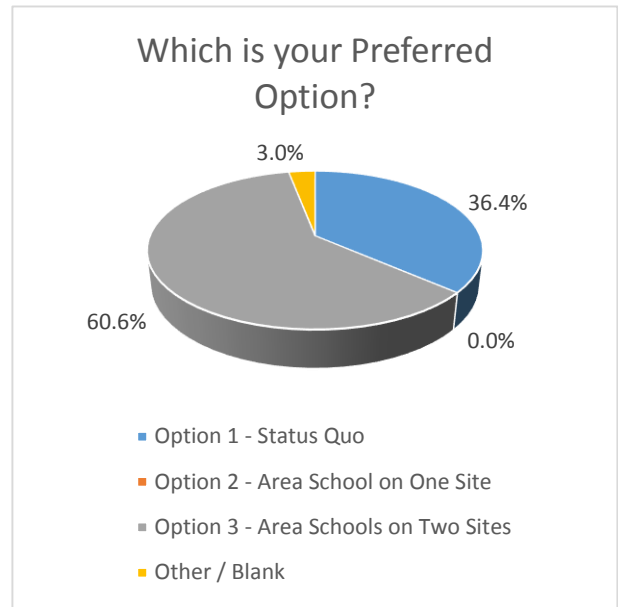
The language of the original Response Form was softened in order to allow children and young people who would be potentially impacted by any change to provide their opinions on the Area School Review.

However, it must be noted that 4 people who completed this version of the survey specified that they were parents of children who are either at one of the schools or waiting to join one.

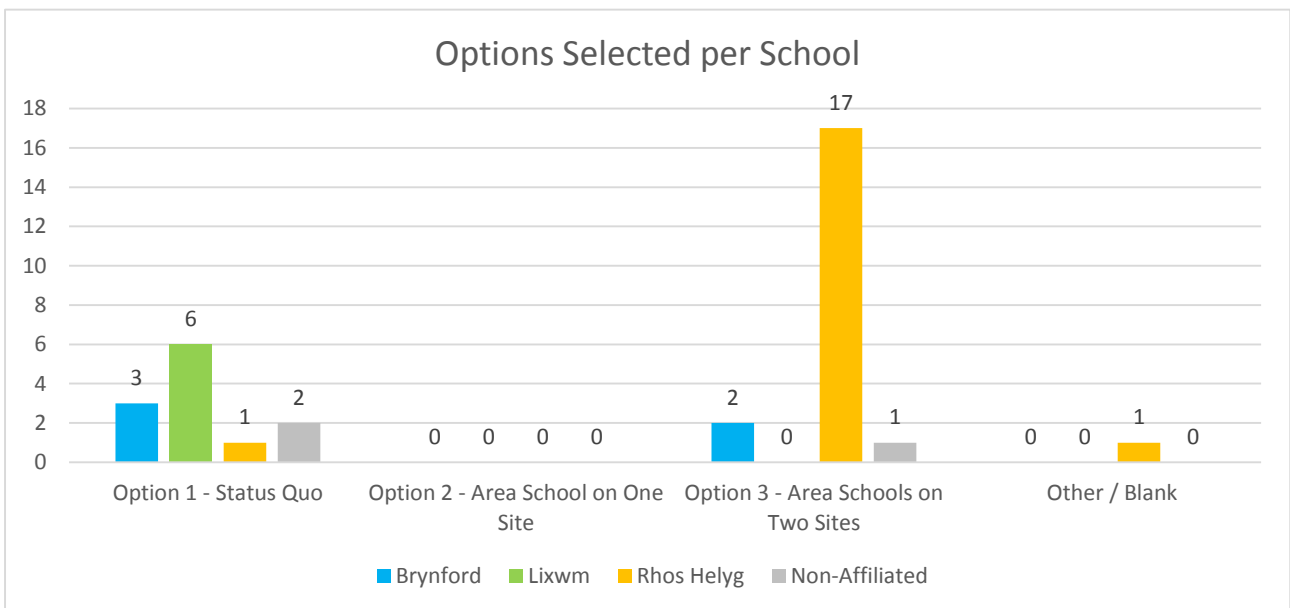
- 15.2% (5 respondents) were associated with Brynford;
- 18.2% (6 respondents) were associated with Lixwm
- 57.6% (19 respondents) were associated with Ysgol Rhos Helyg, Rhosesmor;
- 9.1% (2 respondents) either selected “Other” or did not specify a school.



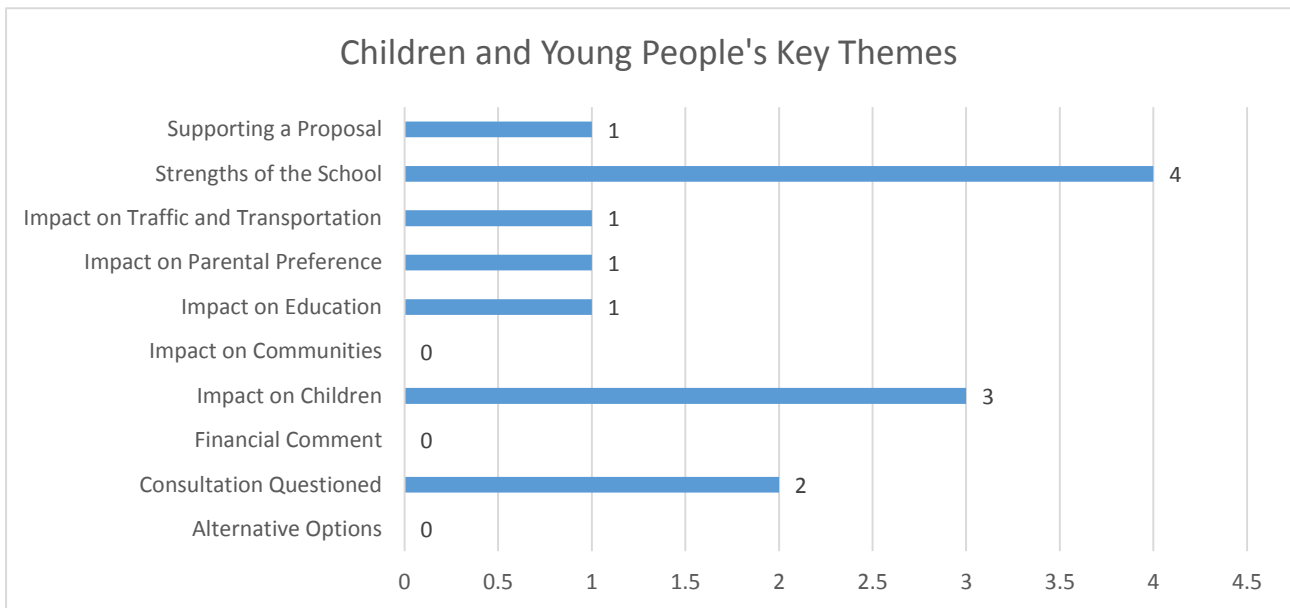
- Option 1, Status Quo, was the preferred option of 12 (36.4%) respondents;
- Option 2, One Area School on One Site was the preferred option by (0.0%)
- Option 3, Retain Ysgol Rhos Helyg, Rhosesmor and one Area School on One Site, was the preferred option of 20 (60.6%) respondents;
- 1 child (3.0%) selected “Other” but did not offer an alternative, instead just leaving a comment.



The options selected by respondents show that the preferred option for Brynford and Lixwm was Option 1 for Ysgol Rhos Helyg, Rhosesmor Option 3 and for children not affiliated with any of the three schools, Option 3.



Out of the 33 respondents who submitted a survey, 10 (30.3%) wrote additional comments. These comments have been analysed and extracts selected to identify the following key themes:



5. Next Steps

As outlined in the consultation documents, a report will be presented to Cabinet (the Council's decision making body) who will be asked to determine which option to proceed with in the area. Cabinet Members will also be in receipt of consultation documentation, and all information obtained from the consultation, in the form of the summary report. All individual responses will also be available to decision makers.

Cllr Matt Wright
BrynTirion
Denbigh Road
Nannerch
Flintshire
CH7 5QU

20th July 2016

Cc: Ian Budd

Dear Chris,

I am writing in relation to the School review process in the ward of Brynford.

As you know Councils face big challenges and with this in mind, myself and governors have been keen to present a positive way forward in the form of a solution that could offer the potential for more rapid decisions and savings, while creating a sound local educational base.

Option 3 in the Area Review, in effect represents the solution we have been working towards. I fully endorse it and indeed would be happy to see that option accelerated were it able to be so achieved. Governors from Brynford and Lixwm schools have met along with the Lixwm headteacher, to develop a working relationship. The two schools are nearby and logically relate to each other in the community. The relevant elements of a satisfactory tie-up exist.

In such reorganisations, which can be fraught, to have a solution that is supported locally, can save money, could facilitate a more rapid decision and enhance education, is a rare opportunity. The Council is wise to include this positive option and I hope Cabinet can support it. In other areas Councils that have not supported a positive local proposal have sent the wrong message out - that engaging with a review is a hopeless process and it has led to parents demanding a more confrontational approach.

In addition there are specific issues in relation to Option 2 that based on localised knowledge, I believe would be counter-productive. Rhos Helyg is some distance from Brynford and Lixwm, on the other side of the "Mountain". The travel costs and limitations, particularly in Winter, would be problematic. The scale and feel of a tie up of the three schools would be less educationally beneficial, breaking the strong rural ethos which can be continued via Option 3 (Brynford school is a high performing school of which the Council can be rightly proud).

In summary Brynford and Lixwm are ready and well placed to work together and re-form into a school on the Brynford site where there is scope for expansion and local support. This offers savings which the Council seeks while having positive support and educational advantages. It might be accelerated as a solution, avoiding any others costs and delays, gaining the Council positive recognition in its Review process at what could otherwise be a difficult time.

I am more than happy to meet to discuss any local issues and the process.

Yours sincerely,



Cllr Matt Wright

Copy - Chris for your file 11.

From: Councillor Christopher Bithell

Oddi wrth: Y Cynghorydd Christopher Bithell



Councillor Matt Wright
Bryn Tirion
Denbigh Road
Nannerch
Flintshire
CH7 5QU

Your Ref Eich Cyl
Our Ref Ein Cyf CB/KP
Date Dyddiad 2nd August 2016
Ask for Gofynner am Cllr Chris Bithell
Direct Dial Rhif Union 01352 702115

Dear Councillor Wright,

Thank you for your letter, observations and considered comments regarding the options for School re-organisation in the Lixwm, Brynford and Rhosesmor area.

The contents of which will be noted as part of the consultation process.

Yours sincerely,

Cllr Chris Bithell
Cabinet Member for Education

County Hall, Mold, CH7 6ND
www.flintshire.gov.uk
Neuadd y Sir, Yr Wyddgrug, CH7 6ND
www.siryfflint.gov.uk



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



'Every child, every chance, every day'
'Pob plentyn, pob cyfle, pob dydd'

Mrs Elaine Shickell B.Ed (Hons)
Pennaeth Dros Dro / Acting Headteacher
bfmail@brynford.flintshire.sch.uk
moodle.flintshire.gov.uk/brynford

July 25th 2016

Submission by Brynford Governing Body to the review process

Recognising the local authority is faced with having to reduce expenditure across all areas Brynford Governors are unanimous in their support for **option 3** - the merging of Brynford and Lixwm Schools based on one site in Brynford for the following reasons:

1. It will still be a small school with all the advantages that gives to pupils where every child can be known to the members of staff.
2. Bringing two small schools together will give certainty to the future as it is likely to remain open for many years.
3. Peer groups will be larger enabling a wider circle of friends to help with children's personal social development.
4. Teaching staff will have a larger pool of colleagues to share ideas and extend their professional expertise leading to higher quality education.
5. There will either be a new building or modifications to the existing building giving improved space and the possibility of using part of the building for community use which currently is very difficult.
6. It will remain in a rural location providing a quality setting for everyone.
7. Whilst some of our current parents are taking a short term view and therefore prefer option 1 - the status quo - the governors are taking a longer view and the points above clearly show the longer term benefits for both Lixwm and Brynford.
8. The Governors of Brynford and Lixwm are developing a relationship with one another looking to the future. However at Brynford we do recognise the challenge faced by Lixwm as it is unlikely they will retain a school.
9. Governors at both Brynford and Lixwm have held informal meetings. We see these meetings as being very useful and are planning for them to continue until a decision is reached. .
10. In the hope that option 3 is selected plans are being put in place for the two schools to work closely together from September. This will enable the children and staff at both schools to get to know each other providing a sound base for a future seamless integration.

Option 2 finds no favour with the Governors regardless of its location and we would urge that this option is not pursued for the following reasons:

1. It will create a large school which moves away from the ethos of rural education currently valued by all those attending Brynford and the reason why many parents chose Brynford in addition to the quality of education provided.

2. The Brynford governors do not wish to see a large school which will inevitably move away from the rural ethos which is highly valued (smallish school with good local connections located within a rural setting).
3. Children are unlikely to be known by all staff resulting in the loss of that special value provided by a relatively small rural school.
4. Travel times for a number of the children will increase thus extending the length of the school day (the total time children are away from home).
5. There is likely to be an ongoing uptake of free travel with subsequent extra long term costs because, wherever the school is located, many pupils will live more than 2 miles away.
6. Travel in the winter months will become more challenging for at least two of the existing schools.
7. If the new building is located away from Brynford the community will no longer have the local hub provided by the current school. The local community, who currently participate in many school events, will find it difficult to travel. This will have a negative impact on the community.
8. Two communities instead of one would lose their school which may result in considerable lobbying by parents in an attempt to slow the whole process potentially resulting in more years of uncertainty.

Clive Bracewell
Chair Governors / Cadeirydd y Llywodraethwyr



Eco-Sgolion
Gwobr 2011



**Statement of Preference of the Governing Body of Lixwm Primary School
October 2016**

After consulting with the Governing body, and with the best interests of our parents, community and school children, we can confirm that our preferred position at this time would be to federate with a neighbouring school. We feel that this is the best option for our school as a whole and we have taken into great consideration the wishes of our community. We feel very strongly that by moving forward in this way, that we will be able to secure future facilities for the many young families currently thriving within the immediate and local community. This will be immensely reassuring for the many parents with children currently attending Lixwm Primary that have young siblings due to begin school within the not so distant future and have moved to Lixwm for this very reason. By doing this we are able to preserve our school building which is currently being used to support the community by holding various activities out of school hours.

To lose the building indefinitely would be a substantial loss to the village and surrounding areas and we hope that federation will be very much considered, as this certainly will secure a much valued school for existing and future families wishing to attend Lixwm Primary in future years.

LCC: 1607 014476

JH
Jennie Williams.

Ysgol Rhos Helyg
Rhousesmor
Yr Wyddgrug
Sir y Fflint
CH7 6PJ



Rhos Helyg CP School
Rhousesmor
Nr Mold
Flintshire
CH7 6PJ



Headmaster/Prifathro: Mr. G. ROBERTS
Tel/Ffôn: 01352 780265
E.Mail: ysgol.rhoshelyg@flintshire.gov.uk

Mr Ian Budd
Chief Officer (Education and Youth)
Flintshire County Council
Shire Hall,
Mold,
Flintshire

Friday, 22 July 2016

Re: Area Review and School Modernisation Proposals

Dear Mr Budd,

Further to the various meetings with yourself at which we have discussed the options proposed by Flintshire County Council for cost savings with regard to the three schools on Halkyn Mountain. I would like to formally inform you of the views of the governing body of Ysgol Rhos Helyg.

We have discussed the options comprehensively and applied logic and common sense to our conclusions. We have attempted to be open minded rather than just opting for solutions which simply benefit our own school.

If you do not adopt the preferred status quo we consider the best option to be the combination of Lixwm and Brynford schools as an area school on the Brynford site. Although there is space for an area school at Rhos Helyg we consider that there would be resistance from parents at the other two schools in sending their children as far as Rhos Helyg. This could result in children being sent to either Holywell or Nannerch, thus partly defeating the object of any expenditure at Rhos Helyg.

We also understand that parents, staff, governors and local councillors at the other schools support that option. Disruption would be limited to two schools and their staff could more readily be combined probably without need for redundancies.

As governors we accept that some change must take place to streamline facilities and cut costs. High among our concerns however is the stress inflicted upon our staff when their future is so uncertain. We are proud of the quality of both our teaching and ancillary staff and very reluctant to lose them if they search for a more secure long term position.

In conclusion, we strongly believe that Ysgol Rhos Helyg is large enough and financially viable enough to remain as it is. If we are obliged to accept some form of

change we do not believe that it should involve the closure of Ysgol Rhos Helyg. We would therefore recommend the adoption of your option 3.

Yours sincerely,



G.T. Robinson
Chair of Governors

<u>Anticipated Timetable</u> <u>for Brynford, Lixwm & Rhos Helyg Area School Review Statutory Proposals</u>		
DATES	School Terms	KEY MILESTONES
November 2016	Autumn 2016	Cabinet approval obtained to commence consultation on chosen option
September/October 2017	Autumn Term 2017	Consultation document published Must be published on a school day (42 days with 20 school days)
October	Autumn Term 2017	Consultation Ends
To be completed by Jan 2018	Winter Term 2018	Consultation Report must be published within 3 months
Jan 2018	Winter Term 2018	Cabinet – Seeking Approval to go to next phase (Statutory Proposals)
January 2018	Winter Term 2018	Statutory Notice (28 days, with 15 school days) Must be issued on a school day
February 2018	Winter Term 2018	End of Objection Period
February 2018	Winter Term 2018	Objection Report published within 28 days and with Cabinet with 35 days
April 2018	Spring 2018	Cabinet Decision
September 2018	Autumn 2018	Implementation of selected option

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CABINET

Date of Meeting	Tuesday, 13 December 2016
Report Subject	Changes to Developer Guidance Note – Speculative Housing Development Proposals
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Environment
Report Author	Chief Officer (Planning & Environment)
Type of Report	Operational

EXECUTIVE SUMMARY

To update the Developer Guidance Note relating to Speculative Housing Developments, to reflect the status of the Unitary Development Plan (UDP) now it is time expired, as well as tighten some of the requirements on developers to both fully justify their proposals and to ensure delivery if permission is granted. Speculative developments are those that are submitted by developers that relate to land or sites not allocated in the adopted UDP, and result from the Council's apparent lack of a five year housing land supply. This is defined by Welsh Government policy as set out in Technical Advice Note 1 (TAN1), which requires Councils that do not have a sufficient land supply, to give such proposals 'significant weight' when considering them. The guidance note was produced as a response to the Council receiving such applications and whilst not policy, aims to define the necessary information that should accompany an application, to fully demonstrate and justify its sustainability. It has become apparent that developers are not fully complying with the note and so changes have been made to tighten up on the requirements. (see tracked changes version of the guidance note in appendix 1).

RECOMMENDATIONS

1	That Cabinet approve the amended Developer Guidance Note so that it becomes immediately operational for use for Development Management purposes.
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REPORT DETAILS

1.00	EXPLAINING THE REASON FOR CHANGING THE DEVELOPER GUIDANCE NOTE
1.01	Flintshire has an apparent lack of housing land supply, resulting from changes to Welsh Government policy TAN1 and the way supply can be measured, which now prevents the Council from being able to demonstrate a five year supply until the Local Development Plan (LDP) is adopted.
1.02	Where local authorities either don't have or can't demonstrate a five year land supply, the TAN requires authorities to give "significant weight" to applications that can increase supply, that are otherwise policy compliant and are sustainable.
1.03	In order to ensure that developers were not simply seeing the lack of land supply as the only relevant reason to justify and submit an application, the Developer Guidance Note was created to highlight and expand on the principles within the advice already in the TAN relating to "otherwise comply" with policies, and generally in Planning Policy Wales in relation to representing "sustainable development". It is therefore guiding developers to fully explain and justify their speculative proposals, but does not represent policy in itself. That said, it has proved very useful in assisting Development Management to ensure full information is submitted with such applications, and has also been adopted by many other Local Planning Authorities (LPAs) as a useful tool to challenge the sustainability credentials of such proposals.
1.04	<p>The need to update the note arises from several factors:</p> <ol style="list-style-type: none">1. To update the status of the UDP in the note now it is time expired, and also that the Council can no longer carry out a formal Joint Housing Land Availability Study;2. A concern that the sustainability of a speculative development is not being sufficiently considered in its local context by developers where, for example, that settlement may have recently had significant development via the UDP;3. A concern emanating from a recent local example where the land that is proposed for development via a speculative application is not in fact immediately or genuinely available for development;4. A need to shorten the timeframe for commencement further to 12 months and to ensure, as far as the LPA can, that commencement leads to the early completion of houses.
1.05	In relation to the first point above, this is simply to maintain the currency of the note in relation to the present position with the UDP and the Joint Housing Land Availability Study. Additional text has been added to the note in para 3 page 1 to explain this (see tracked change version of the note in Appendix 1).

1.06	Secondly, there is a concern that developers are submitting applications having analysed their degree of 'policy compliance' in order to express the sustainability of the site, whereas they need to carry out a fuller sustainability appraisal as set out under evidence requirement number '3. Sustainability Appraisal' on page 2 of the note. This has been amended to emphasise that such an assessment has to relate to the sustainability of the local context for the site, and not just the site itself.
1.07	Thirdly, evidence requirement number '5. Housing Delivery Statement', has been amended to request that additional information is provided to state that the landowner has agreed a price for the land with the developer based on the submitted scheme and that the land will therefore be immediately available for development once a consent is issued. This is to alleviate the potential for a landowner to seek to renegotiate the value of a site with a developer post consent, thereby jeopardising the availability of the land, the viability of the approved scheme (which may lead to re-submission), the real sustainability of the proposal, and to avoid the potential to mislead the LPA and a Planning Inspector about the intentions and sustainability of a proposal.
1.08	Lastly, the 'Advisory Notes' section has been amended with two related points. In the first instance it is now proposed that where the LPA are minded to recommend approval of a speculative scheme, the commencement period should be reduced from two years as is currently set out in the note, to one year. As the amended text in the note in appendix 1 explains, this should not pose a problem to developers who are submitting these applications on the basis of an 'urgent' need for housing, and also if their schemes are otherwise compliant and sustainable. A further advisory bullet point has been added to the list in the note which emphasises that commencement of a speculative permission once granted, should lead to the early completion of housing and not result in the protection of the permission (or land banking) by taking the minimum legal steps to show commencement e.g. digging a footings trench.
1.09	The inability to demonstrate a five year supply of housing land following the adoption of the TAN1 methodology is not unique to Flintshire. Indeed, over half of the Local Planning Authorities in Wales find themselves in a similar position, including some with a recently adopted Local Development Plan. Clearly, it is felt that the methodology is flawed and does not represent the true housing land supply position. Officers and Members will be meeting with the Minister in January 2017 to voice these concerns and seek that the matter is reviewed as a matter of urgency. This matter is also being raised by the Welsh Local Government Association with the Minister.

2.00	RESOURCE IMPLICATIONS
2.01	The main negative consequence of the receipt of speculative applications is that it is drawing resources away from making progress with the LDP as well as potentially compromising the emerging strategy and direction of the Plan.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	There is no need to carry out a consultation exercise on the note as it is not new policy – the note simply reminds developers to do what they should be doing when submitting applications, and that is to fully accord with national planning guidance and policy and the UDP and show how their schemes are compliant and sustainable.

4.00	RISK MANAGEMENT
4.01	The key risks relate to non-achievement of the LDP timetable, Planning by “appeal”, as well as the potential for unsustainable levels of development to be permitted in settlements on appeal, as Inspectors are not considering the wider picture in terms of past development and future LDP strategy.

5.00	APPENDICES
5.01	Appendix 1 Amended Developer Guidance Note with tracked changes.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Andy Roberts, Service Manager Strategy Telephone: 01352 703211 E-mail: andy.roberts@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Five Year Housing Land Supply: A requirement of Welsh Government Planning Policy to maintain a minimum five year supply of housing development land at any one time. Technical Advice Note 1: Welsh Government Policy relating to Land Availability Studies and measurement of land supply, and how to consider applications when an authority cannot demonstrate a minimum land supply. Commencement: This is the time period specified with a grant of planning permission by which a developer should have begun the development.

SUBJECT: Speculative Housing Development Proposals

Context

This guidance note provides guidance on the Council's requirements for supporting evidence and justification to be submitted, in the event that developers are considering the submission of speculative planning applications for housing development, on the basis of the Council's present housing land supply position. This does not mean that applications are necessarily invited.

Status of this Note

This note has [originally](#) been considered and endorsed by the Council's Planning Strategy Group as well as approved by the Cabinet at its meeting on 16th June 2015. [It has subsequently been updated and considered as above, approved in amended form by the Cabinet at its meeting on.....](#) It therefore takes immediate effect and applies to any speculative applications currently with the Council as well as future ones yet to be submitted.

Speculative Housing Development Proposals

According to the method of calculating housing land supply prescribed by the Welsh Government in Technical Advice Note 1 Joint Housing Land Availability Studies (TAN1), Flintshire does not currently have a five year supply of housing land. [The last formal JHLAS was completed for 2014 but since that date, with the expiry of the UDP, and without an adopted LDP in place, according to TAN1 the Council cannot carry out and publish a formal study until such time as the LDP is adopted. This means that in the interim, the Council will be unable to demonstrate whether or not it has a five year land supply, and effectively will be considered not to have five year supply.](#) In accordance with paragraph 9.2.3 of PPW *"Local planning authorities must ensure that sufficient land is genuinely available or will become available to provide a 5-year supply of land for housing judged against the general objectives and the scale and location of development provided for in the development plan"*.

TAN1 sets out how an authority must act when it does not have a 5 year land supply: *"The housing land supply figure should also be treated as a material consideration in determining planning applications for housing. Where the current study shows a land supply below the 5-year requirement or where the local planning authority has been unable to undertake a study (see 8.2 below), the need to increase supply should be given considerable weight when dealing with planning applications*

provided that the development would otherwise comply with development plan and national planning policies". (Paragraph 6.2).

For the purposes of both paragraphs 9.2.3 of PPW and 6.2 of TAN1, reference to "the development plan" means the adopted Flintshire Unitary Development Plan.

In the event that a developer is considering submitting a planning application for housing development, justified on the basis of a shortfall in housing land supply, the Council will expect to see comprehensive evidence to justify such an application, in relation to:

1. The need for the development proposed

This should be set out in the context of the area local to the site, as well as Flintshire as a whole. Regard should be had to the nature and function of the settlement within which the proposal is made, its role as part of the UDP spatial strategy, and how the identification of the site fits in with the requirement for a search sequence as referenced in paragraph 9.2.8 of PPW. This is to ensure that developers are following the same principles in terms of identifying sustainable sites as the Local Planning Authority are required to do, in the preparation of the LDP which is currently underway. This is also to ensure that any spatial strategy under development by the Council is not compromised by unjustified speculative applications for housing development.

2. Full Application

The Council would prefer the submission of a full application to allow the Council to properly assess the proposal in terms of the need to be met, the housing to be provided, and the deliverability of the scheme. Outline applications are not considered appropriate or acceptable to consider proposals for speculative development on the basis of a lack of housing land supply, as without full information it may prove difficult for the Council to be satisfied that the proposal represents a sustainable and deliverable form of development.

3. Sustainability Appraisal

A Sustainability Appraisal and Strategic Environmental Assessment (SA/SEA) is required to demonstrate why and how the site represents a sustainable form of development in relation to [its local context and to](#) both the local and national policy ~~context~~[framework](#), the principles and objectives of which are set out in paragraphs 4.3.1 and 4.4.3 respectively of PPW.

4. Viability Assessment

A viability assessment is required in order to demonstrate that site can be developed on the basis of accommodating all of the Council's policy requirements (e.g. POS, affordable housing, education, highways etc.), as well as providing all other necessary infrastructure required. This is to assist in assessing the sustainability and deliverability of the proposal.

5. Housing Delivery Statement

The Council requires the submission of this essential evidence by the developer in order to demonstrate how the development can deliver housing to help to reduce whatever is considered to be the identified shortfall in housing supply, within 5 years from the application date. This should clearly identify a timeline for the development including the expected start date, the annual completion rate, as well as the expected completion date for the whole development. This should also clearly identify which developer(s) will be building the homes, as well as a statement that the land owner (where relevant) has agreed to the sale of the land on the basis of the scheme proposed, and will complete this agreement on the grant of planning permission thereby making the land immediately available for development. This requirement is also to ensure compliance with advice in paragraph 9.2.3 of PPW: *“This means that sites must be free, or readily freed, from planning, physical and ownership constraints, and economically feasible for development, so as to create and support sustainable communities where people want to live”*.

Advisory Notes

- A failure or unwillingness to provide any/all of these essential requirements will leave the Council unable to adequately assess the sustainability of the proposed development.
- This is because speculative developments that do not otherwise comply with policy must clearly demonstrate their full sustainable development credentials.
- This is also why outline applications are not considered suitable or appropriate to make such exceptions cases.
- This is also relevant in terms of the LDP candidate sites that are now publicly available, as any speculative sites that come forward must be capable of demonstrating why they are better/more sustainable than other option sites yet to be considered by the Council as part of progressing the LDP.
- Whilst all sites are considered on their merits, speculative development sites must also clearly show that they do not compromise the ability of the Council to develop a sustainable strategy for the LDP.
- Any consent recommended will be time limited to commencement within two one years of a permission being issued. This should not pose a problem for developers as their applications are submitted on the basis of being sustainable, otherwise compliant with policy, deliverable, as well as being submitted to meet an urgent need for housing.
- Any applications for renewal of such consents will need to be fully justified as the basis on which they were originally permitted i.e. as an exception based on an urgent need, should result in commencement first time around. Such application for renewal will be given careful consideration and will not automatically be renewed.
- Commencement should result in the timely completion of homes and not simply the minimum steps to protect a planning permission.

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CABINET

Date of Meeting	Tuesday, 13 December 2016
Report Subject	To change the delegation for the Mobile Homes (Wales) Act 2013
Cabinet Member	Cabinet Member for Waste Strategy, Public Protection and Leisure
Report Author	Chief Officer (Planning & Environment)
Type of Report	Operational

EXECUTIVE SUMMARY

For Cabinet Members to make necessary changes to delegated decisions in relation to determining licenses under the Mobile Homes Wales Act 2013.

RECOMMENDATIONS

1	That Cabinet Members delegate decisions in relation to the grant of a licence in respect of this legislation to a Public Protection Service Manager
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REPORT DETAILS

1.00	EXPLAINING THE CHANGES TO THE DELEGATION
1.01	The Mobile Homes Wales Act 2013 requires the Authority to be satisfied that any applicant is a fit and proper person before issuing a licence for a residential mobile home site. Procedures have been put in place to undertake these checks, including a basic criminal records disclosure.
1.02	The guidance document which was released for the Act was unclear, and it was decided that due to the Licensing Sub Committee already undertaking decisions on fit and proper persons in relation to Private Hire and Taxi Drivers, this would be the most appropriate forum for the decision to be made.
1.03	On 21 st April 2015, a report was brought before Cabinet, which included the recommendation that any application for a site licence where the fitness and propriety of the applicant is questioned, is referred to and determined by a Licensing Sub Committee. Cabinet Members agreed to this.
1.04	It has since come to our attention that as the Mobile Homes Wales Act 2013 was an executive function, delegation should not have been passed to Licensing Sub Committee as this is a committee of the Council. Cabinet should only have been asked to delegate to either a Sub-Committee of the Cabinet, a Cabinet Member or an individual officer.
1.05	Cabinet Members are therefore asked to delegate decisions in relation to the fitness and propriety of any applicant for a licence under the Mobile Homes Wales Act 2013 to a Public Protection Service Manager in consultation with the Cabinet Member.
1.06	The Licensing Team are no longer involved with licensing Residential Mobile Home Sites. This is now solely an Environmental Health function.

2.00	RESOURCE IMPLICATIONS
2.01	None.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None.

4.00	RISK MANAGEMENT
4.01	None. No decisions have been made in relation to 'fit and proper person' under this legislation so far, therefore no decisions have been compromised.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Gemma Potter – Community Protection Team Leader – Licensing Telephone: 01352 703371 E-mail: gemma.m.potter@hotmail.co.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Residential Mobile Home Site: A site housing mobile homes which are populated all year round as a permanent dwelling.</p> <p>Fit and Proper Person test: Checks the Authority undertake to ensure that an applicant is an appropriate person to hold a licence.</p> <p>Basic Criminal Records Disclosure: An official check showing any unspent convictions.</p>

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EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Community and Enterprise

- **Transfer of 4 No. Properties (Plots 47-50) Inclusive off High Street, Saltney Flintshire from Edwards Homes Saltney Ltd**
In accordance with the Section 106 Agreement dated 19th August, 4 No. dwellings to be used as affordable housing.
- **Leased Accommodation – Homeless Prevention**
Entering into private sector lease agreements to prevent homelessness.

Organisational Change

- **The Sale of Oak Tree Farm, Padeswood CH7 4JF**
The subject comprises farmhouse, buildings and land extending to 28.34 acres (11.47ha) shown edged red on the plan. In addition the purchaser will take up a new tenancy on the land edged blue on the plan extending to 38.51 (15.58 ha).
- **Leisure Services Tariff 2017**
The average price increase for 2017 across all Leisure Services' activities is 2.0%. Spa charges are not included in the revised tariff; they are revised as necessary in line with industry norms. Leisure Services' Tariff runs in accordance with the calendar year rather than the financial year.

Streetscene and Transportation

- **The Flintshire County Council (A550 Wrexham Road and Roads Adjacent, Hope to Penyffordd) (Restricted Road, 30mph, 50mph and De-Restriction Speed Limit) Order 20--**
To advise Members of six objections received, following the advertisement of the proposed A550 Wrexham Road and Road adjacent, Hope to Penyffordd (Restricted Road, 30mph, 50mph and De-Restriction Speed Limit) Order 20--.

Copies of the Delegated Powers reports are on deposit in the Team Leader's Room, Committee Services.

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**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY
1 December 2016 TO 31 May 2017**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
December					
Cabinet	6/12/16	Chief Executive's	2017/18 Council Fund Budget – Stage 2 To consider the feedback from the special Corporate Resources Overview and Scrutiny on 30 th November 2016 and recommend approval to Council of the Corporate Financial Stewardship options outlined in the report.	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)
Flintshire County Council	6/12/16	Chief Executive's	<p>2017/18 Council Fund Budget Stage 2</p> <p>To approve the Corporate Financial Stewardship options following consideration of feedback from Corporate Resources Overview and Scrutiny Committee on 30/11/16 and set out the next stages in the budget process for 2017/18</p>		
Flintshire County Council	6/12/16	Governance	<p>Local Democracy and Boundary Commission for Wales (LDBCW) Electoral Review – Policy and Practice</p> <p>The Local Democracy and Boundary Commission for Wales have published their Electoral reviews: Policy and practice which sets out how they will be reviewing all 22 principal councils in time for the 2022 council elections – the report of the chief executive provides opportunity for Members to consider the review proposals and process.</p>		

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	7/12/16	Overview and Scrutiny	Quarter 2 Improvement Plan 2016/17 Monitoring Report To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Waste Strategy, Public Protection and Leisure, Deputy Leader of the Council and Cabinet Member for Environment
Environment Overview & Scrutiny Committee	7/12/16	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	7/12/16	Overview and Scrutiny	Forward Work Programme 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	8/12/16	Chief Executive's	<p>Challenge to Compliance Notice - Welsh Language Standards</p> <p>Advise members of the proposed new Welsh Language Standards for Flintshire and seek endorsement of the Council's approach.</p>		Cabinet Member for Corporate Management
Corporate Resources Overview & Scrutiny Committee	8/12/16	Overview and Scrutiny	<p>Quarter 2/Mid-Year Improvement Plan Monitoring Report 2016/17</p> <p>To enable Members to fulfil their scrutiny role in relation to performance monitoring.</p>	Strategic	Cabinet Member for Corporate Management
Corporate Resources Overview & Scrutiny Committee	8/12/16	Overview and Scrutiny	<p>Police & Crime Commissioner for North Wales (Presentation)</p> <p>The Police & Crime Commissioner for North Wales, Mr Arfon Jones has been invited to attend the meeting to give a short presentation and to respond to Members' questions.</p>		

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	8/12/16	Finance	<p>Revenue Budget Monitoring 2016/17 (Month 7)</p> <p>'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.'</p>	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	8/12/16	Overview and Scrutiny	<p>Forward Work Programme (Corporate Resources)</p> <p>The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.</p>	Operational	
Cabinet	13/12/16	Chief Executive's	<p>Development of 2017/18 - 2019/20 Capital Programme</p> <p>The report sets out capital schemes for inclusion within the 2017/18 - 2019/20 Capital Programme for Member approval.</p>	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	13/12/16	Chief Executive's	Autumn Budget Statement To provide an update on the Chancellor's Autumn Statement	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	13/12/16	Chief Executive's	Welsh Language Standards Provide verbal update on the Welsh Language Standards and their implementation	Strategic	Cabinet Member for Corporate Management
Cabinet	13/12/16	Education and Youth	School Modernisation Update To consider a report on informal consultation with the community and identify next steps with the education review.	Operational	Cabinet Member for Education
Cabinet	13/12/16	Finance	Revenue Budget Monitoring 2016/17 (month 7) To provide Members with the latest revenue budget monitoring information for 2016/17 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

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	13/12/16	Chief Executive's	Quarter 2 Improvement Plan 2016/17 Monitoring Report To present the outturn performance against activities, measures and risks for the Improvement Plan 2016/17 Quarter 2 Monitoring report.	Operational	Cabinet Member for Corporate Management
Cabinet	13/12/16	Education and Youth	Welsh in Education Strategic Plan (WESP) To consider and approve the Welsh in Education Strategic Plan	Strategic	Cabinet Member for Education
Cabinet	13/12/16	Planning and Environment	CHANGES TO DEVELOPER GUIDANCE NOTES – SPECULATIVE HOUSING DEVELOPMENT PROPOSALS Update developer guidance note to reflect the status of the Unitary Development Plan as well as to tighten some requirements on developers.	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)
Cabinet	13/12/16	Planning and Environment	<p>To Change the Delegation for the Scrap Metal Dealers Act 2013 and Mobile Homes (Wales) Act 2013</p> <p>To consider a change to the current delegation which was previously agreed at Cabinet.</p>	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure
Cabinet	13/12/16	Organisational Change	<p>Alternative Delivery Models - Implementation Plans for Leisure and Libraries, Facilities Management, Social Care Day Care and Work Opportunities</p> <p>To consider and agree implementation plans for the set up of three Alternative Delivery Models</p>	Strategic	Cabinet Member for Education, Leader of the Council and Cabinet Member for Finance, Cabinet Member for Corporate Management, Cabinet Member for Social Services, 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)
Social & Health Care Overview & Scrutiny Committee	13/12/16	Overview and Scrutiny	Betsi Cadwaladr University Health Board (Presentation) To receive a presentation from representatives of Betsi Cadwaladr University Health Board (BCUHB)	All Report Types	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	13/12/16	Social Services	Community Mental Health Teams To update the Committee on the work of the teams	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	13/12/16	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
Social & Health Care Overview & Scrutiny Committee	13/12/16	Overview and Scrutiny	Forward Work Programme The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Social & Health Care 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)
Education and Youth Overview & Scrutiny Committee	15/12/16	Education and Youth	School Modernisation Update 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	15/12/16	Education and Youth	School Meal Service To update Members on the School Meals Service.	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	15/12/16	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
Education and Youth Overview & Scrutiny Committee	15/12/16	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	15/12/16	Overview and Scrutiny	Forward Work Programme (Education & Youth) To consider the draft Forward Work Programme for the Committee	Operational	Cabinet Member for Education, 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	15/12/16	Community and Enterprise	Buy Back of Council Right to Buy Properties To consider proposals and criteria for the repurchase of ex council properties	Strategic	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	15/12/16	Community and Enterprise	Sheltered Housing Review To provide an update on the Sheltered Housing Review	Operational	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	15/12/16	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
Community and Enterprise Overview & Scrutiny Committee	15/12/16	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.	Operational	
January					

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COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Organisational Change Overview & Scrutiny Committee	9/01/17	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.	All Report Types	Cabinet Member for Corporate Management
Environment Overview & Scrutiny Committee	11/01/17	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	11/01/17	Overview and Scrutiny	Dog DNA Task and Finish Group feedback To receive an update report from the Task & Finish Group	Operational	
Environment Overview & Scrutiny Committee	11/01/17	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	12/01/17	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
Corporate Resources Overview & Scrutiny Committee	12/01/17	People and Resources	People Strategy 2016-2019 For Members of the Committee to receive the draft People Strategy 2016-2019	Strategic	Cabinet Member for Corporate Management
Corporate Resources Overview & Scrutiny Committee	12/01/17	People and Resources	Workforce Information Report - Quarter 2 2016/17 For Members of the Committee to receive the Workforce Information Report for Quarter 2 2016/17	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	12/01/17	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	13/01/17	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	17/01/17	Finance	Revenue Budget Monitoring 2016/17 (month 8) To provide Members with the latest revenue budget monitoring information for 2016/17 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	17/01/17	Community and Enterprise	Draft 2017/2018 Revenue Budget and Housing Revenue Account (HRA) To present for approval the draft 2017/2018 Revenue Budget and Housing Revenue Account (HRA)	Strategic	Cabinet Member for Housing
Cabinet	17/01/17	Community and Enterprise	Buy back of Council Right to Buy (RTB) Properties To approve proposals and criteria for the re-purchase of ex-council properties	Strategic	Cabinet Member for Housing
Cabinet	17/01/17	Social Services	Learning Disability Day Services Provider To appoint the new Social Partner to provide Learning Disability Day Services	Strategic	Cabinet Member for Social Services
Cabinet	17/01/17	Organisational Change	Theatr Clwyd - Complimentary Ticket Policy To provide an update on the Theatre Boards response to the Council motion	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	17/01/17	Organisational Change	Libraries - Wales Public Library Standards To provide an update on performance in 2014/15	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	17/01/17	Organisational Change	Connah's Quay Swimming Pool To agree grant to Cambrian Aquatics for 2016/17	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure
Cabinet	17/01/17	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	23/01/17	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	23/01/17	Community and Enterprise	Update on North East Wales (NEW) Homes Board To update the Committee on the work of the North East Wales (NEW) Homes Board	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)
Community and Enterprise Overview & Scrutiny Committee	23/01/17	Community and Enterprise	Draft 2017/18 Revenue Budget and Housing Revenue Account (HRA) To enable the Committee to consider the draft 2017/18 Revenue Budget and Housing Revenue Account (HRA)	Strategic	Cabinet Member for Housing, Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	23/01/17	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
Audit Committee	25/01/17	Governance	Mobile Phones - Progress Update To provide a progress update on mobile phones.		
Audit Committee	25/01/17	Chief Executive's	Strategic Risks – mid year review To review the Council's strategic risk at the mid year position.	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)
Audit Committee	25/01/17	Chief Executive's	<p>Treasury Management Strategy 2017/18 and Quarterly Update 2016/17</p> <p>1 To present the draft Treasury Management Strategy 2017/18 for review prior to the Committee recommending its approval to Cabinet.</p> <p>2 To provide Members with a quarterly update on matters relating to the Council's 2016/17 Treasury Management Strategy up to the end of December 2016.</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Audit Committee	25/01/17	Chief Executive's	<p>Treasury Management Mid Year Report 2016/17</p> <p>To provide an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices 2016/17 to the end of September 2016.</p>	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)
Audit Committee	25/01/17	Chief Executive's	Code of Corporate Governance and Annual Governance Statement To endorse the Council's Code of Corporate Governance and preparation for this year's Annual Governance Statement.	Operational	Cabinet Member for Corporate Management
Social & Health Care Overview & Scrutiny Committee	26/01/17	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					
Community and Enterprise Overview & Scrutiny Committee	1/02/17	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	

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	2/02/17	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 Page 258	8/02/17	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	9/02/17	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

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	9/02/17	Chief Executive's	Welsh Language Policy To present the Council's Welsh in the Workplace Policy	Strategic	Cabinet Member for Corporate Management
Corporate Resources Overview & Scrutiny Committee	9/02/17	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	14/02/17	Finance	Revenue Budget Monitoring 2016/17 (month 9) To provide Members with the latest revenue budget monitoring information for 2016/17 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

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	14/02/17	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	14/02/17	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	14/02/17	Community and Enterprise	Supporting People Local Commissioning Plan To set out the commissioning and spend plan for 2017/18	Operational	Cabinet Member for Housing
Page 260 March					
Environment Overview & Scrutiny Committee	8/03/17	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
Social & Health Care Overview & Scrutiny Committee	2/03/17	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)
Environment Overview & Scrutiny Committee	8/03/17	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	8/03/17	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
Community and Enterprise Overview & Scrutiny Committee	8/03/17	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	9/03/17	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)
Corporate Resources Overview & Scrutiny Committee	9/03/17	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	13/03/17	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
Cabinet	14/03/17	Education and Youth	School Admission Arrangements 2018 To advise members of the outcome of the statutory consultation exercise on the admission arrangements for September 2018.	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	16/03/17	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	16/03/17	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	
April					
Community and Enterprise Overview & Scrutiny Committee	5/04/17	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	6/04/17	Social Services	Social Services Annual Report For the Committee to receive and consider the draft Social Services Annual Report	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)
Corporate Resources Overview & Scrutiny Committee	6/04/17	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	11/04/17	Community and Enterprise	Housing (Wales) Act 2014 An update on progress implementing the homeless legislation in 2016/17 (including decision on intentionality / prevention / B&B)	Operational	Cabinet Member for Housing
May					

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