

# Public Document Pack



Contact Officer: Nicola Gittins  
01352 702345  
nicola.gittins@flintshire.gov.uk

To: Cllr Aaron Shotton (Leader)

Councillors: Bernie Attridge, Chris Bithell, Derek Butler, Christine Jones, Billy Mullin, Ian Roberts and Carolyn Thomas

14 June 2017

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 20th June, 2017 in the Clwyd Committee Room, County Hall, Mold CH7 6NA to consider the following items

## A G E N D A

### 1 APOLOGIES

**Purpose:** To receive any apologies.

### 2 DECLARATIONS OF INTEREST

**Purpose:** To receive any Declarations and advise Members accordingly.

### 3 MINUTES (Pages 5 - 16)

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

TO CONSIDER THE FOLLOWING REPORTS

### STRATEGIC REPORTS

### 4 IMPROVEMENT PLAN 2016/17 OUTTURN REPORT (Pages 17 - 152)

Report of Chief Executive - Cabinet Member for Corporate Management and Assets

**Purpose:** Endorse summary of progress against the aims and objectives contained within the Improvement Plan 2016/17.

**5** **FLINTSHIRE COUNTY COUNCIL'S RESPONSE TO THE WELSH GOVERNMENT A55/A494/A548 DEESIDE CORRIDOR CONSULTATION DOCUMENT** (Pages 153 - 176)

Report of Chief Officer (Streetscene and Transportation) - Cabinet Member for Streetscene and Countryside

**Purpose:** To consider Flintshire County Council's response to the Welsh Government Consultation.

**6** **ACTIVE TRAVEL PLAN** (Pages 177 - 180)

Report of Chief Officer (Streetscene and Transportation) - Cabinet Member for Streetscene and Countryside

**Purpose:** To update Cabinet ahead of the formal consultation period on the Active Travel Plan.

**OPERATIONAL REPORTS**

**7** **REVENUE BUDGET MONITORING 2016/17 (MONTH 12)** (Pages 181 - 220)

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

**Purpose:** 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 12, and projects forward to year-end.

**8** **NORTH WALES RESIDUAL WASTE TREATMENT PROJECT (NWRWTP)** (Pages 221 - 226)

Report of Chief Executive - Cabinet Member for Streetscene and Countryside

**Purpose:** Project update and operational implications for Flintshire.

**9** **NORTH WALES CONSTRUCTION FRAMEWORK (NWCF)** (Pages 227 - 250)

Report of Chief Officer (Education and Youth), Chief Officer (Organisational Change) - Cabinet Member for Corporate Management and Assets, Cabinet Member for Education

**Purpose:** To consider options for the re-procurement of the NWCF.

10 **MEASURED TERM CONTRACT - MINOR REFURBISHMENT WORKS 2017 TO 2021** (Pages 251 - 262)

Report of Chief Officer (Organisational Change) - Cabinet Member for Corporate Management and Assets

**Purpose:** There have been a number of measured Term Contracts (MTC) used over the last six years to procure building and construction work from the Council's capital programme. This report seeks support to develop and procure a new MTC contract on the basis that the current one will expire at the end of this current calendar year.

11 **EXERCISE OF DELEGATED POWERS** (Pages 263 - 264)

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 1 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 **LEISURE AND LIBRARIES ALTERNATIVE DELIVERY MODEL** (Pages 285 - 292)

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

**Purpose:** To finalise minor structural changes required prior to transfer of services and progress with capital schemes

The following item is considered to be exempt by virtue of Paragraph(s) 15 of Part 1 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.

13 **INTEGRATED YOUTH PROVISION** (Pages 293 - 374)

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

**Purpose:** To update on the management structure for the Integrated Youth Provision service.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Robert Robins', with a horizontal line extending to the right.

Robert Robins  
Democratic Services Manager

- a)
- b)

**CABINET**  
**14<sup>th</sup> MARCH 2017**

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 14<sup>th</sup> March 2017.

**PRESENT: Councillor Shotton (Chair)**

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

(Councillor Attridge chaired the meeting up to and including agenda item number 7, minute number 165).

**IN ATTENDANCE:**

Chief Executive, Chief Officer (Community and Enterprise), Chief Officer (Education and Youth), Chief Officer (Governance), Chief Officers (Organisational Change), Chief Officer (Social Services), Chief Officer (Streetscene and Transportation), Finance Manager, Enterprise and Regeneration Manager and Team Leader – Democratic Services.

**OTHER MEMBERS IN ATTENDANCE:**

Councillor: Carolyn Thomas.

**160. DECLARATIONS OF INTEREST**

Councillor Attridge declared personal interests in agenda item number 7 – Strategic Housing and Regeneration Programme – Batch 3 Proposed Schemes, agenda item number 8 – Commuted Sums and Shared Equity Redemption Payment Policy, and agenda item number 14 – School Admission Arrangements.

Councillor Kevin Jones declared personal interests in agenda item number 6 – Social Services Annual Report and agenda item number 14 – School Admission Arrangements, and a personal and prejudicial interest in agenda item number 18 – Alternative Delivery Model Social Care Learning Disability Day Care and Work Opportunity Services.

Councillors Helen Brown, Christine Jones, Billy Mullin and Aaron Shotton declared a personal interest in agenda item number 14 – School Admission Arrangements.

**161. MINUTES**

The minutes of the meetings held on 14<sup>th</sup> February 2017 had been circulated with the agenda.

**RESOLVED:**

That the minutes be approved as a correct record.

## **162. COUNCIL'S WELL-BEING OBJECTIVES**

The Chief Executive introduced the Well-being objectives report. The Well-being of Future Generations (Wales) Act 2015 required named statutory bodies to set and publish Well-being Objectives; those objectives had been set as part of forward improvement planning.

The set of Well-being objectives supported the seven national Well-being goals and the priorities and ambitions of the Council and they aligned well with the priorities of the Improvement Plan and future strategic objectives.

Due to the timing of the objectives in that they needed to be set and published by the end of March 2017, it was possible that the new Council, following the elections, might want to amend the objectives.

The report had been submitted to the recent Corporate Resources Overview and Scrutiny Committee meeting which recommended that the words 'household and business' be deleted on the third Green Council objective, which was agreed. It had also been recommended that an objective be included on Community Safety and the suggestion was that under the objective Caring Council, a third bullet point be included of 'Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour' which was also agreed.

### **RESOLVED:**

That the draft Well-Being objectives be approved, subject to the amendments above being made.

## **163. CUSTOMER SERVICE STRATEGY**

Councillor Mullin introduced the Customer Service Strategy report which was a replacement for the Customer Services Strategy 2010-2013.

The strategy was structured around the following three workstreams:

1. Face to face
2. Telephone
3. Digital

Each workstream listed high level outcomes to be achieved by the end of the strategy that would be supported by an annual action plan providing more details and precise timescales. The strategy was closely aligned with the Digital Strategy and shared a Digital Customer workstream.

The Council's future service delivery was focussed on simplifying the way customers accessed services, understanding their journey with the Council, giving customers control over the services they used, and listening to and responding to feedback. Services which could be delivered digitally would be developed, allowing expensive resources to be focussed on those services which could not be delivered digitally to support the most vulnerable customers.

The Chief Executive explained that the report had been considered at the recent Corporate Resources Overview and Scrutiny Committee and a commitment had been given on improving response times to customer enquiries.

**RESOLVED:**

That the Customer Service Strategy be adopted.

**164. SOCIAL SERVICES ANNUAL REPORT**

Councillor Christine Jones introduced the Social Services Annual Report which looked at the performance of the local authority's delivery of its social care functions and improvement priorities.

The purposes of the Social Services Annual Report was to set out the improvement journey and evaluate Social Services' performance in providing services to people that promoted their wellbeing and supported them to achieve their personal outcomes.

The report format had changed and was now more closely aligned to the National Outcomes Framework which would demonstrate performance in meeting the wellbeing outcomes of people in Flintshire. The report would form an integral part of the Care and Social Services Inspectorate Wales (CSSIW) performance evaluation of Flintshire Social Services.

The overall assessment was that Social Services in Flintshire continued to drive forward service improvement, ensuring there was an effective range of good quality services that supported and protected vulnerable people. The Annual Report also outlined the improvement priorities identified for 2017/18 which were detailed in the report.

The Chief Officer (Social Services) said Flintshire was one of the first local authorities to submit their Annual Report to a Cabinet meeting and he thanked the work of the Social and Health Care Overview and Scrutiny Committee who had provided a clear steer on the style of the document which had then been produced by Double Click.

**RESOLVED:**

That the report, which provides an accurate and clear account of social care in Flintshire, be endorsed.

**165. STRATEGIC HOUSING AND REGENERATION PROGRAMME – BATCH 3 PROPOSED SCHEMES**

Councillor Brown introduced the Strategic Housing and Regeneration Programme (SHARP) Batch 3 Proposed Schemes report which sought approval to progress the next key stages of the Council's SHARP programme. This included a

detailed scheme of viability works on a range of sites which could potentially deliver an additional 363 social rent, affordable rent and affordable purchase homes.

The Chief Officer (Community and Enterprise) explained that the sites to be included in the programme were at various stages of development. Some sites were in the Council's ownership and some were the subject of commercial purchase negotiations. The sites outlined in paragraphs 1.21 and 1.22 should be discounted as they had been included in error.

Site feasibility works were required on some sites to progress them further and those that were at the most advanced stages were outlined in the report with details of each site, including site plans. The report also provided an update on the new Welsh Government (WG) Capital Funding availability which would help to expand the SHARP.

The original target for Council housing was to build 200 homes over 5 years. The report identified that 277 could be built which could be increased further if the borrowing cap was lifted.

Following the Cabinet meeting wider consultation would commence.

Councillor Attridge praised the officers and the Cabinet Member for the work on the scheme which saw Flintshire County Council leading the way in Council house building which was a result of the direction of Cabinet. Other Cabinet Members also paid tribute to the officers which resulted in the successful scheme coming to fruition.

In response to a question from Councillor Bithell, the Chief Officer (Community and Enterprise) explained that the level of consultation carried out varied from scheme to scheme and was dependent on the stage of the process at each site. The Chief Executive added that following the local election, part of the induction for Members would include details of any schemes underway or planned in their ward. He added that housing was a focal point in the Regional Growth Strategy and suggested an additional recommendation to read "Flintshire County Council's call for lifting of the borrowing cap is formally included in the Regional Economic Growth Strategy" which was supported.

**RESOLVED:**

- (a) That the development of 363 new homes be agreed in principle as part of the Council's house building programme (SHARP). This will include 195 Council properties, 95 properties for affordable rent and 73 properties for affordable purchase;
- (b) That sites investigation costs of £421,616k be approved so that full scheme appraisals can be completed ahead of final approval. These will be apportioned as follows, 66% HRA cost (£278,266) and 44% Council Fund cost (£143,350) met by NEW Homes should development proceed; and
- (c) That Flintshire County Council's call for lifting of the borrowing cap is formally included in the Regional Economic Growth Strategy.



## **166. COMMUTED SUMS AND SHARED EQUITY REDEMPTION PAYMENT POLICY**

Councillor Brown introduced the Commuted Sums and Shared Equity Redemption Payment Policy report which considered the use of commuted sums derived for the purposes of affordable housing.

The Chief Officer (Community and Enterprise) explained that the report reviewed the use of commuted sums and provided updated recommendations in the context of recent Section 106 agreements and the Council's commitment and priority to building affordable homes across Flintshire through the Strategic Housing and Regeneration Programme (SHARP). An overview was also provided on the Shared Equity redemption payments and how it could be used to deliver affordable housing across Flintshire.

The table in the report outlined the commuted sums received to date. The Council had agreed that commuted sums could be used in a number of ways and required flexibility to do so and that approach was reflected in the Section 106 agreement. The rationale for the approach to commuted sums as outlined in the report would:

- Provide the most efficient use of the funding as it would enable the Council to maximise the SHARP funding; and
- Ensure affordable housing was delivered in areas that were less attractive for market led development or on sites which were harder to develop, such as brownfield sites owned by the Council.

In response to a question from Councillor Bithell, the Chief Officer (Community and Enterprise) confirmed that all local Members would be consulted at the appropriate time.

### **RESOLVED:**

(a) That Cabinet agreed:

- Where a commuted sum is paid to the Council in lieu of on-site affordable housing provision, these monies must be prioritised for the relevant Community Council area; and
- Where a commuted sum is received an on-site affordable housing has been provided as part of the Section 106 agreement, the monies can be utilised as part of the Council's priority for developing affordable homes across Flintshire through SHARP

(b) That Cabinet support the approach to the Shared Equity redemption payments as set out in the report; and

(c) That the Community and Enterprise Overview and Scrutiny Committee receives an annual monitoring report on the Commuted Sums and Shared Equity redemption payments.

## **167. REVENUE BUDGET MONITORING 2016/17 (MONTH 10)**

The Finance Manager introduced the Revenue Budget Monitoring 2016/17 (Month 10) report which provided the latest revenue budget monitoring position 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 any further action to reduce cost pressures or to identify new efficiencies was:

### **Council Fund**

- The net in year position comprised of an operating deficit of £0.705m; a decrease in the deficit of £0.095m from the position reported last month;
- The overall projected in-year position included £2.886m due to the change in accounting policy for Minimum Revenue Provision (MRP) as agreed by County Council. This had the effect of eliminating the operating deficit and net spend was projected to be £2.181m lower than budget; and
- Projected contingency reserve balance of £5.333m.

### **Housing Revenue Account**

- Net in year expenditure forecast to be £0.037m greater than budget; and
- Projected closing balance as at 31<sup>st</sup> 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.

Work on income generation was underway and the following areas had been identified as new sources of income which were recommended for implementation:

- Charging for street naming and numbering, which, if implemented from 1<sup>st</sup> April 2017, could generate an additional £0.023m; and
- Revised charging structure for Deputyship and Court of Protection services which, if implemented on 1<sup>st</sup> April 2017 could generate £0.050m.

On un-earmarked reserves, the Finance Manager explained that due diligence on Holywell Leisure Centre Community Asset Transfer (CAT) and the setup of the new ADMs showed that a one off investment of £0.050m, which supported initial set up costs and enabled final technical support, would assure delivery of next year's significant budget savings.

On earmarked reserves, a request had been made to create a £0.100m reserve for the Catering Service. That would be funded by current underspends within the service and would be used for one off investment costs when the service was transferred to the Alternative Delivery Model (ADM) in the next financial year.

The report had been considered at Corporate Resources Overview and Scrutiny Committee the previous week and no issues had been raised.

**RESOLVED:**

- (a) That the overall report and the projected Council Fund contingency sum as at 31<sup>st</sup> March 2017 be noted, and the work on actions and options for mitigating action be supported;
- (b) That the projected final level of balances on the Housing Revenue Account be noted;
- (c) That the income generation proposals for street naming and numbering and Deputyship and Court of Protection services be approved;
- (d) That a contribution from the contingency reserve for £0.050m be approved to support initial set up costs and final technical support for the Community Asset Transfer (CAT) of Holywell Leisure Centre and Alternative Delivery Model (ADM); and
- (e) That an earmarked reserve of £0.100m be approved for the Catering Service which will be utilised to support investment costs for the ADM.

**168. QUARTER 3 IMPROVEMENT PLAN 2016/17 MONITORING REPORT**

Councillor Mullin introduced the Quarter 3 Improvement Plan 2016/17 Monitoring Report which presented the monitoring of progress for the third quarter from October to December 2016.

The Chief Executive explained that it was a positive report with 95% of agreed actions being assessed as making good progress and 58% likely to achieve the desired outcome. In addition, 72% of the performance indicators met or exceeded the target for the quarter. Risks were also being successfully managed with the majority being assessed as moderate (55%) or minor/insignificant (34%).

The report had been submitted to Corporate Resources Overview and Scrutiny Committee and no issues had been raised.

**RESOLVED**

- (a) That the following be agreed:
  - 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
  - The current risk levels for the risks identified in the Improvement Plan
- (b) That Members be assured by plans and actions to manage the delivery of the 2016/17 Improvement Plan subject to the comments of the Overview and Scrutiny Committee reviews.

## **169. PRIVATE SECTOR STOCK CONDITION SURVEY 2016**

Councillor Brown introduced the Private Sector Stock Condition Survey 2016 report which summarised the key findings from the 2016 private sector stock condition survey.

The survey was based on a sample of 1,223 dwellings and provided a benchmark of housing condition in Flintshire compared to a 2010 survey and the wider Wales or England context. The stock had improved in condition since the 2010 benchmark survey with the greatest incidence of poorer quality dwellings being in the growing private rented sector.

The private rented sector had grown in significance in Flintshire and had a number of key areas of concern:

- Almost 40% of tenants had been living at the address for less than 2 years; with a consequent impact on the stability of households and on community cohesion;
- Private rented homes were more likely to be in a poor condition with 25.4% in a non-decent condition compare to 18.1% for Flintshire as a whole; and
- Private rented homes were likely to be more energy inefficient with an average Standard Assessment Procedure (SAP) rating of 56 compared to 59 for Flintshire as a whole.

The Council would continue to seek external funding to deliver improvements to the condition and energy efficiency of the private sector housing stock in the most deprived areas of Flintshire.

### **RESOLVED:**

That the key points arising from the 2016 private sector stock condition survey be reviewed.

## **170. AN OUTLINE PLAN FOR PLAY AREA AND ALL WEATHER PITCH CAPITAL EXPENDITURE**

Councillor Kevin Jones introduced the Outline Plan for Play Areas and All Weather Pitch Capital Expenditure report which was based on need.

The Council Fund Capital Programme had approved amounts for future expenditure on play areas and all weather pitches which was in addition to the £0.105m revenue per annum for play area match funding schemes.

The Council had a number of all weather sports pitches in the County that were in need of significant investment. Those at Mold Alun and Hawarden were both over 10 years old and were the highest priority to replace. The six pitches at Deeside Leisure Centre were 7 years old, received significant use and generated substantial

income. Their original anticipated lifespan and payback period for investment was 7 years so a replacement programme was needed.

Following an independent play survey for play areas the proposal for carrying out works in 2017/18 were for the following areas which would mean those play areas were no longer rated as red:

- Min Awel, Flint £0.025m;
- Ffynnongroyw £0.025m;
- Dee View Road, Connah's Quay £0.025m; and
- Bron y Wern, Bagillt £0.025m.

A priority for years 2 and 3 would be the play area at Bailey Hill which was a red rated play area and was being considered as part of a wider Heritage Lottery Fund development scheme although the scheme was not eligible to fund the play area. The remaining priority areas for years 2 and 3 were the other red rated play areas which were outlined in the report.

Based on the needs and priorities outlined in the report it was proposed that subject to final costings the initial programme that was considered feasible for 2017/18 was as follows:

Mold Alun High School all weather pitch;  
Hawarden High School all weather pitch;  
Deeside Leisure Centre all weather pitches 1 and 2;  
Bron y Wern play area, Bagillt;  
Min Awel play area, Flint;  
Ffynnongroyw play area; and  
Dee View Road, Connah's Quay.

That would leave the remaining all weather pitches and play areas identified in the report as priorities for years 2 and 3 with agreement of a final plan each year being submitted to Cabinet. The play area match funding scheme would aim to support any red rated play areas that could not be afforded within the overall scheme or if all could be afforded then the improvement of amber rated play areas would be supported.

Members welcomed the commitment given to play areas and all weather pitches, particularly the rolling scheme for replacement, based on priority, which would benefit schools and the wider communities throughout the County.

**RESOLVED:**

That the outline plan for capital expenditure on play areas and all weather pitches as outlined in the report be agreed.

**171. LANDFILL MANAGEMENT AND GAS ENGINE MAINTENANCE CONTRACT**

Councillor Kevin Jones introduced the Landfill Management and Gas Engine Maintenance Contract report.

The Council owned two active landfill sites at Standard Industrial Estate and Brookhill Industrial Estate in Buckley and approval of the Commissioning Form was sought which would allow the service to procure a single supplier for both the general landfill maintenance and gas engine/leachate plant management.

The Chief Officer (Streetscene and Transportation) explained that details of the scope of the proposed contract was outlined in the report. The new contract would protect budgets and remediate future pressures from the operations at the two landfill sites. The proposals would ensure that the Council managed the asset in the most environmentally friendly manner and would maximise and protect the Council from fluctuations in energy production levels in future years.

**RESOLVED:**

That the Commissioning Form for Landfill Maintenance, Gas Engine and Leachate Plant management, as required by the Contract Procedure Rules, be approved.

**172. SCHOOL ADMISSION ARRANGEMENTS**

Councillor Bithell introduced the School Admission Arrangements 2018 report which provided details of the statutory consultation exercise on the admissions arrangements for September 2018.

During the consultation process a comment had been received from a primary headteacher on admission from Nursery to Reception in the light of several Nursery pupils not being able to gain places in the Reception class at the same school the previous year. The suggestion was that Nursery education should be made statutory or that the provision should be taken away entirely. That view was also reflected amongst some other primary headteachers. However, local authorities were constrained by the Welsh Government School Admission Code which clearly stated that attendance at Nursery was not statutory and could have no bearing on the allocation of places at Reception.

The admissions timetable had been drawn up in consultation with neighbouring authorities and took into account factors such as allowing parents sufficient time to visit schools and express their preferences. There were no changes proposed to the admissions criteria however the opportunity had been taken to amend the wording to urge parents to express more than one preference for a school.

**RESOLVED:**

That the proposed admission arrangements for 2018/19 be approved.

**173. REPORT BACK FROM THE CALL-IN OF DECISION NO. 3358 – DEESIDE PLAN**

The Chief Officer (Governance) introduced the report on the Call-In Decision on the Deeside Plan, Record of Decision No. 3358, which had been considered at Cabinet on 14<sup>th</sup> February.

The Call-In was held at the Community and Enterprise Overview and Scrutiny Committee on 8<sup>th</sup> March and following lengthy consideration, the decision was Option 2 'that the explanation be accepted but not endorsed by the Overview and Scrutiny Committee'. Therefore, the decision could be implemented with immediate effect.

**RESOLVED:**

That the resolution of the Community and Enterprise Overview and Scrutiny Committee on Record of Decision No. 3358 be noted.

**174. EXERCISE OF DELEGATED POWERS**

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

Streetscene and Transportation

- **The Flintshire County Council (Service Road off the A5119 Northop Road, Flint Mountain, Flint) (Prohibition of Driving) Order 20-**  
To advise Members of objections received following the advertisement of The Flintshire County Council (Service Road off the A5119 Northop Road, Flint Mountain, Flint) (Prohibition of Driving) Order 20-.

Organisational Change

- **Land to the Rear of the Civic Amenity Site, Prince William Avenue, Sandycroft**  
The subjects comprise a rectangular parcel of land and waste material to the rear of the new Civic Amenity site extending to approximately 3,600 square metres.

**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).

**175. COMMUNITIES FIRST**

Councillor Butler presented the Communities First report which set out the implications of the process in Flintshire and the main priorities for the programme in its final year of operation.

**RESOLVED:**

- (a) That the impact of the Welsh Government announcements on the Communities First programme in Flintshire be noted and the proposed programme of activity for 2017/18 be supported; and
- (b) That delegated authority be given to the Cabinet Member for Economic Development and the Chief Officer (Community and Enterprise) to develop and implement a new staffing structure for the Communities First programme to meet the new funding allocation and the new priorities. This exceptional request is due to the short period given by Welsh Government between the announcement of funding and the financial year end.

**176. ALTERNATIVE DELIVERY MODEL SOCIAL CARE LEARNING DISABILITY DAY CARE AND WORK OPPORTUNITY SERVICES**

Councillor Christine Jones, the Chief Executive and the Chief Officer (Social Services) introduced the Alternative Delivery Model Social Care Learning Disability Day Care and Work Opportunity Services report which recommended the award of the contract to Home Farm Trust for the delivery of the Services in Flintshire.

**RESOLVED:**

- (a) That the appointment of Home Farm Trust as a partner to provide Learning Disability Day Care and Work Opportunity Services be approved, and that delegated authority be given to the Chief Executive and Leader in consultation with the Chief Officer (Social Services) and the Cabinet Member for Social Services to agree that these conditions have been met for the award of the contract:-
  - Finalisation of work and diligence on Transfer of Undertaking Protection of Employment (TUPE) and pensions;
  - Finalisation of terms and conditions of employment and remuneration rates for new starters to the service;
  - Finalisation of contract; and
  - Robust governance and contract monitoring processes are put in place to ensure quality of service is maintained and improved

Having earlier declared a personal and prejudicial interest, Councillor Kevin Jones left the room during the discussion.

**177. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE**

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

(The meeting commenced at 9.30am and ended at 11.22 a.m.)



.....  
**Chair**

This page is intentionally left blank



## CABINET

<b>Date of Meeting</b>	Tuesday, 20 <sup>th</sup> June 2017
<b>Report Subject</b>	Improvement Plan 2016/17 Outturn Report
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Improvement Plan 2016/17 was adopted by the Council in June 2016. This report presents the monitoring of progress at the end of the year.

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 end of year monitoring report for 2016/17 is another positive report with 100% of agreed actions being assessed as making good progress and 82% likely to achieve the desired outcome. In addition, 66% of the performance indicators met or exceeded target for the year, whilst half showed improvement or remained stable. Risks are also being successfully managed with the majority being assessed as moderate (45%) or minor/insignificant (42%).

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

### RECOMMENDATIONS

1	<p>To agree to:</p> <ul style="list-style-type: none"> <li>• the levels of progress and confidence in the achievement of high level activities which seek to deliver the impacts of the Improvement Plan;</li> <li>• the performance against Improvement Plan performance indicators; and</li> </ul>
---	--

	<ul style="list-style-type: none"> <li>the current risk levels for the risks identified in the Improvement Plan.</li> </ul>
2	Members to be assured by the delivery of plans and actions to achieve the priorities within the 2016/17 Improvement plan subject to the comments of the Overview and Scrutiny Committee reviews.

## **REPORT DETAILS**

<b>1.00</b>	<b>EXPLAINING THE IMPROVEMENT PLAN 2016/17 OUTTURN REPORT</b>
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 into a single report for Cabinet. Each Overview and Scrutiny Committee will receive extracts of the reports for their respective portfolios.
1.03	This is an exception based report. Therefore the report concentrates on the areas of under-performance and risk.
1.04	<p><b>Monitoring our Actions</b></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"> <li>RED: Limited Progress – delay in scheduled action; not on track</li> <li>AMBER: Satisfactory Progress – some delay in scheduled action, but broadly on track</li> <li>GREEN: Good Progress – actions completed on schedule, on track</li> </ul> <p>A Red/Amber/Green (RAG) 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"> <li>RED: Low – lower level of confidence in the achievement of the outcome(s)</li> <li>AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s)</li> <li>GREEN: High – full confidence in the achievement of the outcome(s).</li> </ul>
1.05	<p>In summary our overall progress against the high level activities is: -</p> <p><b>ACTIONS PROGRESS</b></p> <ul style="list-style-type: none"> <li>We are making good (green) progress in 57 (100%) actions.</li> </ul>

	<p><b>ACTIONS OUTCOME</b></p> <ul style="list-style-type: none"> <li>• We have a high (green) level of confidence in the achievement of 47 (82%) action outcomes.</li> <li>• We have a medium (amber) level of confidence in the achievement of 10 action outcomes (18%).</li> <li>• None of our actions have a low (red) level of confidence in achievement of outcomes.</li> </ul>								
1.06	<p><b>Monitoring our Performance</b></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"> <li>• RED equates to a position of under-performance against target</li> <li>• AMBER equates to a mid-position where improvement may have been made but performance has missed the target</li> <li>• GREEN equates to a position of positive performance against target.</li> </ul>								
1.07	<p>Analysis of current levels of quarterly performance where the data is currently available shows the following: -</p> <ul style="list-style-type: none"> <li>• 62 (66%) had achieved a green RAG status</li> <li>• 24 (26%) have an amber RAG status</li> <li>• 8 (8%) have a red RAG status</li> </ul> <div data-bbox="469 1162 1272 1599" data-label="Figure"> <p><b>KPI Progress Status</b></p> <table border="1"> <thead> <tr> <th>Status</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>On Track</td> <td>66%</td> </tr> <tr> <td>Monitor</td> <td>26%</td> </tr> <tr> <td>Off Track</td> <td>8%</td> </tr> </tbody> </table> </div> <p>Performance trends have identified that half of the measures have remained stable or improved on the previous year.</p>	Status	Percentage	On Track	66%	Monitor	26%	Off Track	8%
Status	Percentage								
On Track	66%								
Monitor	26%								
Off Track	8%								
1.08	<p>The 8 quarterly performance indicators (PI's) which showed a red RAG status for current performance are: -</p> <p><b>Priority: Housing</b></p> <p>The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months</p>								

As projected in quarter 3 some of the more complex outcomes rolled over to quarter 4 and this has reduced the overall performance for 2016/17. This year there has been a decline in availability of suitable private sector properties as a homelessness prevention solution. In addition there has been an increase in more complex cases and the service experienced an unplanned reduction in specialist resources which is reflective of the outcome.

Repair / improve private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan.

This year the take up of home renovation loans has been considerably less than targeted. The WG Home Improvement Loan has already been identified as being of low demand and is being reviewed with WG.

#### Capital Works Target - Roofs & Associated Components

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 exercise by the same principal contractor.

This was the only programme to not be fully completed last year due to logistical issues with the relocation of a mains electrical supply thus allowing the scaffolding to be erected for other scheduled works to proceed.

Due to this delay the Delivery Team have been ensuring all properties relating to Year 1 that have been reallocated into Year 2 are completed as soon as possible. This has had a direct impact on Year 3's delivery.

The Contractor is now in a better position from last year and has almost completed their allowance which will dramatically reduce the impact on Year 3.

#### Capital Works Target - Central Heating

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 now also complete. As oil prices increase uptake from tenants in these areas should improve. As the current cost of oil has risen from 23.8 p/litre to 54.2 p/litre an increase in installations is expected moving forward.

#### **Priority: Living Well**

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

Safeguarding targets for Children's Services have been challenging this year, with the rise in the number of children on the Child Protection Register impacting on the capacity of the Safeguarding Unit to undertake conferences within the required timescales. Despite two periods in the year with unprecedented numbers of requests for conference, initial conference timescales were achieved for 74% of children.

	<p><b>Priority: Skills and Learning</b>          Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 2+ Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1st Language)</p> <p>The percentage of e-fsm pupils attaining L2+ indicator dropped by 2.5% and below the Wales and regional average. The gap between performance of e-FSM and n-FSM pupils has increased on this indicator by 2.8% to 33.6%. This is a key priority for improvement.</p> <p><b>Priority: Environment</b>          Road safety initiatives to reduce the risk of collisions of high risk groups:          Newly qualified young drivers</p> <p>The yearly total of 29 shows an increase in the latter half of the year due to the actions undertaken following advice from the Young Persons Steering Group. 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 group is continuing to consider alternative promotions with Flintshire to support any actions in an attempt to increase uptake.</p> <p><b>Priority: Modern and Efficient Council</b>          Percentage of employee turnover (excluding early retirement and voluntary redundancy)</p> <p>The turnover percentage for the Council during 2016/17 is 12.36%. This shows a decline from the comparative figures for last year (10.64%). This partially due to the inclusion of Community Playworkers and Alternative Service Models which have transferred from the Council.</p>
1.09	<p><b>Monitoring our Risks</b></p> <p>Analysis of the current strategic risks identified in the Improvement Plan are as follows: -</p> <ul style="list-style-type: none"> <li>• 11 (22%) are insignificant (green)</li> <li>• 10 (20%) are minor (yellow)</li> <li>• 23 (45%) are moderate (amber)</li> <li>• 7 (13%) are major (red)</li> <li>• There are no severe (black) risks</li> </ul>

	<p style="text-align: center;"><b><u>Risk Status</u></b></p> <table border="1"> <caption>Risk Status Data</caption> <thead> <tr> <th>Risk Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Insignificant</td> <td>22%</td> </tr> <tr> <td>Minor</td> <td>20%</td> </tr> <tr> <td>Moderate (Amber)</td> <td>45%</td> </tr> <tr> <td>Major (Red)</td> <td>13%</td> </tr> </tbody> </table> <p style="text-align: center;"> <span style="color: green;">■</span> Insignificant    <span style="color: yellow;">■</span> Minor    <span style="color: orange;">■</span> Moderate (Amber)    <span style="color: red;">■</span> Major (Red) </p>	Risk Category	Percentage	Insignificant	22%	Minor	20%	Moderate (Amber)	45%	Major (Red)	13%
Risk Category	Percentage										
Insignificant	22%										
Minor	20%										
Moderate (Amber)	45%										
Major (Red)	13%										
1.10	<p><b>Discontinued Performance Indicators and data verification.</b></p> <p>The performance indicators for European Social Funding of TRAC, ADTRAC, and OPUS were discontinued in April 2016 and therefore no data is available to consider. These are clearly identified in the Appendix.</p> <p>Members are to note that there is some final data verification being undertaken (by the Local Government Data Unit for example) which may mean some slight alterations between figures reported to this meeting and those contained within the statutory Annual Performance Report which is to be endorsed by the County Council and then published by the end of October.</p>										
1.11	<p>The seven major (red) risks are: -</p> <p><b>Priority: Housing</b>  Risk: Council funding for adaptations and home loans will not be sufficient to meet demand.</p> <p style="padding-left: 40px;">Demand for DFG funding has increased as the delivery of DFGs has increased in speed. Although demand has exceeded budget provision savings in other areas of the service have offset this.</p> <p><b>Priority: Living Well</b>  Risk: Fragility and sustainability of the care home sector.</p> <p style="padding-left: 40px;">A five day summit with Betsi Cadwaldr University Health Board and the six North Wales Authorities was held to discuss fragility and the impact on admissions into acute hospitals and early discharge. Monthly follow up sessions are taking place in North East Wales to take forward the agreed actions. Providers are involved in these discussions and, fee setting is ongoing. The project manager has undertaken initial research and identified both 'quick wins' and medium to long term opportunities to support the sector, and is working with new providers to support their entry into the Flintshire market. The pressure on the Welsh Government to increase the cap on day care has resulted in an increase from £60 to £70 per week with incremental progression to £100 per week over time to support the sector. Although progress is being made the level of risk remains red due to the ongoing fragility of the sector.</p>										



**Priority: Skills and Learning**

Risk: Numbers of school places not matching the changing demographics.

Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing 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 circa 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 around 450 places.

**Priority: Skills and Learning**

Risk: Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets.

Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also:

- 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.

Additionally, in future years capital business cases for improvement and repairs, and maintenance projects in schools will be submitted via the Council's business case process for consideration.

**Priority: Poverty**

Risk: Available funding for energy efficiency measures may fall short of public demand.

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 considered.

**Priority: Environment**

Risk: Funding will not be secured for priority flood alleviation schemes.

Grant availability continued to be monitored throughout 2016-17 and a capital bid to potentially address flood risk schemes was also developed. The Mold scheme has been raised as a potential National Development Framework project which will provide greater strength when seeking

	<p>capital. A review of the permitted Mold scheme is also in progress.</p> <p><b>Priority: Modern and Efficient Council</b> Risk: The scale of the financial challenge.</p> <p>The Final Local Government Settlement for 2017/18 has since been received and is more favourable than the figure projected within the forecast. The annual budget for 2017/18 has now been set. The risks remain high for future budget years.</p>
1.12	<p><b>Risk Trend</b></p> <p>The 51 strategic risks within the Improvement Plan have been successfully managed with the majority being assessed at year end position as remaining the same as the initial assessment 26 (51%) or having reduced 23 (45%). There are two risks which have increased from amber to red; but overall the trends show successful management of risks during the year.</p> <p><b>Increased Risks</b></p> <p><b>Priority: Housing</b> Risk: Council funding for adaptations and home loans will not be sufficient to meet demand.</p> <p>Demand for DFG funding has increased as the delivery of DFGs has increased in speed. Although demand has exceeded budget provision savings in other areas of the service have offset this.</p> <p><b>Priority: Poverty</b> Risk: Available funding for energy efficiency measures may fall short of public demand.</p> <p>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 considered.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	There are no specific resource implications for this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
-------------	---

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.
<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Progress against the risks identified in the Improvement Plan are included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.09 and 1.11 above.
<b>5.00</b>	<b>APPENDICES</b>
5.01	<b>Appendix 1:</b> Year End Improvement Plan Progress Report.

<b>6.00</b>	<b>SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972 List of Accessible Background Documents</b>
6.01	<b>Improvement Plan 2016/17:</b> <a href="http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx">http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Improvement Plan:</b> 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	<b>School Modernisation:</b> 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	<b>Risks:</b> 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.

7.04	<b>Risk Likelihood and Impact Matrix</b>							
	<b>Impact Severity</b>	<b>Catastrophic</b>	Y	A	R	R	B	B
		<b>Critical</b>	Y	A	A	R	R	R
		<b>Marginal</b>	G	Y	A	A	A	R
		<b>Negligible</b>	G	G	Y	Y	A	A
			<b>Unlikely (5%)</b>	<b>Very Low (15%)</b>	<b>Low (30%)</b>	<b>Significant (50%)</b>	<b>Very High (65%)</b>	<b>Extremely High (80%)</b>
		<b>Likelihood &amp; Percentage of risk happening</b>						
<p>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.</p>								

<b>8.00</b>	<b>CAMMS – An explanation of the report headings</b>
	<p><b>Actions</b></p> <p><u>Action</u> – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.  <u>Lead Officer</u> – The person responsible for updating the data on the action.  <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.  <u>Start date</u> – When the action started (usually the start of the financial year).  <u>End date</u> – When the action is expected to be completed.  <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.  <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).  <u>Outcome RAG</u> – Shows the level of confidence in achieving the outcomes for each action.</p> <p><b>Measures (Key Performance Indicators - KPIs)</b></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’.  <u>Period Actual</u> – The data for this quarter.  <u>Period Target</u> – The target for this quarter as set at the beginning of the year.  <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</p>

have been made but performance has missed the target and Green = a position of positive performance against the target.

Perf. Indicator Trend – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:

- 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.

YTD Actual – The data for the year so far including previous quarters.

YTD Target – The target for the year so far including the targets of previous quarters.

Outcome RAG – 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).

## **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 – This 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.

This page is intentionally left blank



---

# Annual Performance Progress Report

Flintshire County Council



Page 29



*Print Date: 13-Jun-2017*

## 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	Suzanne Pemberton - Supporting People Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

This year there has been a significant increase in the number of people approaching the Council for housing advice and assistance. The new homeless legislation places additional duties on the Council to prevent homelessness. There have been additional challenges throughout 2016-17 including a decline in the availability of suitable private rented accommodation as a homelessness prevention solution. In addition there has also been an increase in complex cases and the service experienced unplanned reduction in specialist resource. The positive contribution of the triage service dealing with 63% of enquiries at first point of contact has enabled protection of this specialist resource for those at risk of homelessness.

Last Updated: 25-May-2017



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	75.00%	 GREEN	 GREEN



**ACTION PROGRESS COMMENTS:**



At Cabinet in June 2015, approval was given to appoint Wates Residential as the council's development partner for five years with the aim of developing 500 homes, (200 social rented and 300 affordable), at a range of sites across the county, alongside commissioning a range of linked regeneration initiatives and community benefits. Construction at the Custom House site in Connah's Quay started in May 2016 and was completed in December 2016. Tenants moved into their new homes as soon as ownership transferred from the developer, Wates Residential, to the Council. Construction at the Walks site in Flint commenced in August 2016 and is scheduled for completion by April 2018. The first new tenants will move into their new homes during the next financial year. In July 2016 Cabinet approved the construction of 40 new council homes on five sites at Mold, Leeswood and Connah's Quay. Construction works began in January 2017 and the properties will be handed over to the council later in 2017. In March 2017 a report was considered and approved by Cabinet to progress with the development of 359 new homes (191 council, 95 affordable rent & 73 for affordable purchase). A local lettings policy has been developed to support the allocation of tenants to new build Council homes. This policy was applied when allocating tenants to the new homes in Connah's Quay meaning that all residents at this location have a local connection. Welsh Ministers approved the application to suspend the Right to Buy in Flintshire for a period of five years from 21st February 2017. This will ensure that the new council homes that are built will remain under the councils ownership for the period of the suspension. The council can also consider applying to extend this for a further 5 years.

Last Updated: 24-Apr-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 Deliver financial support to repair, improve and adapt private sector homes.	Niall Waller - Enterprise and Regeneration Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      The Council continues to support vulnerable householders to repair and improve their homes through its own loan programme and the Welsh Government (WG) Home Improvement Loan Scheme. Demand for the Flintshire loan remains strong, as it is repayable on sale or disposal rather than within the 10 year timeframe of the WG Loan product. Whilst demand for the WG Loan has decreased, there are now a sufficient number of applications to match the resources available. However at the end of quarter 3, 28 applicants had withdrawn from the scheme. This is part of a national trend for the WG loan project and consideration is being given to revising the scheme to increase its popularity. The Council has until 31st March 2018 to spend the initial allocation of this resource, which was extended by WG due to the issues identified. Demand for Flintshire loans currently exceeds the available capital but the Council plan to manage this from repayments made over the current financial year.</p> <p>Last Updated: 19-May-2017</p>							



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	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2016	31-Mar-2017	95.00%	 GREEN	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>                      The first round of Houses into Homes loan funding is starting to be repaid and recycled to support new projects. The provision of additional Houses into Homes loan funding will help this further. The extension of the loan repayment period from three to five years and an increase on the maximum loan available to an applicant to £250,000 should also increase uptake in 2017.</p> <p>Last Updated: 17-May-2017</p>							

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	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      The Capital Works Team have continued with the positive work achieved in year 1 and progress has continued into year 2 as these are rolling contracts. Most of these contracts were procured last year with the option to extend based upon contractor performance. The WHQS Capital Programme will be completed in the Year 2020. Year 2 of the Capital Programme</p>							




has not been completed. Year 3 commences on the 3rd April 2017.

Last Updated: 13-Apr-2017

### Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.2M01 The number of new Council and affordable homes through the SHARP programme	No Data	12	N/A	12	 GREEN
<p><b>Lead Officer:</b> Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager  <b>Reporting Officer:</b> Denise Naylor - Customer Services Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> 12 new Council homes completed and handed over to the Council at the former Custom House School site, Connah's Quay in December 2016. Work on the SHARP will continue into 2017/18.                      Last Updated: 19-May-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.2M02 The number of new affordable homes provided through the planning system.	No Data	42	N/A	35	 GREEN
<p><b>Lead Officer:</b> Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager  <b>Reporting Officer:</b> Denise Naylor - Customer Services Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Flintshire has secured 285 properties for shared equity for local first time buyers through developers contributions. Developers have also gifted properties to NEW Homes to the value of £3m. We have achieved 9 gifted units to NEW Homes and a further 42 sold as shared equity whereby the Council retains 30% of the equity. 7 of the gifted homes were in Northop Hall and Abermorddu, Anwyl Construction, and the 4 in Saltney Edwards Homes. The Shared Equity units were in Croes Atti, Oakenholt (2); Broughton (18); Wepre Park Connahs Quay (16) and Buckley (6)                      Last Updated: 22-May-2017</p>					


Page 33

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.2M03 The number of affordable homes provided through the Social Housing Grant (SHG) programme	No Data	24	N/A	21	 GREEN
<p><b>Lead Officer:</b> Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager  <b>Reporting Officer:</b> Denise Naylor - Customer Services Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Delivery through the Social Housing Grant programme achieved 24 units were delivered; 10 were for supported housing for people with Learning Disabilities - Mold (3) and Connah's Quay (7); with a further 14 general needs units in Mold.</p> <p>Last Updated: 22-May-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1M01 Number of housing enquiries resolved at first point of contact	No Data	2130	N/A	0	 GREEN
<p><b>Lead Officer:</b> Katie Clubb - Community Support Services Manager  <b>Reporting Officer:</b> Jenni Griffith - Flintshire Connects Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> This year there were 3362 customers making contact for housing service advice and assistance. 2130 of these enquiries were managed at the first point of contact and referred directly to the appropriate services. The remaining 1232 were referred for more specialist advice. By managing 63% at first point of contact we have ensured to protect the capacity of specialist teams to concentrate on the more complex and urgent cases in line with statutory duties.</p> <p>Last Updated: 08-May-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1M02 (HHA/013) - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	98.28	54.2	↓	87	 RED

Page 3


**Lead Officer:** Katie Clubb - Community Support Services Manager  
**Reporting Officer:** Suzanne Pemberton - Supporting People Manager  
**Aspirational Target:** 90.00  
**Progress Comment:** As projected in quarter 3 some of the more complex outcomes rolled over to quarter 4 and this has reduced the overall performance for 2016/17. This year there has been a decline in availability of suitable private sector properties as a homelessness prevention solution. In addition there has been an increase in more complex cases and the service experienced an unplanned reduction in specialist resources which is reflective of the outcome.

Last Updated: 08-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2.1M01 Repair / improve private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan.	46	14	↓	40	 RED


**Lead Officer:** Niall Waller - Enterprise and Regeneration Manager  
**Reporting Officer:** Leanna Jones - Home Energy Conservation Officer  
**Aspirational Target:**  
**Progress Comment:** This year the take up of home renovation loans has been considerably less than targeted. The WG Home Improvement Loan has already been identified as being of low demand and is being reviewed with WG.


Last Updated: 22-May-2017


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2.1M02 (PSR/009a) The average number of calendar days taken to deliver a Disabled Facilities Grant for Children.	455	249	↑	316	 GREEN

**Lead Officer:** Niall Waller - Enterprise and Regeneration Manager  
**Reporting Officer:** -  
**Aspirational Target:** 223.00  
**Progress Comment:** A total of 6 Disabled Facilities Grants were completed during the year. The average number of days taken to complete these fell below the targeted prediction of 316.

Last Updated: 09-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2.1M03 (PSR/009b) the average number of calendar days taken to deliver a Disabled Facilities Grant for Adults	293.23	248.55	▲	247	 AMBER
<p><b>Lead Officer:</b> Niall Waller - Enterprise and Regeneration Manager  <b>Reporting Officer:</b> -  <b>Aspirational Target:</b> 204.00  <b>Progress Comment:</b> The average number of days to complete adult DFGs this year has narrowly missed the target of 247 days. This is a marked improvement over performance in previous years.</p> <p>Last Updated: 16-May-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2.2M01 The number of empty homes brought back into use through the Welsh Government Houses into Homes Scheme	34	25	▼	35	 AMBER
<p><b>Lead Officer:</b> Niall Waller - Enterprise and Regeneration Manager  <b>Reporting Officer:</b> -  <b>Aspirational Target:</b>  <b>Progress Comment:</b> A total of 25 homes were brought back into use during 2016-17, three of which were created through the scheme during quarter 4.</p> <p>Last Updated: 09-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2.3M01 Capital Works Target – Roofs & Associated Components	No Data	131	N/A	210	 RED


Page 6 of 6

**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 exercise by the same principal contractor.

This was the only programme to not be fully completed last year due to logistical issues with the relocation of a mains electrical supply thus allowing the scaffolding to be erected for other scheduled works to proceed.

Due to this delay the Delivery Team have been ensuring all properties relating to Year 1 that have been reallocated into Year 2 are completed as soon as possible. This has had a direct impact on Year 3's delivery. The Contractor is now in a better position from last year and has almost completed their allowance which will reduce the impact on Year 3.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
1.1.2.3M02 Capital Works Target – Windows	No Data	131	N/A	42	 GREEN


**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. This was the only programme to not be fully completed last year due to logistical issues with the relocation of a mains electrical supply thus allowing the scaffolding to be erected for other scheduled works to proceed.

Due to this delay the Delivery Team have ensured all properties relating to year 1 have been reallocated into year 2, and completed as soon as possible.

The Contractor is now in a better position from last year and has almost completed their allowance which will reduce the impact on Year 3.

Last Updated: 09-Jun-2017

Page 37

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2.3M03 Capital Works Target – External Doors	No Data	131	N/A	42	 GREEN

**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 exercise by the same principal contractor.

This was the only programme to not be fully completed last year due to logistical issues with the relocation of a mains electrical supply thus allowing the scaffolding to be erected for other scheduled works to proceed.

Due to this delay the Delivery Team have ensured all properties relating to year 1 that have been reallocated to year 2 will be complete as soon as possible.

The Contractor is now in a better position from last year and has almost completed their allowance which will reduce the impact on year 3.

Last Updated: 09-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2.3M04 Capital Works Target – Kitchen replacements	1393	1266	↓	1030	 GREEN

Page 30



**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 positive progress achieved in quarter 1, the Capital Works Team progressed into quarters 2 and 3 with kitchen upgrades at the High-Rise flats, Flint now that the external work is complete.

The target for 2016-17 was to complete 1030 kitchen installations. The Capital Works Team have achieved 1266.

Last Updated: 09-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2.3M05 Capital Works Target – Bathrooms	1688	1792	↑	1398	 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.


The target for 2016-17 was to complete 1398 bathroom upgrades. The Capital Works Team have achieved 1792.

Last Updated: 09-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2.3M06 Capital Works Target – Central Heating	192	123	↓	190	 RED



**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 now also complete. As oil prices increase uptake from tenants in these areas should improve. As the current cost of oil has risen from 23.8 p/litre to 54.2 p/litre an increase in installations is expected moving forward.

Last Updated: 13-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2.3M07 Capital Works Target – Electrical Systems	No Data	69	N/A	50	 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 Flintshire County Council Electrical Department on behalf of the Capital Works Team. Following electrical test certification 23 electrical rewiring installations were completed as part of the upgrade programme.

Last Updated: 19-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2.3M08 Capital Works Target – Smoke Detectors	508	566		500	 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 completed the Smoke Detector Installation Programme on behalf of the Capital Works Team achieving above the 2016-17 target of 500.

A total number of 70 Smoke Detector installations were completed in quarter 4.

Last Updated: 19-May-2017

**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	Suzanne Pemberton - Supporting People Manager	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 availability and reduce barriers to finding suitable and affordable accommodation.

The roll out of full service universal credit and the local housing allowance cap present further risks to numbers presenting as homeless and finding suitable housing options which will be reflected in the forecasting model.

Last Updated: 15-May-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The increased work programme to deliver the Welsh Housing Quality Standard (WHQS) will not be met due to the scale of the programme.	Clare Budden - Chief Officer - Community and Enterprise	Sean O'Donnell - Contract Surveyor	Amber	Amber	↔	Open

**Potential Effect:** Contractors under performing against targets may have an adverse effect on budgets  
**Management Controls:**  
**Progress Comment:** The risk remains low as both Year 1 and Year 2 of the capital programme were delivered in full. Year 3 surveys / scoping works have already commenced and the majority of contracts have now commenced the delivery works onsite. All work streams are progressing well with many of the contracts anticipated to be completed and finalised in Quarter 3. A review of the journey to date is to be undertaken by the Capital Works Manager with the Programme being refreshed to capture and incorporate any Acceptable Fails (Tenant Refusals etc.) thus further improving the delivery programme in terms of completing the works as soon as possible rather than resulting in a large 'pepper pot' programme later in the final year. A revised structure has also been approved with the recruitment progress currently at 90% with only 5 positions left to advertise and fill.

Last Updated: 24-May-2017

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					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 Disabled Facilities Grant (DFG) funding during 2016-17 has increased as has delivery. Although demand has exceeded budget, provision savings in other areas of the service have helped to offset this.

Last Updated: 09-Jun-2017

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					Open




**Potential Effect:** Available resources will not be fully utilized and the programme may not realise its full impact in bringing quality homes into flintshire

**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.

**Progress Comment:** The budget for repairs to homes has been fully utilised this year.

Last Updated: 28-Apr-2017




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					Open

**Potential Effect:** The Council has a statutory duty to deliver Disabled Facilities Grants (DFG's), failure to do so in a timely manner risks challenge and reputational impact.

**Management Controls:** Caseload management to unblock slower cases and review process on an ongoing basis.

**Progress Comment:** Improvements to the adaptation process are currently being made including reducing bureaucracy of the programme, developing a framework for suppliers to speed up procurement, a new IT system to facilitate case management and improving the purchase of frequently used equipment. These measures are expected to bring down the timescale for adaptations.

Last Updated: 28-Apr-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community needs.	Clare Budden - Chief Officer - Community and Enterprise	Denise Naylor - Customer Services Manager, Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager				Open

**Potential Effect:** Impact would increase pressure on housing solutions and homelessness services.

**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).

**Progress Comment:** The Council's Strategic Housing And Regeneration Programme (SHARP) continues to progress, with the first scheme of 12 new Council homes completed on the site of the former Custom House School site, Connah's Quay. Work also commenced on The Walks, Flint which will deliver 92 Council (30) and affordable homes (62) and 40 properties at smaller sites at Connah's Quay, Leeswood and Mold. In March 2017, Cabinet approved site feasibility and investigation works on a further 22 site across Flintshire which will potentially deliver a further 363 Council and affordable properties. With these properties, the total programme will comprise 507 homes which includes 277 Council properties, 157 affordable rent properties and 73 affordable purchase properties.

The Housing Programmes Team is a statutory consultee to planning applications and ensures the delivery of affordable housing provision on market led schemes in line with planning policy and local needs. This includes developers providing gifted units for affordable rent through NEW Homes Ltd or through Shared Equity where we currently have 285 properties (which excludes those that have been sold).

The Council also oversees the delivery of the Social Housing grant (SHG) with local housing association partner.



NEW Homes continues to grow with a further 14 affordable properties transferred to the management of the company. A further 12 are scheduled for 2017/18.

46 Affordable properties were delivered through the planning system during 2016/17.

Last Updated: 09-Jun-2017

## 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.	Jacque Slee - Performance Lead – Social Services	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Fee levels for 2017/18 for older people have been confirmed; correspondence with children's and young adult services are continuing. An MTFs pressure has been submitted for 2018/19 fees. We utilised 'Invest to Save' funding to appoint a Project Manager to look at ways to further improve the viability of the sector. This work will continue into the Autumn of 2017. An action plan has been created concentrating on 6 main areas of work, and this is progressing. The pilot of the joint monitoring tools for nursing care started in January. The homes are on board and the roll out is due to commence in early May. The pilot will be evaluated in September 2017. The roll out of "Progress for Providers" continues; one page profiles and the welcome pack have been implemented in 16 residential homes and 3 nursing homes. Contract officers are now implementing further person centred tools, with bespoke training delivered for staff. Care homes are in the process of assessing themselves against the new Flintshire standards. All tasks contributing to this action have been completed to the planned position at the end of March 2017; work is continuing into 2017/18.

Last Updated: 27-Apr-2017



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:**

The review of double-staffed packages of care is continuing into 2017/18, working with Occupational Therapists in hospitals around assessing the level of risk for each patient, with the aim of moving from double handed to single handed packages where this is appropriate for the person. Alongside this the Council are investing in new single handling equipment which is less intrusive in the home. Providers of support for people with learning difficulties have received training as part of Phase 2 of the pilot for "Multi-Me", and the technology has been rolled out in a Specialist High School for young people with specific learning needs. Positive feedback has been received from users, including the presentation of certificates for those who have had training on the technology. In the forthcoming year the pilot will be rolled out to other areas of supported living and extended into day services. The roll out of the progression model using Intermediate Care Funds in a further 4 supported living houses continues. Regular meetings have improved engagement between providers, who are now sharing good practice, including the development of a policy on positive risk taking. In the forthcoming year the model will be rolled out to other areas of supported living and extended into day services. Teams working with people with disabilities have taken part in four workshops, to provide staff with an opportunity to enhance their skills in line with the progression

model and the guidance on assessment in the Social Services & Wellbeing (Wales) Act. A further workshop is being held in May 2017. Volunteering Matters have employed a part-time Community Co-ordinator from April 2017 to work in Leeswood and Pontblyddyn for 2 years to support Age-Friendly community development. The project is part of a national project being funded through Big Lottery Accelerating Ideas Programme. The Co-ordinator will be working closely with the Older People Engagement Worker, Older People Strategy Co-ordinator and, resources. Best practice identified through the Programme will be used to support other communities to become Age-Friendly.



Last Updated: 25-May-2017

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	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

A plan to move forward with a refreshed Corporate Parenting Strategy was presented to Social and Health Care Overview & Scrutiny Committee in September, which included the arrangements for involving children and young people in the content of the strategy. Proposals were endorsed by the Committee. A national review of good practice in Corporate Parenting has been undertaken across Wales culminating in a National event on Corporate Parenting in March 2017. The national event was chaired by our Senior Manager for Children's Services. The Corporate Parenting strategy will take account of the national work. The strategy will set our commitments around the themes of Education, Health and Well-Being, Stability and Security and Leaving Care. A report on progress and next steps was presented to the Children's Services Forum on the 28 March 2017. Internal Audit have been working with the service to review how effective the authority is as a Corporate Parent for care leavers. The report identifies areas of good practice as well as actions to improve outcomes for care leavers. Invest to Save funding has been utilised to recruit a temporary post to work across Education and Social Services to strengthen contract monitoring arrangements for high cost residential placements for young people. The post holder has a clear focus on supporting the development of Residential contracts that set personalised outcomes with systems in place to ensure that Providers are held to account.

Last Updated: 25-May-2017

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.	Jacque Slee - Performance Lead – Social Services	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 GREEN



**ACTION PROGRESS COMMENTS:**

Co-produced development to change the way that disability services work is progressing, and will bring together charities and voluntary agencies under one service level agreement as a cooperative, with shared outcomes and an agreed lead agency for each outcome. The Revised Carers Strategy continues to be delivered by the Carers Strategy Group. Core Actions identified for 2017/18 include a review of assessment and referral processes for Carers and a review of all currently commissioned services to ensure we deliver the best outcomes for



Carers. In March 2018 on completion of this service review there will be a planned procurement exercise.

Last Updated: 15-May-2017



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	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Partners in Flintshire continue to work actively to ensure Intermediate Care Funds (ICF) across all funding elements are dedicated to Health and Social Care services and maximised to support people to stay at home and receive an integrated service to meet their health and social care needs. Regular East Wales regional meetings have been set up with a confirmed group of decision makers. Protocols are in place to manage any slippage or underspend. The rate of delayed transfers for 2016/17 was below that of last year and remains low in comparison with the rest of Wales.

Last Updated: 25-May-2017



Page 47



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	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN



**ACTION PROGRESS COMMENTS:**



This year we formally raised with Health the need for timely information to help monitor and understand initiatives to improve the support that Children and Adult Mental Health Service (CAMHS) are able to offer in respect of looked after children. We have been working closely with Wrexham and Betsi Cadwaladr University Health Board (BCUHB) to secure Intermediate Care Fund (ICF) money for children with complex needs, to offer intensive therapeutic support for looked after children to minimise the need of high cost intensive placements out of county. A costed business case has been developed in partnership with CAMHS and Wrexham to extend the provision of therapeutic support across the area and a tendering process was undertaken for the service however, assurance will be required to ensure ICF funding availability before the service can be commissioned. BCUHB have been working to improve performance on access to services, and report that Flintshire CAMHS have been successful in reducing the waiting list for Primary Mental Health and are now meeting the Welsh Government (WG) targets target of 28 days. Looked After Children have always been prioritised and we continue to ensure that they are fast tracked into CAMHS, and that we work jointly with colleagues in the Local Authority to provide the appropriate packages.

Last Updated: 25-May-2017




ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.4 Further develop dementia awareness across the County.	Jacque Slee - Performance Lead – Social Services	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      This year we have rolled out the Facebook page to 16 care home providers and 9 activity providers. Dementia Friendly Communities have held events throughout Quarter 4. This includes Business Awards for Mold and Buckley Businesses. We now have a total of 38 Dementia friendly Businesses in Flintshire and 10 Memory Cafes. We have delivered 2 projects for Inter-generational work, people living with dementia at Deeside Community Hospital and, Memory Cafes. In addition there are 6 schools where all pupils are Dementia Friends. Bangor University research project has started and recruited 12 care homes to train care, domestic and auxiliary staff in creative conversations deliver of session begins in June 2017. Flintshire has 3 Dementia Friendly Communities and 4 other communities planning to apply for status. We have developed an Early onset Peer Support service with people living with dementia which is due to go live on the 7th June 2017.</p> <p>Last Updated: 25-May-2017</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	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      Each Portfolio has a nominated lead for safeguarding. A Corporate Safeguarding Panel has been set up and is meeting regularly.</p> <p>Last Updated: 25-May-2017</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)	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      E-learning modules on Safeguarding are now available on Flintshire Acadami. Interactive half day workshops were delivered during May and, further workshops are planned for June.</p> <p>Last Updated: 25-May-2017</p>							

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
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>The new guidelines for adult safeguarding include a recommendation that all reports of concerns should have a determination within 7 days. We started measuring the timescales for enquiries in October, and for the second half of the year the Safeguarding Unit made an initial determination on 74% of reports within 7 days. Procedures are being reviewed in line with new guidance with the aim of improving performance against the national timescale, and we are making some internal changes to release capacity within the Unit. Against the outcome measure, risk has been managed for 100% of adult protection referrals so far this year. Safeguarding targets for Children's Services have been challenging this year, with the rise in the number of children on the Child Protection Register impacting on the capacity of the Safeguarding Unit to undertake conferences within the required timescales. Despite two periods in the year with unprecedented numbers of requests for conference, initial conference timescales were achieved for 74% of children. 98% of children on the Register had their plans reviewed within timescales. In Children's Services there is a continuing high demand for targeted support and early intervention services. A 'soft launch' of the Early Help Hub was delivered in May. The Hub will be fully operational by October 2017 and will bring together agencies to provide targeted help to families who need help to prevent their problems from escalating. Draft criteria for accessing support and referrals pathways have been developed in readiness for the launch, and the Hub will have its own performance framework through which we will be able to measure the impact on families.</p> <p>Last Updated: 25-May-2017</p>							

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.1M01 Monitoring numbers of agency staff used	No Data	18	N/A	18	 GREEN
<p><b>Lead Officer:</b> Jane M Davies - Senior Manager, Safeguarding &amp; Commissioning  <b>Reporting Officer:</b> Jacque Slee - Performance Lead – Social Services  <b>Aspirational Target:</b>  <b>Progress Comment:</b> 12 qualified social work staff from agencies have been utilised in Children's Services and 6 in Adult Services.                      Last Updated: 15-May-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.1M02 (SCAL/027) Number of care homes which are a 'Service of Concern'	10	5	↑	12	 GREEN
<p><b>Lead Officer:</b> Nicki Kenealy - Contracts Team Manager  <b>Reporting Officer:</b> Jacque Slee - Performance Lead – Social Services  <b>Aspirational Target:</b> 0.00  <b>Progress Comment:</b> One care home has closed and two have actions plans in place and being monitored by CSSIW.                      Last Updated: 09-Jun-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.1M03 (SCAL/028) Number of care homes in 'Escalating Concerns'	0	1	↓	1	 GREEN

Page 50

**Lead Officer:** Nicki Kenealy - Contracts Team Manager  
**Reporting Officer:** Jacque Slee - Performance Lead – Social Services  
**Aspirational Target:** 0.00  
**Progress Comment:** One care home has been indentified by the Council as being in "escalating concerns" around leadership; the home has no registered manager in place. Concerns are being addressed through a corrective action plan.  
 Last Updated: 27-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.2M01 Number of adults who received advice or assistance from the information, advice and assistance service during the year and have not contacted the service again (New National Outcomes Framework for Social Services)	No Data	983	N/A	N/A	N/A

**Lead Officer:** Janet Bellis - Localities Manager  
**Reporting Officer:** Jacque Slee - Performance Lead – Social Services  
**Aspirational Target:**  
**Progress Comment:** This represents 86% of all adults receiving advice and assistance; data is for the half year from April to September, in order to measure people returning within a 6 month period. People may contact the service again for a variety of reasons, and in some cases people are actively requested to come back; for example, when they have tried a piece of equipment through the reablement service and are ready to progress to the next stage.  
 Last Updated: 01-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.2M02 Number of adults who received a service provided through a social enterprise, co-operative, user led service or third sector organisation during the year (New National Outcomes Framework for Social Services)	No Data	620	N/A	N/A	N/A

**Lead Officer:** Janet Bellis - Localities Manager  
**Reporting Officer:** Jacque Slee - Performance Lead – Social Services  
**Aspirational Target:**  
**Progress Comment:** 21 Cartref Ni, 3 Co-options, 28 Mencap, 34 Care & Repair Hoarding Service, NEWCIS 461, Red Cross 73

Last Updated: 01-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.2M03 Achievement of outcomes for people with a learning disability	No Data	No Data	<b>N/A</b>	N/A	<b>N/A</b>


**Lead Officer:** Jo Taylor - Disabilites Services Manager  
**Reporting Officer:** Jacque Slee - Performance Lead – Social Services  
**Aspirational Target:**  
**Progress Comment:** A tool for measuring personal outcomes in line with the Social Services & Wellbeing Act (Wales) has been incorporated into the new documentation for the Integrated Assessment and Care & Support Plan. We will be monitoring the development of personal outcomes for people with a learning disability over the next 12 months.


Last Updated: 25-May-2017


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.2M04 The number of communities committed to becoming 'Age-Friendly'	No Data	2	<b>N/A</b>	N/A	<b>N/A</b>

**Lead Officer:** Janet Bellis - Localities Manager  
**Reporting Officer:** Jacque Slee - Performance Lead – Social Services  
**Aspirational Target:**  
**Progress Comment:** Volunteering Matters have employed a part-time Community Co-ordinator from April 2017 to work in Leeswood and Pontblyddyn for 2 years to support Age-Friendly community development. The project is part of a national project being funded through Big Lottery Accelerating Ideas Programme. Best practice identified through the Programme will be used to support other communities to become Age-Friendly.


Last Updated: 01-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.3M01 SCC/002 Stability of School placements	13.38	11.9	↑	10	 AMBER
<p><b>Lead Officer:</b> Claire Homard - Senior Manager - School Improvement  <b>Reporting Officer:</b> Kim Brookes - Business Support Manager  <b>Aspirational Target:</b> 10.00  <b>Progress Comment:</b> Although the measure for placement stability has dipped slightly since last year, the measure for school moves has improved. Professionals continue to work to retain placement stability where possible. Only extreme personal circumstances would dictate a move.</p> <p>Last Updated: 01-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.3M02 (SCC/039) Timeliness of health assessments	68.35	61.48	↓	0	 GREEN
<p><b>Lead Officer:</b> Craig Macleod - Senior Manager, Children's Services &amp; Workforce  <b>Reporting Officer:</b> Jacque Slee - Performance Lead – Social Services  <b>Aspirational Target:</b> 81.00  <b>Progress Comment:</b> Performance for the year was at 61.5%. Remedial actions being taken by BCUHB have included standardisation of documentation and processes across North Wales, a review of clinic appointment slots available in Flintshire, discussion to enlist the help of an extra doctor, and LAC Health Nurse to attend social work team meetings regularly to ensure processes are followed.</p> <p>Last Updated: 27-Apr-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.3M03 SCC/037 Educational attainment of looked after children	248.22	310.64	↑	270	 GREEN

**Lead Officer:** Jeanette Rock - Principal Education Officer Inclusion  
**Reporting Officer:** Kim Brookes - Business Support Manager  
**Aspirational Target:** 423.00  
**Progress Comment:**

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance 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	88.92	93.85	↑	82	 GREEN

**Lead Officer:** Jacque Slee - Performance Lead – Social Services  
**Reporting Officer:** Jacque Slee - Performance Lead – Social Services  
**Aspirational Target:** 82.00  
**Progress Comment:** The Single Point of Access and North East Wales Carers Information Service (NEWCIS) have been working together this year to ensure capture of all data for carers' assessments and services. New documentation developed regionally in line with the Social Care and Wellbeing Act has been implemented in Social Services, and we are sharing the processes and documentation with NEWCIS to ensure that carers receive a consistent approach to assessment which supports their wellbeing. Our next piece of work with NEWCIS will be to capture data to evidence that carers are achieving their wellbeing outcomes.


Last Updated: 24-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2.1M02 The percentage of identified carers of adult service users who access the 'Bridging the Gap' respite and report it having a positive impact on their caring role	No Data	86	N/A	N/A	N/A

**Lead Officer:** Jacque Slee - Performance Lead – Social Services  
**Reporting Officer:** Jacque Slee - Performance Lead – Social Services  
**Aspirational Target:**  
**Progress Comment:** 15 evaluation forms were returned. 86% of carers felt they had been treated with Dignity and Respect and valued information received 93% felt the scheme had helped and supported them especially with the flexibility of the service. 47% felt less stressed after receiving the service and 53% were better able to cope. 100% said they would use the scheme again.

Last Updated: 13-Jun-2017



KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2.2M01 SCA/001 Monitoring the rate of delayed transfers of care for social care reasons (rate per 1000)	3.4	3.01	↑	2	
<p><b>Lead Officer:</b> Janet Bellis - Localities Manager  <b>Reporting Officer:</b> Jacque Slee - Performance Lead – Social Services  <b>Aspirational Target:</b> 2.00  <b>Progress Comment:</b> The Council has maintained the rate of delayed discharges below that of last year. Delayed discharges for social care reasons tend to be where there are complex mental health needs and, the Council are seeking a suitable placement. All delays are jointly monitored regularly by Social Care and Betsi Cadwaladr University Health Board (BCUHB) and, early resolutions for people are prioritised.</p> <p>Last Updated: 25-May-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2.3M01 Number of Looked After Children (LAC) waiting to access CAMHS	No Data	2	N/A	N/A	N/A
<p><b>Lead Officer:</b> Craig Macleod - Senior Manager, Children's Services &amp; Workforce  <b>Reporting Officer:</b> Jacque Slee - Performance Lead – Social Services  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Two children were waiting for assessment at the end of March, with a waiting time of less than 4 weeks.</p> <p>The latest report from Betsi Cadwaladr University Health Board (BCUHB) indicates that from a North East Wales perspective Flintshire Children and Adult Mental Health Services (CAMHS) have been successful in reducing the waiting lists for Primary Mental Health and now meeting the Welsh Government target of 28 days.</p> <p>BCUHB report that Looked After Children have always been prioritised and, continue to ensure they are fast tracked into CAMHS and by working jointly with colleagues in the Local Authority, provide appropriate packages.</p> <p>Last Updated: 13-Jun-2017</p>					

Pages 55

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2.3M02 Average waiting time for Looked After Children (LAC) accessing CAMHS	No Data	4	N/A	N/A	N/A

**Lead Officer:** Craig Macleod - Senior Manager, Children's Services & Workforce

**Reporting Officer:** Jacque Slee - Performance Lead – Social Services

**Aspirational Target:**

**Progress Comment:** Two children were waiting for assessment at the end of March, with a waiting time of less than 4 weeks.

The latest report from Betsi Cadwaladr University Health Board (BCUHB) indicates that from a North East Wales perspective Flintshire Children and Adult Mental Health Services (CAMHS) have been successful in reducing the waiting lists for Primary Mental Health and are now meeting the Welsh Government (WG) target of 28 days.

BCUHB report that Looked After Children have always been prioritised and, continue to ensure they are fast tracked into CAMHS and by working jointly with colleagues in the Local Authority, provide appropriate care packages.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2.4M01 Number of events aimed at raising awareness of dementia across the County	No Data	38	N/A	N/A	N/A

**Lead Officer:** Jacque Slee - Performance Lead – Social Services

**Reporting Officer:** Luke Pickering-Jones - Planning Officer

**Aspirational Target:**

**Progress Comment:** We now have a total of 38 Dementia friendly Businesses in Flintshire and 10 Memory Cafes.

Last Updated: 08-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2.4M02 Number of dementia friendly towns in Flintshire	No Data	5	N/A	N/A	N/A

**Lead Officer:** Jacque Slee - Performance Lead – Social Services

**Reporting Officer:** Luke Pickering-Jones - Planning Officer

**Aspirational Target:**

**Progress Comment:** Mold, Flint, Buckley and, Saltney, with a further 3 towns to be included this year during 2017/18.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1.1M01 Embedding safeguarding awareness and procedures within appropriate policies (policy reviews)	No Data	1	N/A	N/A	N/A

**Lead Officer:** Jane M Davies - Senior Manager, Safeguarding & Commissioning

**Reporting Officer:** Jacque Slee - Performance Lead – Social Services

**Aspirational Target:**

**Progress Comment:** A Corporate Safeguarding Policy has been written and agreed, and is going through final political process. We will be reviewing all Social Services policies and strategies starting in September 2017 to ensure that they take safeguarding issues into account.

Last Updated: 27-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1.1M02 Increased referral rates from services other than Social Services	No Data	3	N/A	N/A	N/A

**Lead Officer:** Jane M Davies - Senior Manager, Safeguarding & Commissioning




**Reporting Officer:** Jacque Slee - Performance Lead – Social Services

**Aspirational Target:**

**Progress Comment:** Three safeguarding referrals have been recorded as originating from portfolios in the Council other than Social Services. However, this may be a reflection of how referrals are recorded; employee recording referrals have been asked to ensure that the source of the referral is clearly specified. We expect to see an increase during 2017-18

Last Updated: 25-May-2017

Page 57

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1.1M04 SCC/014 - Initial child protection conferences held within 15 days of the strategy discussion	86.34	74	↓	95	 RED
<p><b>Lead Officer:</b> Jane M Davies - Senior Manager, Safeguarding &amp; Commissioning  <b>Reporting Officer:</b> Jacque Slee - Performance Lead – Social Services  <b>Aspirational Target:</b> 98.00  <b>Progress Comment:</b> Safeguarding targets for Children's Services have been challenging this year, with the rise in the number of children on the Child Protection Register impacting on the capacity of the Safeguarding Unit to undertake conferences within the required timescales. Despite two periods in the year with unprecedented numbers of requests for conference, initial conference timescales were achieved for 74% of children.</p> <p>Last Updated: 24-Apr-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1.1M05 SCC/034 – The percentage of child protection reviews completed within timescales.	99.25	98.1	↓	98	 GREEN
<p><b>Lead Officer:</b> Jane M Davies - Senior Manager, Safeguarding &amp; Commissioning  <b>Reporting Officer:</b> Jacque Slee - Performance Lead – Social Services  <b>Aspirational Target:</b> 100.00  <b>Progress Comment:</b> Safeguarding targets for Children's Services have been challenging this year, with the rise in the number of children on the Child Protection Register impacting on the capacity of the Safeguarding Unit to undertake all review conferences within the required timescales. In the year, reviews for 8 young people were held outside timescales.</p> <p>Last Updated: 24-Apr-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.3.3M03 SCA/019 - Adult protection referrals where the risk was managed	100	100	↔	98	 GREEN

Page 50

**Lead Officer:** Jane M Davies - Senior Manager, Safeguarding & Commissioning  
**Reporting Officer:** Jacque Slee - Performance Lead – Social Services  
**Aspirational Target:** 100.00  
**Progress Comment:** The level of risk was reduced or removed for all adults with an adult protection referral completed in the year.

Last Updated: 24-Apr-2017

**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:** A five day summit with Betsi Cadwaldr University Health Board and the six North Wales Authorities was held to discuss fragility and the impact on admissions into acute hospitals and early discharge. Monthly follow up sessions are taking place in North East Wales to take forward the agreed actions. Providers are involved in these discussions and the setting is ongoing. The project manager has undertaken initial research and identified both 'quick wins' and medium to long term opportunities to support the sector, and is working with new providers to support their entry into the Flintshire market. The pressure on the Welsh Government to increase the cap on day care has resulted in an increase from £60 to £70 per week with incremental progression to £100 per week over time to support the sector. Although progress is being made the level of risk remains red due to the ongoing fragility of the sector.

Last Updated: 25-May-2017

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	Jacque Slee - Performance Lead – Social Services	Amber	Green	↓	Closed

**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:** The roll out of "Progress for Providers" continues; one page profiles and the welcome pack have been implemented in 16 residential homes and 3 nursing homes. Contract officers are now implementing further person centred tools, with bespoke training delivered for staff. Care homes will start assessing themselves against the new Flintshire standards from April 2017. This risk has been mitigated to Green and is now closed.  
 Last Updated: 27-Apr-2017

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 Help Hub. A Project Manager has been appointed to take forward the development and implementation of the Hub. Appropriate project governance arrangements are in place involving all agencies. Processes and operating model developed. Location identified (Flint) and agreement for staffing arrangements secured across agencies. Agreement for a multi agency Information Sharing Protocol has not yet been secured and discussions are in place to look at how this can be resolved.  
**Progress Comment:** Project arrangements for developing an Early Intervention Hub are in place with appropriate governance and delivery infrastructure. 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. Additional funding has been identified through the Intermediate Care Fund to facilitate support to children, young people and families with complex needs, through targeted support to help prevent their problems from escalating.  
 Last Updated: 24-Apr-2017

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	Green	↓	Open

**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 Extra Care scheme – to be known as Llys Raddington – is under construction and remains on track to complete in the spring of 2018. The site is at the heart of the town and will provide 73 apartments, with a mix of 1-bed and 2-bed apartments. There is specific provision for people living with dementia. The development of a new Extra Care scheme in Holywell is now progressing well. A preferred site has been identified at the vacant Ysgol Perth y Terfyn school near the town centre. The Council are working closely with Wales & West Housing Association to complete outline designs and prepare a full planning application by July 2017. Successful planning processes will enable construction to commence with a target completion in the first half of 2019. With positive progress on both projects, this risk is now decreasing.

Last Updated: 08-May-2017

Page 61

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 (CHC), Intermediate Care Funds (ICF), and Primary Care Funds.	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services				Closed

**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:** £227K has been reclaimed as a result of the work on tracing Continuing Healthcare Care (CHC) funding. Work is continuing on producing a set of operational standards with Betsi Cadwaladr University Health Board (BCUHB); these will form the basis of a North Wales regional workshop to agree operational standards for health & social care. In terms of Intermediate Care Fund (ICF), meetings with BCUHB are regularly held to agree ongoing and new funding arrangements. This risk is now closed.

Last Updated: 25-May-2017

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
<p><b>Potential Effect:</b> Ineffective joint services</p> <p><b>Management Controls:</b> 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.</p> <p><b>Progress Comment:</b> Betsi Cadwaladr University Health Board (BCUHB) successfully recruited to two key management positions within the organisation which has created some collaborative stability this year.</p> <p>There is BCUHB management attendance at the Health, Wellbeing and Independence Board which meets every quarter. The BCUHB/FCC Strategic Partnership continues to meet quarterly chaired by Flintshire County Council (FCC) Chief Executive.</p> <p>Partnership Friday is held monthly and is attended by BCUHB managers and FCC Chief Officers; BCUHB managers also attend Heads meetings as relevant to discuss specific issues. Discussions are taking place regionally and locally in relation to how best to take forward the development of pooled budgets. The level of risk remains amber due to the Council's ability to achieve this by 2018 as required by the Act.</p> <p>Last Updated: 08-May-2017</p>						

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 Social Service and Well-being (SSWB) Act.	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Yellow	Green	↓	Open
<p><b>Potential Effect:</b> Criticism from Regulator</p> <p><b>Management Controls:</b> N/A</p> <p><b>Progress Comment:</b> A specific module on safeguarding in line with the act has been delivered to employees in Social Services. Safeguarding procedures are being amended in line with the Act, and training will be delivered on these. E-learning modules on Safeguarding are now available on Flintshire Acadami. Interactive half day workshops will be delivered June 2017.</p> <p>Last Updated: 25-May-2017</p>						



### 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	Completed	01-Apr-2016	31-Mar-2017	100.00%	GREEN	GREEN

**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, was 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. This has been fully achieved.

Last Updated: 25-May-2017



Page 63



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	Completed	01-Apr-2016	31-Mar-2017	100.00%	GREEN	GREEN

**ACTION PROGRESS COMMENTS:**  
 The Vibrant and Viable Places (VVP) is in it's final year of delivery and all projects are now complete. Pipeline projects were developed to use any underspend funds that Welsh Government might make available and £435,000 of extra funding was secured as a result. There are close working arrangements in place between the contractor for the Strategic Housing and Regeneration (SHARP), Wates Living Space, and the Communities First programme to ensure that unemployed people are offered pre-employment support and work experience opportunities.


Last Updated: 25-May-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
--------	--------------	--------	------------	----------	------------	--------------	-------------


3.1.1.3 Facilitate the creation of jobs	Rachael Byrne - Enterprise Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                  During 2016 - 2017 we responded to 181 new business enquiries which resulted in 1,480 new jobs and an average enquiry to investment conversion rate of 85%. Of the 1,480 new jobs, 572 are within Deeside Enterprise Zone and 12 jobs have been created within the social enterprise sector. During 2016 - 2017 we have delivered 10 supply chain events including partnership with Mersey Dee Alliance, Procurement, Business Wales and as part of Flintshire Business Week 2016 programme of events. In total we have delivered 34 business events and engaged with 2,718 business delegates from across the region. During 2016 - 2017 we have recruited a further 13 Tourism Ambassadors, bringing our total participants on the scheme to 30 in Flintshire. In addition, we have hosted a number of major events including Wales Rally GB Service Park; Urdd Eisteddfod and Mold Food and Drink Festival, attracting between them a total of 107,000 visitors. The tourism sector across Flintshire currently supports 3,163 direct jobs and generates £238m annually from 3.5m staying visitors and 2.7m day visitors. During 2016 - 2017, 7 new social enterprises have started in Flintshire resulting in 12 new jobs and a further 9 social enterprises have been supported to grow and prosper.</p> <p>Last Updated: 25-May-2017</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	Rachael Byrne - Enterprise Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                  Projects have been completed in the previous phase of town centre support and, in particular, the improvements to the square at St. Mary's Church in Flint. The level of vacant units across Flintshire towns is 10% indicating a gradual rising level of vacancy as is the national trend. The service has started the process of developing a new plan for supporting town centres in the future which will extend into next year. Delivery of the Coastal Communities Fund has improved access and awareness of the Dee coastline having installed small scale visitor infrastructure and interpretation at key points along the Dee. The tourism service has focussed on growing the Ambassadors programme in North East Wales, with 30 Flintshire participants promoting the area as part of the North East Wales brand and improving the management of key destinations for visitors.</p> <p>Last Updated: 25-May-2017</p>							


Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.2M01 Delivery of supply chain development events	0	10	↑	8	 GREEN
<p><b>Lead Officer:</b> Niall Waller - Enterprise and Regeneration Manager  <b>Reporting Officer:</b> Rachael Byrne - Enterprise Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Ten events have been delivered throughout the year in partnership with Business Wales, Procurement and, Mersey Dee Alliance.</p> <p>Last Updated: 25-May-2017</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.2M02 Percentage of business enquiries converted to investment within Flintshire	74.2	87	↑	N/A	N/A
<p><b>Lead Officer:</b> Niall Waller - Enterprise and Regeneration Manager  <b>Reporting Officer:</b> Rachael Byrne - Enterprise Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Of the 181 business enquiries received during 2016/17, 158 converted to investment, resulting in a conversion rate of 87.2%</p> <p>Last Updated: 13-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.3M01 Number of new jobs in Flintshire	2139	1480	↓	1200	 GREEN

**Lead Officer:** Niall Waller - Enterprise and Regeneration Manager  
**Reporting Officer:** Rachael Byrne - Enterprise Manager  
**Aspirational Target:**  
**Progress Comment:** 49 conversions to investment resulted in 482 new jobs created of which 235 are within the Enterprise Zone. The total number of jobs created during 2016/17 was 1480.  
 Last Updated: 13-Jun-2017


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.3M02 Number of jobs created as a result of large capital programmes (Welsh Housing Quality Standard)	43	42	↓	36	 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 a rolling Welsh Housing Quality Standard scheme. As a direct result of this, local jobs that were created have been retained.  
 The number of jobs created continues to improve as further contracts are procured and future progress will be maintained through the new Flintshire Apprentice Academy.  
 Last Updated: 13-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.3M03 Number of jobs created as a result of large capital programmes (Strategic Housing and Regeneration Programme)	0	393	↑	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:** 393 jobs were created during 2016/17. Phase 1 of the Strategic Housing and Regeneration Programme (SHARP) started in May 2016 at the former Custom House Lane School site in Connah's Quay. The development was completed in December 2016 and during this period 116 jobs were created. The next development started at The Walks site in Flint in July 2016 and by the end of March 2017 this development had created 257 jobs. The latest development at the Redhall Garage site in Connah's Quay during March 2017 has created 20 jobs.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.4M01 Number of Town private sector investment proposals supported	No Data	3	N/A	0	 GREEN

**Lead Officer:** Niall Waller - Enterprise and Regeneration Manager  
**Reporting Officer:** -  
**Aspirational Target:**  
**Progress Comment:** 3 projects have received development support from the Council however, none have moved to development stage as yet.

Last Updated: 13-Jun-2017




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.4M02 Number of new Ambassadors recruited	0	15		15	 GREEN




**Lead Officer:** Niall Waller - Enterprise and Regeneration Manager  
**Reporting Officer:** Rachael Byrne - Enterprise Manager  
**Aspirational Target:**  
**Progress Comment:** 15 new ambassadors signed up to the Flintshire Ambassador Scheme during 2016/17, bringing the overall number registered to 30.

Last Updated: 13-Jun-2017

**RISKS**

**Strategic Risk**

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The Northern Powerhouse and Local Enterprise Partnership (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				Open
<p><b>Potential Effect:</b> If a significant growth deal package is agreed for the Cheshire / Warrington area it will provide the ability for local partners 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 to enable maximum benefits from economic growth to reach local people.</p> <p><b>Management Controls:</b> 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><b>Progress Comment:</b> There has been extensive work to make the case for increased devolution of powers as part of the development of the North Wales Growth Vision. There have been positive discussions with Welsh Government in relation to the future role of the Economic Ambition Board and the emerging approach to regional working as an alternative to local Government re-organisation which may help with this process.</p> <p>Last Updated: 13-Jun-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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><b>Potential Effect:</b> 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><b>Management Controls:</b> Working with North Wales Economic Ambition Board and Mersey Dee Alliance partners to make a robust and well-evidenced case for investment.</p> <p><b>Progress Comment:</b> 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 barriers to developing key strategic sites in Flintshire. Welsh Government has announced major road infrastructure investment in Flintshire and is developing a North Wales Metro which will modernise transport infrastructure in the region.</p> <p>Last Updated: 13-Jun-2017</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	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> i) Lower level of investment                      ii) Lower level of employment                      iii) Failure to realise wider benefits to the county from business investment</p> <p><b>Management Controls:</b> 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><b>Progress Comment:</b> 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 popular and cost effective way of engaging with and supporting the business community, enabling them to network and trade together. Despite the small size of the Flintshire service responses and support from businesses is very positive.</p> <p>Last Updated: 13-Jun-2017</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	Red	Amber	↓	Open
<p><b>Potential Effect:</b> 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.</p> <p><b>Management Controls:</b> 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.</p> <p><b>Progress Comment:</b> There has been considerable progress in the development of a growth bid for North Wales and positive discussions with both UK and Welsh Government about the next steps in its development. Cross border partnership working is extremely strong and Welsh Government have welcomed the development of cross border elements for the vision.</p> <p>Last Updated: 28-Apr-2017</p>						

Page 69

## 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	Completed	01-Apr-2016	31-Mar-2017	100.00%	 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) had a specific seminar focusing on this priority. Information promoting local and regional opportunities for young people is published as 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 Not in Education, Employment or Training (NEET). 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 young people themselves. Coleg Cambria are also a partner agency within TRAC which has facilitated and prompted regular discussion towards the suitability of opportunities on offer and, 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 relevant partners. Additional Welsh Government funding has now been allocated to Careers Wales to further increase 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 of opportunities offered through apprenticeships. A high impact Interactive Careers Fair was held during February 2017 focusing 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 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. The range of activities undertaken by Flintshire County Council alongside partner agencies in 2017/18 has served to raise awareness of the opportunities available to young people through apprenticeships, traineeships and work experience. Key stakeholder groups including teachers and parents have been targeted under the umbrella of 'Influencing the Influencers' to ensure that young people are receiving accurate and appropriate information from a range of sources regarding the most suitable Post 16 option for them. The circulation of the Careers Wales Labour Market Information newsletter by the Engagement Progression Co-ordinator to local services/providers has supported the signposting of young people to the range of local opportunities available to them. Data provided via Careers Wales demonstrates an overall increase in Year 11 pupils entering employment, traineeships or apprenticeships in 2016 (8.5%) Post 16 as compared with 2015 (8.22%). The partnership working established between Flintshire County Council and Future Works in 2016/17 provides a platform going forward to maximise the apprentice opportunities offered through projects commissioned by the Council.

Last Updated: 13-Jun-2017





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

All programmes have continued into the new financial year due to rolling Welsh Housing Quality Standard (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 continue to improve and future progress will be maintained through the new Flintshire Apprentice Academy. The placement support Coordinator will ensure the Apprentice & Training requirements with our WHQS Contractors is moving forward. They will attend monthly progress meetings and will also monitor and collate the contractors apprentice data. Year 2 of the Capital Programme is now completed. Year 3 commenced on the 3rd April 2017.

Last Updated: 15-May-2017



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.	Niall Waller - Enterprise and Regeneration Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

A Jobs Fair and an Information and Skills event were held at the Civic Hall Connah's Quay. 424 people attended the event which was held over two days and supported with over 300 job vacancies. Promotion of the Enterprise Club was also undertaken at the event. The Lead Officer is promoting and developing the Enterprise Programme through fortnightly Enterprise Clubs and, piloting a project called Pathway 2 Business. The workshops provide training on business plan development. The Enterprise Programme is being piloted in two junior and two high schools and made up of three separate strands: Education, Employment and, Enterprise, with an overarching aim to help young people understand who they are and what they want to be. Through specially designed workshops that support, mentor and inspire young people, helping them in education to cope with school life, identify their skills and interests and explore exciting career options.

Last Updated: 13-Jun-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
--------	--------------	--------	------------	----------	------------	--------------	-------------

<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"> <li>• Targeting vocational and employability skills</li> <li>• Enhancing personal support, including coaching, mentoring and help with transition</li> <li>• Realise the benefits of regional European Social Fund Programmes</li> <li>• Increasing the use of release on temporary licence (ROTL) to better engage with post-custody education, training and employment prior to release.</li> </ul>	<p>Jeanette Rock - Principal Education Officer Inclusion</p>	<p>Completed</p>	<p>01-Apr-2016</p>	<p>31-Mar-2017</p>	<p>100.00%</p>	 GREEN	 GREEN
--	--	------------------	--------------------	--------------------	----------------	--	--

**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 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 provided 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 preparing for 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. Overall the Not in Education, Employment or Training (NEET) figure for Flintshire Post 16 young people has risen slightly from 1.3% in 2015 to 1.7% in 2016. The data shows a doubling of the percentage (0.31% to 0.63%) of those who were unable to engage due to abstractions such as illness or custodial sentence which has impacted on the overall figure. In response to the presenting needs, a number of actions have been taken forward in 2017/18. These include engagement in the European Social Funded project ADTRAC which targets 16-24 year olds who are NEET; continued commissioning of the Resilience project through Families First funding which support 16-18 year olds into engagement and, the new Kickstart course to be offered at Coleg Cambria which will offer a more individualised tailored programme as a stepping stone onto other opportunities such as traineeships. These initiatives in addition to existing provision such as TRAC, will support engagement. The ADTRAC project will be a welcome addition to local provision given that Betsi Cadwallader Heath University Board is a partner, with a focus on supporting young people with mental health difficulties.



Last Updated: 13-Jun-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.1 Working effectively with the Regional School Improvement Service (GwE) to: <ul style="list-style-type: none"> <li>• Develop leadership capacity in schools through school modernisation and regional working;</li> <li>• Share best teaching practice and resources across schools most in need;</li> <li>• Identify and target support for those schools most in need;</li> <li>• Develop the capacity of schools to respond to national initiatives and curriculum reforms; and</li> <li>• Improve skills in digital literacy, literacy and numeracy</li> </ul>	Claire Homard - Senior Manager - School Improvement	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Flintshire Council and GwE officers continue to monitor schools and target appropriate support. Schools are targeted based on the outcomes of national categorisation and outcomes from Estyn inspections. Evidence of the impact of the support and challenge provided by the LA and GwE is observed in Accelerated Improvement Board (AIB) reviews within schools which are attended by senior officers of LA and GwE and also through the School Performance Monitoring Group meetings hosted by the LA involving Head Teachers, Chairs of Governors, Elected Members and Officers. Where schools do not make the appropriate progress, despite high levels of support, the Council can take action under the guidance for Schools Causing Concern e.g. issuing warning notices. Schools are increasing their participation in local and regional training events which enable the sharing of best practice, improve leadership capacity across all curriculum areas and in particular, the national priorities of literacy, numeracy, and digital competence. Through the GwE Challenge and Support Programme, schools are encouraged to work in networks and clusters to disseminate best practice.

Last Updated: 13-Jun-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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”	Ann Roberts - Families First Lead / Youth Services Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

For 2016 to 2017 we set out to achieve Welsh Government (WG) Funding to enable the Council to re-commission a full Families First Programme. The funding (approx 1.6 million) has now been achieved. The Council have followed the new guidance proposals to de-commission elements of the programme which are no longer viable which was achieved by developing a competitive dialogue process. The third sector has been key to delivery and is engaged in all provision. Flintshire County Council procurement service are also supporting

the full re-commissioning process. Following the WG agreed transition time, the full programme is now being commissioned for delivery with effect from April 2018. This is on track and will be delivered fully and within financial budget. The programme has ensured that the new provision is a resource for the Early Intervention Hub, which is an innovation emerging multi-agency approach to deliver on the Well-being Act. The Families First programme also feeds in to the Well-being act requirements. The commissioning progress is on track as firm guidance from WG has now been received and the Council are complying with the guidance to move towards delivery phase in April 2018.



Last Updated: 13-Jun-2017

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	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 AMBER

**ACTION PROGRESS COMMENTS:**

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 included 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), 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 its 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 Lamming 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 12 months 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. Update Jan 17. The integrated youth provision has over Q1-Q3 worked with 12 LAC cases including 2 from other Local Authorities and 5 Flintshire cases resident in other LA areas in England and Wales. The continued development and effective working of the Resettlement and Reintegration Panel is contributing to improved outcomes for this cohort. Of the cohort 10 are engaging and concluded successfully, and 2 have been breached resulting in a custodial outcome. The service is currently working with Children Services on an appeal plea concern for one young person, and actively contributing to effective resettlement and reduced offending in various locations. Nine young people are actively engaged in education training and employment with the remaining 3 disengaged from provisions that are being offered and are available. The development of the Agored framework within the service is a further opportunity for all young people to enhance their employability. The service is increasing its capacity to deliver Restorative Justice in the community including a pilot at Holywell High School and developments with placement providers. This initiative is expected to prevent unnecessary entry into the Criminal justice System and support placements that may be compromised or at risk as a consequence of challenging and offending behaviours. The successful recruitment of the targeted sessional youth worker is contributing to diversionary activities and partnerships with Action for Children and other third sector providers are being considered in terms of prevention and intervention relating to social media and sexual offending. Update Q4- improved opportunities for consultation and participation into service delivery - integrated provision participation officer role being developed and YJS delivering review to Childrens Forum Flintshire and updates shared with Senior management team Social Services. Continuing to support LAC yp post Custody after the age of 18yrs rather than immediate transfer to Probation and supporting effective transition to Probation when assessed as appropriate.



Last Updated: 10-Apr-2017

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	60.00%	 GREEN	 AMBER

**ACTION PROGRESS COMMENTS:**

Band A - 21st Century Schools Programme (Programme 2014 – 2019) The construction projects at Coleg Cambria (Deeside 6th and at Holywell Learning Campus were completed in August 2016. 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 Welsh Government (WG). Proposed Capital projects at Connah’s Quay High School and Penyffordd were approved by Cabinet on 18th October 2016 and now form the remainder of the Band A programme. Remaining projects within Band A are being progressed in line with programme timelines. A combined Strategic Outline Case (SOC) and Outline Business Case (OBC) has been submitted and approved in principal by WG for the proposed project at Penyffordd. Wynne Construction have been engaged through the North Wales Construction Framework (NWCF). Design development work has started and will enable a Full Business Case to be completed and submitted to WG for release of capital funding. Kier Construction have been commissioned for the proposed project at Connah's Quay high school, design development is advancing with the draft combined SOC and OBC with WG for comment. Design development completion will enable FBC submission to WG to release capital funding. School Organisation summary: John Summers High school: Cabinet Secretary determined closure of 16-18 from 31st August 2016, and closure of 11-16 from 31st August 2017; Ysgol Maes Edwin and Ysgol Llanfynydd closed 31st August 2016; Ysgol Mornant, Picton federated with Ysgol Maes Garmon in November 2016. Review at Nercwys VA School – 18th November 2016, Cabinet determined a "Pause and Review" to allow options for collaboration to be considered. Review at Brynford, Lixwm and Rhosesmor – 13th December 2016, Cabinet determined that Rhosesmor, Ysgol Rhos Helyg was a sustainable school in its own right and that statutory consultation should be undertaken on options for Brynford and Lixwm during the Autumn of 2017. The closure of Llanfynydd C.P. School, and Ysgol Maes Edwin has further removed 156 surplus pupil places

Last Updated: 13-Jun-2017



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	60.00%	 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, which is expected to be programmed between 2019 and 2024. Local Authorities (LA) 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. It is expected that the WG will ask LA's to review their Strategic Outline Programmes (SOP's) in July 2017



Last Updated: 26-May-2017

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	30.00%	 GREEN	 AMBER

**ACTION PROGRESS COMMENTS:**

Annual budgetary increase for repair and maintenance is not viable in the context of Council 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. The annual R&M allocation together with the 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 an efficient school estate; remove mobile classroom; improve condition and suitability of the school estate; ensure the right number of schools and are in the right places. As an example, 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 yet to be considered and or approved the outcome RAG status is classified as amber. The Council's Capital Programme in terms of the annual scheduled Repairs and Maintenance Programme also partially contributes to the reduction of R & M backlog. The Council's Capital Programme for major building projects will significantly impact upon the reduction of R & M backlog.



Last Updated: 20-Apr-2017

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 Council 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 considered recommendations from the School Transport Task & Finish Group. The determination was not to proceed, however, should discretionary transport provision and potential policy change be considered in the future, the recommendations would be supported.

Last Updated: 23-Feb-2017

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	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>The Welsh Government (WG) programme of reforms for Additional Learning Needs (ALN) continues to develop. The bill was presented during the Autumn Term 2016 with 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 was released during the Autumn Term 2016 and in conjunction with the the bill will inform the next steps in terms of preparing schools for reform. WG 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 on Post 16 provision mapping and the role of the Additional Learning Needs Coordinator. The North Wales regional plan was ratified by WG in December and information in terms of secondment opportunities for practising Additional Learning Needs Coordinators (ALNCs) was circulated to Flintshire Schools. Interviews were scheduled for the 12th January and this initial project focusing on the role of the ALNC and future provision mapping continued until the 31st March 2017. Flintshire County Council will be working in collaboration with Wrexham County Borough Council to complete this piece of work on behalf of the region. Additional funding to cover the release of staff was built into the plan and should facilitate the engagement of the relevant people. The projects commissioned through the use of WG ALN Innovation Funding were completed by 31st March 2017. Additional funding has been allocated by WG for further projects in the 2017/18 financial year. The findings of the previous work undertaken has formed the basis for this work including a focus on developing effective transition using the Person Centred Planning approach and the development of an ALNCo Handbook and support network.</p> <p>Last Updated: 13-Jun-2017</p>							

Page 77

### Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M01 Number of training and apprenticeship opportunities: Apprenticeships	No Data	12	N/A	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:** Wates Residential, Flintshire's development partners for SHARP, has reported that 12 apprenticeship opportunities were created during 2016/17. Eleven of these are based at the on-going development at The Walks, Flint and one at the Custom House development that was completed in December 2016. Four of these apprenticeships were created via Futureworks Flintshire, Flintshire's partners that deliver the shared apprenticeship scheme and the remaining 8 are assigned to contractors and sub contractors.

Last Updated: 13-Jun-2017

Page 78

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M02 Number of training and apprenticeship opportunities: Traineeships	No Data	32	N/A	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:** As part of the conditions attached to the contract to deliver the Strategic Housing and Regeneration Programme (SHARP) the development partner delivers community benefits which include the provision of traineeships on the construction sites. Working closely with Flintshire's Communities First team, the developers, Wates Residential, have provided 24 out of a total of 32 traineeships to help people get into employment.


Last Updated: 27-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
-----------	----------------------	--------	-----------------------------	--------	-----------------




IP4.1.1M03 Increase number of training and apprenticeship opportunities through Futureworks Flintshire Apprenticeships Academy and our major capital programmes (WHQS & SHARP)	12	5	↓	10	 AMBER
<p><b>Lead Officer:</b> Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager  <b>Reporting Officer:</b> Denise Naylor - Customer Services Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> The partnership between Flintshire County Council and Futureworks Flintshire was established to introduce and manage a shared apprenticeship scheme to support contractors required to take on apprentices in the construction industry relating to the major capital programmes - Strategic Housing and Regeneration Programme (SHARP) and Welsh Housing Quality Standard (WHQS). Five apprentices have been appointed under this scheme.</p> <p>Last Updated: 13-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M04 The number of entrepreneurs supported through the Flintshire BEN	No Data	64	N/A	0	 GREEN
<p><b>Lead Officer:</b> Niall Waller - Enterprise and Regeneration Manager  <b>Reporting Officer:</b> Sharon Jones - Communities First Cluster Delivery Manager East  <b>Aspirational Target:</b>  <b>Progress Comment:</b> This programme is successfully focussing and delivering business planning sessions ensuring that the enterprise club members objectives and goals are being met through the support of the Business Entrepreneur Network (BEN).</p> <p>Last Updated: 13-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M05 Improved local skills base to improve employability and earning prospects through improved qualifications: Number of Flintshire residents qualified to NVQ Level 2	No Data	76.3	N/A	0	 GREEN


**Lead Officer:** Kim Brookes - Business Support Manager  
**Reporting Officer:** Scarlett Buckley - Flintshire Trainee  
**Aspirational Target:**  
**Progress Comment:** Statistic provided by the Stats Wales Website.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M06 Improved local skills base to improve employability and earning prospects through improved qualifications: Number of Flintshire residents qualified to NVQ Level 3	No Data	51.5	N/A	0	 GREEN




**Lead Officer:** Kim Brookes - Business Support Manager  
**Reporting Officer:** Scarlett Buckley - Flintshire Trainee  
**Aspirational Target:**  
**Progress Comment:** Statistic provided by the Stats Wales Website.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M07 Improved local skills base to improve employability and earning prospects through improved qualifications: Number of Flintshire residents qualified to NVQ Level 4	No Data	29.2	N/A	0	 GREEN

**Lead Officer:** Kim Brookes - Business Support Manager  
**Reporting Officer:** Scarlett Buckley - Flintshire Trainee  
**Aspirational Target:**  
**Progress Comment:** Statistic provided by the Stats Wales Website.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M08 Increased numbers of learners achieving the Level 1 threshold	96.2	95.3	↓	97.1	 AMBER
<p><b>Lead Officer:</b> Jeanette Rock - Principal Education Officer Inclusion  <b>Reporting Officer:</b> Kim Brookes - Business Support Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> We recognise that performance has gone down from 2015/16 and also hasn't met target for 2016/17. We have put actions in place to support vulnerable learners to achieve qualifications through bespoke provision.</p> <p>Last Updated: 13-Jun-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M09 Securing high levels of 16 year olds in education, employment and training	98.7	96.33	↓	98.8	 AMBER
<p><b>Lead Officer:</b> Jeanette Rock - Principal Education Officer Inclusion  <b>Reporting Officer:</b> Kim Brookes - Business Support Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Flintshire continues to maintain high levels of 16 year olds in education, employment and training and we are still one of the best achievers in Wales.</p> <p>Last Updated: 07-Jun-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M10 Reducing the percentage of 18 – 24 year olds claiming Jobseekers Allowance	5	3	↑	5.1	 GREEN

**Lead Officer:** Jeanette Rock - Principal Education Officer Inclusion  
**Reporting Officer:** Jeanette Rock - Principal Education Officer Inclusion  
**Aspirational Target:**  
**Progress Comment:** Data confirmed on NOMIS indicates a reduction in the percentage of 18-24 year olds claiming Jobseekers Allowance as compared with the previous year.  
 Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M11 (European Social Fund TRAC) Number of people gaining a qualification or work relevant certification	No Data	No Data	N/A	N/A	N/A

**Lead Officer:** Jeanette Rock - Principal Education Officer Inclusion  
**Reporting Officer:** Kim Brookes - Business Support Manager  
**Aspirational Target:**  
**Progress Comment:** This measure was discontinued in April 2016 and no data is available.  
 Last Updated: 02-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M12 (European Social Fund TRAC) Number of people completing a work experience placement or volunteering opportunity	No Data	No Data	N/A	N/A	N/A

**Lead Officer:** Jeanette Rock - Principal Education Officer Inclusion  
**Reporting Officer:** Kim Brookes - Business Support Manager  
**Aspirational Target:**  
**Progress Comment:** This measure was discontinued in April 2016 and no data is available.  
 Last Updated: 02-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
-----------	----------------------	--------	-----------------------------	--------	-----------------

IP4.1.1M13 (European Social Fund Adtrac) Number of people gaining a qualification or work relevant certification	No Data	No Data	N/A	N/A	N/A
<p><b>Lead Officer:</b> Jeanette Rock - Principal Education Officer Inclusion  <b>Reporting Officer:</b> Jeanette Rock - Principal Education Officer Inclusion  <b>Aspirational Target:</b>  <b>Progress Comment:</b> This measure was discontinued in April 2016 and no data is available.</p> <p>Last Updated: 02-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M14 (European Social Fund Adtrac) Number of people completing a work experience placement or volunteering opportunity	No Data	No Data	N/A	N/A	N/A
<p><b>Lead Officer:</b> Jeanette Rock - Principal Education Officer Inclusion  <b>Reporting Officer:</b> Kim Brookes - Business Support Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> This measure was discontinued in April 2016 and no data is available.</p> <p>Last Updated: 02-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M15 (European Social Fund Opus) Number of people gaining a qualification or work relevant certification	No Data	No Data	N/A	N/A	N/A
<p><b>Lead Officer:</b> Gail Bennett - Early Intervention Services Manager  <b>Reporting Officer:</b> Caryl Adams - Project Coordinator  <b>Aspirational Target:</b>  <b>Progress Comment:</b> This measure was discontinued in April 2016 and no data is available.</p> <p>Last Updated: 01-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M16 (European Social Fund Opus) Number of people completing a work experience placement or volunteering opportunity	No Data	No Data	N/A	N/A	N/A

**Lead Officer:** Gail Bennett - Early Intervention Services Manager  
**Reporting Officer:** Caryl Adams - Project Coordinator  
**Aspirational Target:**  
**Progress Comment:** This measure was discontinued in April 2016 and no data is available.

Last Updated: 02-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M17 (Communities 4 Work) Number of people gaining a qualification or work relevant certification	No Data	2	N/A	N/A	N/A

**Lead Officer:** Sharon Jones - Communities First Cluster Delivery Manager East  
**Reporting Officer:** -  
**Aspirational Target:**  
**Progress Comment:** Communities for Work is an European Union funded programme operating in Flintshire since January 2017. The programme is at an early stage of progression and we do not to date have a full complement of Staff, we are however in a position to start recruiting.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M18 (Communities 4 Work) Number of people completing a work experience placement or volunteering opportunity	No Data	2	N/A	N/A	N/A


**Lead Officer:** Sharon Jones - Communities First Cluster Delivery Manager East

**Reporting Officer:** -

**Aspirational Target:**

**Progress Comment:** This is a new European Funded project which started in January 2017 and will continue into the next financial year.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M01 The percentage of learners achieving the Foundation Phase Indicator	87	86.9	↓	87.9	 AMBER


**Lead Officer:** Jeanette Rock - Principal Education Officer Inclusion

**Reporting Officer:** Kim Brookes - Business Support Manager

**Aspirational Target:**

**Progress Comment:** Missed target by 1%. Foundation phase remains a local and regional priority.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M02 Percentage of Key Stage 4 learners achieving improved outcomes in Mathematics	69.4	69.4	↔	74.4	 AMBER

**Lead Officer:** Claire Homard - Senior Manager - School Improvement


**Reporting Officer:** Kim Brookes - Business Support Manager


**Aspirational Target:**


**Progress Comment:** Performance has remained static for 2016/17 against 2015/16 actuals.

Last Updated: 13-Jun-2017




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
-----------	----------------------	--------	-----------------------------	--------	-----------------

IP4.1.2.1M03 Percentage of Key Stage 3 learners achieving improved outcomes in Mathematics	92	92.7	↑	93.8	 AMBER
<p><b>Lead Officer:</b> Claire Homard - Senior Manager - School Improvement  <b>Reporting Officer:</b> Kim Brookes - Business Support Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Flintshire is above the Wales and regional average for this KPI. We are ranked 5th in Wales which is 1 place above our benchmark of 6th.</p> <p>Last Updated: 07-Jun-2017</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M04 Percentage of Key Stage 2 learners achieving improved outcomes in Mathematics	90.9	92.3	↑	87.9	 GREEN
<p><b>Lead Officer:</b> Jeanette Rock - Principal Education Officer Inclusion  <b>Reporting Officer:</b> Kim Brookes - Business Support Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> For 2016, Flintshire outcomes at KS2 Core Subject Indicator have improved by 2.2% to highest level in the North Wales region and improved the local authority ranked position from 11th in Wales to expected position of 6th in Wales.</p> <p>Last Updated: 18-May-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M05 Percentage of Foundation phase learners achieving improved outcomes in Mathematics	90.2	90.2	↔	0	 GREEN
<p><b>Lead Officer:</b> Jeanette Rock - Principal Education Officer Inclusion  <b>Reporting Officer:</b> Kim Brookes - Business Support Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Achievement on this has remained the same as for 15/16. Although we have stayed the same, we are slightly above the national and regional average however we have dropped 2 positions on the Welsh ranking.</p> <p>Last Updated: 07-Jun-2017</p>					




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M06 Percentage of Key Stage 4 achieving improved outcomes in English	72.2	71.6	↓	88.4	 AMBER
<p><b>Lead Officer:</b> Jeanette Rock - Principal Education Officer Inclusion  <b>Reporting Officer:</b> Kim Brookes - Business Support Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Although performance has dropped by 0.6% from 2015/16, Flintshire continues to remain above the national and regional average.</p> <p>Last Updated: 13-Jun-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M07 Percentage of Key Stage 3 learners achieving improved outcomes in English	91.4	91.1	↓	93	 AMBER
<p><b>Lead Officer:</b> Jeanette Rock - Principal Education Officer Inclusion  <b>Reporting Officer:</b> Kim Brookes - Business Support Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Although performance has dropped by 0.3%, Flintshire is still above the national and regional averages and have achieved a expected position of 6th in Wales.</p> <p>Last Updated: 07-Jun-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M08 Percentage of Key Stage 2 learners achieving improved outcomes in English	90.1	91.2	↑	87.3	 GREEN

**Lead Officer:** Jeanette Rock - Principal Education Officer Inclusion  
**Reporting Officer:** Kim Brookes - Business Support Manager  
**Aspirational Target:**  
**Progress Comment:** Performance in this area has increased by 1.1%, is above national and regional averages and we have improved our ranking by 3 positions to be 6th in Wales.  
 Last Updated: 07-Jun-2017


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M09 Percentage of Foundation Phase learners achieving improved outcomes in English.	89	88.4	↓	86.2	 GREEN


**Lead Officer:** Jeanette Rock - Principal Education Officer Inclusion  
**Reporting Officer:** Kim Brookes - Business Support Manager  
**Aspirational Target:**  
**Progress Comment:** Despite a drop in performance of 0.6%, Flintshire is still above the national and regional averages. We have however dropped 2 places from 9th to 11th in Wales.  
 Last Updated: 07-Jun-2017


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M10 Percentage of Key Stage 4 learners achieving improved outcomes in Welsh (first language)	54.6	68	↑	74.7	 AMBER


**Lead Officer:** Jeanette Rock - Principal Education Officer Inclusion  
**Reporting Officer:** Kim Brookes - Business Support Manager  
**Aspirational Target:**  
**Progress Comment:** Key stage 4 learners in Welsh Language has improved from the previous year albeit showing a slight reduction against the initial target of 74.7%  
 Last Updated: 09-Jun-2017


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
-----------	----------------------	--------	-----------------------------	--------	-----------------


IP4.1.2.1M11 Percentage of Key Stage 3 learners achieving improved outcomes in Welsh (first language)	80	96.8	↑	92.1	 GREEN
<p><b>Lead Officer:</b> Jeanette Rock - Principal Education Officer Inclusion  <b>Reporting Officer:</b> Kim Brookes - Business Support Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Performance has improved for 2016/17 by 16.8% compared to 2105/16. We have also improved our national position in Welsh Language from 18th to 4th.</p> <p>Last Updated: 13-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M12 Percentage of Key Stage 2 learners achieving improved outcomes in Welsh (first language)	86.4	84.3	↓	85.4	 AMBER
<p><b>Lead Officer:</b> Jeanette Rock - Principal Education Officer Inclusion  <b>Reporting Officer:</b> Kim Brookes - Business Support Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> 2016/17 has shown a drop of 2.1% compared to 2015/16. Flintshire is below the national and regional average and the lowest ranked in Wales. However, it should be noted that this KPI is based on only 5 schools, 2 are small and 1 has a specialist resource for students with additional learning needs.</p> <p>Last Updated: 13-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M13 Percentage of Foundation Phase learners achieving improved outcomes in Welsh	91.2	88.1	↓	85.6	 GREEN
<p><b>Lead Officer:</b> Jeanette Rock - Principal Education Officer Inclusion  <b>Reporting Officer:</b> Kim Brookes - Business Support Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Performance has dropped by 3.1%. Flintshire is below the wales average but slightly above the regional average. We have dropped 5 places to be ranked 20th in Wales, however again this is based on only 5 schools. Welsh at Foundation Phase remains an on-going priority for improvement.</p> <p>Last Updated: 13-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M14 EDU/003 The percentage of learners achieving the Core Subject Indicator at Key Stage 2.	87.91	89.82	↑	87	 GREEN
<p><b>Lead Officer:</b> Jeanette Rock - Principal Education Officer Inclusion  <b>Reporting Officer:</b> Kim Brookes - Business Support Manager  <b>Aspirational Target:</b> 89.10  <b>Progress Comment:</b> Performance has improved since 2015/16 by 2.2%. Flintshire is the best performing authority for this area in the GwE region, and have exceeded our benchmark position going from 11th to 5th in Wales.</p> <p>Last Updated: 07-Jun-2017</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M15 EDU/004 The percentage of learners achieving the Core Subject Indicator at Key Stage 3.	87.11	88.27	↑	86.5	 GREEN
<p><b>Lead Officer:</b> Jeanette Rock - Principal Education Officer Inclusion  <b>Reporting Officer:</b> Kim Brookes - Business Support Manager  <b>Aspirational Target:</b> 89.30  <b>Progress Comment:</b> Performance in 2016/17 has seen an increase on 2015/16 by 1.3%. Flintshire is above the national and regional average in this area and has improved ranking from 7th to 6th in Wales.</p> <p>Last Updated: 07-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M16 Improvement of outcomes in Capped Wider Points score, including an increasing proportion of A* and A grades	342.1	343.3	↑	362.7	 AMBER

Page 60


**Lead Officer:** Jeanette Rock - Principal Education Officer Inclusion  
**Reporting Officer:** Kim Brookes - Business Support Manager  
**Aspirational Target:**  
**Progress Comment:** Performance of e-FSM pupils dropped slightly by 1.02 points. Remains above the GwE average on this indicator.

Last Updated: 07-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M17 EDU/017 The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	60.61	61.85	↑	69.9	 AMBER




**Lead Officer:** Jeanette Rock - Principal Education Officer Inclusion  
**Reporting Officer:** Kim Brookes - Business Support Manager  
**Aspirational Target:** 65.10  
**Progress Comment:** Performance during 2016/17 has improved against the 2015/16 outturn, but remains relatively static.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M18 Improve performance of cohort of learners entitled to Free School Meals in achieving the Level 1 Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1st Language)	92.1	94.1	↑	96.6	 AMBER

**Lead Officer:** Jeanette Rock - Principal Education Officer Inclusion  
**Reporting Officer:** Kim Brookes - Business Support Manager  
**Aspirational Target:**  
**Progress Comment:** Schools continue to target pupils entitled to free school meals through the pupil deprivation grant.

Last Updated: 12-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M19 Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 2+ Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1st Language)	35.2	33.6	↓	43.9	 RED
<p><b>Lead Officer:</b> Jeanette Rock - Principal Education Officer Inclusion  <b>Reporting Officer:</b> Kim Brookes - Business Support Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> The percentage of e-fsm pupils attaining L2+ indicator dropped by 2.5% and below the Wales and regional average. The gap between performance of e-FSM and n-FSM pupils has increased on this indicator by 2.8% to 33.6%. This is a key priority for improvement.</p> <p>Last Updated: 13-Jun-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M20 Improve performance of cohort of learners entitled to Free School Meals (FSM) in The Capped Points Score Indicator (points achieved in best eight course outcomes)	308.1	308.4	↑	338.7	 AMBER
<p><b>Lead Officer:</b> Jeanette Rock - Principal Education Officer Inclusion  <b>Reporting Officer:</b> Kim Brookes - Business Support Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Performance of e-FSM pupils dropped slightly by 0.03 points. Remains above the GwE average on this indicator.</p> <p>Last Updated: 08-Jun-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M21 Improve performance of cohort of learners entitled to Free School Meals (FSM) in achievement of the Core Subject Indicator at Key Stage 3	71.3	76.2	↑	76.5	 AMBER


**Lead Officer:** Jeanette Rock - Principal Education Officer Inclusion

**Reporting Officer:** Kim Brookes - Business Support Manager

**Aspirational Target:**

**Progress Comment:** The performance of pupils who are entitled to Free School Meals continues to rise year on year. 2016/17 has seen a 4.9% rise.

Last Updated: 07-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M22 The percentage of young people of school age in the youth justice system that are offered 25 hours ETE	80	71	↓	40	 GREEN


**Lead Officer:** Chris Clarke - Youth Justice Service Manager

**Reporting Officer:** Louisa Greenly - Performance Management & Information Officer

**Aspirational Target:**

**Progress Comment:** According to the latest data from the Youth Justice Board, 57% of Flintshire Youth Justice Service (YJS) school age young people are supervised in full time Employment, Training or Education (ETE) (Wales average is 46%). 71% are offered this level of provision. Flintshire is the 4th best performing Youth justice Service in Wales in this respect (out of 15). This is in contrast to 2 years ago when Flintshire was in 13th place. This has been as a result of the continued partnership working with our colleagues in schools and colleges to support young people in maintaining educational placements despite sometimes challenging behaviour or other difficulties. The move from Community Services to within the Education and Youth Portfolio has made the collaborative approach in this area more effective. Education attendance remains a priority for the service and is an area where there are still improvements to be made.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M23 The percentage of young people above school age in the youth justice system that are offered 16+ ETE	75	58	↓	55	 GREEN

**Lead Officer:** Chris Clarke - Youth Justice Service Manager  
**Reporting Officer:** Louisa Greenly - Performance Management & Information Officer  
**Aspirational Target:**  
**Progress Comment:** Engaging young people who are 16+ in education and training presents many challenges, particularly for those young people who display offending behaviours and have been involved in the criminal justice system for some time. Flintshire Youth Justice Service (YJS) performed well in the most recently published Youth Justice Board data - 1st out of 15 other services across Wales. However the number engaged in full time education, training or employment remains low and requires further joint work between the YJS and Education. Of particular concern are those young people leaving custody. The service works with these young people prior to their release date to ensure that there is education provision for them upon release.  
 The YJS encourages and supports young people to engage in training opportunities, and the Unpaid Work projects that many young people are engaged in enables them to gain vocational qualifications (Agorod Cymru) and skills to increase their employability in the future.  
 Last Updated: 13-Jun-2017

**RISKS**

**Strategic Risk**

Page 94

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 - Senior Manager - School Improvement	Amber	Amber	↔	Open

**Potential Effect:** Flintshire residents are not appropriately skilled to meet the labour market requirements.  
**Management Controls:** i) 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.  
 ii) 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.  
**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.  
 Last Updated: 23-Feb-2017



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Training places will not match current or future employer aspirations and needs	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Senior Manager - School Improvement	Amber	Amber	↔	Open
<p><b>Potential Effect:</b></p> <p><b>Management Controls:</b> 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><b>Progress Comment:</b> 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 European Social Fund (ESF) programmes will not meet local targets and requirements.	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Senior Manager - School Improvement	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> 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).</p> <p><b>Management Controls:</b> 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.</p> <p><b>Progress Comment:</b> A training session has been held with school-based staff to review TRAC eligibility and systems. This has facilitated a greater understanding for the purpose of the project along with processes that need to be undertaken to access and exit the provision. Full employee complement and greater process awareness should facilitate increased participant involvement.</p> <p>Last Updated: 13-Jun-2017</p>						

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 Gwasanaeth Effeithiolrwydd (GwE)	Claire Homard - Senior Manager - School Improvement	Jeanette Rock - Principal Education Officer Inclusion	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> 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.</p> <p><b>Management Controls:</b> Regular reviews by LA Senior Manager, GwE Senior Challenge Adviser and monitoring by LA's School Standards Monitoring Group</p> <p><b>Progress Comment:</b> Schools considered to pose a risk because there is evidence they are not making best use of the support provided by the Council or GwE will be targeted as part of the School Performance Monitoring Group and challenged to engage. Persistent failure to engage could result in the issuing of a Warning Notice by the Chief Officer to the school under the Schools Causing Concern guidance from Welsh Government</p> <p>Last Updated: 26-May-2017</p>						

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 - Senior Manager - School Improvement	Red	Red	↔	Open
<p><b>Potential Effect:</b> Higher teaching ratios, unfilled places, backlog maintenance pressures</p> <p><b>Management Controls:</b> Continuation of school modernisation programme, will reduce unfilled places, reduce backlog maintenance, remove unwanted fixed costs and infrastructure</p> <p><b>Progress Comment:</b> Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing 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 circa 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 around 450 places.</p> <p>Last Updated: 17-May-2017</p>						

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 - Senior Manager - School Improvement				Open
<p><b>Potential Effect:</b> The fabric of Education and Youth buildings will continue to decline.</p> <p><b>Management Controls:</b> Continuation of School Modernisation Programme, Continuation of Repairs &amp; Maintenance planned maintenance programme, Capital Business Cases for School improvement, Implementation of Band A and Band B 21st Century Schools programmes</p> <p><b>Progress Comment:</b> Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also:</p> <ul style="list-style-type: none"> <li>i) Support a reduction of unfilled places</li> <li>ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership</li> <li>iii) Ensure that the condition and suitability of the school estate is improved.</li> </ul> <p>Additionally, in future years capital business cases for improvement and repairs, and maintenance projects in schools will be submitted via the Council's business case process for consideration.</p>						
Last Updated: 17-May-2017						

Page 97

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 - Senior Manager - School Improvement	Jeanette Rock - Principal Education Officer Inclusion				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 Local Authority (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:** There are no unfilled Headteacher vacancies in Flintshire schools. When vacancies have occurred, governing bodies have been able to make strong appointments despite the national trend of reducing numbers of applications for headships. Flintshire maintains good results in senior leaders aspiring to headship gaining the National Professional Qualification for Headship which is currently mandatory in Wales, securing leaders for the future. There are two Acting Headteacher positions in Flintshire currently – one in primary and one in secondary. These are both related to school reorganisation proposals. The secondary position will cease to exist by September 2017 due to the closure of John Summers High School. School leaders in Flintshire continue to receive high levels of support from the Local Authority and the Regional School Improvement Service, GwE.

Risk rating should remain as Amber because insufficient leadership capacity has a serious impact on school performance and outcomes for learners and increases the risk of a school being placed in a serious category of concern by Estyn.

Last Updated: 07-Jun-2017

## 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	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	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

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: 03-May-2017

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	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 AMBER


**ACTION PROGRESS COMMENTS:**


The feasibility study is complete and the consultants report has been received. An executive summary has been issued to Cabinet for consideration. Consultation with Town & Community Councils and other Stakeholders is now complete. Relocation of the CCTV control room has been postponed. Progress to Stage Two of the consultants brief included 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 scheme if agreed. Revised Service Level Agreements with

Town & Community Councils are overdue.


Last Updated: 13-Jun-2017


### Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.1.2M01 The percentage of high risk repeat victims of domestic abuse referred to the Flintshire MARAC	20	14.3	↑	28	 GREEN
<p><b>Lead Officer:</b> Sian Jones - Public Protection Manager  <b>Reporting Officer:</b> Jackie Goundrey - Domestic Abuse Co-ordinator  <b>Aspirational Target:</b>  <b>Progress Comment:</b> 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.</p> <p>The performance of the Flintshire MARAC throughout 2016/17 exceeded the national target of 28%, resulting in lower incidents of repeat victimisation.</p> <p>Last Updated: 03-May-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.1.2M02 Achieving a waiting time of less than 20 days from referral to treatment (KPI 2)	90.91	85.08	↓	80	 GREEN
<p><b>Lead Officer:</b> Sian Jones - Public Protection Manager  <b>Reporting Officer:</b> -  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Overall, waiting times have been consistent throughout the year. The indicator shows the percentage of referrals achieving the waiting time of less than 20 days. This shows an improvement against our local target of 80%.</p> <p>Last Updated: 26-May-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
-----------	----------------------	--------	-----------------------------	--------	-----------------

IP5.1.1.2M03 Achieving the Welsh Government target for the percentage of completed substance misuse treatments (80%)	78.91	77.69	↓	80	 AMBER
<p><b>Lead Officer:</b> Sian Jones - Public Protection Manager  <b>Reporting Officer:</b> -  <b>Aspirational Target:</b> 80.00  <b>Progress Comment:</b> The number of completed treatments provided to those with substance misuse problems has fluctuated throughout the year. The overall average for 2016/17 is 77.69% which is just below the 2015/16 rate of 78.91%.</p> <p>Last Updated: 13-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.1M02 Monitoring the number of formal consultations for public space protection orders (PSPOs)	0	No Data	N/A	0	
<p><b>Lead Officer:</b> Sian Jones - Public Protection Manager  <b>Reporting Officer:</b> -  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Further work has been undertaken relating to the replacement of the 'dog control' areas. The Anti Social Behaviour (ASB) Co-ordinator has been working with a cross-portfolio group. The mapping work on the different sites has also been completed. The Members workshop referred to at Q2 took place in January and the feedback from the workshop will part of the consultation process when dog control orders are replaced with Public Space Protection Orders (PSPO). The work is progressing as planned. This was a transitional year to establish systems and processes in readiness for the introduction of PSPOs hence why no actual outturn is recorded.</p> <p>Last Updated: 13-Jun-2017</p>					

**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				↓	Open



**Potential Effect:** Unable to deliver services  
**Management Controls:** Develop suitable exit strategies  
**Progress Comment:** All external grants were received during 2016/17 and appropriate financial claims and monitoring information were provided to the funders.  
 Last Updated: 16-May-2017

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		Amber	Yellow	↓	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:** The Community Safety Partnership received continued funding during 2016/17 which has enabled the services commission to be continued.  
 Last Updated: 13-Jun-2017

## 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	Katie Clubb - Community Support Services Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	GREEN	GREEN

**ACTION PROGRESS COMMENTS:**

For the period 2016/2017, the successful outcomes from welfare rights interventions with Flintshire households generated additional benefit income of £1,579,380 for the year which exceeds the target set. During the year the demand from residents for access to advice and support providers was managed, as effectively as possible, by the Advice and Housing Support Referral Gateways. However, as the Universal Credit full service is introduced within Flintshire from the beginning of 2017/18, service planning is being undertaken to ensure available resources can, as far as practical, meet the increase demand from Flintshire residents who will become Universal Credit claimants during 2017/18.

Last Updated: 15-May-2017

Page 104

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	Completed	01-Apr-2016	31-Mar-2017	100.00%	GREEN	GREEN

**ACTION PROGRESS COMMENTS:**

The Council and third sector providers have delivered support packages to households to enable them to get closer to work through the Supporting People Programme. During 2016/17 439 people successfully engaged in education or learning opportunities and 610 people engaged in employment or volunteering opportunities.

Last Updated: 08-May-2017

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	Completed	01-Apr-2016	31-Mar-2017	100.00%	GREEN	GREEN


**ACTION PROGRESS COMMENTS:**

Action is complete for this year. The team has been successful in securing £35,000 Welsh Government Warm Homes funding for Whole-House Assessments on properties we intend to

submit for future funding for solid wall insulation, efficient heating, and other energy efficiency improvements. The Gas Infill projects remain on track, and further opportunities for next financial year are being explored together with Capital Works. The Pilot project utilizing air source heat pumps, solar technology and battery storage installations are now complete. Savings and usage information will be monitored for at least 2 years to monitor the real time benefits for tenants and determine the best options for off-gas properties. The Affordable Warmth and Healthy Homes Healthy People projects continue to help those most vulnerable in our communities. We have allocated the full grant amount from National Energy Action's (NEA) Warm and Healthy Homes Fund £325k and are now participating in evaluation work with NEA The domestic energy retrofit framework for Wales is now live which should deliver savings, community benefits and a future income stream. Overall this year we have completed 1247 measures in 877 properties. Saving tenants £288k annually for the lifetime of the measures, and a lifetime carbon savings of 33000 tonnes.


Last Updated: 13-Jun-2017

Performance Indicators


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance 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	2120315	1579380	↓	1499999.99	 GREEN
<p><b>Lead Officer:</b> Katie Clubb - Community Support Services Manager  <b>Reporting Officer:</b> Suzanne Pemberton - Supporting People Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> For the period 2016/17, the successful outcomes from welfare rights interventions with Flintshire households generated additional benefit income of £1,579,380 for the year which exceeds the target set.</p> <p>Last Updated: 13-Jun-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.1M02 Amount of discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes	290694.08	434668.55	↑	N/A	<b>N/A</b>
<p><b>Lead Officer:</b> Jen Griffiths - Benefits Manager  <b>Reporting Officer:</b> Claire Flint - Systems Team Leader (Revenue &amp; Benefits)  <b>Aspirational Target:</b>  <b>Progress Comment:</b> We have continued to receive applications due to introduction of the reduced benefit cap in November 2016.</p> <p>We have continued to be actively involved in solutions for customers and have made payments to cover rent arrears across all tenures.</p> <p>Last Updated: 25-May-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG

Page 106

IP6.1.1.1M03 Number of residents supported to better manage their financial commitments	168	21	↓	N/A	N/A
<p><b>Lead Officer:</b> Katie Clubb - Community Support Services Manager  <b>Reporting Officer:</b> Suzanne Pemberton - Supporting People Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> For the majority of quarter 4, the Flintshire County Council Money Advice Officer was absent. During their absence residents have been supported by the Flintshire Citizen Advice Service . The total number of residents supported during 2016/17 was 21</p> <p>Last Updated: 13-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.1M04 Speed of processing of Housing Benefit claims - new claims	81.02	84.06	↓	80	 AMBER

<p><b>Lead Officer:</b> Jen Griffiths - Benefits Manager  <b>Reporting Officer:</b> Anna Friend - Team Leader - Benefits  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Performance was affected during the first half of the year due to vacancies, recruitment, and employee abstractions. The annual performance target has only been just been missed due to the issues during quarter 1 and 2. Whilst we have just missed out our internal performance target, we have achieved the Department for Work and Pensions (DWP) performance target of 24 days.</p> <p>Last Updated: 13-Jun-2017</p>					
---	--	--	--	--	--

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.1M05 Speed of processing of Housing Benefit claims - change of circumstances	32.91	23.39	↑	32	 GREEN

**Lead Officer:** Jen Griffiths - Benefits Manager  
**Reporting Officer:** Anna Friend - Team Leader - Benefits  
**Aspirational Target:**  
**Progress Comment:** Performance has improved for quarter 4 and the target has been achieved. The overall performance has been consistent throughout the year exceeding the annual target .  
 Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.2M01 (European Social Fund TRAC) Number of people entering employment	No Data	No Data	<b>N/A</b>	N/A	<b>N/A</b>

**Lead Officer:** Jeanette Rock - Principal Education Officer Inclusion  
**Reporting Officer:** Kim Brookes - Business Support Manager  
**Aspirational Target:**  
**Progress Comment:** This measure was discontinued in April 2016 and no data is available.  
 Last Updated: 02-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.2M04 (European Social Fund Adtrac) Number of people entering employment	No Data	No Data	<b>N/A</b>	N/A	<b>N/A</b>

**Lead Officer:** Jeanette Rock - Principal Education Officer Inclusion  
**Reporting Officer:** Kim Brookes - Business Support Manager  
**Aspirational Target:**  
**Progress Comment:** This measure was discontinued in April 2016 and no data is available.  
 Last Updated: 02-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.2M07 (European Social Fund Opus) Number of people entering employment	No Data	No Data	N/A	N/A	N/A

**Lead Officer:** Gail Bennett - Early Intervention Services Manager

**Reporting Officer:** Caryl Adams - Project Coordinator

**Aspirational Target:**

**Progress Comment:** This measure was discontinued in April 2016 and no data is available.

Last Updated: 01-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.2M10 (European Social Fund - Communities 4 Work) Number of people entering employment	No Data	4	N/A	N/A	N/A

**Lead Officer:** Sharon Jones - Communities First Cluster Delivery Manager East

**Reporting Officer:** -

**Aspirational Target:**

**Progress Comment:** This is a new European Funded project which was started in January and will continue into 2017/18.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.2M13 (Families First) Number of people gaining a qualification or work relevant certification	No Data	No Data	N/A	N/A	N/A

**Lead Officer:** Gail Bennett - Early Intervention Services Manager  
**Reporting Officer:** Gary Greenhough - Performance Officer  
**Aspirational Target:**  
**Progress Comment:** This measure was discontinued in April 2016 and no data is available.

Last Updated: 23-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.2M14 (Families First) Number of people completing a work experience placement or volunteering opportunity.	No Data	No Data	<b>N/A</b>	N/A	<b>N/A</b>

**Lead Officer:** Gail Bennett - Early Intervention Services Manager  
**Reporting Officer:** Gary Greenhough - Performance Officer  
**Aspirational Target:**  
**Progress Comment:** This measure was discontinued in April 2016 and no data is available.

Last Updated: 23-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.2M15 (Flying Start) Number of people entering employment	No Data	No Data	<b>N/A</b>	N/A	<b>N/A</b>

**Lead Officer:** Gail Bennett - Early Intervention Services Manager  
**Reporting Officer:** Gary Greenhough - Performance Officer  
**Aspirational Target:**  
**Progress Comment:** This measure was discontinued in April 2016 and no data is available.

Last Updated: 23-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
-----------	----------------------	--------	-----------------------------	--------	-----------------




IP6.1.1.2M16 (Flying Start) Number of people gaining a qualification or work relevant certification.	No Data	No Data	N/A	N/A	N/A
<p><b>Lead Officer:</b> Gail Bennett - Early Intervention Services Manager  <b>Reporting Officer:</b> Gary Greenhough - Performance Officer  <b>Aspirational Target:</b>  <b>Progress Comment:</b> This measure was discontinued in April 2016 and no data is available.</p> <p>Last Updated: 23-May-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.2M17 (Flying Start) Number of people completing a work experience placement or volunteering opportunity	No Data	No Data	N/A	N/A	N/A
<p><b>Lead Officer:</b> Gail Bennett - Early Intervention Services Manager  <b>Reporting Officer:</b> Gary Greenhough - Performance Officer  <b>Aspirational Target:</b>  <b>Progress Comment:</b> This measure was discontinued in April 2016 and no data is available.</p> <p>Last Updated: 23-May-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.2M18 (Communities First) Number of people entering employment	No Data	99	N/A	N/A	N/A
<p><b>Lead Officer:</b> Niall Waller - Enterprise and Regeneration Manager  <b>Reporting Officer:</b> Sharon Jones - Communities First Cluster Delivery Manager East  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Communities First has a number of initiatives ensuring people enter employment from weekly job clubs to annual jobs fairs. To date we have been successful in supporting 99 people into full and part time employment.</p> <p>Last Updated: 13-Jun-2017</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.2M19 (Communities First) Number of people gaining a qualification or work relevant certification	No Data	247	N/A	N/A	N/A
<p><b>Lead Officer:</b> Niall Waller - Enterprise and Regeneration Manager  <b>Reporting Officer:</b> Sharon Jones - Communities First Cluster Delivery Manager East  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Communities First have worked with clients to enable them to be as work ready as possible. By supporting them through a number of courses including Health and safety. 247 clients gained a qualification throughout 2016/17.</p> <p>Last Updated: 13-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.2M20 (Communities First) Number of people completing a work experience placement or volunteering opportunity	No Data	59	N/A	N/A	N/A
<p><b>Lead Officer:</b> Niall Waller - Enterprise and Regeneration Manager  <b>Reporting Officer:</b> Sharon Jones - Communities First Cluster Delivery Manager East  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Communities First supports a number of initiatives ensuring that people are ready to enter the world of work. We do this by offering work placement, work experience and volunteering opportunities. This project again is on track.</p> <p>Last Updated: 01-Jun-2017</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.2M21 (Supporting People) • Number of people recording a positive outcome under the outcome measure "Engaging in education and learning"	No Data	1034	N/A	616	 GREEN

Page 112


**Lead Officer:** Katie Clubb - Community Support Services Manager  
**Reporting Officer:** Suzanne Pemberton - Supporting People Manager  
**Aspirational Target:**  
**Progress Comment:** During 2016/17 439 people successfully engaged in education or learning opportunities and 610 people engaged in employment or volunteering opportunities, totalling 1034 collectively.  
 Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.2M22 (Supporting People)• Number of people recording a positive outcome under the outcome measure "Engaging in employment/volunteering opportunities"	No Data	1049	N/A	0	 GREEN

**Lead Officer:** Katie Clubb - Community Support Services Manager  
**Reporting Officer:** Suzanne Pemberton - Supporting People Manager  
**Aspirational Target:**  
**Progress Comment:** During 2016/17 439 people successfully engaged in education or learning opportunities and 610 people engaged in employment or volunteering opportunities.  
 Last Updated: 08-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.3M01 Overall annual fuel bill reduction for residents	296030	288000	↓	150000	 GREEN

**Lead Officer:** Niall Waller - Enterprise and Regeneration Manager  
**Reporting Officer:** Leanna Jones - Home Energy Conservation Officer  
**Aspirational Target:**  
**Progress Comment:** The figure represents an annual energy bill savings figure, helping to reduce fuel poverty and increase disposable income to be spent in the local area  
 Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.3M02 The number of homes receiving energy efficiency measures	1356	877	↓	800	 GREEN
<p><b>Lead Officer:</b> Niall Waller - Enterprise and Regeneration Manager  <b>Reporting Officer:</b> Leanna Jones - Home Energy Conservation Officer  <b>Aspirational Target:</b>  <b>Progress Comment:</b> In this financial year this measure covers all tenures of housing. See comments against "My Actions" for more detail on projects this year.</p> <p>Last Updated: 23-May-2017</p>					

**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

Page 114

**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 have been based in the Citizen Advice Flintshire Mold office. The collaboration with Citizen Advice Flintshire was introduced to maximise the efficient use of service resources and increase the number of households helped to access correct entitlement of social security benefits. In addition, the Advice and Housing Support Gateways have continued to help providers to manage demand from households experiencing social welfare problems as a result of the ongoing transformation of the social security system.

Last Updated: 15-May-2017

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	Jen Griffiths - Benefits Manager	Amber	Amber	↔	Open

**Potential Effect:** i) Rent arrears amongst Flintshire County Council tenants will increase if they are not able to manage the impact generated by the reduction in their Housing Benefit award.

ii) 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 Department of Work and Pensions (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 in 2016/17, the number of claimants who are also tenants remains low and there was little increase in the number of Universal Credit claimants during the year. [The Advice and Housing Support Gateways refer cases to the Specialist Debt Officer where necessary](#) and the personal budgeting service delivered by Citizen Advice Flintshire has coped with the demand from Universal Credit claimants.

Last Updated: 15-May-2017

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	Jen Griffiths - Benefits Manager	Amber	Yellow	↓	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 per annum amongst low income households may result in 12 jobs being created within a local economy. A loss of £1 million per annum creates pressures upon the sustainment of such jobs and limits job creation.

**Management Controls:** Flintshire County Council continues to provide specialist advice services to assist residents to maximise their household income by supporting them to access 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 Flintshire County Council 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:** In 2016/17 Flintshire residents received specialist advice and support to access ongoing social security benefits worth £1,579,380, increasing the spending power of these households within the local economy.

Last Updated: 13-Jun-2017

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		Amber	Yellow	↓	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. All available resources have been fully used.

Last Updated: 28-Apr-2017



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
------------	--------------	---------------------	---------------------	---------------------	-------------	-------------

Available funding for energy efficiency measures may fall short of public demand.	Niall Waller - Enterprise and Regeneration Manager		Amber	Red		Open
<p><b>Potential Effect:</b> i) Public frustration, and reduced funding may impact on the Council's reputation.                  ii) Opportunities to reduce household costs and fuel poverty may not be fully realised.</p> <p><b>Management Controls:</b> 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.</p> <p><b>Progress Comment:</b> 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 considered.</p> <p>Last Updated: 28-Apr-2017</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	95.00%	 GREEN	 GREEN

#### ACTION PROGRESS COMMENTS:

The revised mapping system from Welsh Government has still not been delivered. There has also been a revision to the project timetable. Local Members and Community and Town Councils will be invited to a choice of two drop in sessions to view and comment on the Active Travel Mapping proposals in June. This will be followed by a presentation of Active Travel proposals at the Community and Town Councils Forum on the 28th June, followed by the commencement of the Statutory 12 week consultation in July. Informal engagement events are currently being devised with Flintshire Disability Forum, Schools and the Local Access Forum. Stage 4 is not yet complete with a number of site assessments still to be undertaken with a revised completion date for the end of April 2017 in accordance with the project as a whole. This will not impact on the delivery of the overall project to meet Welsh Government submission deadline dates and these do not coincide with Flintshire County Council financial years.



Last Updated: 13-Jun-2017



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	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

#### ACTION PROGRESS COMMENTS:



Road infrastructure and repairs and maintenance are built up of 3 main contracts: i) Carriageway surface dressing from 01/04/16 to 01/05/16 - All works are complete. ii) Carriageway resurfacing from 01/05/16 to 31/10/16 - All works are complete. iii) Carriageway patching from 01/04/16 to 31/03/17 - Part 1 of the works were completed 01/04/16 to 01/06/16 - Part 2 started on 01/02/2017 and scheduled for completion by 31/03/2017 - All works are complete.

Last Updated: 02-Jun-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Welsh Government funding received for Road Safety Grant Schemes (2016/17) - i) A5026, Lloc - Junction Improvement - Completed ii) A5104 Penymynydd to Warren Hall - Route treatment - Completed iii) Liverpool Road/Alltami Road - Route treatment - Completed  Last Updated: 11-Apr-2017							

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	In Progress	01-Apr-2016	01-Apr-2017	80.00%	 GREEN	 AMBER
<b>ACTION PROGRESS COMMENTS:</b> Working groups were set up within the 21 communities that signed up to the project and group meetings took place throughout August and September 2016. The purpose of the working groups was to organise 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 were held across the County during quarter 3 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. Drop in sessions continued throughout quarter 4. Work has been carried out within the communities and, officers have attended Community Council meetings. Drop in sessions were organised and completed to help develop community transport schemes. Several community transport schemes were identified and initiated during May and June. several schemes are due to commence in May and June. Close working with communities has enabled innovative schemes to be identified and developed. Community transport has been introduced in the Higher Kinnerton area and close communication with the community is continuing to ensure the success and sustainability of the scheme.  Last Updated: 13-Jun-2017							



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
--	--	-----------	-------------	-------------	---------	--	--

**ACTION PROGRESS COMMENTS:**

The Single Environment Working Group (SEWG) was established in June and has met twice since. The Group has successfully co-ordinated the actions of the two portfolios to meet the aims of the Single Environment Grant Claim (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.



Last Updated: 13-Jun-2017

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:**

Consultation on strategic options was completed in December 2016 and feedback reported to the Planning Strategy Group at its February 2017 meeting. Members agreed the preferred growth and spatial option at this meeting in order to allow development of the preferred strategy. Members considered a draft of the emerging Preferred Strategy at the March 2017 Planning Strategy Group meeting and endorsed the emerging plan, including the vision, objectives, selected growth and spatial option, and draft strategic policies. Members gave officers delegated powers to proceed to complete the draft preferred strategy including the preparation of supporting documents ready for consideration in the summer, following the Council elections.



Last Updated: 25-May-2017

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	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Overall energy consumption figures indicate a reduction for all fuel types as follows: Electricity -2.64 %, Gas -3.49%, Oil -38.72%, LPG -24.84%. Overall reduction in emissions is 3.69% just 0.31% below the 4% target. In Absolute terms the County's carbon emissions reduced by 4.78% compared to 2015/16 figures. Activities completed during quarter 4 were lighting refurbishment at Greenfield Business Centre and Hawarden Village School LED lighting, 3 PV installations at Derwen School, Mynydd Isa Infants and Broughton CP. An overall progress is a 23.36% (weather corrected) cumulative reduction from base year 2007/08 has been achieved. Continued energy monitoring, energy efficient projects, installation of renewable energy systems and the CAT programme for leisure services will play a major part in achieving next years target.

Last Updated: 13-Jun-2017



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	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

In April 2017 Welsh Government advised that: "Local Strategies need to be updated over the next 18 months once the National Strategy has been updated and we recommend Lead Local Flood Authorities (LLFAs) to plan ahead throughout 2016/17 and 2018 to ensure resources are identified and that this additional piece of work build up to be included in a work programme" This Action will remain as on-going subject to Welsh Government's review of the National Strategy.

Last Updated: 13-Jun-2017

Page 122


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:**


The year-long pilot with the specialist environmental enforcement company is nearing its end with in excess of 3900 Fixed Penalty Notices (FPN) issued (July '16-March'17). An outcome on the impact and success of the pilot will be assessed once complete and a decision made on the option to formally contract out the enforcement of litter and dog fouling / control offences. Informal consultation with elected members and approval from Cabinet has taken place on the introduction of a Public Space Protection Order (PSPO) to provide the enforcement team with powers to further enforce fouling and dog control offences. The introduction of this PSPO will allow the enforcement team to enforce dog exclusion zones to prevent fouling offences occurring in sensitive areas such as children's play grounds or sports pitched.

Last Updated: 13-Jun-2017

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.1.1.2M01 (THS/012) - The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	4.02	3.35	↑	7	 GREEN


**Lead Officer:** Barry Wilkinson - Highways Networks Manager  
**Reporting Officer:** Ian Bushell - Technical and Performance Manager  
**Aspirational Target:** 8.00  
**Progress Comment:** Scanner Surveys of road conditions took place in September 2016 and findings made available to the Council in November 2016. These results again show a slight improvement overall on the previous years figures.  
 Last Updated: 13-Jun-2017


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance 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	N/A	12.5	 GREEN


**Lead Officer:** Stephen Jones - Chief Officer - Streetscene and Transportation  
**Reporting Officer:** Sam Tulley - Road Space Manager  
**Aspirational Target:**  
**Progress Comment:** The average performance for the year has outturned at 15 % exceeding the set target of 12.5%. The inspections undertaken have a three fold effect in ensuring standards for reinstatements are consistently high throughout Flintshire, reduction in repeat reinstatements which reduces the frequency and duration of roadworks on our networks and reduction in the need for site revisits.  
 Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
-----------	----------------------	--------	-----------------------------	--------	-----------------

Page 123

IP7.1.1.3M01 Road safety initiatives to reduce the risk of collisions of high risk groups: Older drivers	24	34	↑	27	 GREEN
<p><b>Lead Officer:</b> Anthony Stanford - Highways Strategy Manager  <b>Reporting Officer:</b> Lee Shone - Road Safety Officer  <b>Aspirational Target:</b>  <b>Progress Comment:</b> 34 completed for the year against a target of 27. There was an increase in final figures in quarter 4 due to a change in local advertising. During this period an advert was placed in a free county wide newspaper as opposed to previous quarters where the advert was placed in a newspaper which attracted a purchase charge.</p> <p>Last Updated: 26-May-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.1.1.3M02 Road safety initiatives to reduce the risk of collisions of high risk groups: Newly qualified young drivers	43	29	↓	44	 RED
<p><b>Lead Officer:</b> Anthony Stanford - Highways Strategy Manager  <b>Reporting Officer:</b> Lee Shone - Road Safety Officer  <b>Aspirational Target:</b>  <b>Progress Comment:</b> The yearly total of 29 shows an increase in the latter half of the year due to the actions undertaken following advice from the Young Persons Steering Group. 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 group is continuing to consider alternative promotions with Flintshire to support any actions in an attempt to increase uptake.</p> <p>Last Updated: 16-May-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.1.1.3M03 Road safety initiatives to reduce the risk of collisions of high risk groups: Motorcyclists	63	65	↑	63	 GREEN

**Lead Officer:** Anthony Stanford - Highways Strategy Manager  
**Reporting Officer:** Lee Shone - Road Safety Officer  
**Aspirational Target:**  
**Progress Comment:** Welsh Government funding has been secured for BikeSafe Motorcycle Training for residents of Flintshire. The BikeSafe workshop explores the main riding hazards that a motorcyclist may encounter by delivering theory presentations and observed rides. A BikeSafe workshop will help motorcyclists discover their strengths and weaknesses and how to further develop their road skills. In addition to the BikeSafe workshop, a First Bike On Scene (FBOS) First Aid for Riders course is available to residents of Flintshire. Scooter Safe and Small Capacity motorcycle training is also available. The figure of 65 is the cumulative total for the year including residents from outside the area who undertake the training within North Wales. This cross-border agreement caters for both residents and visitors who utilise the scenic routes across North Wales helping to reduce the number of accidents in the County for this high risk group.

Last Updated: 11-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.1.1.4M01 Number of community transport "hubs" developed within available funding	No Data	1	N/A	N/A	N/A

**Lead Officer:** Stephen Jones - Chief Officer - Streetscene and Transportation  
**Reporting Officer:** Katie Wilby - Transportation and Logistics Manager  
**Aspirational Target:**  
**Progress Comment:** Community transport has been introduced in the Higher Kinnerton area and close communication with the community is ongoing to ensure the success and sustainability of the scheme. Extensive work has been carried out within the communities, officers have attended Community Council meetings, organised and completed numerous drop in sessions within the communities to develop community transport schemes. Several community transport schemes have been identified and several schemes are due to commence in 2017/18. Promotion of the schemes and close working with communities has enabled innovative schemes to be identified and developed.

Last Updated: 01-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.2.1.3M01 (EEF/LM1) Carbon reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non-domestic portfolio)	1.14	No Data	N/A	5	

**Lead Officer:** Andrew Farrow - Chief Officer - Planning and Environment  
**Reporting Officer:** Paul Kindlin - Energy Conservation Building Surveyor  
**Aspirational Target:**  
**Progress Comment:** Final figures will not be available until June/July 2017 due to the number of buildings that require DEC's and the complexity of calculating the ratings.  
 Last Updated: 16-May-2017

**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	↔	Closed
<p><b>Potential Effect:</b> Deterioration of the condition of highways in Flintshire.  <b>Management Controls:</b> 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.  <b>Progress Comment:</b> Preventative and corrective work has been completed across a number of improvement and maintenance schemes of the highest ranked sites within the network as planned, in accordance with received funding.</p> Last Updated: 26-May-2017						

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:** Work is ongoing with Welsh Government and regional partners through the Local, Regional and National Transport Plans looking at transport interventions such as integrated ticketing, quality partnerships, vehicle quality standards, infrastructure improvements and development of alternative services such as community based transport services.  
 Last Updated: 01-Jun-2017




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:** Work is ongoing to make existing services more sustainable and provide support for the bus industry in partnership with Welsh Government with a Bus Summit held on 23.01.2017. The Bus Summit was facilitated by Welsh Government and aimed to bring together industry users, providers, and policy makers in devising a forward looking sustainable strategy for the bus industry in Wales.  
 Existing supported bus services are operating within current financial levels for 2016-2017.  
 Last Updated: 01-Jun-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of the Single Environment Grant.	Andrew Farrow - Chief Officer - Planning and Environment		Amber	Amber	↔	Open

**Potential Effect:** Potential reduction in future service provision  
**Management Controls:** Following initial Welsh Government projections for the grant this is now being raised as pressure for 2017/18.  
**Progress Comment:** Reduction of the Single Environment Grant remains a risk as Welsh Government have continued with a reduced settlement for 2017-18. This has been raised as a budget pressure for 2017-18.  
 Last Updated: 19-May-2017

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				Open
<p><b>Potential Effect:</b> Decreasing income from resale of recyclates. Increased infraction charges. Carbon reduction targets not met.</p> <p><b>Management Controls:</b> 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><b>Progress Comment:</b> Recycling tonnages have improved on the previous year. A Countywide education campaign was carried out prior to Christmas to inform residents of an increase in the range and type of materials we collect. Further food specific campaigns are planned for March. This will continue to be monitored given the increase in what can be recycled and that the public are becoming more aware of the range of materials that can now be collected.</p> <p>Q4. Following the countywide education campaign prior to Christmas Flintshire residents have been presenting the additional range of recycling materials at the kerbs side for collection. This uptake will be continually monitored and will aid in sustaining the improved recycling tonnages into the coming year.</p> <p>The food specific campaign programmed for March '17 did not take place.</p> <p>Last Updated: 02-Jun-2017</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					Open
<p><b>Potential Effect:</b> Unable to generate power through FCC controlled renewables sources. Continue to pay market prices for energy.</p> <p><b>Management Controls:</b> Continue to review the availability of sites.</p> <p><b>Progress Comment:</b> A list of potential sites has been generated in partnership with the Green Growth Wales team, these are being reviewed and a programme for each will established during 2017-18.</p> <p>Last Updated: 19-May-2017</p>						

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:** Grant availability continued to be monitored throughout 2016-17 and a capital bid to potentially address flood risk schemes was also developed. The Mold scheme has been raised as a potential National Development Framework project which will provide greater strength when seeking capital. A review of the permitted Mold scheme is also in progress.




Last Updated: 19-May-2017

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	Yellow	↓	Open

**Potential Effect:** Flood schemes will not be delivered  
**Management Controls:** Review our approach to funding capital projects  
**Progress Comment:** The customer expectation (which is improving) is that flood risk can be eliminated or managed through the delivery of flood alleviation schemes by the Local Authority. This may not always be possible due to technical, environmental, financial or other constraints. Potential schemes must be able to demonstrate positive benefit cost ratios and then be considered and prioritised on a national risk based approach. Considering the current pressures on public funding, the money available for addressing flood risk is unlikely to be adequate and pressures will only increase with the rising future risk brought about by further development and a changing climate. As such flood risk management and local resilience will need to be improved by everyone working together and by those at risk from flooding taking responsibility to protect and help themselves.



Last Updated: 19-May-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
------------	--------------	---------------------	---------------------	---------------------	-------------	-------------

Environmental crime programmes are not supported by the public and employees.	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager				Open
<p><b>Potential Effect:</b> Continued problems with littering, graffiti and loss of environmental quality</p> <p><b>Management Controls:</b> Monitor the effectiveness of projects and clarify the purpose of schemes prior to implementation.</p> <p><b>Progress Comment:</b> Quarter 4- The introduction of a specialist environmental enforcement contractor is nearing the end of a year-long pilot. Since July, in excess of 3900 Fixed Penalty Notices have been issued (July '16-March'17), 91 of which are for dog fouling offences. The anecdotal evidence continues to suggest a reduction in littering and positive support on tackling environmental crime has been received from the community and elected members / Town Community Councils.</p> <p>Last Updated: 06-Jun-2017</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	67.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

An activity plan for 2017 has been developed with a key group of social enterprises that aims to provide leadership and further support to the sector. • The plan includes two specific contracts that will be targeted to the sector. • Business support and dragons den sessions for the sector. • A new business award in business week specific to the social enterprise sector. • The development of a community benefits policy for Flintshire. This is a three year plan which aims to be complete by 31st March 2018 and is currently 2/3rds of the way through and on target.

Last Updated: 26-Apr-2017



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 there is the 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 rating reflects the longer-term nature of achieving this outcome.



Last Updated: 04-May-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
--------	--------------	--------	------------	----------	------------	--------------	-------------

8.1.1.3 Ensure community benefit through our commissioning of goods and services and their impact	Arwel Staples - Strategic Procurement Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b> 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. Since the introduction of the new Contract Procedure Rules and use of the Commissioning Form, the inclusion of Community Benefits in individual tender projects is increasingly being adopted.</p> <p>Last Updated: 03-Feb-2017</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	90.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> Leisure and Libraries, Facility Management and Social Care Work Opportunities had the final implementation plans agreed at Cabinet during December 2016 and March 2017. Set up of each of the new delivery models is planned as follows: • Facilities Management on the 1st May 2017 • Libraries and Leisure on the 1st July 2017 • Social Care Learning Disability Service on the 3rd July</p> <p>Last Updated: 04-May-2017</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	70.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> For 2016/17 we have ten Community Asset Transfers that are either complete or nearing legal completion (plus an additional 3 that are not quite at this stage but will be soon and an additional 2 that have been completed with schools and communities as Transfer of Control Agreements rather than Asset Transfers, if these are included it makes a total of 15 in 2016/17). To support existing transfers four monitoring visits have been completed with the remainder planned early in 2017/18. This is a three year plan which aims to be complete by 31st March 2018 and is currently two thirds of the way through and on target.</p> <p>Last Updated: 04-May-2017</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 been involved in a number of workstreams during the year with the aim of ensuring that the Armed Forces community are not disadvantaged when accessing Council services. These have included a refresh of the Steering group which has active engagement from our Armed Forces partners and a review of our action plan to ensure that it captures the workstreams and their impact. In addition Flintshire has been awarded the Ministry of Defence's Bronze award of Employee Recognition Scheme and is pursuing the Silver award. Flintshire has also played an active role in preparing for regional funding (Covenant Fund 2016) that has been made available from the Ministry of Defence. This funding will support two 2 year co-ordinator positions working across six authorities, concentrating on website development and engagement with the Armed Forces community. The regional group has been notified that the application has been successful. The green status reflects that although this work cannot deliver the full intended impact within a single year; there has been successful progress throughout the year. The successful recruitment of the co-ordinators will support future delivery of the Covenant's objectives.

Last Updated: 03-Apr-2017



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	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

**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. Q3) Corporate financial stewardship efficiencies were approved by Council on 6th December 2016 with the final stage 3 report considered and approved by Cabinet on 14th February 2017.

Last Updated: 22-Feb-2017



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 was 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: 22-May-2017



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

Page 124

**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. The relocation of services from phase 4 to phases 1 and 2 has freed up an additional 3571 square metres within County Hall. The cumulative total vacated space is 5579 square metres.

Last Updated: 16-May-2017



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	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

During the year progress has been made in delivering purchasing efficiencies through the use of regional and national procurement collaborations as a result of working with the National Procurement Service as well as identifying joint collaborative opportunities with Denbighshire CC. However further on-going monitoring will be required to ensure efficiencies continue going forward. The implementation roll-out of e-procurement solutions across the Council has been delayed due to resource capacity issues as a result of long-term sickness absence to a key member of the Team. However, the largest spend service areas have continued to engage and make use of the Proactis Portal for day to day tendering activities. This has resulted in greater compliance with the Contract Procedure Rules as well as delivering process efficiencies.



Last Updated: 26-May-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The new Customer Service Strategy has been approved by Cabinet and sets out the Council’s plan to transform customer access to Council services over the next five years; this will include a review of how customers currently access Council services and opportunities to modernise all face to face, telephone and digital access channels. The number of online digital transactions increased with 11,142 customers choosing to correspond with the Council online via the website. There was also a 19% increase in the number of people using the Council’s website. Customer Support Services continue to work closely with ICT to prioritise services for transformation.

Last Updated: 13-Jun-2017

## Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.1M01 The number of new social enterprises developed	5	11	↑	3	 GREEN
<p><b>Lead Officer:</b> Ian Bancroft - Chief Officer - Organisational Change 1  <b>Reporting Officer:</b> Mike Dodd - Social Enterprise Development Lead Officer  <b>Aspirational Target:</b> 3.00  <b>Progress Comment:</b> Holywell Leisure Centre, Toe to Toe, Connah's Quay Nomads have formed a new social enterprise to take on Connah's Quay Youth Centre and Buckley Boxing Club has formed a new social enterprise to take on Bistre Youth and Community Centre. Flintshire Counselling established to provide affordable counselling services to citizens who cannot access mainstream provision. Beyond the Boundaries, a beauty salon developed specifically to create work and training opportunities for young people with disabilities. Emotional Learning Foundation, aims to fundamentally change the way in which education is delivered with primary schools in order to educate young people to accept and deal with their emotions, both positive and negative. Art and Soul Tribe have developed to address the issue of bullying and use an alternative Fashion show to convey their messages. Cambria Band provide the opportunity for local people to learn to play instruments and become involved with social activities relating to the celebration of local events and activities. Pepperpot Childcare, this will be an inclusive wrap around childcare venture operating in Deeside. It will create 19 jobs, as well as training and work placement opportunities. Trelogan Community Centre, manage a community building in the centre of the community for the benefit of local residents</p> <p>Last Updated: 16-May-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.1M02 The number of social enterprises supported to thrive and prosper (support meetings held with Social Enterprises)	12	24	↑	7	 GREEN

**Lead Officer:** Ian Bancroft - Chief Officer - Organisational Change 1  
**Reporting Officer:** Mike Dodd - Social Enterprise Development Lead Officer  
**Aspirational Target:**  
**Progress Comment:** A wide range of business support, advice and guidance has been provided to 24 social enterprises operating within Flintshire over the last year, the beneficiaries of this support are:

- Holywell Leisure Centre
- Toe to Toe
- Connah's Quay Nomads
- Buckley Boxing Club
- RainbowBiz
- West Flintshire Community Enterprises
- Groundwork North Wales
- Flintshire Counselling CIC
- Mold Rugby Club
- The Clocktower
- Beyond the Boundaries CIC
- Emotional Learning Foundation CIC
- Amser Babi Cymraeg
- BREW
- Parkfields community Centre
- Neighbourhood Economics
- Art and Soul Tribe CIC
- Cambria Band CIC

Last Updated: 16-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.2M01 Number of volunteers directly placed into volunteering placements	541	548	↑	N/A	<b>N/A</b>

**Lead Officer:** Ian Bancroft - Chief Officer - Organisational Change 1  
**Reporting Officer:** Ian Bancroft - Chief Officer - Organisational Change 1  
**Aspirational Target:**  
**Progress Comment:** Flintshire Local Voluntary Council directly placed at least 548 individuals into new placements in 2016/17

Last Updated: 25-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.3M01 Percentage of contracts awarded in the financial year over £1m with community benefit clauses included in contract documents	No Data	100	N/A	N/A	N/A

**Lead Officer:** Arwel Staples - Strategic Procurement Manager  
**Reporting Officer:** Arwel Staples - Strategic Procurement Manager  
**Aspirational Target:**  
**Progress Comment:** Since the introduction of the new Contract Procedure Rules (CPR's) and Commissioning Form in November 2016, all projects above £1m should now include Community Benefit clauses. The Commissioning Forms are being reviewed by the Corporate Procurement Team for all projects above £25k therefore the inclusion of Community Benefits in contracts will be increasing.

However, there is still a requirement for officers to comply with the new CPR's and on going monitoring is in place.


Last Updated: 26-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.3M02 Percentage of contracts awarded in the financial year under £1m with community benefit clauses included in contract documents	No Data	100	N/A	N/A	N/A

**Lead Officer:** Arwel Staples - Strategic Procurement Manager  
**Reporting Officer:** Arwel Staples - Strategic Procurement Manager  
**Aspirational Target:**  
**Progress Comment:** Since the introduction of the new Contract Procedure Rules (CPR's) and Commissioning Form in November 2016, all projects below £1m should include Community Benefit clauses where relevant. The number of projects below £1m which include community benefits is determined on a case by case basis. However, as all projects above £25k now require submission of a Commissioning Form it is expected that Community Benefits for low value projects will increase.


There is still a requirement for officers to comply with the new CPR's for which on going monitoring is in place.

Last Updated: 26-May-2017


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.4M01 The level of efficiencies alternative delivery models (ADM's) have supported	0	0	↔	0	 GREEN

**Lead Officer:** Ian Bancroft - Chief Officer - Organisational Change 1  
**Reporting Officer:** Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager  
**Aspirational Target:**  
**Progress Comment:** The alternative delivery models in leisure and libraries, facilities management, and adult social care are due to be established in the year 2017-18, hence no target for actual will be shown this year.



Last Updated: 25-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.4M02 The number of services sustained through delivery via alternative models	0	0	↔	0	 GREEN

**Lead Officer:** Ian Bancroft - Chief Officer - Organisational Change 1  
**Reporting Officer:** Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager  
**Aspirational Target:**  
**Progress Comment:** The alternative delivery models in leisure and libraries, facilities management, and adult social care are due to be established in the year 2017-18, hence no target or actual will be shown this year.  
 Last Updated: 25-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.5M01 The number of public assets transferred to the community	No Data	10	N/A	15	 AMBER

**Lead Officer:** Neal Cockerton - Chief Officer - Organisational Change 2  
**Reporting Officer:** Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager  
**Aspirational Target:**  
**Progress Comment:** For 2016/17 we have ten Community Asset Transfers that are either complete or nearing legal completion (plus an additional 3 that are not quite at this stage but will be soon and an additional 2 that have been completed with schools and communities as Transfer of Control Agreements rather than Asset Transfers, if these are included it makes a total of 15 in 2016/17).  
 Last Updated: 25-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.1M01 Amount of efficiency targets achieved.	10612000	9557000		10521000	 AMBER

**Lead Officer:** Gary Ferguson - Corporate Finance Manager  
**Reporting Officer:** Sara Dulson - Finance Manager  
**Aspirational Target:**  
**Progress Comment:** Total efficiency achieved for 2016-17 is £9.557m against a target of £10.521m which gives an overall achievement of 91% within the financial year. The overall risk status of amber reflects that although this is an improvement on previous years, there is still not 100% achievement.  
 Last Updated: 16-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.2M01 Number of participants in Flintshire Academy Training and Development programme	No Data	868	N/A	N/A	N/A


**Lead Officer:** Heather Johnson - Learning and Development Adviser  
**Reporting Officer:** Andrew Adams - Business Information and Compliance Adviser  
**Aspirational Target:**  
**Progress Comment:** Flintshire Academi refers to a place of study or learning which covers Leadership & Management, general and/or Role specific personal development, Equality and Diversity, Welsh Language, Health & Safety, First Aid, and ICT.

Last Updated: 31-May-2017


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.2M02 Increase percentage of staff that receive an annual appraisal	No Data	65	N/A	N/A	N/A

**Lead Officer:** Sharon Carney - Lead Business Partner  
**Reporting Officer:** Andrew Adams - Business Information and Compliance Adviser  
**Aspirational Target:**  
**Progress Comment:** Ongoing work is carried out to ensure appraisals take place in a timely manner and are recorded on iTrent. Appraisals are also scheduled for future completion.


Last Updated: 26-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.2M03 Percentage of employee turnover (excluding early retirement and voluntary redundancy)	0	12.36	↓	8	 RED

**Lead Officer:** Sharon Carney - Lead Business Partner  
**Reporting Officer:** Andrew Adams - Business Information and Compliance Adviser  
**Aspirational Target:**  
**Progress Comment:** The turnover percentage for the Council during 2016/17 is 12.36%. This shows a decline from the comparative figures for last year (10.64%). This partially due to the inclusion of Community Playworkers and Alternative Service Models which have transferred from the Council.  
 Last Updated: 02-Jun-2017


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance 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.	3	2.62	↑	2.33	 AMBER

**Lead Officer:** Andrew Adams - Business Information and Compliance Adviser  
**Reporting Officer:** -  
**Aspirational Target:** 9.30  
**Progress Comment:** Compared to the same quarter in 2015/16, there has been a significant improvement in the quarterly outturn, (2015/16 – 3.01, 2016/17 – 2.62). This has meant the annual outturn for 2016/17 equates to 9.87. Although the annual outturn did not meet the annual target of 9.30, there still has been significant improvement from the 2015/16 figure (10.30).  
 Please note: totals from previous quarters through the year total to 9.92, due to retrospective absence recordings, the true figure is 9.87.  
 Last Updated: 19-May-2017


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.3M01 The percentage reduction in the floor space (m2) of office accommodation occupied	22	34	↑	25	 GREEN




**Lead Officer:** Neal Cockerton - Chief Officer - Organisational Change 2  
**Reporting Officer:** Lisa McLellan - Asset Manager  
**Aspirational Target:**  
**Progress Comment:** The relocation of services from phase 4 to phases 1 and 2 has freed up an additional 3571 sqm within County Hall. The cumulative total vacated space is 5579sqm which equates to 34% of the baseline figure.  
 Last Updated: 05-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.3M02 Reduction in the running costs of corporate accommodation.	19.9	31	↑	25	 GREEN

**Lead Officer:** Neal Cockerton - Chief Officer - Organisational Change 2  
**Reporting Officer:** Lisa McLellan - Asset Manager  
**Aspirational Target:**  
**Progress Comment:** During this year the running costs of the remaining corporate accommodation was £1,324,861. This equates to a 31% reduction from the baseline figure. So the equivalent figure for 2016/17 is a reduction of £604,139.00.  
 Last Updated: 10-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.3M03 Agile working - desk provision as a percentage of staff (County Hall)	98	87	↑	89	 GREEN

**Lead Officer:** Neal Cockerton - Chief Officer - Organisational Change 2  
**Reporting Officer:** Lisa McLellan - Asset Manager  
**Aspirational Target:**  
**Progress Comment:** Relates to County Hall. The 87% figure denotes a higher achievement than the target figure of 89% and is a result of a desk ratio of 819 desks to 944 staff.  
 Last Updated: 10-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.4M01 Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	1822470	640596	↓	400000	 GREEN

**Lead Officer:** Arwel Staples - Strategic Procurement Manager

**Reporting Officer:** Arwel Staples - Strategic Procurement Manager

**Aspirational Target:**

**Progress Comment:** The annual total efficiency savings target of £400k has been surpassed with a total annualised efficiency savings of £640,596 having been delivered.

Last Updated: 18-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.4M02 Efficiencies achieved through the use of end to end electronic purchasing	200000	No Data	N/A	N/A	N/A

**Lead Officer:** Arwel Staples - Strategic Procurement Manager

**Reporting Officer:** Arwel Staples - Strategic Procurement Manager

**Aspirational Target:**

**Progress Comment:** The E-procurement programme in Value Wales has been discontinued due to Welsh Government (WG) budget cuts. As a result the adoption of the Benefits Realisation Toolkit has not been realised within Flintshire County Council (FCC). We therefore unable to report against this performance indicator.

Last Updated: 26-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.5M01 Increase the number of transactional services online and via the Flintshire app	No Data	50853	N/A	N/A	N/A

**Lead Officer:** Katie Clubb - Community Support Services Manager  
**Reporting Officer:** Rebecca Jones - Customer Services Team Leader  
**Aspirational Target:**  
**Progress Comment:** During 2016-17 the number of digital enquiries i.e. website, e-forms, Mobile App and Live Chat increased each quarter with over 31,000 online enquiries received during the year. The final quarter saw the highest increase with 11,809 enquiries received compared to 7,460 to the previous quarter. Quarter 4 also saw a rise in the number of people browsing the NEW Homes website with 1,421 users choosing to explore Housing opportunities online.

Last Updated: 10-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.5M02 Increase the take-up of online services	No Data	1317256	N/A	N/A	N/A

**Lead Officer:** Rebecca Jones - Customer Services Team Leader  
**Reporting Officer:** Rebecca Jones - Customer Services Team Leader  
**Aspirational Target:**  
**Progress Comment:** In 2016-17 website usage was consistent, over 765,000 people visited Flintshire’s website during the year. On average this equated to over 191,000 visitors each quarter. Over 4.7 million web pages were viewed during the year. There was an increase in the number of users to the Council’s website in Q4. 214,196 users visited the website, with each user visiting on average 2.29 times during the quarter. Over 1.3 million web pages were viewed and this means, website users looked at around 6 pages during their visit to our website.

Last Updated: 10-May-2017

**RISKS**

**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	Amber	Green	↓	Open

**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:** For 2016/17 we have ten Community Asset Transfers that are either complete or nearing legal completion (plus an additional 3 that are not quite at this stage but will be soon and an additional 2 that have been completed with schools and communities as Transfer of Control Agreements rather than Asset Transfers, if these are included it makes a total of 15 in 2016/17). In addition 5 services have now been agreed by Cabinet to progress into 3 Alternative Delivery Models. This demonstrates the capacity and appetite of the community and social sectors to work with the council to sustain important services for local communities.

Last Updated: 26-May-2017




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

**Potential Effect:** Organisational change objectives cannot be met.

**Management Controls:** Careful service and business planning with inclusivity of Trade Union and workforce input.




**Progress Comment:** Detailed work has taken place with staff and trade unions on the asset transfers and the five services that are establishing Alternative Delivery Models. In each case an agreed position has been reached with staff and trade unions which demonstrates their appetite to work co-operatively on this agenda.

Last Updated: 26-Apr-2017

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

**Potential Effect:** New Alternative Delivery Models will see a decrease in income and could be un-sustainable.  
**Management Controls:** Realistic business plans and an increased commercialism of new organisations (e.g leisure and libraries), underpinned by sufficient financial acumen.  
**Progress Comment:** Final diligence on all 5 services establishing ADM's is nearing completion. This has included final market assessments which demonstrate each of the three new ADM's can compete and co-operate in the markets they are entering.

Last Updated: 25-Apr-2017

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:** Final diligence work for each of the three new Alternative Delivery Models shows that the level of public funding available in the foreseeable future is adequate to support the new companies.

Last Updated: 26-May-2017

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					Closed

**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.  
 A number of Training Workshops have been undertaken to promote the new Strategy.  
 The introduction of the Commissioning Form will also facilitate consideration of SME and Third Sector friendly procurement initiatives for individual projects. As a result there should be greater opportunities for the local and third sector markets due to relevant lotting of tenders as well as making tender documents more market friendly.




Last Updated: 18-Apr-2017




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

**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:** Work on Alternative Delivery Models and Community Asset Transfers will result by early 2017 in four new large social enterprises operating in Flintshire. These include: Cambrian Aquatics, Holywell Leisure Centre, Flintshire Leisure and Libraries, HF Trust. These organisations strengthen the social enterprise sector in Flintshire and will enable through their learning and sharing of co-operative practice the sector to deal with issues in early stages of social enterprise start up. This will add to the work of the social enterprise sector working group which has a plan to support the sector during 2017.

Last Updated: 26-May-2017

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
<p><b>Potential Effect:</b> New social enterprises are not sustainable and go into liquidation</p> <p><b>Management Controls:</b> 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.</p> <p><b>Progress Comment:</b> Monitoring of Community Asset Transfer (CAT) achievements in their first year has started. This includes meeting with each organisation discussing their financial situation and achievement of community benefits. At this stage no significant risks of failure has been identified.</p> <p>Last Updated: 15-May-2017</p>						

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	Sara Dulson - Finance Manager				Open
<p><b>Potential Effect:</b> The Council does not have sufficient funding to meet it's priorities and obligations.</p> <p><b>Management Controls:</b> i) The Council's Medium Term Financial Strategy and efficiency programme. National negotiations on local government funding.</p> <p><b>Progress Comment:</b> The Final Local Government Settlement for 2017/18 has since been received and is more favourable than the figure projected within the forecast. The annual budget for 2017/18 has now been set. The risks remain high for future budget years.</p> <p>Last Updated: 24-Apr-2017</p>						

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					Open

**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. Reductions in workforce are carefully planned and costed. Succession planning considerations are taken into account where relevant before decisions are taken.  
**Progress Comment:** Organisational change programmes are broadly on time and on budget.  
 Last Updated: 01-Jun-2017

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	Yellow	↔	Open

**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.  
 However actual benefits to the Council from the NPS framework agreements is varied, therefore further monitoring of actual benefits is required going forward. Further meetings have been held with the National Procurement Service to develop an Action Plan to determine if tangible efficiencies can be obtained from collaborative framework agreements already delivered.  
 Last Updated: 18-Apr-2017

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



**Potential Effect:** Targeted efficiencies to be achieved through people switching to accessing services will not be met.

**Management Controls:** Connects will promote and assist with self-service for to enable a full digital shift.

**Progress Comment:** The new Customer Service Strategy has been approved by Cabinet and sets out the Council's plan to transform customer access to Council services over the next five years; this will include a review of how customers currently access Council services and opportunities to modernise all face to face, telephone and digital access channels. In quarter 4, the Council continued to see the number of online digital transactions rise with 11,142 customers choosing to correspond with the Council online via the website. There was also a 19% increase in the number of people using the Council's website. Customer Support Services continue to work closely with ICT to prioritise services for transformation.

Last Updated: 10-May-2017

This page is intentionally left blank



## CABINET

<b>Date of Meeting</b>	Tuesday, 20 <sup>th</sup> June 2017
<b>Report Subject</b>	Flintshire County Council's response to the Welsh Government A55/A494/A548 Deeside Corridor Consultation Document
<b>Cabinet Member</b>	Cabinet Member for Streetscene and Countryside
<b>Report By</b>	Chief Officer (Streetscene And Transportation)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

In their National Transport Finance Plan which was published in July 2015, Welsh Government stated their intention to develop a scheme to improve the A55/A494/A548 Deeside Corridor. The A55 and A494 both form part of the National Trunk Road network and are owned and maintained by Welsh Government.

The A55/A494/A548 corridor currently carries more traffic than it was designed for which results in regular congestion along the route which in turn has a significant detrimental impact on the Council's own Highway Network. The current route is below modern standards with some of the junctions having slip roads that are too short or too close to each other with poor or restricted visibility.

A consultation process is being undertaken by Welsh Government which began in March 2017 on two possible options to improve this key route into North Wales from England. The closing date for the responses was Monday 5th June 2017 however, due to the impact of the Local Elections and the temporary suspension of Cabinet and other official Council meetings, a formal Council response could not be provided within this deadline. A request has been made by the Council to Welsh Government for the consultation closing date to be extended in order that the response can be considered by both Scrutiny and Cabinet, prior to submission.

### RECOMMENDATIONS

1.	That Cabinet approves the Council's own options appraisal for the two proposed routes (shown in <b>Appendix 1</b> ) and the proposed formal Council response to the WG consultation shown in <b>Appendix 2</b>
----	--

## REPORT DETAILS

1.00	BACKGROUND TO THE CONSULTATION PROCESS
1.01	<p>Welsh Government (WG) is currently undertaking a period of consultation on two options to improve the A55/A494/A548 Deeside Corridor. A number of Public Consultation Exhibitions have taken place in the local area, which provided residents and businesses with details on the two options that have been developed and assessed by WG.</p> <p>Details on the two routes (The Blue and Red routes) can be found on the WG web-site and a copy of the consultation document is attached to this report - <b>Appendix 3</b>.</p> <p>Any individual or interested group can respond to the consultation document however given the impact of this key route on both the economy and road infrastructure within Flintshire, it was important that a full assessment and comparison of the two routes was undertaken by the Council. The internal study considered the benefits and disadvantages of both options and reached a conclusion on the preferred route to be put forward to WG - from Flintshire County Council's perspective only.</p>
1.02	<p>Previous consultation by WG had set the key Transport Planning Objectives for the project which were as follows:</p> <ol style="list-style-type: none"><li>1. To reduce journey time variability and enhance the transport network resilience of the A55/A494 study corridor to periods of high demand, incidents and maintenance events.</li><li>2. To improve transport connections for businesses within the study area to key economic centres and employment sites</li><li>3. To improve access between employment sites and workforce catchment areas.</li><li>4. To improve the actual and perceived safety and personal security of all transport users along the A55/A494 study corridor.</li><li>5. To improve the permeability across the A55/A494 corridor for non-motorised modes at key points of desire.</li><li>6. To ensure that the study area transport network facilitates necessary national and regional trip movements of people and freight.</li><li>7. To reduce carbon emissions from transport along the A55/A494 study corridor.</li><li>8. To minimise adverse impacts on the human environment including air, noise and light pollution, and landscape and townscape.</li><li>9. To minimise adverse impacts on the natural environment including local air quality, water and soil pollution, and biodiversity impacts.</li><li>10. To maintain and make more efficient use of the existing transport infrastructure along the A55/A494 study</li></ol>

1.03	<p>The A55/A494/A548 study corridor has been assessed using the WelTAG or Welsh Transport Planning Appraisal Guidance procedure. WelTAG was developed by WG and is aimed at ensuring that public sector transport proposals demonstrate the following criteria:</p> <ul style="list-style-type: none"> <li>• A positive contribution to the objectives for transport;</li> <li>• Represent good value for money;</li> <li>• Provides overall economic, social and environmental benefits;</li> <li>• Provides maximum benefit and minimal impact.</li> </ul> <p>There are three main stages of the WelTAG process:</p> <ul style="list-style-type: none"> <li>• The Planning Stage;</li> <li>• Appraisal Stage 1;</li> <li>• Appraisal Stage 2.</li> </ul> <p>WG are currently at the Public Consultation Stage within WelTAG Stage 2 and responses from residents, Local Authorities and any other interested bodies will be carefully considered by WG before further scheme development can be undertaken.</p>
1.04	<p><b>Summary of the proposed Blue Option includes:</b></p> <ul style="list-style-type: none"> <li>• Widening the existing A55/A494 route;</li> <li>• Junction improvements including at Ewloe Interchange;</li> <li>• Parallel link roads;</li> <li>• Removal, modification and improvement of junctions;</li> <li>• 3 lanes in each direction;</li> <li>• Approximate length 9.8km;</li> </ul> <p><b>Summary of the proposed Red Option includes:</b></p> <ul style="list-style-type: none"> <li>• Increased capacity along the existing A548;</li> <li>• A new road between the A55 and A548;</li> <li>• Modification and improvement of junctions;</li> <li>• 2 lanes in each direction;</li> <li>• Approximate length 13.0km – partly online improvement and partly new alignment</li> </ul> <p>Both Options will contain facilities for non-motorised network users, consideration for the local landscape, ecological requirements and human environmental factors.</p>
1.05	<p>The renewal of the A494 Dee Bridge is considered to be a separate scheme and any improvement work to this structure will be carried out independently of the outcome of the WelTAG Stage 2 assessment for the Blue and Red route options.</p>
1.06	<p>Whilst the outcome of Flintshire County Councils Option Appraisal favoured the Red Route, there are a number of elements which were included within the Blue Route Option that the internal study concluded would significantly improve the overall network by their inclusion in the final design layout for the overall project.</p>

	The internal study therefore recommended that the final decision should not be a final choice of 'one options over another' but should be a hybrid of the two options which would include key improvements along the route, taken from both of the two options.
1.07	The study concluded that this wider approach to the improvements on the National Trunk Road Network are essential if this 'once in a generation' improvement is to provide full benefit for the residents and road users within Flintshire and provide a resilient Gateway to Wales for many decades to come.
1.08	A full list of additional improvements suggested from the internal study are shown within the Councils proposed formal response to the WG proposals however the key elements include the following improvements: <ul style="list-style-type: none"> <li>• Additional 'Crawler Lane' along the incline West bound section of the A55 towards Halkyn.</li> <li>• The existing A494 to remain within the Trunk Road Network on completion of the Red Route in order to provide network resilience.</li> <li>• The inclusion of some of the environmental and safety measures along the Aston Hill section of the existing A494, which were detailed within the Blue Route Option</li> <li>• Amendments to the priority, design and capacity of Ewloe interchange.</li> </ul>
1.09	WG have agreed to extend the closing date for receipt of the Councils response to July 7 <sup>th</sup> 2017.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The scheme will be funded by WG.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	A full consultation process has been undertaken by WG.
3.02	Flintshire County Council's response has been shared with the Cabinet Member.
3.03	Flintshire County Council's response to the consultation document has been prepared by Officers from the following Council services: <ul style="list-style-type: none"> <li>• Streetscene and Transportation.</li> <li>• Highway Strategy</li> <li>• Planning</li> <li>• Regeneration</li> <li>• Housing</li> <li>• Pollution Control</li> </ul>

<b>4.00</b>	<b>KEY RISKS AND MITIGATION</b>
4.01	The decision will impact on the local road network and will have a positive impact on the economy of the County through improved transport links.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – FCC’s Options Appraisal Appendix 2 – Response and preferred option Appendix 3 – WG Consultation document

<b>6.00</b>	<b>LIST OF ACCESSIBLE DOCUMENTS</b>
6.01	<b>Contact Officer:</b> Stephen O Jones <b>Telephone:</b> 01352 704700 <b>E-mail:</b> stephen.o.jones@flintshire.gov.uk

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	None.

This page is intentionally left blank



## Flintshire County Council

### Appendix 1 – FCC Options Appraisal on the Welsh Government A494/A55/A548 Corridor, Red / Blue option consultation process

Consideration Area	Red Route	Blue Route
Economy and Regeneration Potential	<p><b>Positives</b></p> <ul style="list-style-type: none"> <li>○ Improved access and marketability of DIP</li> <li>○ Enhanced connectivity for local businesses – improves the long term viability and attractiveness of the area to local, national and international investors</li> <li>○ Improved visibility of profile for businesses already located on DIP</li> <li>○ Improving capacity of interchanges on the existing A548 will reduce congestion on DIP.</li> <li>○ The Red Route option provides improved access to the A548 and opens opportunities for regeneration in the areas both north and south of the estuary and provides improved links to Mostyn Docks.</li> <li>○ Provide the opportunity to link Flint into the Deeside Regeneration Area</li> <li>○ Allows Flintshire Bridge to become a national asset rather than a Flintshire asset and will maximise the benefit of this iconic structure.</li> <li>○ Opens up the potential of a Road/Rail link to the Wrexham to Bidston line north of DIP and the provision of a new station facility (Deeside</li> </ul>	<p><b>Positives</b></p> <ul style="list-style-type: none"> <li>○ Improves access to the Trunk Road network for businesses along the existing route.</li> <li>○ Improved Trunk Rd network access for the Sandycroft / Broughton corridor and Airbus.</li> <li>○ Reduced congestion on strategic network will benefit local business and Industrial park.</li> <li>○ No direct impact on DIP during construction.</li> </ul> <p><b>Negatives.</b></p> <ul style="list-style-type: none"> <li>○ Provides little resilience during periods of disruption.</li> </ul>

	<p>Parkway). This will improve access into the DIP.</p> <ul style="list-style-type: none"> <li>○ Increase the visitor/tourism economy to the north of the Flintshire.</li> </ul> <p><b>Negatives</b></p> <ul style="list-style-type: none"> <li>○ Disruption on DIP (A548) during construction period with congestion and short term delays.</li> <li>○ Impact on the Rural economy South of the estuary.</li> </ul>	
<p>Environmental Impact</p>	<p><b>Positives</b></p> <ul style="list-style-type: none"> <li>○ Reduced impact of noise and air quality along proposed route due to low population density south of the estuary.</li> <li>○ Opportunity for a truck stop on Public land within DIP removing ASB along A55 corridor.</li> </ul> <p><b>Negatives</b></p> <ul style="list-style-type: none"> <li>○ Loss of Green Barrier</li> <li>○ No noise barrier protection on Aston Hill</li> <li>○ Ecology, habitat and species impacts including air quality, River Dee crossing, hedgerow, trees and shrub impacts</li> <li>○ Direct loss of/impact on ancient woodland and associated ancient meadow</li> </ul>	<p><b>Positives</b></p> <ul style="list-style-type: none"> <li>○ Short term reduction in noise levels adjacent to Aston Hill due to proposed noise barriers</li> <li>○ Improved air quality due to realignment</li> </ul> <p><b>Negatives</b></p> <ul style="list-style-type: none"> <li>○ Long term local increases in noise levels adjacent to Aston Hill as traffic volumes increase above current levels.</li> <li>○ Long term local increases in air quality as traffic volumes increase above current levels.</li> </ul>
<p>Transport Impact and Road Safety Including Active</p>	<p><b>Positives</b></p>	<p><b>Positives</b></p>

<p>Travel impact</p>	<ul style="list-style-type: none"> <li>○ Improved resilience of the key road network into Wales offering alternative routing and increased capacity, and quicker journey times</li> <li>○ Reduced impact on local road network in period of disruption - offers further route choice in the event of a major incident on the network</li> <li>○ Improved access to DIP from N Wales</li> <li>○ Completes circular carriageway around Deeside Corridor – potential to reroute traffic from the B5129</li> <li>○ Will reduce the traffic movements through Holywell and Flint seeking to travel from A55 to A548 or the opposite direction.</li> <li>○ Greatly compliments intermodal transport possibilities within the DIP including the provision of interconnected active travel measures.</li> <li>○ Creates a high profile strategic gateway into North Wales and Flintshire.</li> </ul> <p><b>Negatives</b></p> <ul style="list-style-type: none"> <li>○ Disruption during periods when Flintshire Bridge closes for high winds</li> <li>○ No benefit to A55 West bound traffic without improvements to Ewloe interchange.</li> </ul>	<ul style="list-style-type: none"> <li>○ Improved safety on Aston Hill due to junction changes</li> <li>○ Improved infrastructure in the Aston area for local traffic movements</li> </ul> <p><b>Negatives</b></p> <ul style="list-style-type: none"> <li>○ Lack of resilience – high impact of local network during periods of disruption on the network e.g. RTA</li> </ul>
<p>Impact During Construction Period</p>	<p><b>Positives</b></p> <ul style="list-style-type: none"> <li>○ Significant levels of work will be off line with minimal</li> </ul>	<p><b>Positives</b></p> <ul style="list-style-type: none"> <li>○ Construction work will be over a limited section of the</li> </ul>

	<p>disruption.</p> <p><b>Negatives</b></p> <ul style="list-style-type: none"> <li>○ Extensive disruption during the construction of the two tie in points.</li> </ul>	<p>network.</p> <p><b>Negatives</b></p> <ul style="list-style-type: none"> <li>○ Long term delay delays during full period of construction</li> </ul>
Society & Social Inclusion	<p><b>Positives</b></p> <ul style="list-style-type: none"> <li>○ Reduces the impact of the community barrier which is currently created by the trunk road running through the Aston and Queensferry communities.</li> </ul> <p><b>Negatives</b></p> <ul style="list-style-type: none"> <li>○ Creates community barrier and impacts on the communities between Oakenholt and the existing A55</li> </ul>	<p><b>Positives</b></p> <ul style="list-style-type: none"> <li>○ Impact concentrated in one area rather than both the affected areas of the alternative route.</li> </ul> <p><b>Negatives</b></p> <ul style="list-style-type: none"> <li>○ A six lane urban motorway will exacerbate the existing barrier between communities along the residential area of Aston and Queensferry.</li> </ul>
Equality, Diversity & Human Rights	<p><b>Positives</b></p> <ul style="list-style-type: none"> <li>○ No variance in the impact for either scheme</li> </ul> <p><b>Negatives</b></p> <ul style="list-style-type: none"> <li>○ No variance in the impact for either scheme</li> </ul>	<p><b>Positives</b></p> <ul style="list-style-type: none"> <li>○ No variance in the impact for either scheme</li> </ul> <p><b>Negatives</b></p> <ul style="list-style-type: none"> <li>○ No variance in the impact for either scheme</li> </ul>

## Flintshire County Council

### Welsh Government A494/A55/A548 Corridor, Red / Blue option consultation process

#### Appendix 2 - Flintshire County Councils Response

Flintshire County Council considers that on balance, the most beneficial route to the Council and North Wales would be the Red Route Option on the following basis:

- The red route offers both strategic long term network improvements and opportunities for modal inter-connectivity, as well as providing for improved economic and social connectivity and benefits locally.
- The route would provide improved network resilience and transport security by the provision of a second gateway into Wales. It would also reduce the impact on the Local Highway Network during periods of disruption on the Trunk Rd Network.
- There would be a significantly reduced impact on both the Local and Trunk Road network during the construction period – The Blue Route option will involve traffic interruption and diversions over the full period of the construction work, rather than the significantly shorter period of disruption required whilst the two tie in sections are completed for the Red Route option.
- The Red Route option will remove the significant long term maintenance risks associated with Flintshire County Councils continued ownership of Flintshire Bridge.
- The Red Route option provides improved access to the A548 and opens opportunities for regeneration in the areas both north and south of the estuary and provides improved links to Mostyn Docks.
- The proposals will provide a complete circulatory 'outer ring road' of the B5129 Deeside Corridor and will have positive impact on traffic levels and subsequent congestion levels along this key corridor.
- The improved capacity of the interchanges (by the provision of grade separated junctions along the new route) will improve access from/to DIP and reduce the congestion at the current access points onto the A548 from the park.
- The route will improve the business case for the development of the key Rail/Road infrastructure at the proposed Deeside Parkway station within DIP.
- The route provides the opportunity for a new Truck Stop on existing public land within DIP. This will reduce the level of ASB associated with truck parking along the existing A55 corridor.
- The route provides an improved "Gateway to Wales" experience for visitors and businesses.
- The route removes the through traffic and a significant number of LGV vehicles from the residential area of Aston/Garden City/Deeside.

**The Council considers that in order to maximise benefit from the overall project, the following additional elements (some of which are contained within the Blue Route option) should also be included within the final proposals.**

- There should be some limited junction realignment and rationalisation, together with the provision of a short section of service road, along the existing route along Aston Hill. This will improve road safety on this key section of the alternative route.
- The provision of the proposed noise barriers along Aston Hill should continue in line with the proposals contained within the Blue Route option – this will provide some noise protection for residents from the existing route traffic, particularly during periods of disruption on the main route over Flintshire Bridge.
- Remodelling of Ewloe Interchange to provide additional capacity and priority to traffic from the A55 (from the Chester direction). This will remove the regular west bound peak delays at this interchange and improve the safety of the existing Ewloe interchange.
- The existing A494 route should continue to be designated as a Trunk Road in order to provide resilience to the national road network into Wales.
- There will be a need for careful design considerations for the proposed grade separated interchange at Northop - where the two routes will converge. The new arrangement needs to ensure that there is sufficient capacity to deal with the traffic flows from both the existing A55 and the new route over Flintshire Bridge, without causing the delays which currently occur at Ewloe.
- Hard shoulders should be provided along as much of the proposed route as possible in order to provide refuge for vehicles in the event of emergency, without creating delays for other road users.
- The existing 50mph on Aston Hill should remain in force to encourage through traffic to utilise the new route.
- With either solution there is a significant risk that the gradient on the West bound carriageway (before the Halkyn interchange) will cause delays which will result in traffic tailbacks similar to those created by Aston Hill. A crawler lane is therefore required for the West Bound traffic along the length of the hill.
- The non-standard junctions on the North and South Bound A55 carriageway in the Halkyn and Northop areas should be improved or closed on the grounds of safety.
- Improved Tourism signage (Brown signs) should be provided for all attractions in the east of Wales e.g. Talacre, Hollywell etc.
- Measuring and mitigating the environmental impacts by use of defra's Biodiversity Offsetting Metric to deliver biodiversity benefits in a measurable way.

# Gwelliannau i'r A55 / A494 / A548 Coridor Glannau Dyfrdwy Ymgynghoriad 13 Mawrth – 5 Mehefin 2017

## A55 / A494 / A548 Deeside Corridor Improvement Consultation 13th March – 5th June 2017



Llywodraeth Cymru  
Welsh Government



Lleoliadau'r Arddangosfa	Exhibition Venue Locations	Date	Opens	Closes
Clwb Cymdeithasol Ewloe, Ffordd yr Wyddgrug, Ewloe, Glannau Dyfrdwy, Sir y Fflint CH5 3AU	Ewloe Social Club Mold Rd, Ewloe Deeside Flintshire CH5 3AU	Dydd Mawrth 21 Mawrth Tuesday 21st March	10:00am	8:00pm
		Dydd Mercher 22 Mawrth Wednesday 22nd March	10:00am	8:00pm
Coleg Cambria / Coleg Glannua Dyfrdwy (Celstryn), Ffordd Celstryn, Cei Conna, Glannau Dyfrdwy, Sir y Fflint CH5 4BR	Coleg Cambria - Deeside Kelsterton Road, Connah's Quay Deeside Flintshire CH5 4BR	Dydd Iau 23 Mawrth Thursday 23rd March	10:00am	8:00pm
		Dydd Gwener 24 Mawrth Friday 24th March	10:00am	8:00pm



Nododd Llywodraeth Cymru yn y Cynllun Cyllid Trafnidiaeth Cenedlaethol a gyhoeddwyd ym mis Gorffennaf 2015 y bydd yn datblygu cynllun ar gyfer gwelliannau i'r A55/A494/A548 Coridor Glannau Dyfrdwy. Yn dilyn Arddangosfeydd Gwybodaeth i'r Cyhoedd a gynhaliwyd ym mis Medi 2015, mae Llywodraeth Cymru yn cynnal Arddangosfeydd Ymgynghoriad Cyhoeddus yn yr ardal leol ar y ddau Ddewis (Glas a Choch) sydd wedi cael eu datblygu a'u hasesu ymhellach.

Hoffem gael eich barn am ddau ddewis ar gyfer yr A55/A494/A548 Coridor Glannau Dyfrdwy. Bydd yr Arddangosfeydd Ymgynghoriad Cyhoeddus yn esbonio'r dewisiadau'n fanylach.

### Mae'r llyfryn hwn yn rhoi:

- Manylion am yr Arddangosfeydd Ymgynghoriad Cyhoeddus sydd ar ddod (ar y clawr blaen)
- Gwybodaeth am yr astudiaeth a disgrifiadau o'r dewisiadau gwella trafndiaeth
- Manylion am sut gallwch wneud sylwadau ar y dewisiadau
- Gwybodaeth am y broses a beth fydd yn digwydd nesaf

### Diben yr astudiaeth

- Amlygu'r dewisiadau ar gyfer mynd i'r afael â'r problemau trafndiaeth ar hyd yr A55/A494/A548 Coridor Glannau Dyfrdwy
- Amlygu mesurau a fyddai'n mynd i'r afael â'r problemau hynny
- Ymgynghori'n eang, er mwyn clywed safbwyntiau sydd gan randdeiliaid, pobl leol ac busnesau ar y opsiynau.
- Arfarnu'r dewisiadau ac amlygu'r llwybr a ffeirir

Rydym ni wedi datblygu Amcanion Cynllunio Trafnidiaeth wedi'u seilio ar y problemau a amlygwyd yn ardal yr astudiaeth. Rhoddodd y rhain nodau eglur ar gyfer yr astudiaeth, a ddefnyddiwyd i brofi'r dewisiadau a'r mesurau a amlygwyd gennym.

Mae rhinweddau cymharol pob dewis wedi cael eu harfarnu gan ddefnyddio Arweiniad ar Arfarnu Trafnidiaeth Cymru (WeITAG). Crynhoir canlyniadau'r arfarniad yn y llyfryn hwn a bydd mwy o fanylion amdanynt ar gael yn yr Arddangosfeydd Ymgynghoriad Cyhoeddus.

### Beth fydd yn digwydd os na wnawn ni unrhyw beth?

Rhagwelir y bydd y twf mewn traffig ar hyd y coridor yn cynyddu tagfeydd ac amserau teithio ledled Glannau Dyfrdwy.

The Welsh Government stated in the National Transport Finance Plan published in July 2015 that it will develop a scheme for improvements to the A55/A494/A548 Deeside Corridor. Following on from Public Information Exhibitions held in September 2015, Welsh Government is holding Public Consultation Exhibitions in the local area on the two Options (Blue and Red) that have been further developed and assessed.

We would like your views on two options for the A55/A494/A548 Deeside Corridor. The Public Consultation Exhibitions will explain the options in more detail.

### This brochure provides:

- Details of the forthcoming Public Consultation Exhibitions (on the front cover)
- Information on the study and descriptions of the transport improvement options
- Details on how you can make comments on the options
- Information on the process and what happens next

### Purpose of study

- To identify the options for addressing the transportation problems along the A55/A494/A548 Deeside Corridor.
- To identify measures which would address those problems.
- To consult with stakeholders, local people, and businesses to obtain views on options
- To appraise the options and identify the preferred route

We have developed Transport Planning Objectives (TPOs) based on the problems identified within the study area. These gave clear aims for the study, against which the options and measures we have identified have been tested.

The relative merits of each option have been appraised using the Welsh Transport Planning and Appraisal Guidance (WeITAG). The results of the appraisal are summarised in this brochure and will be available in more detail at the Public Consultation Exhibitions.

### What happens if we do nothing?

The growth in traffic along the corridor is predicted to increase congestion and journey times throughout Deeside.



# Gweithdrefnau i'w dilyn

## Procedures to be followed



Llywodraeth Cymru  
Welsh Government

Aseswyd coridor astudiaeth yr A55/A494/A548 gan ddefnyddio gweithdrefn Arweiniad ar Arfarnu Trafnidiaeth Cymru neu WeITAG.

The A55/A494/A548 study corridor has been assessed using the WeITAG or Welsh Transport Planning Appraisal Guidance procedure.

Datblygwyd WeITAG gan Lywodraeth Cymru er mwyn ceisio sicrhau bod cynigion trafnidiaeth sector cyhoeddus yn dangos y meini prawf canlynol:

WeITAG was developed by the Welsh Government and is aimed at ensuring that public sector transport proposals demonstrate the following criteria:

- Cyfraniad cadarnhaol at yr amcanion ar gyfer trafnidiaeth;
- Gwerth da am arian;
- Buddion economaidd, cymdeithasol ac amgylcheddol cyffredinol;
- Y budd mwyaf a'r effaith leiaf.

- A positive contribution to objectives for transport;
- Good value for money;
- Overall economic, social and environmental benefits;
- Maximum benefit and minimal impact.

Mae tri phrif gam i'r broses WeITAG:

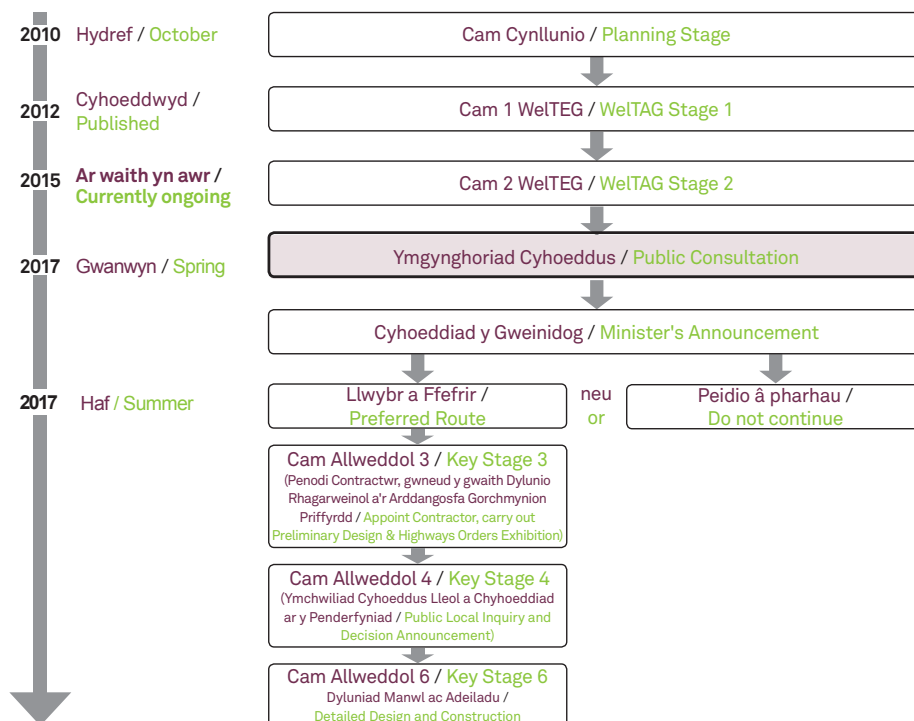
There are three main stages of the WeITAG process:

- Y Cam Cynllunio;
- Cam Arfarnu 1;
- Cam Arfarnu 2.

- The Planning Stage;
- Appraisal Stage 1;
- Appraisal Stage 2.

Rydym ni ar y Cam Ymgynghoriad Cyhoeddus ar hyn o bryd o fewn Cam 2 WeITAG. Bydd ymatebion gennych chi a'ch awdurdodau lleol a chyrrff eraill â buddiant yn cael eu hystyried yn ofalus gan Lywodraeth Cymru a'i Hymgyngorwyr cyn i'r cynllun gael ei ddatblygu ymhellach.

We are currently at Public Consultation Stage within WeITAG Stage 2. Responses from you and your local authorities and other interested bodies will be carefully considered by the Welsh Government and its Consultant before further scheme development.



# Amcanion: Pam rydym ni'n ystyried gwneud gwelliannau i'r A55/A494/A548 Coridor Glannau Dyfrdwy?

## Objectives: Why are we looking at the A55/A494/A548 Deeside Corridor Improvement?



Llywodraeth Cymru  
Welsh Government

Mae mwy o draffig yn teithio ar hyd coridor yr A55/A494/A548 nag y'i dyluniwyd ar ei gyfer, sy'n arwain at dagfeydd rheolaidd. Mae'r coridor islaw safonau modern ac mae ffyrdd ymuno/ymadael rhai o'r cyffyrdd yn rhy fyr neu'n rhy agos i'r ffordd. Mae gwleddedd gwael yn broblem barhaus hefyd.

Datblygwyd Amcanion Cynllunio Trafnidiaeth y Gweinidog ar gyfer y Prosiect hwn gan dîm yr astudiaeth a rhanddeiliaid yn ystod cam Cynllunio WeITAG o adolygiad manwl o'r problemau presennol, er mwyn gwella diogelwch gweithredol.

### Amcanion Cynllunio Trafnidiaeth

1. Lleihau amrywiadau mewn amserau teithio a gwella cydnherthedd rhwydwaith trafniadaeth coridor astudiaeth yr A55/A494 yn ystod cyfnodau prysur, digwyddiadau a gwaith cynnal a chadw.
2. Gwella cysylltiadau trafniadaeth ar gyfer busnesau yn ardal yr astudiaeth i ganolfannau economaidd a safleoedd cyflogaeth allweddol.
3. Gwella mynediad rhwng safleoedd cyflogaeth a dalgyloedd y gweithlu.
4. Gwella diogelwch a diogeldd personol gwirioneddol a chanfyddedig yr holl ddefnyddwyr trafniadaeth ar hyd coridor astudiaeth yr A55/A494.
5. Gwella athreiddedd ar draws coridor yr A55/A494 ar gyfer dulliau difodur mewn mannau allweddol a ddymunir.
6. Sicrhau bod rhwydwaith trafniadaeth ardal yr astudiaeth yn hwyluso teithiau angenrheidiol pobl a nwyddau yn rhanbarthol ac yn genedlaethol.
7. Lleihau allyriadau carbon o drafnidiaeth ar hyd coridor astudiaeth yr A55/A494.
8. Lleihau effeithiau niweidiol ar yr amgylchedd dynol gymaint â phosibl, gan gynnwys llygredd aer, sŵn a golau, ac ar y dirwedd a'r treflun.
9. Lleihau effeithiau niweidiol ar yr amgylchedd naturiol gymaint â phosibl, gan gynnwys ansawdd aer lleol, llygredd dŵr a phridd, ac effeithiau ar fioamrywiaeth.
10. Cynnal a gwneud defnydd mwy effeithlon o'r seilwaith trafniadaeth presennol ar hyd coridor astudiaeth yr A55/A494.

Troednodyn – mae'r Amcanion Cynllunio Trafnidiaeth yn yr holiadur ymgynghori wedi'u crynhoi o Amcanion Cynllunio Trafnidiaeth y prosiect

The A55/A494/A548 corridor experiences more traffic than it was designed for resulting in regular congestion. The corridor is below modern standards with some of the junctions having slip roads that are too short or too close to the road and poor visibility is an ongoing problem

The Minister's Transport Planning Objectives for this Project were developed by the study team and stakeholders during the WeITAG Planning stage from detailed review of the current problems, to improve operational safety.

### Transport Planning Objectives

1. To reduce journey time variability and enhance the transport network resilience of the A55/A494 study corridor to periods of high demand, incidents and maintenance events.
2. To improve transport connections for businesses within the study area to key economic centres and employment sites.
3. To improve access between employment sites and workforce catchment areas.
4. To improve the actual and perceived safety and personal security of all transport users along the A55/A494 study corridor.
5. To improve the permeability across the A55/A494 corridor for non-motorised modes at key points of desire.
6. To ensure that the study area transport network facilitates necessary national and regional trip movements of people and freight.
7. To reduce carbon emissions from transport along the A55/A494 study corridor.
8. To minimise adverse impacts on the human environment including air, noise and light pollution, and landscape and townscape.
9. To minimise adverse impacts on the natural environment including local air quality, water and soil pollution, and biodiversity impacts.
10. To maintain and make more efficient use of the existing transport infrastructure along the A55/A494 study

Footnote – the Transport Planning Objectives (TPOs) in the consultation questionnaire are summarised version of the project TPOs



### Mae'r Dewis Glas yn cynnwys:

- Lledu llwybr yr A55/A494
- Gwelliannau i gyffyrdd, gan gynnwys yng Nghyfnwidfa Ewloe;
- Ffyrdd cyswllt cyfochrog
- Dileu, addasu a gwella cyffyrdd
- 3 lôn i'r ddau gyfeiriad
- Oddeutu 9.8km o hyd

### Mae'r Dewis Coch yn cynnwys:

- Mwy o gapasiti ar hyd yr A548 bresennol;
- Ffordd newydd rhwng yr A55 a'r A548;
- Addasu a gwella cyffyrdd
- 2 lôn i'r ddau gyfeiriad
- Oddeutu 13.0km o hyd – gwella'r un aliniad yn rhannol ac aliniad newydd yn rhannol

Bydd y ddau Ddewis yn cynnwys cyfleusterau ar gyfer defnyddwyr difodur; ystyriaeth o'r dirwedd leol; gofynion ecolegol a ffactorau amgylcheddol dynol.

Mae adnewyddu Pont Dyfrdwy yr A494 yn gynllun ar wahân. Bydd y gwaith hwn yn cael ei wneud yn annibynnol ar ganlyniad asesiad Cam 2 WeITAG o'r Dewisiadau Glas a Choch fel y disgrifir uchod.

Mae 'Symud Gogledd Cymru Ymlaen', a gyhoeddwyd ym mis Mawrth 2017, yn amlinellu gweledigaeth Llywodraeth Cymru ar gyfer rhwydwaith trafniadaeth integredig ar draws Gogledd Cymru a datblygu Metro Gogledd-ddwyrain Cymru. Bydd hyn yn cynnwys datblygu canolfannau trafniadaeth integredig a gwella mynediad i Lannau Dyfrdwy trwy'r rheilffordd.

Mae'r ddogfen hefyd yn amlygu bod Gwelliannau i'r A55/A494/A548 Coridor Glannau Dyfrdwy a Gwelliannau i Bont Dyfrdwy yr A494 wedi cael eu datblygu.

### Blue Option includes:

- Widening the A55/A494 route
- Junction improvements including at Ewloe Interchange;
- Parallel link roads
- Removal, modification and improvement of junctions
- 3 lanes in each direction
- Approximate length 9.8km

### Red Option includes:

- Increased capacity along the existing A548;
- A new road between the A55 and A548;
- Modification and improvement of junctions
- 2 lanes in each direction
- Approximate length 13.0km – partly online improvement and partly new alignment

Both Options will contain facilities for non motorised users; consideration for the local landscape; ecological requirements and human environmental factors

The renewal of the A494 Dee Bridge is a separate scheme. This work will be done independently of the outcome of the WeITAG Stage 2 assessment of the Blue and Red Options as described above.

Moving North Wales Forward' published in March 2017, sets out the Welsh Government's vision for an integrated transport network across North Wales and the development of a North East Wales Metro. This will include the development of integrated transport hubs and improved rail access to Deeside.

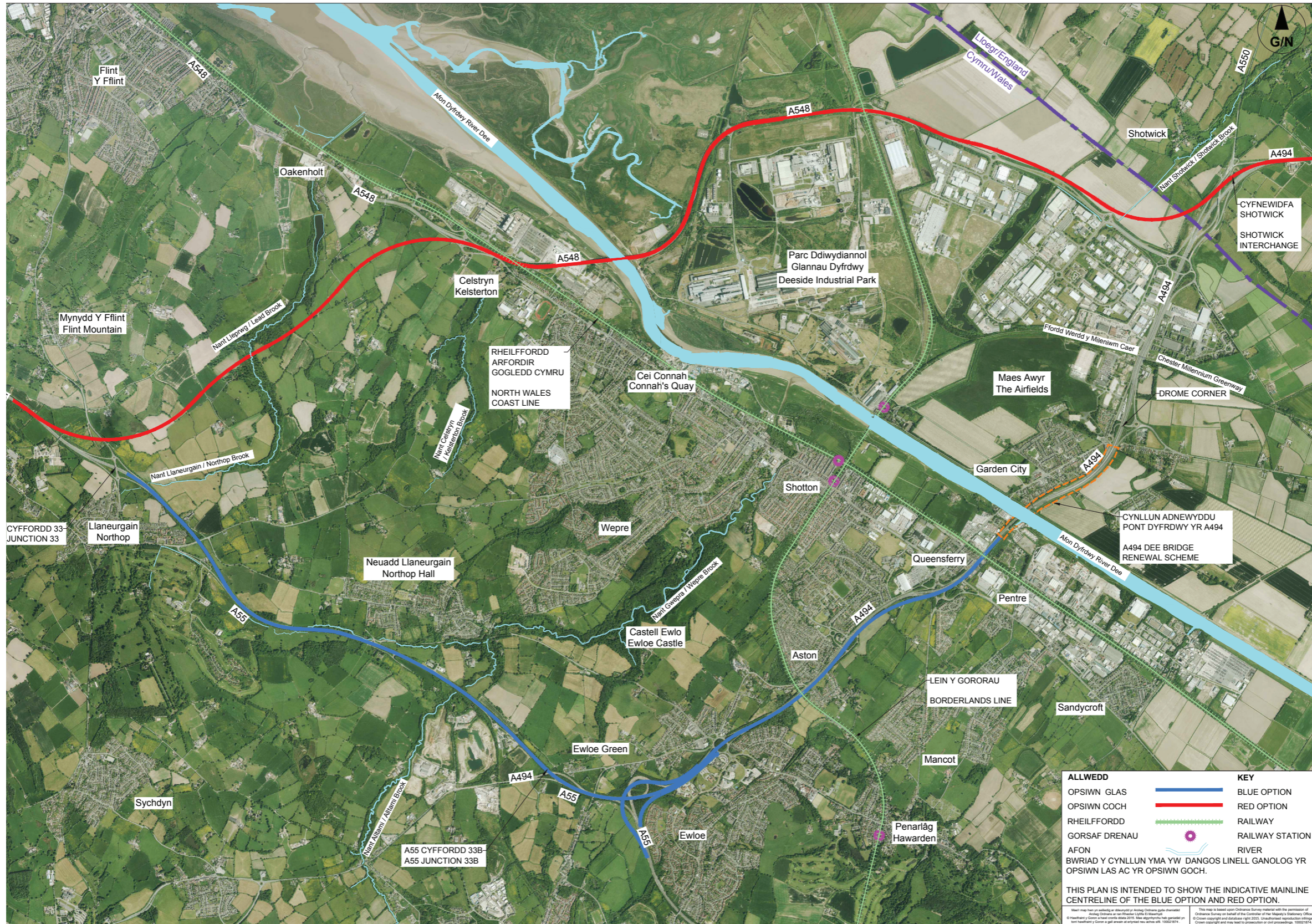
The document also identifies both the A55/A494/A548 Deeside Corridor Improvement and the A494 River Dee Bridge Improvement as being developed.

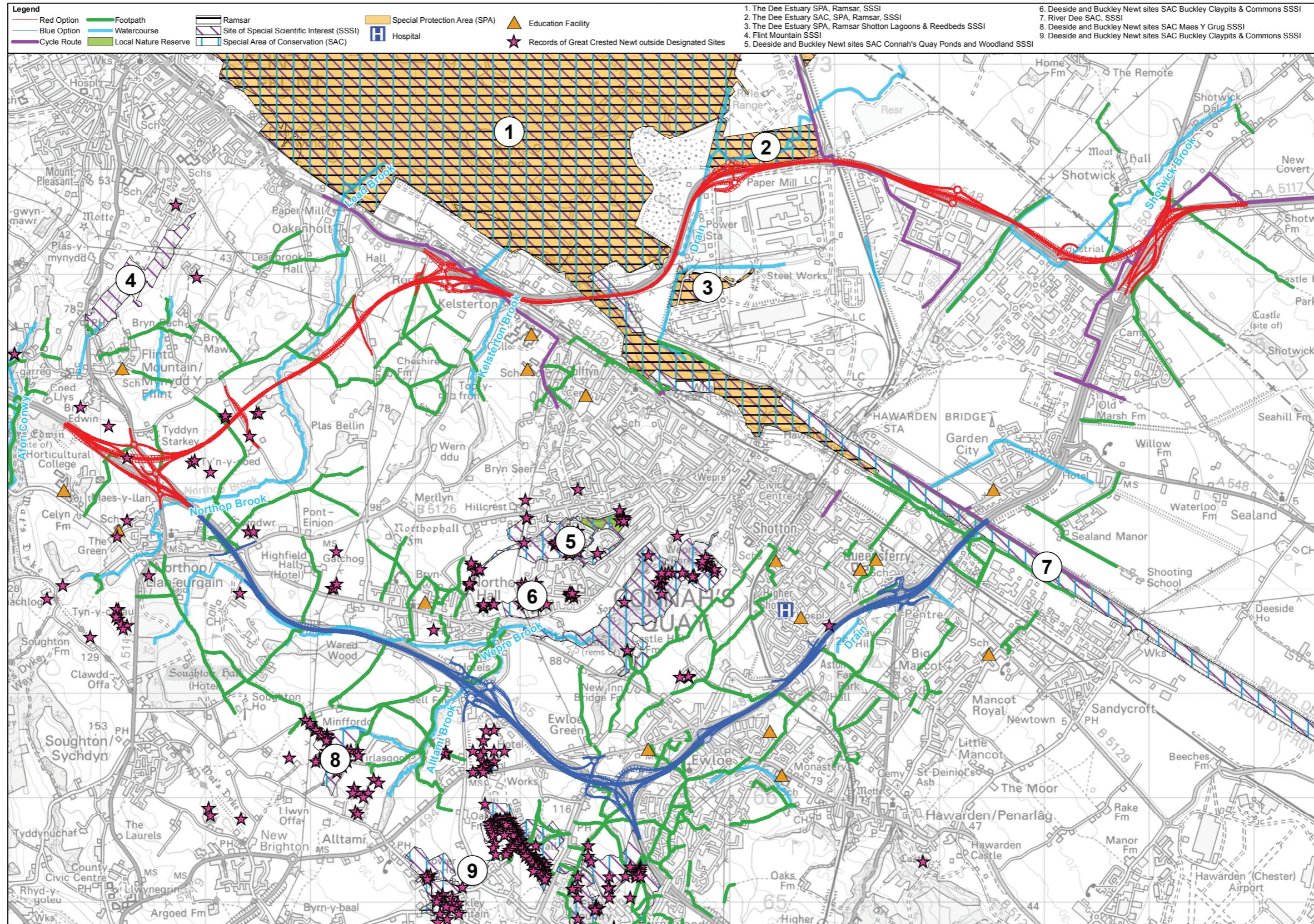
# Y Dewisiadau a Gynigir Proposed Options



Llywodraeth Cymru  
Welsh Government

Page 170





# Tabl Crynhoi'r Arfarniad

## Appraisal Summary Table



Llywodraeth Cymru  
Welsh Government

Meini Prawf Arfarnu	Crynodeb o arwyddocâd / canfyddiadau ansoddol eraill	Crynodeb o arwyddocâd / canfyddiadau ansoddol eraill
Meysydd Effaith Cymru	Dewis Glas	Dewis Coch
Yr Economi		
Effeithlonrwydd Economaidd Trafnidiaeth	Niwtral ( = ) Costau'r Cynllyn =£283.0m (S4,2015,Eithrio TAW ac chwyddiant) Gwerth Cost Presennol = £168.5m (Prisiau 2010) Gwerth Budd-dal Presennol = £151.9m (Prisiau 2010) BCR = 0.90	Sylweddol Fuddiol ( + + + ) Costau'r Cynllyn =£255.4m (S4,2015,Eithrio TAW ac chwyddiant) Gwerth Cost Presennol = £152.9m (Prisiau 2010) Gwerth Budd-dal Presennol = £423.5m (Prisiau 2010) BCR = 2.77
Effaith ar Leoliad a Gweithgarwch Economaidd (Effeithiau economaidd ehangach)	Ychydig yn Fuddiol ( + ) Amcangyfrif effethiau GVA rhwng £10.0 ac £16.3 miliwn pob flwyddyn yng Nghymru yn gyfan yn 2032	Gweddol Fuddiol ( + + ) Amcangyfrif effethiau GVA rhwng £33.5 ac £36.3 miliwn pob flwyddyn yng Nghymru yn gyfan yn 2032
Yr Amgylchedd		
Sŵn	Ychydig yn Niweidiol ( - )	Ychydig yn Fuddiol ( + )
Ansawdd Aer Lleol	Niwtral ( 0 )	Niwtral ( 0 )
Alfoniadau Nwyon Tŷ Gwyr	( heb eu dosbarthu )	( heb eu dosbarthu )
Tirwedd a Threflun	Sylweddol niweidiol ( - - - ) i Ychydig yn Fuddiol ( + )	Sylweddol niweidiol ( - - - ) i Niwtral ( 0 )
Bioamrywiaeth	Adeiladu – Gweddol niweidiol ( - - ) Gweithredol – Niwtral ( 0 ) i Ychydig yn niweidiol ( - )	Adeiladu – Gweddol niweidiol ( - - ) Gweithredol – Gweddol niweidiol ( - - ) i niweidiol iawn ( - - - )
Treftadaeth	Gweddol niweidiol ( - - )	Gweddol niweidiol ( - - )
Amgylchedd Dŵr	Gweddol niweidiol ( - - )	Gweddol niweidiol ( - - )
Priddoedd	Ychydig yn niweidiol ( - )	Ychydig yn niweidiol ( - )
Cymdeithas		
Diogelwch trafniadaeth	Niwtral ( 0 )	Ychydig yn Fuddiol ( + )
Diogelwch personol	Niwtral ( 0 )	Niwtral ( 0 )
Athreiddedd	Niwtral ( 0 )	Niwtral ( 0 )
Ffitrwydd corfforol	Niwtral ( 0 )	Niwtral ( 0 )
Cynhwysiant cymdeithasol	Ychydig yn Fuddiol ( + )	Niwtral ( 0 )
Cydraddoldeb, Amrywiaeth a Hawliau Dynol	Niwtral ( 0 )	Ychydig yn Fuddiol ( + )

# Tabl Crynhoi'r Arfarniad

## Appraisal Summary Table



Llywodraeth Cymru  
Welsh Government

Appraisal criteria	Summary of significance / other qualitative finding	Summary of significance / other qualitative finding
Welsh Impact Areas	Blue option	Red option
Economy		
Transport Economic Efficiency	Neutral ( = ) Scheme Cost = £283.0m (Q4 2015, Exc VAT and Inflation) Present Value Cost = £168.5m (2010 prices) Present Value Benefits £151.9m (2010 prices) Benefit Cost Ratio = 0.90	Significant Beneficial ( +++ ) Cost = £255.4m (Q4 2015, Exc VAT and Inflation) Present Value Cost = £152.9m (2010 prices) Present Value Benefits £423.5m (2010 prices) Benefit Cost Ratio = 2.77
EALI (Wider economic impacts)	Slight Beneficial ( + ) GVA impacts are estimated at between £15.0 and £16.3 million per year for Wales as a whole in 2032.	Moderate Beneficial ( ++ ) GVA impacts are estimated at around £33.5 and £36.3 million per year for Wales as a whole in 2032.
Environment		
Noise	Slight Adverse ( - )	Slight Beneficial ( + )
Local Air Quality	Neutral ( 0 )	Neutral ( 0 )
Greenhouse Gas Emissions	( not classified )	( not classified )
Landscape and Townscape	Substantial adverse ( - - - ) to Slight Beneficial ( + )	Substantial adverse ( - - - ) to Neutral ( 0 )
Biodiversity	Construction - Moderate adverse ( - - ) Operational - Neutral( 0 ) to slight adverse ( - )	Construction - Moderate adverse ( - - ) Operational - Moderate adverse ( - - ) to large adverse ( - - - )
Heritage	Moderate adverse ( - - )	Moderate adverse ( - - )
Water Environment	Moderate adverse ( - - )	Moderate adverse ( - - )
Soils	Slight adverse ( - )	Slight adverse ( - )
Society		
Transport safety	Neutral ( 0 )	Slight Beneficial ( + )
Personal security	Neutral ( 0 )	Neutral ( 0 )
Permeability	Neutral ( 0 )	Neutral ( 0 )
Physical fitness	Neutral ( 0 )	Neutral ( 0 )
Social inclusion	Slight Beneficial ( + )	Neutral ( 0 )
Equality, Diversity & Human Rights	Neutral ( 0 )	Slight Beneficial ( + )

# Tabl Crynhoi'r Arfarniad - Cyfyngiadau Amgylcheddol

## Appraisal Summary Table



Llywodraeth Cymru  
Welsh Government

### Sŵn Traffig:

Glas – Ni ddisgwylir i effaith sŵn traffig newid llawer ar y rhan fwyaf o eiddo preswyl. Fodd bynnag, byddai cyffyrdd newydd ac wedi'u hailfodelu yn cynyddu sŵn traffig ar hyd rhai ffyrdd lleol.

Coch – byddai'n dod â chefnffordd newydd trwy ardal wledig nad yw'n agored i sŵn traffig agos ar hyn o bryd, ac yn ychwanegu traffig at lwybr presennol yr A548. Bydd effaith sŵn ar eiddo preswyl yn dibynnu ar leoliad yr eiddo, ond gallai mesurau lliniaru mewn lleoliadau strategol leihau effeithiau sŵn ar yr eiddo yr effeithir arno fwyaf.

### Ansawdd Aer Lleol:

Glas – ni ddisgwylir iddo gynyddu'r nifer fach o leoliadau derbynydd sensitif yn fwy nag amcanion ansawdd aer cymedrig blynyddol (NO2) yn ystod y flwyddyn agoriadol (2022) gan ddefnyddio rhagfynegiadau ceidwadol ar gyfer cerbydau.

Coch – byddai'n lleihau traffig ar yr A55 a'r A494 ac felly'n lleihau crynodiadau NO2 a gronynnau (PM10) ar gyfer preswylwyr cyfagos, ond yn cynyddu allyriadau traffig (NO2 a PM10) mewn lleoliadau ger y Dewis Coch.

Ni fyddai lefelau PM10 yn mynd yn fwy na'r amcanion mewn unrhyw leoliadau yn y naill Ddewis na'r llall, a rhagwelir y bydd mireinio'r aliniad a gwelliannau i allyriadau cerbydau yn y dyfodol yn lleihau amlygiad i NO2 a PM10.

### Allyriadau Nwyon Tŷ Gwydr:

Cynnydd bach o dan y ddau Ddewis o ganlyniad i fwy o deithiau, sy'n gorbwysu'r buddion o ran allyriadau a ddaw yn sgil gwella llif traffig.

### Tirwedd a Threflun:

Glas – bydd ffermydd ac anheddau'n cael eu colli a llwybrau troed cyhoeddus yn cael eu gwahanu. Bydd yn arwain at golli llystyfiant, arwyneb ffordd ychwanegol, codi cyffyrdd, goleuadau ychwanegol a newidiadau tebyg.

Coch – byddai hefyd yn arwain at golli tir amaethyddol a choetir hynafol rhwng Llaneurgain a Chelstryn.

Byddai mesurau lliniaru yn cynnwys ailgyflwyno nodweddion tirwedd a gollir yn sgil y gwaith gwella, a byddai coetir newydd yn cael ei blannu mewn ardaloedd sylweddol wedi'u targedu a fyddai'n datblygu'n raddol i ddisodli neu wella sgrinio.

### Bioamrywiaeth:

Byddai'r ddau Ddewis yn arwain at golli cynefin o safleoedd a warchodir a ddangosir ar dudalennau 8 a 9; bydd mesurau lliniaru yn hanfodol.

Byddai'r ddau Ddewis yn arwain at golli cynefin glaswelltir a choetir ar hyd y coridor, a fyddai'n debygol o effeithio ar rywogaethau a warchodir a rhywogaethau eraill. Byddai

### Traffic Noise:

Blue - At most residential properties, traffic noise is not expected to change noticeably. However, new and remodelled junctions would increase traffic noise along some local roads.

Red - would bring a new trunk road through a rural area not currently exposed to traffic noise in close proximity, and add traffic to the existing A548 route. Noise impacts at residential properties depend on location, however mitigation at strategic locations may achieve a reduction in the noise effects at properties most affected.

### Local Air Quality:

Blue - is not expected to increase the small number of sensitive receptor locations exceeding annual mean air quality objectives (NO2) in the opening year (2022) using conservative predictions for vehicles.

Red - would reduce traffic on the A55 and A494 and so reduce both NO2 and particulates (PM10) concentrations for nearby residents, but introduce increased traffic emissions (both NO2 and PM10) at locations near the Red Option.

No locations would exceed the objectives for PM10 with either Option, and refining the alignment and future improvements in vehicle emissions are predicted to reduce exposure to both NO2 and PM10.

### Greenhouse Gas Emissions:

Increased slightly under both Options as a result of an increased number of journeys which outweighs the emission benefits of improvement to traffic flow.

### Landscape and Townscape:

Blue - affected by loss of farmsteads and dwellings and severance of public footpaths. Vegetation loss, additional road surface area, elevation of junctions, additional lighting and similar changes.

Red - would also cause a loss of agricultural land and ancient woodland between Northop and Kelsterton. Mitigation by reinstatement of landscape features lost to the improvement, and substantial, targeted areas of new woodland planting would develop progressively to replace or improve screening.

### Biodiversity:

Both Options would lead to a loss of habitat from protected sites shown on pages 8 and 9, mitigation will be essential. Both Options would lead to a loss of woodland and grassland habitat along the corridor, likely to affect protected and other species. New habitats and connections would be created as mitigation where possible.



# Tabl Crynhoi'r Arfarniad

## Appraisal Summary Table – Environmental Constraints



Llywodraeth Cymru  
Welsh Government

cynefinoedd a chysylltiadau newydd yn cael eu creu fel mesurau lliniaru lle y bo'n bosibl.

### Safleoedd treftadaeth:

Mae coridorau'r ddau Ddewis yn cynnwys safleoedd ar ffurf adeiladau yn bennaf na fyddai'r cynigion yn effeithio arnynt yn uniongyrchol, neu nodweddion o arwyddocâd isel.

### Amgylchedd dŵr:

Byddai'r ddau Ddewis yn golygu bod angen rhai cwlffertau newydd a dargyfeirio cyrsiau dŵr. Byddai camau lliniaru trwy gynllunio i gydbwysu llifoedd, diogelu ansawdd dŵr ac ailgyflwyno cynefinoedd yn cyfyngu'r effeithiau negyddol.

### Priddoedd a daeareg:

Y ddau Ddewis: fydd priddoedd amathyddol yn cael ei cadw ac ei aildefnyddio, felly ni ragwelir newid o ran ansawdd a/ neu ddefnydd pridd y tu allan i'r gwaith, o ran nodweddion daearegol na dyfrhaenau, a dim effaith fesuradwy ar bobl, priddoedd, adeiladau nac ecosystemau eraill yn codi o halogi'r ddaear.

### Cymunedau a Defnydd Tir:

Glas – byddai'n debygol o effeithio ar oddeutu 12.5ha o dir amaethyddol a busnesau fferm. Byddai mesurau lliniaru yn cynnwys iawndal ariannol ac adeiladwaith hwylustod. Byddai'r angen i ddefnyddio tir yn effeithio'n uniongyrchol ar 7 eiddo preswyl a phum eiddo masnachol, a byddai iawndal ariannol yn cael ei ddarparu.

Glas – byddai'n tresmasu ar sawl rhwystr gwyrdd a ddynodwyd yn lleol. Byddai'n effeithio ar lwybrau troed, llwybrau beicio a throedffyrdd, a byddai darpariaeth amgen yn cael ei ddarparu. Fydd 'Glas' yn ymyrryd ar nifer rhwystrllleol gwyrdd a ddynodwyd yn UDP Sir y Fflint er cyfygu pentrefi ymuno gyda'i gilydd.

Coch – byddai'n debygol o effeithio ar oddeutu 56ha o dir amaethyddol a busnesau fferm. Byddai mesurau lliniaru yn cynnwys iawndal ariannol ac adeiladwaith hwylustod. Byddai'r angen i ddefnyddio tir yn effeithio'n uniongyrchol ar 1 eiddo preswyl, y fferm solar newydd yn Shotwick a thir a neilltuwyd ar gyfer diwydiant, a byddai iawndal ariannol yn cael ei ddarparu.

Coch – byddai'n croesi sawl rhwystr gwyrdd a ddynodwyd yn lleol. Byddai'n croestorri llwybrau troed, llwybrau beicio, llwybrau ceffylau a nifer o droedffyrdd dynodedig, gan greu gwahaniad newydd a fyddai'n cael ei liniaru trwy ddarparu llwybrau amgen

### Heritage sites:

Both Option corridors contain sites which are mainly in the form of buildings which would not be directly affected, or features of low significance.

### Water environment:

Both Options would require some new culverts and diversions of watercourses. Mitigation by designing to balance flows, protect water quality and reinstate habitats would limit the negative effects.

### Soils and geology:

Both Options: agricultural soils would be conserved and re-used, so there is no predicted change in soil quality and/ or use outside the works, in geological features or aquifers, and no measurable effect on humans, soils, buildings, or other ecosystems, arising from ground contamination.

### Communities and Land Use:

Blue - likely to affect about 12.5ha of agricultural land and farm businesses. Mitigation would be by financial compensation and accommodation works. 7 residential properties and five commercial properties would be directly affected by the need to use land, and financial compensation would be provided.

Blue - would encroach into several locally designated green barriers in the Flintshire UDP and intended to prevent coalescence of settlements. Footpaths, cycleways and footways would be affected, and alternative provision would be made.

Red - likely to affect about 56ha of agricultural land and farm businesses. Mitigation would be by financial compensation and by accommodation works. 1 residential property, the new solar farm at Shotwick and land allocated for industry would be directly affected by the need to use land, and financial compensation would be provided.

Red - would cross several green barriers. It would intersect designated footpaths, cycleways, bridleways and numerous footways, creating new severance which would be mitigated by the provision of alternative routes

# Crynodeb a beth fydd yn digwydd nesaf

## Summary and what happens next



Llywodraeth Cymru  
Welsh Government

### Sut gallwch chi helpu?

Gallwch leisio'ch barn am y dewisiadau trwy ddychwelyd yr holiadur erbyn **dydd Llun 5 Mehefin 2017**

Argymhellwn eich bod chi'n gofyn cwestiynau i'r staff yn yr Arddangosfa Ymgynghoriad Cyhoeddus hon. Bydd cynrychiolwyr o Lywodraeth Cymru a'i Hymgyngorwyr ar gael i esbonio'r dewisiadau'n fanylach ac ateb unrhyw gwestiynau a allai fod gennych.

Gellir gweld yr Adroddiad Asesu Cynllun Rhagarweiniol yn ystod oriau busnes arferol mewn sawl Adeilad Dinesig ac adeiladau cyhoeddus eraill yn ardal Glannau Dyfrdwy. Yn ystod y cyfnod ymgynghori hwn, gellir gweld gwybodaeth am bob Dewis ar wefan Llywodraeth Cymru lle y gallwch lenwi holiadur ar-lein i gyflwyno eich safbwyntiau. Dyma gyfeiriad y wefan:

<https://consultations.gov.wales/>

Mae gwaith cymorth I EIA ac AIES/HRA yn parhau ac fydd dogfennau cychwynnol ar gael yn gynnar yn mis Ebrill.

### Beth fydd yn digwydd nesaf?

Bydd ymatebion gennych chi a'ch awdurdodau lleol a chyrrff eraill â buddiant yn cael eu hystyried yn ofalus gan Lywodraeth Cymru a'i Hymgyngorwyr cyn i'r cynllun gael ei ddatblygu ymhellach.

### Sut i ymateb a gofyn cwestiynau

Cysylltwch â Llywodraeth Cymru i roi adborth neu ofyn cwestiynau trwy:

- Fynd i un o'r Arddangosfeydd Ymgynghoriad Cyhoeddus yn
- Dychwelyd yr holiadur yn yr amlen ragdaledig
- Ysgrifennu i'r cyfeiriad RHADBOST – RHADBOST, Llywodraeth Cymru, Sarn Mynach, Cyffordd Llandudno, Conwy LL31 9RZ

### Mynediad at Wybodaeth

Bydd Llywodraeth Cymru yn defnyddio'r holiaduron hyn i ddarparu tystiolaeth ar gyfer datblygu ffyrdd o wella trafniadaeth yn ardal Glannau Dyfrdwy a'r cyffiniau. Bydd yr holiaduron yn cael eu gwaredu'n ddiogel ar ôl iddynt wasanaethu eu diben. Bydd crynodeb o'r ymatebion i'r ymgynghoriad yn cael ei gyhoeddi ac, er mwyn rhoi hygyrdded i'r ymarfer, bydd rhestr o drefi post (e.e. Ewloe) y rhai sydd wedi ymateb yn cael ei chynnwys.

Mae Llywodraeth Cymru yn ddarostyngedig i Ddeddf Rhyddid Gwybodaeth 2000 a Rheoliadau Gwybodaeth Amgylcheddol, sy'n golygu y gallai'r holiaduron gael eu rhyddhau mewn ymateb i gais am wybodaeth. Fodd bynnag, bydd yr holl wybodaeth bersonol ynddynt yn cael ei thrin yn unol â'n rhwymedigaethau o dan Ddeddf Diogelu Data 1998.

### How can you help?

You can give your views on the opinions by returning the questionnaire by **Monday 5th June 2017**

We recommend that you direct your questions to the staff at this Public Consultation Exhibition. Representatives from Welsh Government and its Consultants are available to explain the options in more detail and answer any questions you may have.

The Preliminary Scheme Assessment Report can be inspected during normal business hours at various Civic Buildings and other public buildings in the Deeside area. During this consultation period, information on each Option can be viewed on the Welsh Government website where you will also find a questionnaire to fill in-on-line to capture your views. The website address is as follows:

<https://consultations.gov.wales/>

Work to support EIA and AIES/HRA process continues and initial reports will be made available in early April 2017.

### What happens next?

Responses from you and from your local authorities and other interested bodies will be considered carefully by Welsh Government and its Consultants before future scheme development.

### How to respond and to make an enquiry

Contact Welsh Government with your feedback or queries by:

- Attending one the Public Consultation Exhibitions
- Returning the questionnaire in the prepaid envelope
- Writing to FREEPOST address – FREEPOST, Welsh Government, Sarn Mynach, Llandudno Junction, Conwy LL31 9RZ

### Access to Information

Welsh Government will use these questionnaires to provide evidence for developing ways to improve transport in and around Deeside. The questionnaires will be disposed of securely after they have served purpose. A summary of the responses to the consultation will be published and to give credibility to the exercise, a list comprising postal towns (e.g. Ewloe) of those who have responded will be included.

Welsh Government is subject to the Freedom of Information Act, 2000 (FoI) and Environmental Information Regulations (EIRs) which means that the questionnaires may be released in response to a request for information. However, all personal data contained within it will be treated in line with our obligations under the Data Protection Act, 1998.



## CABINET

<b>Date of Meeting</b>	Tuesday, 20 <sup>th</sup> June 2017
<b>Report Subject</b>	Active Travel Plan
<b>Cabinet Member</b>	Cabinet Member for Streetscene and Countryside
<b>Report By</b>	Chief Officer (Streetscene And Transportation)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Active Travel (Wales) Act 2013 aims to make non-vehicular travel the most attractive option for most people's short journeys. Its purpose is to enable more people to choose active travel rather than using their cars, where it is suitable for them to do so.

A report was presented to Cabinet on 1st September 2015, detailing the duties placed on Local Authorities under the Active Travel (Wales) Act 2013 and explained that the duties were placed on the Authority as a whole, not just the Highways Authority.

This report provides an update on progress in delivering those duties and advises Cabinet on the commencement of the formal consultation period for the Councils own planned future integrated network map.

### RECOMMENDATIONS

1.	That Cabinet approves the content of this report and the forthcoming consultation period on the Councils Planned Integrated Active Travel Network Maps - which will commence in July 2017.
----	--

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE ACTIVE TRAVEL ACT</b>
1.01	The Statutory Guidance for the delivery of the Active Travel (Wales) Act 2013 states how Welsh Government (WG) expect Local Authorities to comply with the requirements within the Act. It also includes details of the prescribed settlement areas within Wales in which the associated requirements of the Act will apply.
1.02	The Act requires Local Authorities in Wales to produce active travel maps for the defined settlement areas and deliver year on year improvements on active travel routes and the active travel facilities within them. It also requires Highway Authorities in Wales to make enhancements to the routes and to consider facilities for pedestrians and cyclists in all new road improvement schemes and to have regard to the needs of walkers and cyclists in a wide range of other Highway Authority and Planning functions. It also requires Welsh ministers and Local Authorities to promote active travel journeys in exercising their functions under the Act.
1.03	<p>The Act requires two sets of maps to be produced for each settlement area:</p> <ol style="list-style-type: none"> <li>1. The existing active travel route map.</li> <li>2. The planned future integrated network map.</li> </ol> <p>The existing route maps are primarily intended to inform the public of the existing safe and suitable routes for active travel and were submitted to WG for approval in January 2016.</p> <p>The integrated network maps are intended to set out the plans of the Local Authority for the next 15 years and were required to be submitted to WG for approval by 24 September 2017.</p>
1.04	Flintshire County Council submitted its existing active travel route maps to WG in January 2016 and subsequently received approval of their content in August 2016. Details of the maps have now been published on the Council's website.
1.05	The Act requires each Authority to undertake active and effective consultation and engagement in the preparation of their planned future integrated network map which will set out the plans for walking and cycling infrastructure for the next 15 years and will become a basis for future grant funding opportunities.
1.06	On the 7 <sup>th</sup> December 2016, Rebecca Evans AM, Minister for Social Services and Public Health issued a direction to all Local Authorities revising the deadline date for submission of the integrated network maps as it was considered the original timetable posed significant problems for many Local Authorities, due to the Local Government Elections on 4 May and the difficulty to consult on the draft maps during the pre-election period. The revised date for submission of the maps was put back to 3 November 2017.
1.07	The Streetscene and Transportation portfolio has now developed the

	<p>County's planned integrated network maps which are now ready for informal engagement and consultation. The development of the routes was achieved by utilising the network planning principles contained within the WG Design Guidance and the support of a group of officers from Streetscene, Highways Development Control, Public Rights of Way, Regeneration, Planning Policy and Sustrans.</p> <p>Suggestions for walking and cycling interventions have also been included from the joint Regional Transport Plan and from route suggestions made during the consultations on the existing route map in 2016.</p>
1.08	A series of informal engagement events with key stakeholders have been ongoing since March 2017 on the planned integrated network maps ahead of the statutory consultation process with the wider public, which will be promoted on the Council's website and in the local press.
1.09	Prior to submitting the integrated network map to WG by the 3 November 2017, a report will be submitted to Cabinet in October 2017 seeking approval of the planned future integrated network map and accompanying schedules of proposed walking and cycling improvements that are required on the network – following the consultation period.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	In 2016/17 Welsh Government provided £10,000 to Flintshire to create and consult on the active travel maps required as part of the duty in the Act. For 2017/18 a further £10,000 has been provided for development of the integrated network map.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Between March and April Streetscene Officers have undertaken informal engagement events with Flintshire Disability Forum in Mold, Shotton and Buckley.
3.02	On the 24 <sup>th</sup> April Sustrans held an Active Travel Journey Planner engagement event in Mold Alun School with the support of Streetscene Officers.
3.03	An informal engagement event was held with the Local Access Forum on 5 <sup>th</sup> May at Wepre Visitor Centre and the proposals on the integrated network map were received positively.
3.04	Streetscene will hold drop in events for Council Members and Town and Community Councillors on the 30 <sup>th</sup> and 31 <sup>st</sup> May in County Hall.
3.05	A presentation will be delivered on the draft integrated network map at the Town and Community Council Forum on the 28th June 2017.

3.06	The 12 week statutory consultation on the integrated network map will begin in early July. During this period the consultation will be available on the Council's website and will be promoted through social media, press releases and further drop in events which will be advertised on the Council's website and in the press. Stakeholders will be emailed the link to the consultation and will be asked for their feedback on the proposals.
------	---

<b>4.00</b>	<b>KEY RISKS AND MITIGATION</b>
4.01	Meeting the WG deadline date for submitting the Active Travel Integrated Network Map to Ministers by 3 <sup>rd</sup> November 2017.  <b>Mitigation.</b> Gantt Project Planner has been completed to monitor activities and timescales.

<b>5.00</b>	<b>APPENDICES</b>
5.01	None.

<b>6.00</b>	<b>LIST OF ACCESSIBLE DOCUMENTS</b>
6.01	<a href="http://www.legislation.gov.uk/anaw/2013/7/contents">http://www.legislation.gov.uk/anaw/2013/7/contents</a> <a href="http://gov.wales/docs/det/policy/141105guidanceen.pdf">http://gov.wales/docs/det/policy/141105guidanceen.pdf</a>  <b>Contact Officer:</b> Stephen O Jones <b>Telephone:</b> 01352 704700 <b>E-mail:</b> stephen.o.jones@flintshire.gov.uk

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	None.



## CABINET

<b>Date of Meeting</b>	Tuesday, 20 <sup>th</sup> June 2017
<b>Report Subject</b>	Revenue Budget Monitoring 2016/17 (Month 12)
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

This monthly report provides the final revenue budget position for 2016/17 for both the Council Fund and Housing Revenue Account.

The final outturn will be reported in July following the completion of the closure of the accounts for 2016/17.

#### **Council Fund**

- The net in year position comprises of an operating deficit of £0.836m; an increase in the deficit of £0.131m from the position reported at Month 10.
- The overall projected in-year position includes £2.886m due to the change in accounting policy for MRP as agreed by County Council. This has the effect of eliminating the operating deficit and net spend is projected to be £2.050m lower than budget.
- Projected contingency reserve balance of £5.144m.

#### **Housing Revenue Account**

- Net in year expenditure forecast to be £0.047m greater than budget
- Projected closing balance as at 31 March 2017 of £1.050m

## RECOMMENDATIONS

1	To note the overall report and the projected Council Fund contingency sum as at 31 <sup>st</sup> March 2017.
2	To note the projected final level of balances on the Housing Revenue Account.
3	To approve the carry forward requests included in Appendix 6.

## REPORT DETAILS

1.00	EXPLAINING THE MONTH 12 POSITION																																																																																
1.01	<p>Council Fund Latest in Year Forecast</p> <p>The table below shows the position by portfolio</p> <table border="1"> <thead> <tr> <th>TOTAL EXPENDITURE AND INCOME</th> <th>Original Budget</th> <th>Revised Budget</th> <th>Projected Outturn</th> <th>In-Year Over / (Under) spend</th> </tr> <tr> <td></td> <th>£m</th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td>58.534</td> <td>60.551</td> <td>60.821</td> <td>0.270</td> </tr> <tr> <td>Community &amp; Enterprise</td> <td>12.035</td> <td>12.492</td> <td>11.868</td> <td>(0.624)</td> </tr> <tr> <td>Streetscene &amp; Transportation</td> <td>27.011</td> <td>28.556</td> <td>29.364</td> <td>0.808</td> </tr> <tr> <td>Planning &amp; Environment</td> <td>4.978</td> <td>5.052</td> <td>5.368</td> <td>0.316</td> </tr> <tr> <td>Education &amp; Youth</td> <td>11.225</td> <td>11.389</td> <td>11.196</td> <td>(0.193)</td> </tr> <tr> <td>Schools</td> <td>86.162</td> <td>87.751</td> <td>87.751</td> <td>0.000</td> </tr> <tr> <td>People &amp; Resources</td> <td>4.319</td> <td>4.660</td> <td>4.574</td> <td>(0.086)</td> </tr> <tr> <td>Governance</td> <td>8.159</td> <td>7.722</td> <td>7.779</td> <td>0.057</td> </tr> <tr> <td>Organisational Change 1</td> <td>5.560</td> <td>6.042</td> <td>6.112</td> <td>0.070</td> </tr> <tr> <td>Organisational Change 2</td> <td>2.244</td> <td>2.423</td> <td>1.967</td> <td>(0.456)</td> </tr> <tr> <td>Chief Executive</td> <td>3.204</td> <td>2.930</td> <td>2.892</td> <td>(0.038)</td> </tr> <tr> <td>Central &amp; Corporate Finance</td> <td>28.558</td> <td>22.423</td> <td>20.250</td> <td>(2.174)</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>Total</b></td> <td><b>251.990</b></td> <td><b>251.990</b></td> <td><b>249.940</b></td> <td><b>(2.050)</b></td> </tr> </tbody> </table>	TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over / (Under) spend		£m	£m	£m	£m	Social Services	58.534	60.551	60.821	0.270	Community & Enterprise	12.035	12.492	11.868	(0.624)	Streetscene & Transportation	27.011	28.556	29.364	0.808	Planning & Environment	4.978	5.052	5.368	0.316	Education & Youth	11.225	11.389	11.196	(0.193)	Schools	86.162	87.751	87.751	0.000	People & Resources	4.319	4.660	4.574	(0.086)	Governance	8.159	7.722	7.779	0.057	Organisational Change 1	5.560	6.042	6.112	0.070	Organisational Change 2	2.244	2.423	1.967	(0.456)	Chief Executive	3.204	2.930	2.892	(0.038)	Central & Corporate Finance	28.558	22.423	20.250	(2.174)						<b>Total</b>	<b>251.990</b>	<b>251.990</b>	<b>249.940</b>	<b>(2.050)</b>
TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over / (Under) spend																																																																													
	£m	£m	£m	£m																																																																													
Social Services	58.534	60.551	60.821	0.270																																																																													
Community & Enterprise	12.035	12.492	11.868	(0.624)																																																																													
Streetscene & Transportation	27.011	28.556	29.364	0.808																																																																													
Planning & Environment	4.978	5.052	5.368	0.316																																																																													
Education & Youth	11.225	11.389	11.196	(0.193)																																																																													
Schools	86.162	87.751	87.751	0.000																																																																													
People & Resources	4.319	4.660	4.574	(0.086)																																																																													
Governance	8.159	7.722	7.779	0.057																																																																													
Organisational Change 1	5.560	6.042	6.112	0.070																																																																													
Organisational Change 2	2.244	2.423	1.967	(0.456)																																																																													
Chief Executive	3.204	2.930	2.892	(0.038)																																																																													
Central & Corporate Finance	28.558	22.423	20.250	(2.174)																																																																													
<b>Total</b>	<b>251.990</b>	<b>251.990</b>	<b>249.940</b>	<b>(2.050)</b>																																																																													



1.02	The operating deficit reported is £0.836m above budget which is an increase of £0.131m from the deficit reported at Month 10. The reasons for the variance to month 10 are included in appendix 1.																														
1.03	The operating deficit in-year is in effect 'written-off' by the change in the Council's policy for accounting for Minimum Revenue Provision (MRP) which was reviewed and approved by Council on 6 December 2016 as part of the 2017/18 budget proposals. This has resulted in a positive impact of £2.886m on the 2016/17 budget as part of providing a major efficiency for 2017/18, and means that the projected spend is now £2.050m less than the budget.																														
1.04	<p><b>Significant Budget Movements between Original and Revised Budget</b></p> <p>An amount of £0.138m has transferred to the Central &amp; Corporate Finance budget from Social Services to reflect the current accounting treatment of pensionable pay budgets.</p> <p>An amount of £0.136m has transferred from the Organisational Change 2 Portfolio to distribute the Repairs and Maintenance budget in line with repairs and maintenance expenditure with the other portfolios.</p>																														
1.05	<p><b>Programme of Efficiencies</b></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>																														
1.06	Appendix 3 provides detail on the latest position where there is a variation to the level of efficiency achievable compared to the budget.																														
1.07	<p>It is projected that £9.557m (91%) of planned efficiencies will be achieved. This is an improvement of 1% since month 10. The changes in efficiency assumptions since month 10 are summarised below:</p> <table border="1"> <thead> <tr> <th></th> <th><b>Original Efficiency</b></th> <th><b>Month 10 Revised Efficiency</b></th> <th><b>Current Month Revised Efficiency</b></th> <th><b>Increase/ (Decrease) between months</b></th> </tr> <tr> <th><b>Portfolio</b></th> <th><b>2016/17 £(m)</b></th> <th><b>2016/17 £(m)</b></th> <th><b>2016/17 £(m)</b></th> <th><b>2016/17 £(m)</b></th> </tr> </thead> <tbody> <tr> <td><b>Central &amp; Corporate Finance</b></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Essential Car User Allowance</td> <td>0.500</td> <td>0.500</td> <td>0.494</td> <td>(0.006)</td> </tr> <tr> <td>Additional Income Generating Activities</td> <td>0.500</td> <td>0.200</td> <td>0.092</td> <td>(0.108)</td> </tr> <tr> <td><b>Chief Executive</b></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		<b>Original Efficiency</b>	<b>Month 10 Revised Efficiency</b>	<b>Current Month Revised Efficiency</b>	<b>Increase/ (Decrease) between months</b>	<b>Portfolio</b>	<b>2016/17 £(m)</b>	<b>2016/17 £(m)</b>	<b>2016/17 £(m)</b>	<b>2016/17 £(m)</b>	<b>Central &amp; Corporate Finance</b>					Essential Car User Allowance	0.500	0.500	0.494	(0.006)	Additional Income Generating Activities	0.500	0.200	0.092	(0.108)	<b>Chief Executive</b>				
	<b>Original Efficiency</b>	<b>Month 10 Revised Efficiency</b>	<b>Current Month Revised Efficiency</b>	<b>Increase/ (Decrease) between months</b>																											
<b>Portfolio</b>	<b>2016/17 £(m)</b>	<b>2016/17 £(m)</b>	<b>2016/17 £(m)</b>	<b>2016/17 £(m)</b>																											
<b>Central &amp; Corporate Finance</b>																															
Essential Car User Allowance	0.500	0.500	0.494	(0.006)																											
Additional Income Generating Activities	0.500	0.200	0.092	(0.108)																											
<b>Chief Executive</b>																															

	Voluntary Sector Grants review	0.070	0.076	0.072	(0.004)
	<b><u>People &amp; Resources</u></b>				
	Finance Modernisation	0.135	0.120	0.103	(0.017)
	<b><u>Education &amp; Youth</u></b>				
	School Modernisation	0.187	0.123	0.187	0.064
	<b><u>Organisational Change 2</u></b>				
	CCTV – Staff reductions	0.040	0.020	0.040	0.020
	Campus Management	0.030	0.015	0.030	0.015
	Maintenance	0.005	0.015	0.005	(0.010)
	<b><u>Community &amp; Enterprise</u></b>				
	Telephone Contact Centre	0.100	0.000	0.069	0.069
	Energy Efficiency Framework	0.050	0.030	0.000	(0.030)
	Council Tax Reduction Scheme	0.329	0.638	0.742	0.104
	<b><u>Planning &amp; Environment</u></b>				
	Staffing & Service Review	0.127	0.088	0.127	0.039
1.08	<b>Inflation</b>				
	Included within the 2016/17 budget are provision for pay (£0.936m), targeted price inflation (£0.573m) and income (£0.185m).				
1.09	Following the allocation to portfolios of the provisions described in paragraph 1.13 there is a remaining balance of £0.070m which is included within the overall outturn figure.				
1.10	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.				
	<b>Reserves and Balances</b>				
1.11	<b>Un-earmarked Reserves</b>				
	The 2015/16 outturn reported to Cabinet on 19 July 2016 showed un-earmarked reserves at 31 March 2016 (above the base level of £5.769m) of £4.375m.				
1.12	Taking into account the current projected overspend at Month 12 and previously agreed allocations the balance on the Contingency Reserve at 31 March 2017 is projected to be £5.144m as detailed in appendix 4.				

1.13	<b>Earmarked Reserves</b>  The Council adopted a reserves protocol in September 2015 which set out the principles around how the Council determines, manages and reviews its level of reserves. Within the protocol is reference to regular reporting of the latest position to Cabinet and Corporate Resources Overview and Scrutiny Committee.
1.14	A summary of earmarked reserves as at 1 April 2016 and the 2016/17 year-end balance will be included in the Outturn report.
1.15	<b>Requests for Carry Forward of Funding</b>  A number of requests to revenue carry forward funding into 2017/18 are included in Appendix 6 and are recommended for approval.
1.16	<b>Housing Revenue Account (HRA)</b>  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.
1.17	The 2016/17 budget for the HRA is £31.979m which includes a movement of £0.080m from reserves.
1.18	The Month 12 monitoring for the HRA is projecting in year expenditure to be £0.047m higher than budget and a closing balance as at 31 March 2017 of £1.050m, which at 3.2% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
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 ten months and the risks as known.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None required.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	As we are nearing the closure of the 2016/17 accounts it is not anticipated that there are any significant risks to the Final Outturn which will be reported to Cabinet in July. The summary of in-year risks are therefore not included.

<b>5.00</b>	<b>APPENDICES</b>
5.01	<p>Appendix 1: Council Fund – Movement in Variances from Month 10</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> <p>Appendix 5: Housing Revenue Account Variances</p> <p>Appendix 6: Carry Forward Requests</p>

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None required</p> <p><b>Contact Officer:</b> Sara Dulson  <b>Telephone:</b> 01352 702287  <b>E-mail:</b> <a href="mailto:sara.dulson@flintshire.gov.uk">sara.dulson@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Budget:</b> 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.</p> <p><b>Council Fund:</b> the fund to which all the Council’s revenue expenditure is charged.</p> <p><b>Financial Year:</b> the period of twelve months commencing on 1 April.</p> <p><b>Housing Revenue Account:</b> 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.</p> <p><b>Projected Outturn:</b> projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.</p> <p><b>Reserves:</b> 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.</p> <p><b>Revenue:</b> 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.</p>

**Underspend:** when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.

**Variance:** difference between latest budget and actual income or expenditure. Can be to-date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.

**Virement:** the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.

**Medium Term Financial Strategy:** a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

**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.

This page is intentionally left blank

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Movement between Period 10 and Period 12 (£m)	Narrative for Movement between Periods greater than £0.025m
<b>Social Services</b>		
<b>Older People</b>		
Localities	0.072	Increased demand for Residential & Nursing Care (£0.114m) offset by £0.040m reduction in Domiciliary Care costs offset by other minor changes £0.002m.
Reablement Services	(0.083)	Additional Continuing Health Care (CHC) income
Resources & Regulated Services	(0.126)	Additional income from Intermediate Care Fund
Other Minor Variances	0.008	This variance comprises of a number of service variances each less than £0.025m.
<b>Disability Services</b>		
Resources & Regulated Services	0.033	Increase in costs of externally provided Supported Living
Disability Services	(0.065)	Reduced costs of college placements for Transition service users
Forensic budget	0.112	Impact of 2 additional service users
Administrative Support	(0.069)	Movements of staff to various other service areas
Other Minor Variances	0.014	This variance comprises of a number of service variances each less than £0.025m.
<b>Mental Health Services</b>		
Residential Placements	0.119	Impact of 2 new placements
Employment & Occupation	(0.027)	Salaries reallocations
Other Minor Variances	0.013	This variance comprises of a number of service variances each less than £0.025m.
<b>Children's Services</b>		
Grants	(0.032)	Reduced contributions to the Integrated Family Support Service
Early Years & Family Support	0.082	Impact of historic NOVUS grant claw back
Prevention & Support	0.054	Increased accommodation costs for children in leaving care
Out of County Placements	0.218	Increase due to 5 new placements
Other Minor Variances	0.003	This variance comprises of a number of service variances each less than £0.025m.
<b>Development &amp; Resources</b>		
Other Minor Variances	0.009	This variance comprises of a number of service variances each less than £0.025m.
<b>Total Social Services</b>	<b>0.333</b>	
<b>Community &amp; Enterprise</b>		
Customer And Housing Services	0.028	Additional expenditure in respect of homelessness £0.063m. Other minor variances (£0.035m).
Council Fund Housing	(0.028)	There are a number of minor variances within this service which have resulted in the overall variance from Month 10.
Regeneration	0.038	There are a number of minor variances within this service which have resulted in the overall variance from Month 10.
Revenues & Benefits	(0.098)	Further underspend on the Council Tax Reduction Scheme provision (£0.104m). Council Tax Collection Fund increased surplus (£0.029m). HB Subsidy budgeted shortfall £0.078m. Other minor variances (£0.043m).
Housing Programmes	0.024	Minor variance.
<b>Total Community &amp; Enterprise</b>	<b>(0.036)</b>	
<b>Streetscene &amp; Transportation</b>		
<b>Ancillary Services &amp; Performance</b>		
Waste Collection	0.030	Minor variances within the service
Business & Strategy	0.022	Minor variances.
Other Minor Variances	(0.017)	This variance comprises of a number of service variances each less than £0.025m.

<b>Highways Network</b>		
Highways Network	0.043	£0.032m shortfall in recovering expenses incurred by the service for corporate events such as Mold Food Festival Cycle Tour of GB, Wales Rally GB, Remembrance Parade and Jade Jones Event. In previous monitoring periods, it was assumed that this cost was to be corporately funded in 2016/17.
<b>Transportation &amp; Logistics</b>		
Logistics & Resource Services	0.095	Fleet insurance recharge of £0.085m above the budgeted level for the service creating an adverse movement very late in the financial year. Not notified of the recharge amount until 06.04.17.
Other Minor Variances	(0.015)	This variance comprises of a number of service variances each less than £0.025m.
<b>Total Streetscene &amp; Transportation</b>	<b>0.158</b>	
<b>Planning &amp; Environment</b>		
<b>Business</b>		
Pollution Control	0.051	2 Environmental Health Officer posts were taken on due to service demands and internal funding had been anticipated to fund these in previous reports. However this was not available and the cost has had to be borne by the service.
Minor Variances	(0.027)	This variance comprises of a number of service variances each less than £0.025m.
<b>Community</b>		
Licensing	0.065	Licence income received during the year now identified as 3 year or 5 year multi licences - therefore rolled forward into 2017/18 as receipts in advance
Minor Variances	(0.003)	This variance comprises of a number of service variances each less than £0.025m.
<b>Development</b>		
Highway Development Control	(0.062)	Introduction of Plan Vetting and Supervision Fee income from completed schemes
Development Management	0.055	Further increase to planning fee shortfall
Minor Variances	0.010	This variance comprises of a number of service variances each less than £0.025m.
<b>Access</b>		
Minor Variances	0.013	This variance comprises of a number of service variances each less than £0.025m.
<b>Shared Services</b>		
Minor Variances	(0.023)	This variance comprises of a number of service variances each less than £0.025m.
<b>Strategy</b>		
Minor Variances	(0.018)	This variance comprises of a number of service variances each less than £0.025m.
<b>Management Strategy</b>		
Portfolio Admin	(0.014)	Commitment challenge - internal recharges actuals lower than committed
Other Minor Variances	0.023	This variance comprises of a number of service variances each less than £0.025m.
<b>Total Planning &amp; Environment</b>	<b>0.046</b>	
<b>Education &amp; Youth</b>		
Inclusion & Progression	(0.034)	Minor variance.
Integrated Youth Provision	(0.002)	Minor variance.
School Improvement Systems	(0.038)	Variance largely relates to Early Entitlement and is from a reduction in support applications. Includes other minor variances.
Business Change & Support	(0.062)	Variance relates to delays in implementation/purchase of new School Admission software, costs to be met in the new financial year and also includes other minor variances less than £0.025m.
School Planning & Provision	(0.000)	No variance.
<b>Total Education &amp; Youth</b>	<b>(0.136)</b>	
<b>Schools</b>		
	0.000	No variance.
<b>People &amp; Resources</b>		



HR & OD	0.011	Minor variances.
Corporate Finance	(0.059)	Variance due to receipt of a loan fee from New Homes.
<b>Total People &amp; Resources</b>	<b>(0.048)</b>	
<b>Governance</b>		
Legal Services	0.004	Minor variances.
Democratic Services	0.005	Minor variances.
Internal Audit	(0.000)	Minor variances.
Procurement	(0.004)	Minor variances.
Business Support	(0.001)	Minor variances.
ICT	(0.017)	Minor variances.
<b>Total Governance</b>	<b>(0.012)</b>	
<b>Organisational Change 1</b>		
Public Libraries & Arts, Culture & Events	(0.017)	Minor variances.
Museums	0.001	Minor variances.
County Archives	(0.009)	Minor variances.
Leisure	(0.001)	Minor variances.
Community Assets	0.007	Minor variances.
<b>Total Organisational Change 1</b>	<b>(0.018)</b>	
<b>Organisational Change 2</b>		
Administrative Buildings	(0.031)	(£0.024m) Backdated Service charges from Mold Town Hall. (£0.019m) Utilities savings due to Office Rationalisation.
Property Holdings	(0.031)	£0.031m Non-Domestic Rates Rebate at Terig House.
CPM & Design Services	0.202	£0.102m Additional Repair and Maintenance works at Deeside Leisure Centre. £0.100m CERA contribution for Target Hardening Countywide
Industrial Units	(0.085)	£0.057m windfall income from Deeside Power Station.
Minor Variances	(0.039)	This variance comprises of a number of service variances each less than £0.025m.
<b>Total Organisational Change 2</b>	<b>0.016</b>	
<b>Chief Executive</b>	<b>0.004</b>	Minor variances.
<b>Central and Corporate Finance</b>		
	(0.175)	Central Loans and Investment Account, movement down of (£0.088m) due to increased investment income and reduction in estimated interest costs.  Coroners recharge overspend of £0.030m.  Windfall Income increase of (£0.107m) due to recovery of legal costs, and NDR charges.  Pension Fund Deficit recovery has improved (£0.103m) due to realignment of budget from another portfolio.  Reduced external Audit fees (£0.039m)  Provision made of £0.030m for Employment tribunal costs.  Additional Income Generating activities, under achievement has increased to £0.108m.  Support Services Recharge exercise has resulted in an increased shortfall of £0.101m.  Remaining Euticals Provision balance (£0.131m), the site has now been sold.
<b>Grand Total</b>	<b>0.131</b>	



**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Period 10 Variance (£m)	Cause of Major Variance	Action Required
<b>Social Services</b>						
<b>Older People</b>						
Localities	15.692	15.073	(0.619)	(0.690)	Domiciliary Care reflects a projected underspend of (£0.300m) based on existing service users and is influenced by recruitment and retention factors affecting external providers. Other significant influences on this projected underspend include Minor Adaptations (£0.066m) for which local demand is currently being met by the Intermediate Care Fund (ICF). Additional one-off income has also been received from the ICF to contribute to external provider fee increases. Other underspends are as a result of full year vacancy savings from within the Single Point of Access team (£0.116m). Residential Care has a projected underspend of (£0.047m). Locality Teams staffing reflects a projected underspend of (£0.070m) due to short term vacancy savings. Overall net minor variances amount to (£0.020m).	
Reablement Services	0.405	0.297	(0.108)	(0.025)	The underspend is mostly influenced by additional CHC income from Betsi Cadwaladr University Health Board.	

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Period 10 Variance (£m)	Cause of Major Variance	Action Required
Community Equipment Contribution	0.477	0.324	(0.153)	(0.154)	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.	
Resources & Regulated Services	5.938	5.580	(0.358)	(0.232)	Short term vacancy savings within provider day care services and extra care schemes plus reduced projections for internal catering recharges at Residential Care homes.	
Minor Variances	0.228	0.226	(0.002)	(0.009)		
<b>Disability Services</b>						
Resources & Regulated Services	17.560	18.152	0.592	0.558	Service user demand level is in excess of current budget provision. A number of budget areas have been reviewed and realigned and projections revised. The allocation of £0.146m for external providers fee increase from the budget strategy reserve to meet a shortfall against the increases made to external care providers from April 2016 aided to reduce the pressure.	
Disability Services	0.660	0.713	0.052	0.117	Projected overspend on school leavers on Transition into Adulthood - mainly in residential college placements and domiciliary care.	

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Period 10 Variance (£m)	Cause of Major Variance	Action Required
Forensic budget	0.529	0.448	(0.081)	(0.193)	The significant projected underspend of (£0.081m) based on current projected costs and increased income from joint funded care packages has been reduced at period 12 following the re-classification of a care package to Forensic.	
Administrative Support	0.111	(0.249)	(0.359)	(0.290)	This underspend has been influenced by additional joint funding income from Betsi Cadwaladr University Health Board (BCUHB). The income relates to 4 service users from April 2015 and is the outcome of a lengthy disputes process for such cases.	
Minor Variances	0.682	0.660	(0.022)	(0.036)		
<b>Mental Health Services</b>						
Residential Placements	0.844	0.998	0.154	0.036	Service user demand level is in excess of current budget provision. A number of budget areas have been reviewed and projections revised.	
Minor Variances	2.740	2.722	(0.018)	(0.004)		
<b>Children's Services</b>						
Family Placement	2.464	2.519	0.055	0.066	This overspend relates to the high demand for fostering placements and related expenses	
Grants	0.259	0.202	(0.058)	(0.026)	Reduction in contributions to the Integrated Family Support Service (IFSS).	

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Period 10 Variance (£m)	Cause of Major Variance	Action Required
Early Years & Family Support	0.325	0.382	0.057	(0.025)	Impact of historic NOVUS grant claw back of £82k offset by other savings	
Professional Support	4.800	5.144	0.345	0.352	Demand influenced staffing pressures within a number of teams including Children's Integrated Disability Services (CIDS) and Prevention and Support. Further significant influences are legal costs and direct payments within the CIDS.	
Out of County Placements	3.484	4.329	0.845	0.628	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	
Minor Variances	1.130	1.211	0.082	0.006		
<b>Development &amp; Resources</b>						
Charging Policy income	(2.002)	(2.056)	(0.054)	(0.035)	Impact of changes to disregards within service user financial assessments	
Good Health	0.860	0.777	(0.083)	(0.067)	The underspend is mainly due to short term vacancy savings and reductions in payments to voluntary organisations.	
Minor Variances	3.367	3.370	0.003	(0.040)		
<b>Total Social Services</b>	<b>60.551</b>	<b>60.821</b>	<b>0.270</b>	<b>(0.063)</b>		

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Period 10 Variance (£m)	Cause of Major Variance	Action Required
Community & Enterprise Customer And Housing Services	1.452	1.482	0.029	0.002	Implementation of the Contact Centre Review is expected to begin towards the end of the 2016/17 financial year resulting in a shortfall of £0.100m. Flintshire Connects efficiency (£0.055m). Customer Services efficiencies due to reduced running costs, additional registrars income and additional Welsh Translation income of (£0.041m). Additional expenditure in respect of Homelessness £0.063m. Other Customer and Housing Services efficiencies identified resulting from vacancy and other service savings of (£0.038m).	
Council Fund Housing	(0.335)	(0.395)	(0.061)	(0.033)	Accommodation Support vacancy savings of (£0.124m) identified to offset the pressures on Telecare resulting from equipment purchase and repairs £0.032m and reduced Telecare income £0.047m. Other minor variances of (£0.016m).	

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Period 10 Variance (£m)	Cause of Major Variance	Action Required
Regeneration	0.416	0.464	0.048	0.010	Estimated shortfall of £0.044m in markets due to income targets increasing in line with inflation each year, where charges have not increased at the same rate. Regeneration efficiency due to the reallocation of officer time to specific grants (£0.031m). Energy Efficiency Framework delayed due to the procurement process - the efficiency will be achieved from 2017/18 onwards, £0.050m. Additional income in respect of Roundabout Sponsorship in year (£0.014m). Other minor variances (£0.001m).	
Revenues & Benefits	10.837	10.065	(0.773)	(0.675)	Underspend on the budgeted provision for the Council Tax Reduction Scheme of (£0.413m). Surplus on the Council Tax Collection Fund of (£0.385m). In-year vacancy savings in the revenues service (£0.045m). Housing Benefit Subsidy budgeted shortfall of £0.078m. Other minor variances (£0.008m).	



**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Period 10 Variance (£m)	Cause of Major Variance	Action Required
Housing Programmes	0.120	0.253	0.133	0.109	Pressure of £0.081m on the SHARP programme relating to feasibility works at the Flint Police Station site. A delay in the progression of the SHARP framework has resulted in a variance of £0.020m. Additional costs in respect of the clean up of unauthorised travellers encampments £0.025m. Other minor variances £0.007m.	
<b>Total Community &amp; Enterprise</b>	<b>12.492</b>	<b>11.868</b>	<b>(0.624)</b>	<b>(0.588)</b>		

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Period 10 Variance (£m)	Cause of Major Variance	Action Required
<b>Streetscene &amp; Transportation</b>						
<b>Ancillary Services &amp; Performance</b>						
Waste Collection	7.559	7.889	0.330	0.300	Solar Energy Production at Landfill commenced from October, resulting in an in-year shortfall of £0.080m. Adverse variance of £0.310m 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 (£0.180m). Additional costs for disposal of hazardous waste from HRC sites £0.055m. Additional plant hire costs at Greenfield HRC and composting site of £0.060m and cumulative minor variances within waste services of £0.067m.	Gas engine income levels are being monitored monthly and contracts being prepared for the service to be outsourced. Reported in Programme Tracker. Budget Pressure in 2017/18 relating to the ESD grant. WG have confirmed a 3.7% reduction in the grant.

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Period 10 Variance (£m)	Cause of Major Variance	Action Required
<b>Highways Network</b> Highways Network	7.477	7.653	0.177	0.134	Due to ongoing discussions on Community Asset Transfers (CATs), 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. £0.061m of improvement works on the Bagillt flooding event has been capitalised in the land drainage programme. Additional costs and staff time still being picked up by the area teams for ongoing maintenance works. Cumulative minor variances within highways services of £0.030m. Winter maintenance programme to be over spent by £0.035m which will be absorbed by the winter maintenance reserve.	Keep under review as part of MTFS. Reported in Programme Tracker.
<b>Transportation &amp; Logistics</b> Logistics & Resource Services	4.524	4.699	0.175	0.080	Neighbouring Authorities not willing to share specialist plant, £0.050m. Fleet insurance recharge of £0.085m above the budgeted level for the service creating an adverse movement due to late notification of final recharge. Further overspends relate to minor variances across the service area.	Keep under review as part of MTFS. Reported in Programme Tracker.

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Period 10 Variance (£m)	Cause of Major Variance	Action Required
School Transport	4.972	5.117	0.145	0.138	Estimated additional subsidy costs following re-procurement for covering former GHA services for school transport following the company going into liquidation of £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	1.927	2.001	0.075	0.088	Estimated additional subsidy costs following re-procurement for covering former GHA services following the company going into liquidation of £0.285m. This includes the costs of former commercial services routes. Additional bus revenue funding of £0.300m has been awarded in 2016-17 for the North Wales Authorities, of which at this stage it has been confirmed that FCC will receive up to £0.155m following discussions with the Authorities concerned.	Consideration in MTFS 2017/18 if no WG funding is forthcoming after 2016/17, taking account of full year effect.
Other Minor Variances	1.429	1.379	(0.050)	(0.040)		
<b>Total Streetscene &amp; Transportation</b>	<b>28.556</b>	<b>29.364</b>	<b>0.808</b>	<b>0.650</b>		

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Period 10 Variance (£m)	Cause of Major Variance	Action Required
<b>Planning &amp; Environment</b>						
<b>Business</b>						
Pollution Control	0.470	0.544	0.074	0.023	2 Environmental Health Officer posts were taken on due to service demands. Internal funding had been anticipated, however this was not available and the cost has been borne by the service.	
Minor Variances	1.147	1.097	(0.050)	(0.023)	Minor variances less than £0.050m.	
<b>Community</b>						
Minor Variances	0.891	0.853	(0.038)	(0.100)	Minor variances less than £0.050m.	
<b>Development</b>						
Highway Development Control	0.230	0.175	(0.055)	0.008	Introduction of Supervision and Plan Vetting fee income from completed schemes.	

**Budget Monitoring Report  
Council Fund Variances**

**MONTH 12 - SUMMARY**

<b>Service</b>	<b>Revised Budget (£m)</b>	<b>Projected Outturn (£m)</b>	<b>Variance (£m)</b>	<b>Period 10 Variance (£m)</b>	<b>Cause of Major Variance</b>	<b>Action Required</b>
Development Management	(0.345)	0.074	0.419	0.364	Provisional outturn confirms the planning fee income shortfall is finalised at £0.350m as the economy has not continued to recover to the extent which the 3 year Business Plan had forecast. The impact of Welsh Government requirements for major developers to enter into pre consultation for a period of 28 days prior to submitting an application has delayed the submission of some high value applications which in turn will affect the fee income received. This has resulted in a lesser volume of applications being submitted than previously predicted.	

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Period 10 Variance (£m)	Cause of Major Variance	Action Required
Minor Variances	(0.049)	(0.046)	0.004	(0.006)	Minor variances less than £0.050m.	
<b>Access</b>						
Minor Variances	1.319	1.264	(0.055)	(0.068)	Minor variances less than £0.050m.	
<b>Shared Services</b>						
Minor Variances	0.162	0.139	(0.023)	0.000	Minor variances less than £0.050m.	
<b>Strategy</b>						
Minor Variances	0.847	0.820	(0.027)	(0.008)	Minor variances less than £0.050m.	
Management Strategy	0.380	0.447	0.067	0.081	Unachieved Business Planning Efficiencies. Expected to be in-year only.	
<b>Total Planning &amp; Environment</b>	<b>5.052</b>	<b>5.368</b>	<b>0.316</b>	<b>0.270</b>		

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Period 10 Variance (£m)	Cause of Major Variance	Action Required
<b>Education &amp; Youth</b>						
Inclusion & Progression	7.080	7.067	(0.013)	0.022	Minor variance only.	
Integrated Youth Provision	1.395	1.364	(0.031)	(0.029)	Minor variance only.	
School Improvement Systems	1.884	1.843	(0.041)	(0.003)	Variance largely relates to Early Entitlement and is from a reduction in support applications. Includes other minor variances.	
Business Change & Support	0.416	0.307	(0.109)	(0.047)	Variance of £0.049m relates to a current secondment in advance of a regional collaboration service from April 2017, funded by GwE. Additionally, £0.035m relates to delays in the implementation of new School Admission software, costs to be met in 2017/18. Includes other minor variances.	
School Planning & Provision	0.614	0.614	0.000	0.000	Minor variances only.	
<b>Total Education &amp; Youth</b>	<b>11.389</b>	<b>11.196</b>	<b>(0.193)</b>	<b>(0.057)</b>		
<b>Schools</b>	<b>87.751</b>	<b>87.751</b>	<b>0.000</b>	<b>0.000</b>		



**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Period 10 Variance (£m)	Cause of Major Variance	Action Required
<b>People &amp; Resources</b>						
HR & OD	2.280	2.220	(0.060)	(0.071)	The underspend is due to workforce variances.	
Corporate Finance	2.380	2.354	(0.026)	0.033	Minor variances.	
<b>Total People &amp; Resources</b>	<b>4.660</b>	<b>4.574</b>	<b>(0.086)</b>	<b>(0.038)</b>		
<b>Governance</b>						
Legal Services	0.642	0.709	0.067	0.063	The overspend is due to legal costs incurred.	
Democratic Services	1.872	1.875	0.003	(0.003)	Minor variances.	
Internal Audit	0.434	0.365	(0.069)	(0.068)	The underspend is due to workforce variances.	Vacancies are expected to remain vacant until the end of the financial year while the level of service is being assessed with reduced capacity.
Procurement	0.166	0.254	0.088	0.091	No income from supplier charging.	The impact of no longer charging suppliers £50 for access to Flintshire County Council's purchasing portal will result in an ongoing pressure which will need to be considered as part of the MTFS.
Business Support	0.001	0.000	(0.001)	0.000	Minor variance.	
ICT	4.607	4.576	(0.031)	(0.014)	Minor variances.	
<b>Total Governance</b>	<b>7.722</b>	<b>7.779</b>	<b>0.057</b>	<b>0.069</b>		

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Period 10 Variance (£m)	Cause of Major Variance	Action Required
<b>Organisational Change 1</b>						
Public Libraries & Arts, Culture & Events	1.620	1.588	(0.032)	(0.015)	Minor variances.	
Museums	0.064	0.068	0.004	0.003	Minor variances.	
County Archives	0.281	0.272	(0.009)	0.000	Minor variances.	
Leisure	4.051	4.149	0.097	0.098	The CAT transfer at Holywell Leisure Centre was completed at 1st April 2017. Continuing to operate the centre as a Council prior to full handover to the community, to ensure continuity of operation, resulted in a pressure of £0.070m in 2016/17 which was identified and reported earlier in the year. Other minor variances of £0.027m.	Request to carry forward £0.059m, being the underspend on the Leisure and Libraries budgets, excluding the CAT pressure, towards the 2017/18 ADM Reserve to mitigate any emerging issues in respect of the financial completion of the Leisure and Libraries ADM and the organisations first year operations.
Community Assets	0.025	0.034	0.010	0.003	Minor variances.	
<b>Total Organisational Change 1</b>	<b>6.042</b>	<b>6.112</b>	<b>0.070</b>	<b>0.088</b>		

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Period 10 Variance (£m)	Cause of Major Variance	Action Required
<b>Organisational Change 2</b>						
Administrative Buildings	1.352	1.283	(0.069)	(0.038)	(£0.024m) Backdated Service charges from Mold Town Hall. (£0.045m) Utility savings due to Asset Rationalisation.	
Agricultural Estates	(0.168)	(0.181)	(0.013)	0.002	Minor variances.	
Property Holdings	0.023	(0.007)	(0.031)	(0.000)	Minor variances.	
Property Asset And Development	0.588	0.289	(0.299)	(0.291)	(£0.260m) in year salary savings as a result of the proposed staffing structure. (£0.039m) minor variances	
CPM & Design Services	0.413	0.323	(0.090)	(0.293)	(£0.090m) additional Design Fees generated above income target.	
Industrial Units	(1.237)	(1.136)	0.101	0.186	£0.158m shortfall in rental is offset by in year salary savings. (£.057m) windfall income from the Deeside Power Station.	
Catering	0.790	0.784	(0.006)	(0.008)	Minor variances.	
Facilities HQ	0.200	0.203	0.004	0.001	Minor variances.	
Cleaning	0.005	(0.038)	(0.043)	(0.040)	Minor variances.	
CC&TV & Open Spaces	0.192	0.198	0.006	0.008	Minor variances.	
Minor Variances	0.265	0.250	(0.015)	0.000		
<b>Total Organisational Change 2</b>	<b>2.423</b>	<b>1.967</b>	<b>(0.456)</b>	<b>(0.472)</b>		
<b>Chief Executive</b>	2.930	2.892	(0.038)	(0.042)		

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 12 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Period 10 Variance (£m)	Cause of Major Variance	Action Required
Central and Corporate Finance	22.423	20.250	(2.174)	(1.999)	An underspend of (£3.086m) within the Central Loans and Investment Account, (£0.199m) is due to reduced level of borrowing, and higher than projected income from investments, (£2.887m) is due to changes to the Minimum Revenue Provision (MRP) policy as agreed.  Additional matrix rebate income of (£0.140m).  One off pressure of £0.197m due to liabilities on an unoccupied commercial property.  Pension deficit recovery pressure has reduced to £0.141m due to realignment of budget from another portfolio.  Increase in Bank Charges of £0.029m.  Employment Tribunal provision £0.030m.	Included as a 2017/18 budget pressure

Budget Monitoring Report  
Council Fund Variances

**MONTH 12 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Period 10 Variance (£m)	Cause of Major Variance	Action Required
					In year underspend on Audit Fees of (£0.127m). Workforce efficiencies, an underachievement of £0.276m. Additional income generating activities, an underachievement of £0.408m. Charges for Support Services have resulted in a budget shortfall of £0.241m, costs for Support Services have decreased. Remaining Eutical Provision balance (£0.131m), the site has now been sold and the balance remaining in the provision has now been returned to revenue. Minor variances (£0.012m).	Included as a 2017/18 budget pressure
<b>Grand Total</b>	<b>251.990</b>	<b>249.940</b>	<b>(2.050)</b>	<b>(2.181)</b>		



## 2016/17 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over
	2016/17 £(m)	2016/17 £(m)	Achievement 2016/17 £(m)
<b>Central &amp; Corporate Finance</b>			
Additional Income Generating Activities.	0.500	0.092	(0.408)
Essential Car User Allowance.	0.500	0.494	(0.006)
Workforce Efficiency.	0.500	0.224	(0.276)
<b>Total Central &amp; Corporate Finance</b>	<b>1.500</b>	<b>0.810</b>	<b>(0.690)</b>
<b>Chief Executive's</b>			
Voluntary Sector Grants review.	0.070	0.072	0.002
<b>Total Chief Executive's</b>	<b>0.070</b>	<b>0.072</b>	<b>0.002</b>
<b>People &amp; Resources</b>			
Finance Modernisation	0.135	0.103	(0.032)
<b>Total People &amp; Resources</b>	<b>0.135</b>	<b>0.103</b>	<b>(0.032)</b>
<b>Organisational Change 1</b>			
Community Asset Transfers.	0.544	0.474	(0.070)
<b>Total Organisational Change 1</b>	<b>0.544</b>	<b>0.474</b>	<b>(0.070)</b>
<b>Community &amp; Enterprise</b>			
Telephone Contact Centre savings.	0.100	0.069	(0.031)
Energy Efficiency Framework.	0.050	0.000	(0.050)
SHARP Framework.	0.020	0.000	(0.020)
Galw Gofal Contract Fees.	0.030	0.015	(0.015)
Council Tax Reduction Scheme.	0.329	0.742	0.413
<b>Total Community &amp; Enterprise</b>	<b>0.529</b>	<b>0.826</b>	<b>0.297</b>
<b>Streetscene &amp; Transportation</b>			
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	0.020	(0.080)
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)
Charge maintenance of Bus Shelters to Community & Town Councils.	0.020	0.000	(0.020)
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)
<b>Total Streetscene &amp; Transportation</b>	<b>0.660</b>	<b>0.290</b>	<b>(0.370)</b>
<b>Planning &amp; Environment</b>			
Various Planning Efficiencies.	0.101	0.000	(0.101)
<b>Total Planning &amp; Environment</b>	<b>0.101</b>	<b>0.000</b>	<b>(0.101)</b>
<b>Total 2016/17 Budget Efficiencies</b>		%	£
<b>Met from Contingency Reserve</b>			<b>11.282</b>
<b>Revised Efficiency Target</b>		<b>100</b>	<b>10.521</b>
<b>Total Projected 2016/17 Budget Efficiencies Underachieved</b>		<b>9</b>	<b>0.964</b>
<b>Total Projected 2016/17 Budget Efficiencies Achieved</b>		<b>91</b>	<b>9.557</b>

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日

2019年12月31日



**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		<b>4.375</b>
Less - allocation from the Contingency Reserve to meet historic child claims		(0.154)
Less - allocation from the Contingency Reserve to meet costs of summer play schemes		(0.076)
Less - allocation from the Contingency Reserve to meet shortfall in the essential car user allowance efficiency		(0.211)
Less - allocation from the Contingency Reserve to meet shortfall in the community asset transfers efficiency		(0.200)
Less - allocation from the Contingency Reserve to meet shortfall in the rationalisation of household recycling centres efficiency		(0.250)
Less - allocation from the Contingency Reserve to meet shortfall in the Flint car park income efficiency		(0.100)
Less - allocation from the Contingency Reserve to meet shortfall in the County Hall car park income efficiency		(0.100)
Less - allocation from the Contingency Reserve to meet the resource requirements for specialist social work for child protection		(0.100)
Less – allocation from the Contingency Reserve to support a Flintshire play scheme programme for 2017		(0.040)
Less – allocation from the Contingency Reserve to support initial set up costs and final technical support for the Community Asset Transfer (CAT) of Holywell Leisure Centre and Alternative Delivery Model (ADM)		(0.050)

Plus - projected underspend as at Month 12 2.050

**Total projected Contingency Reserve as at  
31<sup>st</sup> March 2017 5.144**

Budget Monitoring Report  
Housing Revenue Account Variances

MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance
<b>Housing Revenue Account</b>					
Income	(31.796)	(32.245)	(0.449)	(0.245)	The projected underspend is £0.449m. £0.099m of the movement relates to the use of a historic HRA subsidy balance which is no longer required. £0.095m relates to savings on void properties such as council tax and costs of respite. £0.198m relates to a reduction in the expected provision for bad debts on rent and is supported through better management of arrears. £0.048m relates to additional water surplus. The remaining £0.009m relates to minor variances.
Capital Financing - Loan Charges	7.285	7.005	(0.280)	(0.294)	£0.202m relates to a reduction in the anticipated borrowing costs apportioned to the HRA. This is due to the reduction in Flintshires total borrowing requirement and the reduction in interest rates following the BREXIT referendum. £0.078m relates to the projected corporate support services recharge. The recharge has been reviewed and has been reduced by a number of items which are now charged directly to the HRA. The accommodation charge has also reduced as the amount of office space occupied has also significantly reduced.
Estate Management	1.530	1.531	0.002	0.011	Minor variance
Landlord Service Costs	1.207	1.273	0.066	0.090	£0.077m relates to settlement of the council wide British Gas account. The remaining £0.011m relates to minor variances.

Budget Monitoring Report  
Housing Revenue Account Variances

MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance
Repairs & Maintenance	9.546	9.267	(0.279)	(0.403)	The projected underspend of £0.279m consists of £0.148m savings on staff costs because of vacant positions. £0.036m relates to savings on fleet recharges. This is because some of the expenditure relating to work on disabled adaptations can be capitalised. £0.075m relates to increased expenditure on materials. £0.131m relates to a reduction in recharges to other departments. £0.290m relates to savings on subcontractor budgets. The remaining £0.011m relates to minor variances.
Management & Support Services	2.232	2.095	(0.137)	(0.041)	£0.072m relates to a reduction in the corporate support services recharge relating to office accommodation and other corporate recharges. £0.054m relates to an underspend on site investigation fees for the SHARP as these have been capitalised as schemes were approved. The remaining £0.011m relates to minor variances.
Capital Expenditure From Revenue (CERA)	10.077	11.200	1.123	0.925	£1.123m relates to an increase in CERA which will contribute towards capital WHQS expenditure. This is a re-classification of expenditure from revenue to capital.
Contribution To / (From) Reserves	(0.080)	(0.128)	(0.047)	(0.044)	
<b>Total Housing Revenue Account</b>		<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	

## **Carry Forward Requests**

### **2016/17 Requests**

#### Education & Youth

Youth Justice; to support transition arrangements due to reduction of grant income in 2017/18 (£0.052m).

School Modernisation; to support for various school modernisation projects (£0.082m).

#### People & Resources

Corporate Health Standard; to fund the Employee Assistance Scheme which launched on 01/04/2017 (£0.010m).

Flintshire Trainees; for the continuation of the funding strategy for the Flintshire Trainee programme (£0.060m).

Technical Finance; to contribute to training and professional advice for finance including training for Tax, VAT and Private sector Accounting Practices (for ADMs) (£0.004m).

Technical Finance; for feasibility studies in 2017/18 associated with developing the long term capital strategy (£0.041m).

Corporate Finance; to contribute to training requirements associated with the Corporate Finance Modernisation project (£0.017m).

#### Governance

ICT; to fund one off Microsoft software licensing costs which will be incurred in 2017/18 from planned service underspend (£0.071m).

Education ICT; to offset the borrowing requirement for the new delivery model, the service model is set for 4 years and borrowing will be required over a shorter time frame (£0.051m).

#### Chief Executive

Community Chest; to be included as part of the 2017/18 allocation to voluntary organisations (£0.001m).

#### Organisational Change 1

Leisure; to mitigate any emerging issues in respect of the financial completion of the Leisure and Libraries ADM and the organisations first year operations (£0.059m)

### Organisational Change 2

Repairs & Maintenance; for Repairs and Maintenance works at Deeside Leisure Centre (£0.050m).

### Central & Corporate Finance

Estimated balance remaining at the end of March for the ongoing investment programme in relation to organisational change (£0.687m).

### **Balances currently held which are no longer required which are requested to be transferred to the Contingency Reserve**

#### Governance

ICT – the amount for new communication lines to be installed to reduce the cost of calls is no longer required (£0.010m).

ICT – for Windows Server 2003 is no longer required (0.017m).

#### Chief Executive

Corporate Communications – cost of promotion and advertising of the URDD Eisteddfod for 2016/17 (£0.025m).

#### People & Resources

Welsh Language Training - to fund learners on Summer school which falls in August (£0.005m).

#### **Other Changes of Use**

Social Services – an amount previously agreed to support Social Enterprise initiatives to be used to support transition arrangements for the Learning Disability Work Opportunities ADM which will commence later than originally planned (£0.027m).



## CABINET

<b>Date of Meeting</b>	20 June 2017
<b>Report Subject</b>	North Wales Residual Waste Treatment Project
<b>Cabinet Member</b>	Cabinet Member for Streetscene and Countryside
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The North Wales Residual Waste Treatment Project (NWRWTP) procurement process has now drawn to a close and a contract has been signed with Wheelabrator Technologies Inc (WTI) for the construction and operation of the Parc Adfer waste treatment facility on Deeside.

Parc Adfer will process the non-recyclable domestic waste collected by Conwy, Denbighshire, Flintshire, Gwynedd and Ynys Mon councils. The facility will provide a modern, safe and cost-effective process for treating non-recyclable waste in accordance with national environmental policy. The facility will help the five councils to meet their waste diversion and recycling targets and avoid the punitive costs of Landfill Tax charges.

The contract term with Wheelabrator Technologies Inc is 25 years. The five partner authorities have also signed an Inter Authority Agreement which formalises their partnership for the duration of the contract.

Construction of the facility has now begun. The facility will be fully operational by 2020.

WTI have already been engaging with the local community and this will continue throughout the construction process and beyond.

## RECOMMENDATIONS

1.	Note the award of contract.
2.	Note the scheduled operational date for Parc Adfer.

## REPORT DETAILS

<b>1.00</b>	<b>Background</b>
1.01	The North Wales Residual Waste Treatment Project (NWRWTP) procurement process came to a successful conclusion in December 2016 with a contract being awarded to Wheelabrator Technologies Inc (WTI) and Financial Close being reached.
1.02	<p>The formal Contact Award to WTI represents the conclusion of a six year procurement process. Parc Adfer will process the non-recyclable domestic waste collected by Conwy, Denbighshire, Flintshire, Gwynedd and Ynys Môn councils.</p> <p>The facility will provide a modern, safe and cost-effective process for treating non-recyclable waste in accordance with national environmental policy. The facility will help the five councils to meet their waste diversion and recycling targets and avoid the punitive costs of Landfill Tax charges. Members have been advised previously that the final gate fee payable by the partner authorities would only be confirmed and set at Financial Close. It can now be confirmed that the final gate fees payable are lower than the guideline or 'bid' price set at the outset. There is therefore a financial benefit to the partner authorities as a consequence of the competitiveness of the procurement process and the robustness of the client position during commercial negotiations.</p>
1.03	The project has been supported by the Welsh Government throughout. Following the submission of a detailed Final Business Case, Welsh Government has committed financial support for the contract of a value to the partnership of £140m over the 25 year contract term.
1.04	As the gate fees and the Welsh Government contribution are now set the partner authorities have certainty of costs for longer-term budget planning.
1.05	<p>WTI have begun construction of the facility which has been named Parc Adfer. Parc Adfer is due to be commissioned in late spring 2019 reaching full operational capacity by 2020.</p> <p>At the time of writing the initial ground works are nearing completion, including preparing the main entrance to the site, levels and the waste bunker pit. The main site offices, welfare and parking are now in situ, with "turnstile" security access (via fingerprint reader) onto site being installed. A visitor walkway around the site has been constructed.</p>



	<p>The main focus of site activity at present is the concrete piling and concreting the waste bunker to allow the bunker wall to be constructed. Completion of the bunker wall will allow certain steelworks to begin. The main steelworks are planned to commence later in the year. Conditions and progress on site are good and all is progressing as per programme.</p>
1.06	<p>WTI have been working with their subcontractors to identify supply chain opportunities which are estimated to be valued at more than £40 million over the life of the contract. As part of this process WTI and their sub-contractors have held two “meet the buyer” with a positive response from the contractor base across the region.</p> <p>The construction process will provide over 200 jobs (300 at peak) with around 30 permanent jobs being created for the operation of the facility, which will be able to treat 200,000 tonnes of waste.</p> <p>WTI and their sub-contractors recently held a jobs fair at Coleg Cambria to attract as much local employment as possible, with a positive level of interest in local employment opportunities. More jobs fairs are planned as the construction progresses and the facility becomes operational. WTI and their sub-contractors are already engaging as many local companies as possible for various goods and services.</p> <p>The facility will also make a contribution of up to 7% of the partner councils’ recycling figures through recycling of the bottom ash and a small amount of metals. The facility will also generate 18.8 MW (gross) of electricity which is sufficient to power the equivalent of 30,000 homes.</p>
1.07	<p>It should be noted that the timing of the commencement of the commissioning of the facility (which is when the authorities’ waste will go into the facility) is a crucial part of the contract and contract management to ensure that existing residual waste treatment contracts will dovetail with Parc Adfer. The contract manager provides monthly written progress reports on the construction and on top of this will immediately report movement of the commissioning date to the authorities. All partner authorities have organised their existing residual waste treatment contracts to coincide with the construction timetable with flexibility built in for movement in the programme.</p> <p>As noted in 1.03 above, the NWRWTP is financially supported by Welsh Government. The grant provided by Welsh Government will be paid to all partner authorities, including Flintshire, on a per tonne basis based on the actual tonnage delivered to the facility by each authority. The grant is calculated based on the cost of the facility itself, plus the cost of transporting the waste from the partner authorities plus the cost of operating the waste transfer stations within the partner authorities over the life of the contract. This means that the grant amount paid to Flintshire includes the elements that cover the operation of waste transfer stations within the other partner authorities and transport of the waste to the facility.</p>
1.08	<p>When Parc Adfer becomes operational (see 1.05 and 1.06 above), a Community Benefit Fund will commence. This fund will have a value of £230k per annum, with £180k coming from the partner authorities and £50k</p>

	<p>from Wheelabrator themselves. The fund will be available to community projects in the Deeside area. The grant conditions and criteria are currently being developed in time for the start of Parc Adfer's operations.</p> <p>The Partnership also made a commitment to ensure that the emissions of fine particulate matter (referred to "PM 2.5") from the Parc Adfer facility is monitored at a frequency far over and above the requirements under the Environmental Permit issued by Natural Resources Wales.</p>
--	--

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As noted in 1.04 above the gate fees for the five partner authorities are now known. Therefore, the authorities are now able to forecast budgets based on estimated tonnes of waste collected annually. The confirmed gate fees are lower than first forecast. The charges for use of the facility will therefore be within budget estimates.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	The North Wales Residual Waste Joint Committee (on which all five partner authorities are represented) have overseen the procurement process and has engaged the cabinets and scrutiny committees of the partner authorities at key stages of the process. The Environment Overview and Scrutiny Committee has received regular updates on the project throughout the process including a most recent briefing in December.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	The North Wales Residual Waste Joint Committee has directly and successfully managed the project risks supported by a Project Board (represented by a senior officer from each partner authority and chaired by Flintshire's Chief Executive).

<b>5.00</b>	<b>APPENDICES</b>
5.01	None

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Contact Officer: Steffan Owen</b>  <b>Telephone: 01352 704915</b>  <b>E-mail: <a href="mailto:steffan.r.owen@flintshire.gov.uk">steffan.r.owen@flintshire.gov.uk</a></b></p>

7.00	GLOSSARY OF TERMS
7.01	<p>Gate fee: a set fee payable to the contractor (WTI) for the treatment of each tonne of residual waste (waste that is left over after recyclable and compostable waste has been collected).</p> <p>Financial Close: the process of setting the final rates of borrowing for the capital expenditure for the build. The rates of borrowing have had no impact on the cost to the authority as it was risk borne by WTI. Also at this point exchange rates are also set (a proportion of the capital expenditure is in Euros). This process is only carried out once the contract is signed so final figures can only be confirmed at this point.</p> <p>Commissioning: the process whereby a facility is tested to ensure it will operate as it should and safely. Waste is put through the facility in varying amounts and throughputs to test its equipment and systems. The facility must be validated by a specialist technical expert that is independent of the contractor - known as an Independent Certifier - before it can be operational.</p>

This page is intentionally left blank



## CABINET

<b>Date of Meeting</b>	Tuesday, 20 <sup>th</sup> June 2017
<b>Report Subject</b>	Renewal of North Wales Construction Framework
<b>Cabinet Member</b>	Cabinet Member for Education and Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Officer (Education and Youth) and Chief Officer (Organisational Change)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The North Wales Construction Framework was established in 2014, primarily to deliver the construction of new school buildings, or the remodelling and refurbishment of existing school buildings, under the Welsh Government's 21st Century Schools programme.

The Framework is a partnership between the six North Wales Authorities with Denbighshire County Council acting as the lead Authority. The Framework can and has also been used by other public sector organisations in the region to deliver some of their construction projects. The current framework agreement expires in May 2018, and this report outlines the proposed approach for renewing the Framework Agreement.

### RECOMMENDATIONS

1	That Cabinet endorses the approach outlined to procure the next generation North Wales Construction Framework.
---	--

<b>1.00</b>	<b>THE CURRENT FRAMEWORK AGREEMENT EXPIRES IN MAY 2018, AND THIS REPORT OUTLINES THE PROPOSED APPROACH FOR RENEWING THE FRAMEWORK AGREEMENT.</b>
	<b><u>The Existing Framework</u></b>
1.01	North Wales Construction Framework was established in 2014, primarily to deliver the construction of new school buildings, or the remodelling and refurbishment of existing school buildings, under the 21st Century Schools programme.
1.02	The Framework provides a streamlined, cost-effective and collaborative mechanism to secure contractors for construction projects in schools and other public buildings across North Wales.
1.03	The current Framework has three value lots with six contractors: Balfour Beatty; Galliford Try; Kier; Read Construction; Wilmot Dixon and Wynne Construction and there are currently 20 “live” construction projects being progressed across the region with a contract value in excess of £200 million.
1.04	Projects which have been delivered or are currently being developed through the Framework within Flintshire are as follows: <ul style="list-style-type: none"> <li>• Holywell Learning Campus – Completed on time and within budget</li> <li>• Deeside 6 – Coleg Cambria – Completed on time and within budget</li> <li>• Connah’s Quay High School Modernisation – At development stage</li> <li>• Penyffordd – New Primary school (on one site) – At development stage</li> </ul>
1.05	Aside from the benefit of a collaborative approach and early contractor engagement, one of the main benefits of the framework is the delivery of community benefit.
1.06	The 20 regional projects have delivered the following community benefits: <ul style="list-style-type: none"> <li>• Over 900 hours of work experience</li> <li>• Over 1,000 training hours delivered</li> <li>• 320 NVQ/Apprenticeship weeks delivered</li> <li>• 9 Graduates recruited</li> <li>• 17 permanent new jobs created for unemployed people</li> <li>• 4,000 school pupils involved in engagement events</li> <li>• 70 community engagement events, with 900 attendees</li> <li>• On average, 80% of the construction supply chain comes from within a 30 miles radius of the project/s</li> <li>• 30 work placements for NEET (Not in Employment, Education or Training) individuals in partnership with the Princes Trust</li> </ul>
	<b><u>The Proposed Next Generation North Wales Construction Framework</u></b>
1.07	Renewing the Framework will ensure an effective mechanism for delivering the next phase of the 21st Century Schools programme, as well as the construction or major refurbishment of other public buildings.

1.08	Details of the next generation North Wales Construction Framework are set out in the Business Case attached as Appendix 1.
1.09	<p>The approach is to build on the strength and success of the current Framework, whilst making some changes to improve performance. Key changes include:</p> <ul style="list-style-type: none"> <li>• A change in the way projects are “lotted” by value to provide more opportunities for smaller contractors;</li> <li>• Greater emphasis on the delivery of community benefits, such as training requirements and developing local supply chains;</li> <li>• Introducing a framework charging fee to reduce the cost of the Framework to the six local authorities, whereby contractors will be charged a fee per project won. Charges are detailed in the Business Case – Appendix 1 (Section 6 provides further details on costs).</li> </ul>
1.10	The new Framework proposal is for more lots and lower value thresholds and by adopting this approach it is hoped that more contractors will be attracted to the new Framework and that it will increase competition and pricing competitiveness.
1.11	<p>There is a requirement for an enhanced Framework Management Team. This team will continue to be hosted by Denbighshire County Council, and this continuity will ensure that collaboratively North Wales Authorities can build on the success of the initial Framework Agreement and improve the impact of the framework in terms of:</p> <ul style="list-style-type: none"> <li>• Engaging with contractors to maximise community benefits and support and develop local supply chains.</li> <li>• Working with economic development teams to develop local companies where gaps in supply chain exist; and</li> <li>• Continuing to work with educational organisations to provide improved training and development opportunities and work placements.</li> </ul>
1.12	<p>The Framework renewal will have an overall positive impact on future generations within Flintshire and the wider North Wales region, through:</p> <ul style="list-style-type: none"> <li>• the development of new and improved school buildings (and other public buildings)</li> <li>• up-skilling the workforce through the numerous training and work placement opportunities; and</li> <li>• developing the local economy by providing opportunities for local contractors.</li> </ul>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The cost of setting up the new Framework arrangements will be met through the funding arrangements for the existing framework, whereby each Authority had previously agreed the sum of £15,000 each year as a management fee to Denbighshire County Council.

2.02	The new Framework will require the same level of financial commitment (£15,000 per annum) from each Local Authority.
2.03	Under the previous Framework Flintshire's annual contribution was paid from the 21st Century Schools programme. It is proposed that the same principle should apply to the renewed framework.
2.04	Decisions on how any surplus income generated through the Framework will be spent will be agreed by the Framework's Strategic Management Board, which has Senior Officer representation from all six North Wales Authorities. Such income (which is of low value) could be spent on additional training or supply chain initiatives, or potentially shared out between the partner authorities.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	The proposals for the renewal of the North Wales Construction Framework have been developed through the involvement and engagement with senior officers, construction and procurement professionals within the six partner North Wales local authorities, as well as other public sector organisations who are keen to utilise the Framework.
3.02	There has also been involvement from contractors on the existing framework and other local contractors who are interested in being involved in the new Framework arrangements.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Risks around the framework are managed through the Framework's Strategic Management Board to which each Local Authority has Senior Officer representation from all six North Wales Authorities.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Framework Business Case (Denbighshire County Council).

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	N/A  <b>Contact Officer:</b> Damian Hughes <b>Telephone:</b> 01352 704135 <b>Email:</b> <a href="mailto:damian.hughes@flintshire.gov.uk">damian.hughes@flintshire.gov.uk</a>



<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>North Wales Construction Framework</b> – Is an innovative collaborative working solution, which has been developed to support the delivery of the 21st Century Schools programme and other public buildings in the North Wales region. Instigated by the Welsh Government and supported by Construction Futures Wales, the Framework is made up of the six North Wales Authorities and seven main construction companies, hosted by Denbighshire County Council.</p> <p><b>21<sup>st</sup> Century schools programme</b> – Is a collaboration between the Welsh Government (WG), the Welsh Local Government Association (WLGA) and local authorities. It is a major, long-term and strategic capital investment programme with the aim of creating a generation of 21st century schools in Wales. The programme will focus resources on the right schools in the right places, for early years through to post-16</p> <p><b>Community Benefits</b> - Delivery of added value through Community Benefits Policy are part of 21<sup>st</sup> Century schools funding criteria and is also linked to the procurement of contractors on the 21<sup>st</sup> Century Schools programme and must be an integral consideration. They ensure wider social, environmental and economic issues are also taken into account during the project life cycle.</p> <p><b>Lot/Lotted</b> - One of a number of categories of goods or services which a single procurement process has been divided into. In this case monetary amount associated with construction value.</p>

This page is intentionally left blank

# **North Wales Construction Framework (NWCF)**

## **Future of the Framework**

### **Business Case for the renewal of the North Wales Collaborative Construction Framework**

**May, 2017**

## **Introduction**

### **Part 1 - Existing framework**

Background

Achievements

### **Part 2 – Option appraisal**

Procurement Strategy and proposed changes

Resources and funding

### **Part 3 – Delivery Arrangements**

Timescale

Cost

Project Management

Risk

## **Recommendation**

Preferred Option

# INTRODUCTION

This paper presents the achievements of the existing collaborative construction framework with options of how we propose to renew the framework for the next strand of construction projects across North Wales. The paper presents the outline procurement strategy together with the resources required to fund and manage any new arrangements.

## PART 1 – EXISTING FRAMEWORK

### BACKGROUND

The NWCF is the first generation of Collaborative Frameworks in the region. It was instigated by the Welsh Government to aid the delivery of the 21st Century Schools Programme in North Wales and was collaboratively developed by the 6 North Wales Local Authorities (NWLA) lead by Denbighshire and Flintshire.

The NWCF is was established to deliver value for money and the benefits associated with a long term collaborative relationship. We undertook a unique approach of early engagement with clients, contractors and construction bodies via workshops that helped us to define its structure.

It was been built on an ethos of openness, transparency and flexibility achieved by continuous communication and engagement with stakeholders through our Forums and special interest groups (SIGs) These have been invaluable in ensuring that common processes and tools have been established and implemented across the framework for the benefit of the individual projects and ultimately the clients. The SIGs enable us to improve de understanding and delivery of Building Information Management (BIM), Community Benefits, Collaboration and Standardisation.

Outcomes from the SIGs include:

- Building an environment that facilitates Trust culminating in an open transparent relationship
- Delivery of Targeted Community Benefits and Social Value
- Upskilling of Clients and their regional Supply Chains,
- A better understanding of BIM processes and the development of tailored Employers Information Requirements.
- Fair payment practices form part of the framework to ensure that the supply chain members are also paid in line with these practices.
- Test new initiatives in the region and disseminate lessons learned such as Project Bank Accounts
- Performance and achievements are monitored through an established set of KPIs across the Framework projects which are regularly reviewed with the aim of improved performance.
- Case studies are part of the process of sharing good practice and knowledge.
- The Early Contractor Involvement, two stage procurement and the use of collaborative forms of contact (including NEC Option C), are actively promoted.

Current Framework lotting strategy

Lot	Project value bands	Contractors on the NWCF1	Type of Works
1	£4.348m > £7.5m	Wynne Construction Kier Construction Balfour Beatty Galliford Try Read Construction	<ul style="list-style-type: none"> <li>• new build</li> <li>• re-modelling</li> <li>• refurbishments</li> </ul> The above may potentially include (but not be limited to): <ul style="list-style-type: none"> <li>• listed buildings</li> <li>• external works</li> <li>• contract design (design and build)</li> <li>• other construction works (e.g. structural work, asbestos removal, demolition, modular / volumetric construction etc.)</li> </ul>
2	£7.5 > £15m	Wynne Construction Kier Construction Balfour Beatty Galliford Try Willmott Dixon	
3	£15m+	Kier Construction Balfour Beatty Galliford Try	

**Impact of the existing framework**

The Framework has significant impact on the way major projects are procured in North Wales, reducing the cost and time of the procurement exercise and introducing a more collaborative way of working with the private sector resulting in a less adverse relationship.

The framework’s biggest impact is on the delivery of Community Benefits, Targeted Recruitment and Training (TR&T), Supply Chain development and management of the environmental impact, delivering in line or above industry standard in each individual project.

It has also played a major role on the development of the Building Information Management (BIM) understanding. Through the Framework some of the first projects using BIM level 2 were delivered in the region creating a culture planning for the lifecycle of the building and supporting with the upskilling and integration of the supply chain in the region.

All of the above working practices are embedded within the Framework working processes

**ACHIEVEMENTS**

The existing Framework has delivered to Dec 2016 a number of benefits as below

- Over 900 hrs work experience
- 9 graduates recruited
- 320 NVQ/Apprenticeship weeks
- 17 permanent new jobs created for unemployed people
- Engagement events reaching over 4000 pupils

## Appendix 1

- 35 events to upskill the supply chain
- 70 Community Engagement Events – 900 stakeholder attendees
- 3 local SMS's have reported that they have grown on the back of projects procured through the Framework
- The contractors who have delivered works confirm that the programme has both created and sustained employment both directly and indirectly
- 80% of the supply chain comes from within 30 miles radius on average
- 4 Case studies have been developed to date
- Recognised with awards as a framework and for projects.
- 2 of the NWCF1 projects have achieved “exemplar” status
- Standardisation of Employer Information Requirements for BIM in the region
- 2 (30 persons) cohorts of the Princess Trust Community Programme are planned to give work placement to individuals “Not in Employment Education or Training (NEET)”
- Cultural change to a partnership approach to delivering construction projects
- 2 Regional meet the buyer event – with over 150 SME suppliers in attendance
- 2 additional events to engage with the smaller supply chain through the Contractors and Sub consultants are planned for June.
- Training hours exceeding 1000 hours
- The framework hosts a Construction skills Academy on behalf of the LA customers and stakeholders.
- At least 98% of waste is being diverted from landfill on each project

### Awards

- Winner of the Integration and Collaborative Working Award from CEW
- Finalist for Integration and Collaborative Working Award from CE (UK)
- Framework exemplar project wins national BIM award 2016

## Income and Savings

- Income generation of £24,000 to offset against the Framework management cost for attracting new clients to use the Framework.
- Reduced cost to running the Framework from £90K estimated to £70K due to savings on marketing and Framework management team. NWCF2 will be seeking other fund avenues to deliver regional engagement and training.
- Free sharing portal provided by Read Construction as part of their collaborative programme.
- A competitive procurement process following a full EU procedure costs an average of £45,200 a significant reduction to this cost has been achieved by both clients and contractors by avoiding individual procurement.

Appendix 1 – ‘Organisations supporting the delivery of Community Benefits’

Appendix 1a – ‘Operation and Best Practice’

In order to realise the full benefits of having a regional Framework in place we joined the National Association of Construction Frameworks becoming the first welsh partner. This has enabled us to exchange knowledge with our counterparts nationally.

## **PART 2 – PROPOSAL GOING FORWARD**

### **PROCUREMENT STRATEGY AND PROPOSED CHANGES**

We proposed to reprocure a NWCF2 Framework applying the lessons learnt and addressing its shortcomings to improve its operation and delivery and enhance Value and increase beneficial outputs from the framework activities. For Denbighshire County Council to continue to be the lead authority and host the Framework Management Team.

See appendix 2 – ‘Initiation of Project for the Procurement of NWCF2’ for details.

The five options were considered were:

1. Let Framework expire and authorities to choose the way they want to move forward
  - a. LA have now acquired a consistent approach to delivering major projects, the expertise created will be lost, the use other options could be more costly and time consuming.
2. Renew the Framework exactly as it is now
  - a. We would fail to incorporate the lessons learned and improvements generated by the first iteration, however we will have more certainty on cost and use expertise acquired. It may not be sufficient to deliver the type of projects that the 21<sup>st</sup> Century School Programme Band B will require.
3. Let another authority take the lead
  - a. Willingness of another LA to take the Lead against backdrop of efficiency savings.
4. Consider the National Procurement Service (NPS)
  - a. NPS may be looking at setting up a major projects national Framework
  - b. Timeline is unknown. This option would impact on local SME involvement at a Tier 1 level.
5. Tap into other existing Frameworks
  - a. Cost and locality agenda may not be met, we wouldn't have control over the mini tender process and management of the Framework. Inconsistent CB and SVA activity and not aligned to WG policy and drivers.

### **High Level Strategy of NWCF2**

A Collaborative and integrated framework, building on the foundations of a successful NWCF 1 harvesting benefits and savings from use of technology, improved processes, collaborative working, supply savings and efficiencies through fairness, transparency and competitive collaboration on projects.

- Maximising local community impact through SME engagement and intelligent quality based selection and clearly defined targets and benchmarked performance.
- A strong commitment to supporting and developing the local supply chain through training and best practice sharing



## Appendix 1

- Finding market gaps and encouraging companies to backfill those gaps.
- Working alongside supporting agencies and education establishments providing avenues for training, development and directing them to funding available to upskill Local SMEs
- We will align our outputs to the Well Being of Future Generations Act measuring the Framework and project performance in line with the Act.
- Fair payment practices are and will continue to be built into the Framework as well as the commitment to train and develop future generations and promoting sustainable development.

We are committed to exceeding the performance and outputs from NWCF1, with enhanced value for the Customers, Stakeholders and communities.

Being the “go to” procurement solution for public bodies in north Wales.

### **Project Pipeline**

Whilst the exact detail of the anticipated spend is unconfirmed, Government spend projections and extrapolation of the performance of the NWCF1 indicate that a likely spend of some £400m is anticipated.

Partners such as Glyndwr University and Coleg Cambria have confirmed a potential pipeline of over £70m. Adjusting for growth from the planned Business Development activity the OJEU will be issued with a ceiling value of £550m to £600m.

### **Proposed Changes**

#### **Tender**

- Use a restricted procedure to undertake the procurement exercise
  - Two stage tender process (PQQ followed by ITT).
  - Improve the evaluation mechanism to speed to which the Framework is evaluated and encourage SME to bid for it.
- Simplifying the tender documents and rationalise the quality questions (tailored set of questions for lower value bands proportional to the value)
- Proposed lotting strategy agreed by Operational Management Board (this may alter when Band B projects are known)
- To include projects below the OJEU threshold from £250K
  - give smaller local contractors the opportunity to be part of the Framework
  - reduce the time it takes to appoint a contractor to a major project
  - split smaller lots in regions to increase opportunities to local SMEs
- Consider having contractors on a reserved list
  - With a busy market in the region give us the opportunity to ensure we always have a minimum number of bids
  - Gives companies that were close to the mark the opportunity to be part of the Framework. Need to check the legalities of operating a reserve list in the event of continued failure of contractors to submit bids or in the event of withdrawal.
  - Ensure a minimum number of bids in each mini tender taking into account the conditions of the market.

## Appendix 1

- Consider an effective strategy to manage this set of contractors to keep them engaged for four years.
- Price / Quality Split during mini competitions should be at the discretion of the authority within the established range and in accordance with their individual CPR's initial proposal is 70/30 to 30/70 Q/P range.
- Aggregation – we need a mechanism to limit the number of projects that any one supplier can win i.e. no more than 3 times the maximum limit of the lot, for example, Lot 3 max number of project up to a total value of £7.5m (£2.5m x 3). (Need to check the legalities of doing this).
  - Help limit LA exposure by not appointing one contractor to too many projects.
- Restrictions – We will use the principles of restriction to ensure,
  - Have a more balanced spread of projects between contractors to limit LA exposure.
  - Keep contractors interested in the Framework and encourage competition
  - Increase the number of contractors bidding in the Framework as they can concentrate on the lots that they are genuinely interested on.
- Pricing – consideration to the detail of the pricing documents. Direct call off unlikely therefore do we need a detailed Bill of Quantities
  - Avoid asking information that we will not use.
  - Use average pricing methodology
- Monitor contractor performance regularly through a set of relevant KPIs, using the knowledge acquired on NWCF1 to inform targets.
- Two sets of ITT one for lower value lots and another one for higher value lots
  - Ensuring that the financial criteria on which contractors are evaluated is proportional to the value of the works and lot that they are applying for.

Table 1 Suggested Lotting Strategy

	Value Bands					Number of Contractors per Lot
	£250k > £1m	£1m > £2.5m	£2.5m > £5.5m	£5.5m > £10m	Over £10m	
West	Lot 1					10
East	Lot 2					10
Regional		Lot 3				10
Regional			Lot 4			6
Regional				Lot 5		6
Regional					Lot 6	4

There we will have a minimum of 16 and up to 46 contractors in NWCF2, a well-resourced Framework management team is paramount to its success.

In comparison NWCF1 has 6 contractors over three lots.

## Framework Operation

- Governance – simplify governance arrangements and decision making
  - Opting for a Client Management Board with co-opt appointed members with particular expertise as when required (*similar to company board of directors with non-executive members requires shared sense of purpose and commitment from all involved*)
  - Simplified terms of reference with clear accountability matrix.
  - Reduction in the number of meetings with the decision making process more concise.
  - Targeted themes for improvement to be delivered through SIG's
  
- Mini Tender competitions
  - Standardise further the mini tender competitions set core questions
  - Q/P split
  
- Actively Marketing and promotion of the Framework
  - Establish a clause within the Framework agreement where the Contractors will bring work to the Framework.
  - Framework Contractors to support financially the establishment of a dynamic KPI tool
  - Get new clients for the Framework to become self-sustaining.

## RESOURCES AND FUNDING

### Framework Management Team

1 Framework Manager

1 Innovation and Development Manager

1 Administration Assistant

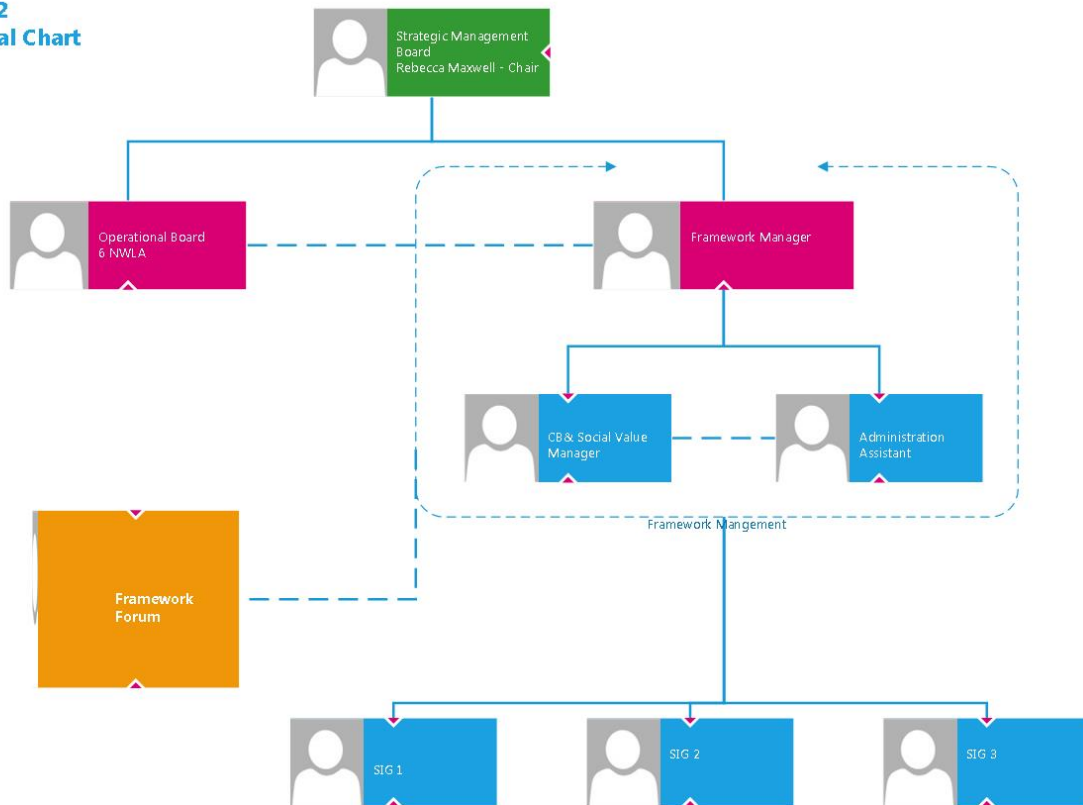
The **Innovation and Development Manager** is a new post created to continue developing best practice at Framework level and disseminating them across the six authorities some of the themes this post will be developing are

- Support incorporating Supplier Past Performance in Construction Contracts
- Implementing Practices against Modern Day Slavery
- Promoting Life cycle costing
- Fair payment
- Contract Management
- Feedback on the Financing Models in Construction (Mutual Investment Model)??
- And other initiatives as needed.

This post is paramount to the success of the above initiatives and the overall management of the increased number of contractors in the Framework and the increase volume of potential work procured through it.

Appendix 1

**NWCF2  
Organisational Chart**



**FUNDING**

The funding arrangements will change under the new framework arrangements. Under the existing framework, each partner authority contributes £15,000 per annum to support the framework management costs, with additional income generated from a framework access fee paid by other public sector organisations who use the framework.

**Partner Authorities and Contractors**

Under the new framework, contractors on the framework will pay a fee per project won on the basis of the rates detailed in the tables below.

It is also proposed that each partner authority will continue to allocate £15,000 per annum, payable at the end of the financial year for the year just gone.

**Fee rate for partner local authorities**

LOT	Fee
1	0.35%
2	0.35%
3	0.25%
4	0.15%
5	0.12%
6	0.10% Up to £15m  0.08% £15m +

## Appendix 1

The income derived through this mechanism in a financial year will be allocated on an equal basis between the six partner authorities, and this sum deducted from the £15,000 annual contribution (i.e. each authority will be invoiced for £15,000 less their share of the income derived from the framework). The decision on the use or reallocation of any surplus income in the situation where the full £15,000 per authority has been recovered in a financial year will be subject to decision by the Strategic Management Board.

Over time the income generated should significantly reduce or even remove the requirement for the annual £15,000 contribution, but to ensure continuity between the new and old framework arrangements and to guarantee that the framework management costs can continue to be supported throughout the lifetime of the framework, the annual contribution will remain a requirement for partner authorities (subject to the “refund” arrangements detailed in the preceding paragraph).

### Non-Partner public sector organisations

In the case where other non-partner public sector organisations access the framework, the following charging rate will apply:

#### Fee rate for non-partner public sector organisations

LOT	Fee
1	0.40%
2	0.40%
3	0.30%
4	0.20%
5	0.15%
6	0.12% Up to £15m 0.10% £15m +

Unlike the partner authorities, the non-partner organisation will not be required to contribute t £15,000 per annum, but equally will not be entitled to any future share of the income.

### General arrangements

For both partner and non-partner organisations, the fee for a programme of work which is subject of a single client mini competition will be based on the aggregated programme value and not on the separate project values. If the programme of work is split into separate contractual arrangements for each project within it then the charge will be based on the relevant fee applicable to each project within that programme, and payable as soon as any contractual arrangement (including a pre-construction contract) is entered into for a project.

In all circumstances, in the event of a project stopping at the pre-construction contract (i.e. not progressing into a building contract) NWCH can recover the fee based on the value of a pre-construction contract on the basis of the fees set out below:

#### Fee rate for pre-construction charging

Value (£) of the Pre Construction	Fee
-----------------------------------	-----

## Appendix 1

Contract	
1 - 250K	0.70%
251K - 500K	0.60%

This funding mechanism will fully resource the team to provide Framework management and support to meet the needs of the current strategy. This model will enable NWCF2 to operate efficiently and will make provisions to set up new procurement vehicles at the end of the cycle.

### Forecast income

On the basis of the charges detailed above the following income is forecast for NWCF2 (as of May 2017):

Potential work subject to BC approval	Income Average charge of 0.12% of Construction Cost
<b>NWLA</b>	
<u>21<sup>st</sup> C school programme</u>	
£70m x 6 = £420m (Full programme)	£504K
£45m x 6 = £210m (Part programme)	£252K
<b>Glyndwr University</b>	
Project 1 £5m Project 2 £5m Project 3 £20m	£36K
<b>Sub-Total £30m</b>	
<b>Coleg Cambria</b>	
project 1 £12.0m project 2 £4.2m project 3 £5.2m project 4 £4.8m project 5 £1.6m project 6 £6.2m project 7 £3.85m project 8 £3.5m	£50K
<b>Sub-Total £41.35m</b>	
<b>Part Programme total £252.35m</b>	<b>£338K</b>
<b>Full Programme total £481.35m</b>	<b>£590K</b>

Additional projects identified and using the framework over its lifetime will increase income.

### Costs and resource of the Framework management structure

## Appendix 1

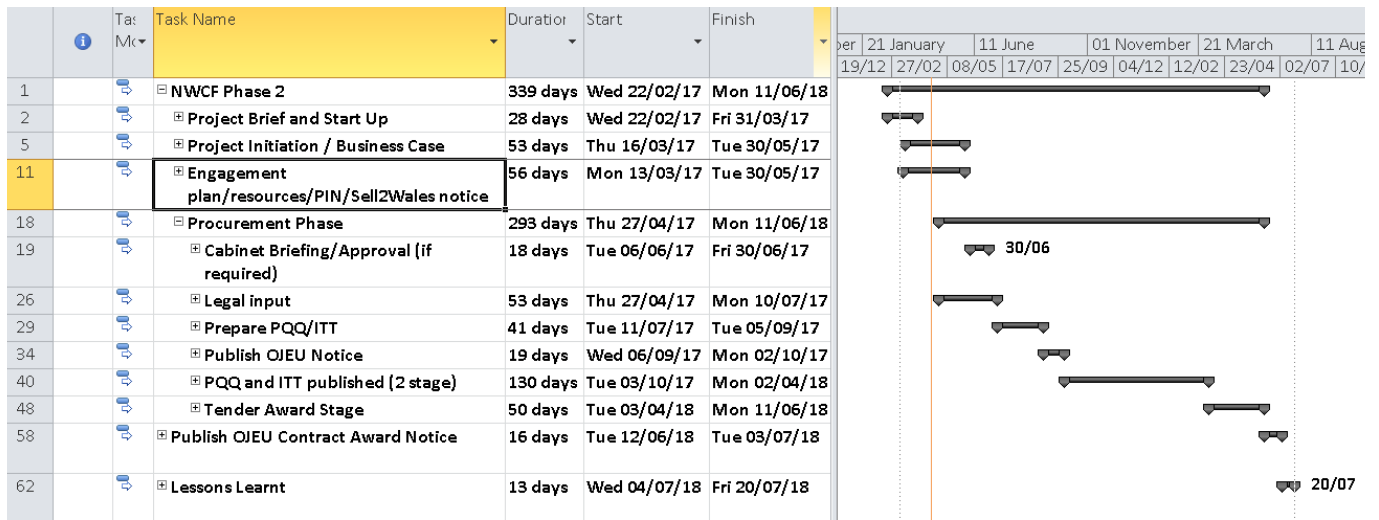
The new Framework will be twice the size in value than the current Framework, the number of individual projects using will significantly increase and the number of contractors involved could be up to 46 contractors with a minimum of 16.

The below proposal seeks to ensure that the Framework is resourced adequately to manage the significant increase in the volume of works.

<b>Core Structure</b>	<b>Annual Cost</b>
Framework Manager	£57,000.00
Part fund - Innovation and Development Manager	£33,000.00
<b>Sub total</b>	£90,000.00
<b>Funded by Framework Income</b>	
Part fund - Innovation and Development Manager	£13,000.00
Admin Support	£16,000.00
Travel expenses	£ 3,000.00
Events and Marketing (request contribution from contractors when tendering the Framework)	£ 3,000.00
KPI tool (to be funded by the contractors)	£ 5,000.00
Allocation for setting up next Framework	£20,000.00
<b>Sub total</b>	£60,000.00
<b>TOTAL</b>	£150,000.00

## PART 3 – DELIVERY ARRANGEMENTS

## TIMESCALE FOR DELIVERING NWCF2



## COST FOR DELIVERING NWCF2

Cost of delivering the 2nd Phase of NWCF		
Area	Fees	Detail
Project Management	£20,000	PM support one day extra a week (arrange reviews with OMB, chair/organise supply chain and potential clients engagement meetings, ensure information is on time for approval, cabinets, etc.)
Construction Advice	£10,000	External procurement advice on Framework specific matters.
Procurement	£30,000	OJEU and PID notices, review of PQQ&ITT documentation, advice and review of the tender returns
Legal	£25,000	Preparation of legal documents Framework agreement, IAA, etc.
Events +Engament	£2,000	Events, engagement with supply chain
<b>TOTAL</b>	<b>£87,000</b>	Capped

Cost of managing the current NWCF		
Cost of Framework Mgt 2017-18	£3,686	As per 160727 construction Framework Cash Flow 2016-17 plus £1200 PT and LGA
Cost of Framework Mgt 2016-18	£72,703	As per 160727 construction Framework Cash Flow 2016-17
<b>TOTAL</b>	<b>£76,389</b>	

TOTAL Cost delivering both		
Cost of Framework Management	£76,389	As per 160727 construction Framework Cash Flow 2016-17
Cost of 2nd Phase	£87,000	
<b>Total Cost</b>	<b>£163,389</b>	

Billing Proposal		
Total Cost per LA 2016 -17	£13,616	The cost of setting up the new Framework and Managing the Current one is included within the agreed contribution from LA in the Inter Authority Agreement and not in addition to.
Total Cost per LA 2017 -18	£13,616	

## PROJECT MANAGEMENT ARRANGEMENTS



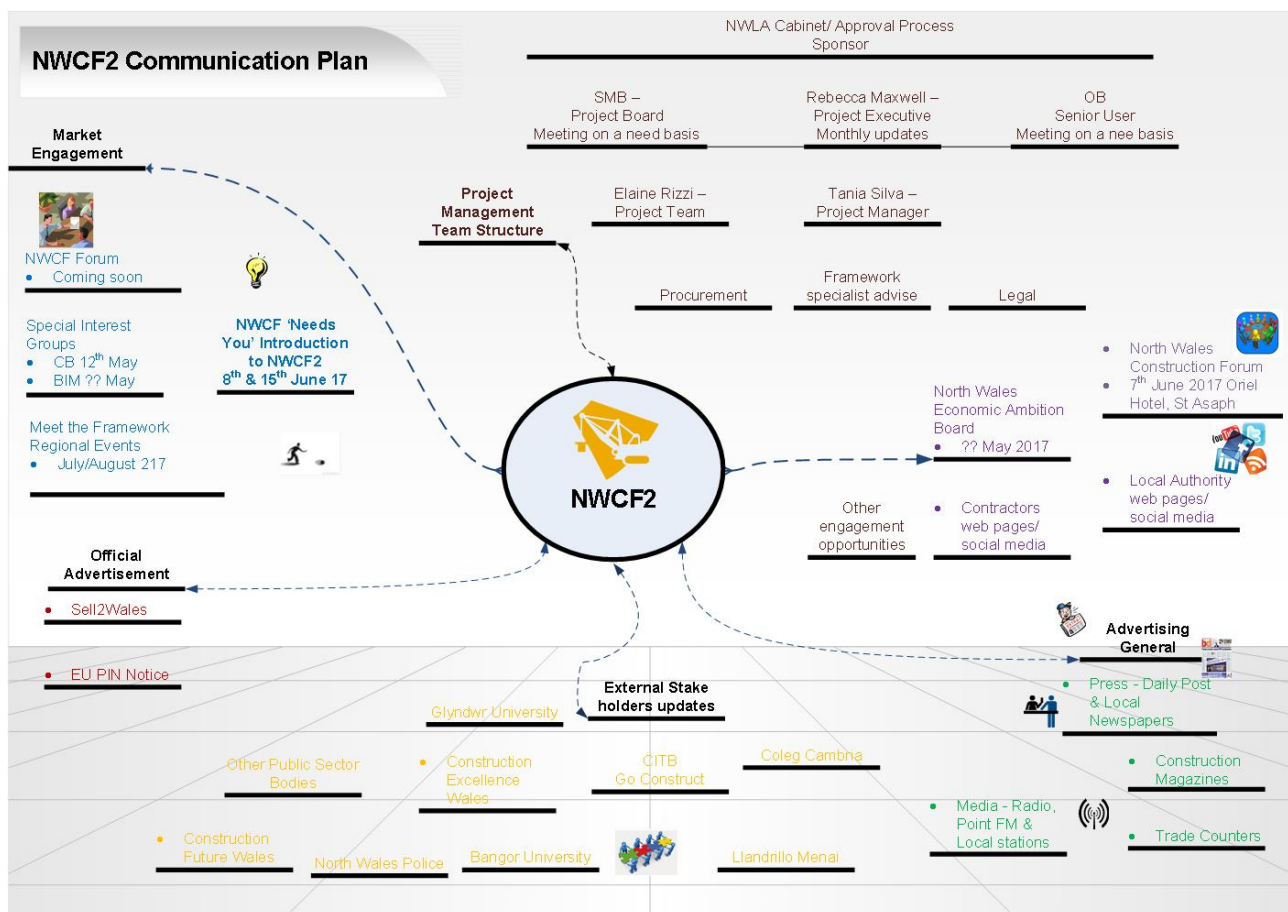
## Appendix 1

The delivery of the new Framework Agreement will be managed by the Framework management team this will be the best way to ensure that the lessons learned are applied appropriately to the next reiteration. The FM team will project manage the delivery of the new Framework and continue to managing current Frameworks.

Additional support and review of the JD's is required.

- 50% Framework Manager will be dedicated to project manage the new Framework
- Framework support time will increase and take on some of the Framework Management role continuing giving support to the current Frameworks.
- Additional support is needed for administrative tasks such as booking rooms arranging meetings, raising orders, etc.
- External advice may be required at pre procurement stage and/or during implementation

## Communication Plan



## RISKS

## Appendix 1

The second reiteration North Wales Construction Framework will be different in size and value. The landscape of the programme of works will change (refurbishments & extension projects) and proposed sub OJEU lots ranging from £250k to OJEU (currently £4.22m) and potentially reviewing the geographical split of the lots below OJEU.

No clarity on the value of Band B, percentage contribution from WG or the impact of benchmark costs.

Unless changes are properly controlled, the time, cost and quality goals of the framework may never be achieved and our customer NWLA may not maximise their demonstrable delivery to Policy drivers such as, Social Value act, Well being agenda, BIM and delivering the Wales we Want.

- Welsh Government not funding projects, higher percentage claw back on grant conditions of those funded
- IAA not agreed by the 6 North Wales Local Authorities. (Governance structure, roles & responsibilities, accountability)
- Framework not being used by other public bodies
- Partners not commissioning due to economic climate
- Contractors not tendering for work
- Legal challenges on setting up next generation framework from Contractors as to procurement process followed
- Legal challenge from unsuccessful contractors
- Continuous improvement not meeting expectations due to number of contractors on lots and driving efficiencies
- Not achieving Value for Money
- Failure to measure & incorporate social value (community benefits) into framework commissioning & procurement processes
- Framework Management not properly resourced
- Clients and Contractors not fully engaged in Framework ethos
- Lack of practical application of Whole Life Cost (WLC) & Life Cycle Cost (LCC) into framework projects
- Lack of standard approach to construction procurement
- Increased framework management due to revised lotting arrangements and number of contractors involved

NWCF2 builds on NWCF1 successes and allows us to develop a more sustainable model into the future whilst reducing costs and driving value.

NWCF2 will embed lessons learned from NWCF1 and provide a collaborative vehicle harvesting benefits of scale and integration, whilst enabling local Customer aspirations and policies. The framework provides a vehicle to work in an All Together better way – reducing duplication and enabling common standards to be applied and efficiencies to be harvested.

The increased phasing in off user charging will reduce the framework cost to the stakeholders and enhance the value for the Client led activity whilst protecting the obligations attaching to transparent competitive procurement.

## RECOMMENDATION

## Appendix 1

To establish a new collaborative framework that considers the proposed changes highlighted in Part 2 which will be funded by a contribution of £15k from each of the six authorities with any remaining costs to be funded via the contractor percentage payment mechanism presented in Part 2 (b). The cost of setting up the framework has been covered by the final year subscription of the 6 Local Authorities, with the annual running cost of the framework estimated at £150k per annum. Any shortcomings would need to be underwritten by the collective Authorities

This page is intentionally left blank



## CABINET

<b>Date of Meeting</b>	Tuesday 20 <sup>th</sup> June 2017
<b>Report Subject</b>	Measured Term Contract - Minor Refurbishment Works 2017 to 2021
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Officer (Organisational Change)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The existing Measured Term Contract 2015/16 is due to expire on the 28<sup>th</sup> September 2017 and the Capital Programme for 2017/18 has projects that require a call off procedure in lieu of traditional tendering procedures.

A number of Measured Term Contracts have been successful since 2010 and over the last 7 years these have consistently delivered FCC's Capital Programme on time, on budget and to a high quality standard. The Measured Term Contract 2017 to 2021 will continue with this approach.

### RECOMMENDATIONS

1	Cabinet approval to proceed with the specification, procurement and delivery of a new Measured Term Contract covering the period 2017 to 2021.
---	--

## REPORT DETAILS

<b>1.00</b>	<b>BACKGROUND &amp; OVERVIEW</b>
1.01	<p>The Council has, over a number of years, developed and procured a Measured Term Contract (MTC) to assist and support it in the delivery of its capital and maintenance programmes. These contracts provide it with a mechanism to quickly call off work from a contractor without formally tendering each work package on the basis that there has been an upfront procurement exercise which has effectively tested the construction market.</p>
1.02	<p>The existing Measured Term Contract 2015/16 is due to expire on the 28<sup>th</sup> September 2017 and the Capital Programme for 2017/18 has projects that require a call off procedure in lieu of traditional tendering procedures.</p>
1.03	<p>The MTC is effectively a flexible medium-to-long term procurement “framework” or “term” agreement. The benefits of utilising the MTC are as follows:</p> <ul style="list-style-type: none"><li>a) Fast track construction process with completion of works by the required date. This procurement method saves between 8 to 12 weeks in lieu of traditional tendering procedures. The timetable for each Contract Order will be demanding. In particular, the school building works will require commencing at the start of the summer holidays and with the completed areas fully operational at the start of the new term</li><li>b) Facilitates early contractor involvement &amp; collaboration and allows the Contractor to contribute towards the design process in respect of buildability and completeness of design information, which reduces risks within the construction phase.</li><li>c) A Partnering Charter ensures that all parties work together to achieve the project aims i.e. to ensure that the minor refurbishment works are completed within the restrictive timeframe whilst quality and “best value” are obtained for the Council. As a dedicated member of the “partnering” team the Contractor will become fully involved in all aspects of the programme including, design details, shared problem solving, continuous improvement, the logistics of running the programme on site, health and safety, supply chain issues and financial planning</li><li>d) Value engineering procedures can be adopted during the design stage to achieve a Contract Order Value within the authorised budget.</li><li>e) Flintshire County Council is committed to deliver ‘community benefit’ outcomes from its procurement activity to ensure that wider social and economic issues are taken into account when spending public money in order to achieve the very best value for money in the widest sense. The appointed Contractor will maximise the opportunities for both employment and training of residents of the region and are encouraged to employ locally based Sub-Contractors wherever possible.</li></ul>

1.04	Due to the implementation of the revised Contract Procedure Rules (CPR) in November 2016, it is a requirement under CPR rule 2.7.2 iii) that Works valued over £2,000,001.00 is approved by Cabinet via recording on a Cabinet Report with an accompanying Procurement Commissioning Form detailed in CPR 2.5. The Commissioning form is included at appendix A.
1.05	The adoption of an MTC provides the Council with another route to procure construction/refurbishment services in addition to other routes that it can use, for example individual tendering on a project by project basis, framework contracts such as the North Wales Procurement Service framework used to deliver 21 <sup>st</sup> Century Schools.
1.06	The approach supports the wider Property Service medium term strategy as it develops its Commissioning Client service enabling it to move away from an historic position which relied on a traditional design/architectural service to one of commissioning and contract management. This route has formed part of its approach to creating ongoing service efficiencies through more streamlined delivery.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p>The anticipated spend under the Measured Term Contract is £1M / year and will mainly deal with the following sub-elements of the Councils Capital Programme:</p> <ul style="list-style-type: none"> <li>a) Statutory / Regulatory Section: <ul style="list-style-type: none"> <li>• DD Act - Individual pupils (£250K / year)</li> <li>• School building works (£100K / year)</li> <li>• Corporate property works (£300K / year)</li> </ul> </li> <li>b) Retained Assets Section: <ul style="list-style-type: none"> <li>• School building works (£1M / year)</li> <li>• Corporate property works (£300K / year)</li> </ul> </li> </ul>

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Not applicable.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	<p>The Property &amp; Design Service has industry standard procedures for managing overall risk. The preferred Contractor will have responsibility for site specific risks and these will be monitored by Project Team Leaders / Officers and Construction (Design &amp; Management) Advisors / Principal Designers during the Construction Phase.</p> <p>The Pre-Qualification Questionnaire / Invitation To Tender (Open) follows industry standard procedures and includes (but not limited to) the following:</p>

	<ul style="list-style-type: none"> <li>• Supplier Acceptability</li> <li>• Freedom of Information</li> <li>• Economic and Financial Standing</li> <li>• Insurance</li> <li>• Equal Opportunities</li> <li>• Health and Safety</li> <li>• Sustainability</li> <li>• Capacity and Capability</li> <li>• Management</li> </ul> <p>The selection of a competent Contractor is essential to minimising site risks and any potential risks to the Council.</p>
--	--

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A, Procurement Commissioning Form.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None</p> <p><b>Contact Officer:</b> Neal Cockerton  <b>Job Title:</b> Chief Officer (Organisational Change)  <b>Telephone:</b> 01352 703169  <b>E-mail:</b> <a href="mailto:neal.cockerton@flintshire.gov.uk">neal.cockerton@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Measured Term Contract (MTC)</b> – An MTC is a flexible medium-to-longer term procurement “framework” or “term” agreement. It is appropriate for use where the Employer has a regular flow of maintenance and/or minor works (including improvements) by a contractor over a specified contract period. Orders for such work are placed on an agreed basis with the Contractor who undertakes to fulfil them, with payments calculated in accordance with a schedule of rates or (where appropriate) a schedule of hourly charges.</p>



# Commissioning Form

This form is to be completed by the commissioning service or department for all procurement proposals with a total value above £25,000. If you are seeking an exception from Contract Procedure Rules or exception from the requirement to tender, you must complete an **Exception Form**.

<b>Title</b>	MTC - Minor Refurbishment Works 2017 to 2021	<b>PROCUREMENT TEAM USE ONLY</b>	
<b>Head of Service:</b>	Neal Cockerton	<b>Officer</b>	Simon Beech
<b>Manager:</b>	Ian Edwards	<b>Priority</b>	Med
<b>Report Completed by:</b>	Howard Parsonage	<b>Category</b>	Works
<b>Date:</b>	24 <sup>th</sup> April 2017	<b>Received</b>	15/05/2017
<b>Total Estimated Value:</b>	£4,000,000 (excluding VAT)	<b>Complete by</b>	18/05/2017
		<b>Est Hrs Required</b>	10

<b>Type</b>	<i>Copy and paste:</i>	<input checked="" type="checkbox"/>
Goods		<input type="checkbox"/>
Services: services not subject to the 'light touch regime' (i.e. most services)		<input type="checkbox"/>
LTR: certain social, health, education & other services subject to the 'light-touch regime'		<input type="checkbox"/>
Works		<input checked="" type="checkbox"/>

Does the proposal include Land contracts or the appointment of developers? Yes  No

If Yes, has the Monitoring Officer (Legal) been consulted? Yes  No

*If Yes state the Monitoring Officer's advice. If No, state why not:*

--

Does the proposal include Information & Communication Technology, property or works? Yes  No

If Yes, has the relevant council service been involved? Yes  No

*If Yes state the services' involvement. If No, state why not:*

--

**Procurement Level** *Copy and paste:*

Intermediate Value: £25,000 to OJEU threshold\*

High Value: above relevant OJEU threshold\*

**Procurement Process** *Copy and paste:*

Is there a corporate purchasing arrangement or National Procurement Service framework or other framework agreement relevant to your proposal? Yes  No

*If Yes, state which below:*

SCAPE (Minor Works) currently with Kier Group Plc (Single Supplier)
---

Are you planning to make use of any corporate purchasing arrangement or framework agreement identified above?

Yes  No

If Yes, will the process be direct award or mini competition?

If No, state the relevant grounds to justify an exemption:

The SCAPE (Minor Works) is a national framework, whereas the MTC is a localised / job specific "framework" or "term" agreement. The MTC procurement will be aimed at local Contractors to Flintshire and the surrounding counties, who have the experience, knowledge and resources for working on FCC's buildings, especially schools. This procurement route will provide better local spend and a higher use of local labour. We will however be utilising the SCAPE when appropriate.

Are you using a competitive market process?

Yes  No

If yes, indicate which process.

Open Tender

Restricted Tender

Competitive Dialogue

Dynamic Purchasing System

E-Auction

Competitive Procedure With Negotiation

Innovation Partnership

Don't know

### Timescales

Date	Milestone
28/04/2017	Authorisation of Commissioning Form
16/06/2017	Final contract terms, specification & evaluation methodology agreed by Procurement/Legal
19/06/2017	Tender advertised
14/07/2017	Tender closed to responses, start evaluation
4/08/2017	Evaluation finalised (start of 10 day standstill period)
21/08/2017	Contract award
18/09/2017	Contract start

### Outline

Briefly describe the proposal

Copy and paste:

The proposed Measured Term Agreement 2017 to 2021 is for Minor Refurbishment Works to Flintshire County Council's Buildings.

Are there any links to other existing or planned commissions, projects or programmes or is this part of a multi-phase project (internal or external)? If yes please specify.

Yes  No

### Need / Demand

Briefly explain your evidence for the need or demand for this proposal.

The existing Measured Term Agreement 2015/16 is due to expire on the 28<sup>th</sup> Sep '17 and the Capital Programme for 2017/18 has projects that require a call off procedure in lieu of traditional tendering procedures due to limited Departmental resources

### Output / Benefit

*What will the output and benefit of the proposal be? What will it deliver? What will it achieve?*

A number of Measured Term Agreements have been set up since 2010 and over the last 7 years these have consistently delivered FCC's Capital Programme on time, on budget and to a high quality standard. The Measured Term Agreement 2017 to 2021 will continue with this tradition.

### Options

Copy and paste:

Has a zero cost option been considered?

Yes  No

Has a reduced cost option been considered?

Yes  No

*State whether and why zero and/or reduced cost options have been adopted or discounted:*

Not applicable for construction works.

Price /

50 %

Quality Weighting

50 %

Please state the percentage weightings being given to price and quality in your tender evaluation:-

**Price**

**Quality**

### Welsh Language Standards

All advertisements in Sell2Wales and, where relevant, in the Office Journal of the European Union (OJEU), must be published bilingually in Welsh and English. The advertisement must state that quotations or tenders may be submitted in Welsh, and that a quotation or tender submitted in Welsh will be treated no less favourably than a quotation or tender submitted in English.

It is a requirement that all tender and contract documents are produced in Welsh in the following circumstances:-

- a) If the subject matter of the tender for a contract suggests that it should be produced in Welsh, or
- b) If the anticipated audience, and their expectations, suggests that the documents should be produced in Welsh.

Copy and paste:

Is there a requirement to produce the documents in Welsh?

Yes  No

*State why you have selected either Yes or No:*

From experience, the majority of tendering contractors have returned their submissions in English and no request for a Welsh version has ever been received.

## Procurement Checklist

Copy and paste:

Has a Sustainability / Wellbeing Impact Assessment been completed?

Yes  No  N/A

Have you identified and mitigated any potential conflicts of interest?

Yes  No  N/A

Have you conducted market dialogue, research, analysis?

Yes  No  N/A

Have you consulted stakeholders, partners and/or end users?

Yes  No  N/A

Have you consulted the Insurance and Risk Manager on potential insurance issues?

Yes  No  N/A

Have you instructed the legal team to develop contract terms?

Yes  No  N/A

Have you sought advice on safeguarding issues?

Yes  No  N/A

Have you sought advice on any TUPE, IPR or other legal issues?

Yes  No  N/A

Have you specified contract management & information requirements?

Yes  No  N/A

Have you determined whether to use lots (e.g. to encourage SMEs)?

Yes  No  N/A

Have you considered how to encourage subcontractors or consortia?

Yes  No  N/A

Could you reserve the contract for public mutuals or social enterprises?

Yes  No  N/A

Have you completed the tender specification?

Yes  No  N/A

Have you developed evaluation criteria & scoring methodology?

Yes  No  N/A

Have you identified the scorers/evaluators?

Yes  No  N/A

Have you drafted questions and guidance to bidders & scorers?

Yes  No  N/A

Will you need to arrange interviews, presentations, site visits etc.?

Yes  No  N/A

Have you drafted the tender advertisement?

Yes  No  N/A

Is this proposal funded wholly or in part by EU grant?

Yes  No  N/A

If you wish to expand on any of your responses to these questions please give details in the box below:

The corporate Sustainability Assessment to follow in due course

Finance

Copy and paste:



Capital Funding Source	Amount	Approved	Applied for	Approached
Capital Programme for 2017/18	£1,000,000	✓		
Capital Programme for 2018/19	£TBC			
Capital Programme for 2019/20	£TBC			
Capital Programme for 2020/21	£TBC			
<b>Total Capital Funding:</b>	£TBC (currently £1M)			

Revenue Funding Source	Amount	Approved	Applied for	Approached
Not applicable	£			
	£			
<b>Total Revenue Funding:</b>	£			

<b>Estimated Total Value:</b>	£4,000,000
<b>Estimated Annual Value</b>	£1,000,000

<b>Cost Code</b>	Project by Project basis
------------------	--------------------------

If the contract is a collaboration with external partners the figures quoted should include the total contract value not just the Local Authority element.

*\*N.B: **Approved** – written approval exists; **Applied for** – no written approval but application made; **Approached** – initial approach to or by funding body but no application submitted*

Contract

Provide basic details of any contract to be awarded

Type of contract:	Fixed Term with Option to Extend
Terms and Conditions:	General Terms & Conditions (Works)
Proposed Start date:	18/09/2017
Proposed End date:	18/09/2019 (or 2020)
Proposed options for extension (if any):	+ 1 year + 1 year (or + 1 year)
Maximum duration (including extensions):	4 years

## Community Benefits

Copy and paste:

Are you including community benefits?

Yes

No

*If Yes, provide details below: If No, state why community benefits have not been included*

### Method Statement 5: Community Benefits

Flintshire County Council is committed to deliver 'community benefit' outcomes from its procurement activity to ensure that wider social and economic issues are taken into account when spending public money in order to achieve the very best value for money in the widest sense

The Contractor should maximise the opportunities for both employment and training of residents of the region. Contractors are encouraged to employ locally based Sub-Contractors wherever possible...

## The Local Economy

Copy and paste:

Have you considered ways in which this proposal might benefit the local economy and increase opportunities for local businesses?

Yes

No

*If Yes, provide details below: If No, please state why not.*

Local supply chain / local labour clauses / local spend

## Risk Assessment

What is the total estimated value of the proposal?	Over £2m
How many external organisations are involved in developing the proposal?	None
Has the Local Authority done this kind of thing before?	Many times
If things go wrong, what is the operational risk to the Local Authority?	Low
If things go wrong, what is the reputational risk to the Local Authority?	Medium
If things go wrong, what is the financial risk to the Local Authority?	Low

### PROCUREMENT TEAM ASSESSMENT

*N.B: This section is to be completed by the Procurement Team following receipt of an appropriately completed form from the commissioning service.*

Section	Sign-Off?		Comments
	Yes	No	
Type	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Works
Procurement Level	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Procurement Process	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Timescales	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Achievable
Outline	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Need / Demand	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Output / Benefit	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Options	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Price/Quality Weighting	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Welsh Language	<input checked="" type="checkbox"/>	<input type="checkbox"/>	contractors to be made aware of Welsh language standards requirements in relation to any signage used
Procurement Checklist	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Finance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Contract	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Suggested 2 years +1 +1
Community Benefits	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Core Scored
The Local Economy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Risk Assessment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

PROPOSED START DATE 16/05/17 TARGET END DATE 21/08/17

**RECOMMENDATIONS:**

As the OJEU threshold for works contracts is £4.1m and the estimated value of this framework being £4m it is imperative the spend on this framework does not exceed the OJEU threshold. If we feel it might an above OJEU framework may need to be considered as a precaution however this would make the timescales even tighter. Cabinet approval is required for this project before the tender can be issued.

RED		ORANGE		YELLOW		GREEN	✓
PROCUREMENT OFFICER		<u>Simon Beech</u>			DATE	26/05/17	

**AUTHORISATION**

**N.B:** This section is to be completed by the commissioning service following the completion and return of the Procurement Team Assessment (above).

For details of authority to decide procurement strategy and invite competitive bids see CPR 2.7.2

**Response to Corporate Procurement Team Assessment**


Please detail your response and plan of actions to the Corporate Procurement Team's assessment. In particular, if you are choosing not to abide by their recommendations please state why not.

Subject to compliance with the instructions above, the undersigned authorise the commissioning proposal described in this document to go ahead.


**HEAD OF SERVICE/CHIEF OFFICER:** (Mandatory)  
(or Service Manager if within their spend authorisation limit)

Signature  Date 30/05/2017

**SECTION 151 OFFICER (Finance):** (Mandatory for all contracts above £250,000)

Signature  Date 31/5/17

**MONITORING OFFICER (Legal):** (Mandatory for all contracts above £250,000)

Signature  Date 30/5/17

**LEAD CABINET MEMBER:** (Mandatory for all contracts above £1,000,000)

Signature  Date

**N.B:** Contracts over £2,000,000 also require Cabinet approval and the completion of a Cabinet report



## EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

### Organisational Change

- **Facility Management Services – Sign off of Conditions to Enable Transfer of Services to Newydd the Local Authority Trading Company**  
Work completed to enable the signing off of the conditions to enable the transfer of services to Newydd to the new Local Authority Trading Company from 1<sup>st</sup> May 2017.
- **Community Asset Transfer of Holywell Leisure Centre (Canolfan Hamdden Treffynnon), Holywell**  
The transfer of Holywell Leisure Centre including the land edged red on the plan to the new organisation 'Holywell Leisure Centre'
- **Former Perth Y Terfyn Infants School, Halkyn Road, Holywell**  
The property is to be sold to Wales and West Housing Association for the development of an Extra Care facility.
- **Former Llanfynydd C.P. School, Llanfynydd**  
The property is to be sold to a purchaser who intends to convert the premises into a Business Centre with Conference facilities.
- **Acquisition of Land Adjoining St Andrew's Church, Sealand Avenue, Garden City**  
The subjects comprise a parcel of land adjoining St Andrew's Church to be developed for affordable housing by the SHARP programme in conjunction with the adjoining site of the former Garden City Library owned by the Council.
- **Land Adjacent to 29 Brynford Street, Holywell**  
Subject comprises a small parcel of land extending to approximately 59 square metres adjacent to the purchasers existing garden.
- **Sewer at Tudor Court, Fagl Lane, Hope, Flintshire**  
To accept the transfer of the requisite land, easements and maintenance sum (the Sum) to the Council relating to surface water sewer (the Sewer) at Tudor Court, Fagl Lane, Hope, Flintshire in accordance with the terms of a Settlement Agreement dated 26 September 2016.

### Revenues

- **Business Rates Write Offs**  
Financial Procedure Rules (section 9.6 – Income and Expenditure) stipulate that any individual debt between the values of £5,000 and £25,000 shall be reported to the Chief Finance Officer (Corporate Finance Manager / Section 15 Officer) for consideration to write off, in conjunction with the Cabinet Member for Finance. The schedule, which is summarised by the category of write off involve 5 Business Rates accounts where the overall debt for each company is greater than £5,000.

- **Council Tax Write Offs**

Financial Procedure Rules (section 9.6 – Income and Expenditure) stipulate that any individual debt between the values of £5,000 and £25,000 shall be reported to the Chief Finance Officer (Corporate Finance Manager / Section 151 Officer) for consideration to write off, in conjunction with the Cabinet Member for Finance. The delegated powers form details 2 council tax accounts where the overall debt is greater than £5,000.

Copies of the Delegated Powers reports are on deposit in the Team Leader's Room, Committee Services.

**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS  
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY  
1 June 2017 TO 30 November 2017**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
June					
Audit Committee	12/06/17	Governance	<b>Forward Work Programme</b> To consider the Forward Work Programme of the Internal Audit Department.	All Report Types	Not Applicable
Audit Committee	12/06/17	Governance	<b>Action Tracking</b> To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.	All Report Types	Not Applicable
Audit Committee	12/06/17	Governance	<b>External Assessment - PSIAS Compliance</b> To inform the committee of the results of the external of conformance with the Public Sector Internal Audit Standards (PSIAS).	All Report Types	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	12/06/17	Governance	<b>Internal Audit Progress Report</b> To present to the Committee an update on the progress of the Internal Audit Department.	All Report Types	Not Applicable
Audit Committee	12/06/17	Governance	<b>Internal Audit Annual Report</b> To inform members of the outcome of all audit work carried out during 2016/17 and to give the annual Internal Audit opinion on the standard of internal control, risk management and governance within the Council.	All Report Types	Not Applicable
Audit Committee	12/06/17	Chief Executive's	<b>Annual Review of Strategic Risks</b> To endorse the approach to risk management and how current risks are being managed.	Operational	Not Applicable
Audit Committee	12/06/17	Chief Executive's	<b>External Regulation Assurance</b> To endorse the summary of all external regulatory reports received during 2015/16 along with the Council's response.	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	12/06/17	Chief Executive's	<b>Annual Governance Statement 2016/17</b> To endorse the Annual Governance Statement for 2016/17.	Operational	Not Applicable
Audit Committee	12/06/17	Organisational Change	<b>Asset Disposal and Capital Receipts generated 2016/17</b> Report covering the Councils asset disposals for 2016/17 including amounts and value ranges.	All Report Types	Not Applicable
Environment Overview & Scrutiny Committee	16/06/17	Streetscene and Transportation	<b>Waste Collection Rounds and new operating arrangements at Household Recycling Centre (HRC) Sites</b> To advise the Committee of the proposed changes to the waste rounds and seek approval of the new operating model at the HRC sites.	Operational	Cabinet Member for Streetscene and Countryside

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	16/06/17	Streetscene and Transportation	<p><b>Update on Provision of Residents Parking Schemes and Disabled Bays on the Highway Network</b> To review the Residents Parking Policy and confirm the process for the provision of marked disabled bays on the public highway.</p>	Operational	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee 1899 268	16/06/17	Streetscene and Transportation	<p><b>Update on the Council's Car Parking Strategy</b> To confirm the date for the introduction of charges in Flint. To review the Pedestrianisation Order for Buckley and Holywell town centres. To agree the pilot arrangements for trialling free parking arrangements across the county.</p>	Operational	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	16/06/17	Streetscene and Transportation	<p><b>Active Travel Plan</b> To update the Committee ahead of the formal consultation period on the Active Travel Plan.</p>	Operational	Cabinet Member for Streetscene and Countryside

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	16/06/17	Streetscene and Transportation	<p><b>Integrated Transport Unit/Procurement Project</b> To update Scrutiny on the outcome of the tendering exercise and adoption of the new contracting arrangements. This will include a review of the Home to School Transport policy and all of the current discretionary arrangements and a review of the hazardous routes to school.</p>	Operational	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	16/06/17	Streetscene and Transportation	<p><b>Revised Enforcement Arrangements</b> To advise the Committee of the single outsourced contract for Environmental and Car Parking Enforcement.</p>	Operational	
Environment Overview & Scrutiny Committee	16/06/17	Streetscene and Transportation	<p><b>Flintshire County Council's response to the Welsh Government A55/A494/A548 Deeside Corridor Consultation Document</b> To consider Flintshire County Council's response to the Welsh Government consultation.</p>	All Report Types	Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20/06/17	Community and Enterprise	<b>Business Rates – High Street Rate Relief scheme</b> Cabinet to approve the introduction of a Welsh Government funded relief scheme aimed at high-street retailers in Wales.	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	20/06/17	Chief Executive's	<b>Revenue Budget Monitoring 2016/17 (Month 12)</b> 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 12, and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	20/06/17	Chief Executive's	<b>Council Well-being Objectives</b> Consider and re-accept the Council's well-being objectives prior to adoption by County Council	Strategic	Cabinet Member for Corporate Management and Assets



COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20/06/17	Chief Executive's	<b>Improvement Plan 2016/17 End of Year Report</b> Endorse summary of progress against the aims and objectives contained within the Improvement Plan 2016/17	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	20/06/17	Organisational Change	<b>Measured Term Contract - Minor Refurbishment Works 2017 to 2021</b> There have been a number of measured Term Contracts (MTC) used over the last six years to procure building and construction work from the Councils capital programme. This report seeks support to develop and procure a new MTC contract on the basis that the current one will expire at the end of this current calendar year.	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	20/06/17	Streetscene and Transportation	<b>Active Travel Plan</b> To update Cabinet ahead of the formal consultation period on the Active Travel Plan	Strategic	Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20/06/17	Streetscene and Transportation	<b>Flintshire County Council's Response to the Welsh Government A55/A494/A548 Deeside Corridor Consultation Document</b> To consider Flintshire County Council's response to the Welsh Government Consultation	Strategic	Cabinet Member for Streetscene and Countryside
Cabinet	20/06/17	Community and Enterprise	<b>Housing (Wales) Act 2014 – Homelessness</b> An update on how the council is meeting the duties of the new legislation and to propose solutions to manage the projected additional pressures.	Strategic	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	20/06/17	Organisational Change	<b>Leisure and Libraries Alternative Delivery Model</b> To finalise minor structural changes required prior to transfer of services and progress with capital schemes	Operational	Leader of the Council and Cabinet Member for Finance, Cabinet Member for Education
Cabinet	20/06/17	Education and Youth	<b>Integrated Youth Provision</b> To update on the management structure for the Integrated Youth Provision service	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	20/06/17	Chief Executive's	<b>North Wales Residual Waste Treatment Project (NWRWTP)</b> Project update and operational implications for Flintshire	Operational	Cabinet Member for Streetscene and Countryside
Cabinet	20/06/17	Education and Youth	<b>North Wales Construction Framework (NWCF)</b> To consider options for the re-procurement of the NWCF	Operational	Cabinet Member for Education, Cabinet Member for Corporate Management and Assets
Flintshire County Council	20/06/17	Governance	<b>Schedule of Remuneration</b> For Council to approve the Schedule of Remuneration for elected and co-opted Members for 2017/18 for publication, now all appointments have been made.		
Flintshire County Council	20/06/17	Chief Executive's	<b>Flintshire Public Services Board and the Well-being of Future Generations Act (Wales) 2015</b> Adoption of the Council's well-being objectives and progress of the work of the Public Services Board.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
July					
Environment Overview & Scrutiny Committee	11/07/17	Planning and Environment	<b>Planning Enforcement Policy</b> To consider the proposed changes to the policy	Strategic	
Environment Overview & Scrutiny Committee	11/07/17	Overview and Scrutiny	<b>Quarter 4/Year-End Improvement Plan Monitoring Report 2016/17</b> To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management and Assets
Environment Overview & Scrutiny Committee	11/07/17	Overview and Scrutiny	<b>Forward Work Programme (Environment)</b> 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	13/07/17	Finance	<b>Revenue Budget Monitoring 2016/17 (OUTTURN)</b> This report provides the revenue budget outturn position for 2016/17 for the Council Fund and Housing Revenue Account	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	13/07/17	Finance	<p><b>Revenue Budget Monitoring 2016/17 (Month 11)</b>            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 11, and projects forward to year-end</p>	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	13/07/17	Finance	<p><b>Revenue Budget Monitoring 2016/17 (Month 12) Report</b>            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 12, and projects forward to year-end.</p>	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	13/07/17	Overview and Scrutiny	<b>Quarter 4/Year-End Improvement Plan Monitoring Report 2016/17</b> To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management and Assets
Education and Youth Overview & Scrutiny Committee	13/07/17	Overview and Scrutiny	<b>Quarter 4/Year-End Improvement Plan Monitoring Report 2016/17</b> To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management and Assets
Education and Youth Overview & Scrutiny Committee	13/07/17	Overview and Scrutiny	<b>Forward Work Programme (Education &amp; Youth)</b> The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Education & Youth Overview & Scrutiny Committee.	Operational	
Education and Youth Overview & Scrutiny Committee	13/07/17	Education and Youth	<b>Early Intervention Hub and ACEs (adverse childhood experiences)</b> To update on new multi-agency arrangements for early intervention to address adverse childhood experiences.	Operational	Cabinet Member for Planning and Public Protection

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	13/07/17	Overview and Scrutiny	<b>Forward Work Programme (Corporate Resources)</b> 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	17/07/17	Overview and Scrutiny	<b>Quarter 4/Year-End Improvement Plan Monitoring Report 2016/17</b> To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	18/07/17	Planning and Environment	<b>Food Service Plan for Flintshire County Council 2017-18</b> The Food Service Plan provides an overview of the Food Service. It sets out the aims and objectives for the forthcoming year and how these are to be achieved. The Plan also contains a review of performance of the Service against the Food Service Plan 2016-17. The Service Plan is put before Cabinet for members to approve.	Operational	Cllr Chris Bithell

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	18/07/17	Governance	<b>Executive Bodies</b> Purpose – to note the membership of the Executive Bodies and to delete those bodies that are no longer required	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	18/07/17	Chief Executive's	<b>Revenue Budget Monitoring 2016/17 (Outturn)</b> This report provides the revenue budget outturn position for 2016/17 for the Council Fund and Housing Revenue Account	Operational	
Cabinet	18/07/17	Chief Executive's	<b>'Council' Plan 2017-23</b> Endorse draft Council Plan 2017-23	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	18/07/17	Governance	<b>Procurement Strategy</b> To approve the action plan	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	18/07/17	Governance	<b>Digital Strategy</b> To approve the action plan	Strategic	Cabinet Member for Corporate Management and Assets



COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	18/07/17	Education and Youth	<b>School Transport Policy</b> To commission consultation on discretionary school transport policies.	Strategic	Cabinet Member for Planning and Public Protection
Cabinet	18/07/17	Education and Youth	<b>Early Intervention Hub and ACEs (adverse childhood experiences)</b> To update on new multi-agency arrangements for early intervention to address adverse childhood experiences.	Operational	Cabinet Member for Planning and Public Protection
Cabinet	18/07/17	Chief Executive's	<b>Prudential Indicators - Actual 2016/17</b> To provide Members with 2016/17 (actual) Prudential Indicator figures as required under the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).	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)
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 280</p> <p>Audit Committee</p>	19/07/17	Chief Executive's	<p><b>Treasury Management Annual Report 2016/17</b> The report presents the draft Treasury Management Annual Report 2016/17 for review and seeks the Committee's recommendation for approval to Cabinet.</p> <p>The report provides an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices 2017/18 to the end of May 2017.</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Community and Enterprise Overview & Scrutiny Committee	19/07/17	Overview and Scrutiny	<p><b>Quarter 4/Year-End Improvement Plan Monitoring Report 2016/17</b> To enable Members to fulfil their scrutiny role in relation to performance monitoring.</p>	Strategic	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	19/07/17	Overview and Scrutiny	<b>Forward Work Programme (Community &amp; Enterprise)</b> 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	20/07/17	Overview and Scrutiny	<b>Quarter 4/Year-End Improvement Plan Monitoring Report 2016/17</b> To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management and Assets
Page 281 August					
September					
Cabinet	26/09/17	Education and Youth	<b>Free Childcare Offer</b> To update on the developing free childcare offer programme.	Strategic	Cabinet Member for Planning and Public Protection
Cabinet	26/09/17	Chief Executive's	<b>'Council' Plan 2017-23</b> Endorse final draft Council Plan 2017-23 prior to adoption by County Council	Strategic	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	26/09/17	Education and Youth	<b>School Organisation</b> Update on Federation and other school organisation proposals.	Strategic	Cabinet Member for Planning and Public Protection
Flintshire County Council	27/09/17	Governance	<b>Appointments to Outside Bodies</b> To inform the Council of progress which has been made on our appointment of members to national and regional Outside Bodies.		
Flintshire County Council	27/09/17	Chief Executive's	<b>'Council' Plan 2017-23</b> Adoption of the Council's Plan 2017-23		
October					
Education and Youth Overview & Scrutiny Committee	5/10/17	Education and Youth	<b>School Organisation</b> Update on Federation and other school organisation proposals.	Strategic	Cabinet Member for Planning and Public Protection
November					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	21/11/17	Chief Executive's	<b>'Council' Plan mid-year report</b> Endorse progress made against the aims and objectives of the 'Council' Plan at the mid year point	Operational	Cabinet Member for Corporate Management and Assets

This page is intentionally left blank

By virtue of paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank



By virtue of paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank

By virtue of paragraph(s) 15 of Part 4 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank

By virtue of paragraph(s) 15 of Part 4 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank

By virtue of paragraph(s) 15 of Part 4 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank



By virtue of paragraph(s) 15 of Part 4 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank

By virtue of paragraph(s) 15 of Part 4 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank

By virtue of paragraph(s) 15 of Part 4 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank