

# Pecyn Dogfen Gyhoeddus



Swyddog Cyswllt:  
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At: Cyng Aaron Shotton (Arweinydd)

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

Dydd Mercher, 13 Mehefin 2018

Annwyl Gyngorydd,

Fe'ch gwahoddir i fynychu cyfarfod Cabinet a fydd yn cael ei gynnal am 9.30 am  
Dydd Mawrth, 19eg Mehefin, 2018 yn Ystafell Bwyllgor Clwyd, Neuadd y Sir, Yr  
Wyddgrug CH7 6NA i ystyried yr eitemau canlynol

## R H A G L E N

### 1 YMDDIHEURIADAU

**Pwrpas:** I derbyn unrhyw ymddiheuriadau.

### 2 DATGAN CYSYLLTIAD

**Pwrpas:** I derbyn unrhyw ddatganiad o gysylltiad a chynghori'r Aelodau  
yn un hynny.

### 3 COFNODION (Tudalennau 7 - 14)

Cadarnhau cofnodion y cyfarodydd ar 22 Mai 2018 fel cofnod cywir.

YSTYRIED YR ADRODDIADAU CANLYNOL

### ADRODDIAD STRATEGOL

### 4 CYNLLUN Y CYNGOR 2018-23 (Tudalennau 15 - 110)

Adroddiad Prif Weithredwr - Arweinydd y Cyngor Aelod o'r Cabinet dros Gyllid

**Pwrpas:** Argymhell Cynllun y Cyngor i'w fabwysiadu gan y Cyngor.

**5 GWELEDIGAETH A STRATEGAETH TWF AR GYFER ECONOMI GOGLEDD CYMRU: CYTUNDEB LLYWODRAETHU (Tudalennau 111 - 174)**

Adroddiad Prif Weithredwr - Aelod Cabinet dros Reolaeth Gorfforaethol ac Asedau

**Pwrpas:** Argymhell y Cytundeb Llywodraethu i'r Cyngor i'w fabwysiadu'n ffurfiol fel partner i Fwrdd Uchelgais Economaidd Gogledd Cymru.

**6 MODERNEIDDIO YSGOLION – DEDDF SAFONAU A THREFNIADAETH YSGOLION 2013 – ADOLYGIAD YSGOL ARDAL BRYNFFORDD A LICSWM (Tudalennau 175 - 252)**

Adroddiad Prif Swyddog (Addysg ac Ieuenctid) - Aelod Cabinet dros Addysg

**Pwrpas:** Hysbysu am yr ymatebion yn dilyn y cyfnod ymgynghori statudol ar gyfer adolygiad Ysgol Ardal Brynffordd a Licswm.

**7 CLUDIANT O'R CARTREF I'R YSGOL - ADOLYGIAD O'R POLISI (Tudalennau 253 - 260)**

Adroddiad Prif Swyddog (Addysg ac Ieuenctid) - Aelod Cabinet dros Addysg

**Pwrpas:** Ystyried opsiynau ar gyfer darpariaeth cludiant dewisol.

**8 COD YMARFER CYFLOGAETH FOESGOL MEWN CADWYNI CYFLENWI (Tudalennau 261 - 294)**

Adroddiad Prif Swyddog (Llywodraethu) - Aelod Cabinet dros Reolaeth Gorfforaethol ac Asedau

**Pwrpas:** Mabwysiadu Côt Ymarfer ar Gyflogaeth Moesegol mewn Cadwyni Cyflenwi.

**9 YMATEB I YMGYNGHORIAD LLYWODRAETH CYMRU AR GYNIGION I BEIDIO GWEITHREDU PARAGRAFF 6.2 NODYN CYNGOR TECHNEGOL 1 (TAN1) DROS DRO (Tudalennau 295 - 310)**

Adroddiad Prif Swyddog (Cynllunio a'r Amgylchedd) - Aelod Cabinet dros Gynllunio a Diogelu'r Cyhoedd

**Pwrpas:** Cytuno ar ymateb y Cyngor i ymgynghoriad Llywodraeth Cymru ar newidiadau arfaethedig i Nodyn Cyngor Technegol (TAN) 1 – Tai.

## ADRODDIAD GWEITHREDOL

### 10 ADRODDIAD PROSIECT CYFALAF THEATR CLWYD (Tudalennau 311 - 318)

Adroddiad Prif Weithredwr, Prif Swyddog (Newid Sefydliadol) - Aelod y Cabinet dros Ddatblygu Economaidd, Aelod Cabinet dros Addysg

**Pwrpas:** Nodi cynnydd ar y prosiect aiddatblygu cyfalaf ar gyfer Theatr Clwyd ac i gytuno i ryddhau cyfran y Cyngor o'r costau ar gyfer cam nesaf yr astudiaeth ddichonoldeb o fewn Rhaglen Gyfalaf a gymeradwywyd 2018/19.

### 11 TROSOLWG PERFFORMIAD 2017/18 (Tudalennau 319 - 426)

Adroddiad Prif Weithredwr - Aelod Cabinet dros Reolaeth Gorfforaethol ac Asedau

**Pwrpas:** I adolygu meysydd tanberfformiad yn ystod 2017/18 a chytuno ar gamau gweithredu i wella perfformiad.

### 12 FFIOEDD GWRESOGI ARDALOEDD CYMUNEDOL 2018/19 (Tudalennau 427 - 430)

Adroddiad Prif Swyddog (Newid Sefydliadol.) - Dirprwy Arweinydd y Cyngor Aelod a'r Cabinet dros Dai

**Pwrpas:** Cael cytundeb ar gyfer y ffioedd gwresogi arfaethedig mewn eiddo'r cyngor gyda systemau gwresogi ardaloedd cymunedol ar gyfer 2018/19 a 2019/20.

### 13 CYNLLUN ADFYWIO BLAENDRAETH Y FFLINT (Tudalennau 431 - 434)

Adroddiad Prif Swyddog (Newid Sefydliadol) - Aelod y Cabinet dros Ddatblygu Economaidd, Aelod Cabinet dros Addysg

**Pwrpas:** Mae'r adroddiad hwn yn rhoi manylion ynghylch datblygiad cynlluniau ar gyfer adfywio Blaendraeth y Fflint ac yn cynnig y dylid symud ymlaen at gam nesaf y gwaith heb unrhyw oblygiadau ariannol i Gyngor Sir y Fflint.

### 14 TRWSIO TYLLAU Ffordd A PHARATO I'R RHAGLEN BLYNYDDOL O AIL-WYNEBU FFYRDD (Tudalennau 435 - 440)

Adroddiad Prif Swyddog (Strydwedd a Chludiant) - Aelod Cabinet dros Strydlun a Chefn Gwlad

**Pwrpas:** I roi gwybod i'r Cabinet am y rhaglenni cynnal a chadw arfaethedig wedi'u cynllunio.

15 **ADRODDIAD BLYNYDDOL Y GWASANAETHAU CYMDEITHASOL**  
(Tudalennau 441 - 482)

Adroddiad Prif Swyddog (Gwasanaethau Cymdeithasol) - Aelod y Cabinet dros y Gwasanaethau Cymdeithasol

**Pwrpas:** Ystyried a yw'r adroddiad yn adlewyrchiad cywir o ofal cymdeithasol yn Sir y Fflint.

16 **RHEOLI ASEDAU TAI, GWAITH CYFALAF – CAFFAEL AR Y CYD GYDA CHYNGOR BWRDEISTREF SIROL WRECSAM A CHYNGOR SIR DDINBYCH AR GYFER GWAITH TRWYDDEDIG I GAEL GWARED AR ASBESTOS AC GWAITH ADFEROL** (Tudalennau 483 - 496)

Adroddiad Prif Swyddog (Newid Sefydliadol.) - Dirprwy Arweinydd y Cyngor Aelod a'r Cabinet dros Dai

**Pwrpas:** I uno'r broses o gael gwared ar asbestos drwy'r tair Sir a lleihau costau drwy weithredu arbedion maint.

17 **CYMERADWYAETH COSTAU MAES GWERN, YR WYDDGRUG, CYNLLUN RHAGLEN DAI AC ADFYWIO (SHARP)** (Tudalennau 497 - 506)

Adroddiad Prif Swyddog (Newid Sefydliadol.) - Dirprwy Arweinydd y Cyngor Aelod a'r Cabinet dros Dai

**Pwrpas:** Gofyn am gymeradwyaeth ar gyfer Costau Maes Gwern, yr Wyddgrug, Cynllun Rhaglen Dai ac Adfywio (SHARP).

**RHAGLEN GWAITH I'R DYFODOL - Y CYNGOR SIR, CABINET, PWYLLGOR ARCHWILIO A'R PWYLLGORAU TROSOLWG A CHRAFFU - ER GWYBODAETH**

**DEDDF LLYWODRAETH LEOL (MYNEDIAD I WYBODAETH) 1985 - YSTYRIED GWAHARDD Y WASG A'R CYHOEDD**

Mae'r eitem a ganlyn yn cael ei hystyried yn eitem eithriedig yn rhinwedd Paragraff(au) 14 Rhan 4 Atodiad 12A o Ddeddf Llywodraeth Leol 1972 (fel y cafodd ei diwygio)

Budd y cyhoedd mew natal y wybodaeth yn drech na'r buddiant wrth ddatgelu'r wybodaeth nes bod y trefniadau masnachol wedi eu cwblhau.

**CYMERADWYO COSTAU AR GYFER CYNLLUN MAES GWERN  
WYDDGRUG, TAI STRATEGOL AC ADFYWIO (SHARP) (ATODIAD  
CYFRINACHOL I EITEM AGENDA RHIF 17**

Mae'r eitem a ganlyn yn cael ei hystyried yn eitem eithriedig yn rhinwedd Paragraff(au) 14 Rhan 4 Atodiad 12A o Ddeddf Llywodraeth Leol 1972 (fel y cafodd ei diwygio)

Budd y cyhoedd mew natal y wybodaeth yn drech na'r buddiant wrth ddatgelu'r wybodaeth nes bod y trefniadau masnachol wedi eu cwblhau.

**18 GWASANAETH CAFFAEL AR Y CYD (Tudalennau 541 - 546)**

Adroddiad Prif Swyddog (Llywodraethu) - Aelod Cabinet dros Reolaeth Gorfforaethol ac Asedau

**Pwrpas:** Bod y Cabinet yn cytuno mynd i gytundeb lefel gwasanaeth am 3 blynedd pellach gyda Chyngor Sir Ddinbych ar gyfer darparu gwasanaethau caffael.

Mae'r eitem a ganlyn yn cael ei hystyried yn eitem eithriedig yn rhinwedd Paragraff(au) 14 Rhan 4 Atodiad 12A o Ddeddf Llywodraeth Leol 1972 (fel y cafodd ei diwygio)

Budd y cyhoedd mewn atal y wybodaeth yn drech na'r buddiant wrth ddatgelu'r wybodaeth nes bod y trefniadau masnachol wedi eu cwblhau.

**19 CAFFAEL CONTRACT ASIANTAETH NEWYDD (Tudalennau 547 - 550)**

Adroddiad Prif Swyddog (Llywodraethu) - Aelod Cabinet dros Reolaeth Gorfforaethol ac Asedau

**Pwrpas:** Penodi'r Cyflenwr a Ffafirir.

Yn gywir



Robert Robins  
Rheolwr Gwasanaethau Democraidd



# Eitem ar gyfer y Rhaglen 3

## CABINET 22<sup>nd</sup> MAY 2018

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 22<sup>nd</sup> May 2018.

### **PRESENT: Councillor Aaron Shotton (Chair)**

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

### **IN ATTENDANCE:**

Chief Executive, Chief Officer (Governance), Chief Officer (Housing and Assets), Chief Officer (Planning, Environment and Economy), Chief Officer (Social Services), Chief Officer (Strategic Programmes), Corporate Finance Manager, Corporate Business and Communications Executive Officer and Team Leader – Democratic Services.

### **APOLOGY:**

Councillor Derek Butler.

### **OTHER MEMBER IN ATTENDANCE:**

Councillor Patrick Heesom.

## **172. DECLARATIONS OF INTEREST**

Councillor Thomas declared a personal interest in agenda item number 7 – Adoption of Supplementary Planning Guidance Note – Clwydian Range and Dee Valley Area of Outstanding Natural Beauty.

Councillor Bithell declared a personal interest in agenda item number 10 – Theatr Clwyd Revised Board of Governors Model. The Chief Executive also declared a personal interest in this item as he was a member of the Board.

Councillors Attridge and Jones declared personal and prejudicial interests in agenda item number 13 – 21<sup>st</sup> Century Schools Programme – Connah's Quay High School Project – Proposed Contract Variation.

## **173. MINUTES**

The minutes of the meeting held on 24<sup>th</sup> April 2018 had been circulated with the agenda and approved as a correct record.

### **RESOLVED:**

That the minutes be approved as a correct record.

## **174. YEAR-END COUNCIL PLAN MONITORING REPORT 2017/18**

Councillor Mullin introduced the Year-End Council Plan Monitoring Report 2017/18. Flintshire was a high performing Council as was evidenced in previous Council Plan monitoring reports as well as in the Annual Performance reports.

The Chief Executive said this was an early outturn report with the respective service areas being submitted to the relevant Overview and Scrutiny Committees. Corporate Resources Overview and Scrutiny Committee would receive the full report.

Where targets had not been met or where a performance indicator showed a red RAG status, an action plan would be produced which would look in detail at what steps could be taken to mitigate future underperformance and whether the indicator should be carried over to the 2018/19 Council Plan to keep its profile. The action plans would first be reported to Cabinet.

The Corporate Business and Communications Executive Officer added that it was a positive report with 83% of activities being assessed as having made good progress and 74% having achieved the desired outcome. Performance indicators showed good progress with 56% meeting or near to period target. Risks were being successfully managed with the majority being assessed as moderate (63%), minor 8% or insignificant (6%). On the risks, she explained that the majority were influenced by external factors such as changes in funding.

**RESOLVED:**

- (a) That the levels of progress, performance and risk in the Year-end Council Plan 2017/18 monitoring report be noted and endorsed; and
- (b) That Cabinet be assured by plans and actions to manage the delivery of the 2017/18 Council Plan.

**175. REGIONAL REGENERATION STRATEGY AND WELSH GOVERNMENT TARGETED REGENERATION INVESTMENT PROGRAMME**

The Chief Officer (Planning, Environment and Economy) introduced the Regional Regeneration Strategy and Welsh Government Targeted Regeneration Investment (TRI) Programme report.

Welsh Government (WG) had launched the TRI programme to provide funding for regeneration projects across Wales. Funding was conditional upon the submission of a regional regeneration strategy and upon a regionally-prioritised approach to developing investment proposals.

A draft regeneration strategy had been developed within the challenging timescales set for the process and a collaborative approach had been taken across North Wales to develop and prioritise investment, and to concentrate limited resources into priority regeneration areas and thematic projects which would make use of the first three years of the TRI programme.

The draft North Wales regeneration strategy proposed twelve towns as priority areas for regeneration which were listed in the report. The towns had been identified using the Welsh Index of Multiple Deprivation rankings for overall levels of deprivation. Flintshire towns Holywell and Shotton were ranked 7<sup>th</sup> and 8<sup>th</sup> respectively. There were



two thematic projects which could apply to the Flintshire towns, which were housing renewal and key buildings.

**RESOLVED:**

That the draft regional regeneration strategy for submission to Welsh Government be approved.

**176. PARLIAMENTARY REVIEW OF HEALTH AND SOCIAL CARE**

Councillor Jones introduced the Parliamentary Review of Health and Social Care report which provided details and next steps following final publication of the report.

The demand for health and social care had increased dramatically over the last 20 years. This had created a significant challenge for public services and the Parliamentary Review into Health and Social Care was established by Welsh Government (WG) to identify how public services might better anticipate and address the new demands being put upon them.

Based on the findings of the consultation and stakeholder forums, the final report made ten recommendations to WG which closely mirrored the findings from the Interim Report which was produced in July 2017. The recommendations were summarised in the report.

The Chief Officer (Social Services) added that details had been received on an Innovation and Transformation Fund with £100m being available across Wales over the next two years. It was expected that North Wales would receive approximately £10m and a bidding process would commence in June.

Councillor Thomas commented on the importance of helping people to remain in their own homes to avoid social isolation, a key part of which was the provision of public transport. She suggested that some of the funding from the Innovation and Transformation Fund could be used for that purpose. The Chief Officer welcomed the suggestion and explained that recommendation 7: 'Harness innovation, and accelerate technology and infrastructure developments' was aimed at such things. Councillor Shotton said the digital strategy element of recommendation number 7 could be linked to the North Wales Growth Deal Bid.

**RESOLVED:**

- (a) That the response to the report be approved; and
- (b) That Cabinet contribute to the national work through Flintshire County Council representation at the North Wales Regional Programme Board.

**177. ADOPTION OF SUPPLEMENTARY PLANNING GUIDANCE NOTE – CLWYDIAN RANGE AND DEE VALLEY AREA OF OUTSTANDING NATURAL BEAUTY**

Councillor Bithell introduced the Adoption of Supplementary Planning Guidance (SPG) Note – Clwydian Range and Dee Valley Area of Outstanding Natural Beauty (AONB) report which sought final approval for formal adoption.

The SPG had been prepared jointly by Flintshire, Denbighshire and Wrexham Councils and had been the subject of an extensive public consultation exercise. The SPG was being recommended to each Local Planning Authority for adoption.

The aim of the SPG was to improve the quality of development in and around the AONB and to ensure that the AONB was a design consideration from the earliest stages of designing a development.

The Chief Officer (Planning, Environment and Economy) commented on the appendices which were the summary of comments and responses and recommended changes, and the revised SPG showing the amendments.

**RESOLVED:**

That the adoption of the Area of Outstanding Natural Beauty Supplementary Planning Guidance be approved so that it can be given weight as a material planning consideration when considering relevant planning enquiries, applications and appeals.

**178. AIR QUALITY IN FLINTSHIRE**

Councillor Bithell introduced the Air Quality in Flintshire report which provided an overview and findings from the regional Air Quality Report, and recommended how the Council could do more to promote air quality considerations when key strategic and operational decisions were taken.

The main source of air pollution in Flintshire was road traffic emissions from major roads linking England to the rest of North Wales such as the A55 and the A494. Air quality management was a public health priority and integrated action to improve the air people breathed must be taken internationally, nationally, regionally and locally.

The Chief Officer (Planning, Environment and Economy) said the report had been submitted to a recent Environment Overview and Scrutiny Committee where it had received full support. Members welcomed the report, citing areas of high air pollution as the A494, Broughton Shopping Park and the surrounding area and outside schools.

**RESOLVED:**

- (a) That all Flintshire County Council decisions and policies be encouraged, where appropriate, to proactively consider the impact on air quality;

- (b) That the Council work with the Public Services Board, a part of their environmental theme, to promote a multi-agency approach to addressing air quality; and
- (c) That the contents of the North Wales combined regional Air Quality report be noted. As a consequence of the assessment it is also noted that there is no need to escalate action, and that continued monitoring will be sufficient to meet our legal obligations.

#### **179. FLINTSHIRE CONNECTS UPDATE**

Councillor Mullin introduced the Flintshire Connects Update report which detailed the progress made to date in transferring customer facing services into Connects so that customers could have their enquiries resolved at first point of contact wherever possible.

There had been considerable progress across a number of services including housing solutions, blue badges and revenues and benefits which had enabled efficiencies to be delivered within back office functions.

The Chief Officer (Governance) explained that some changes were currently underway to deliver further efficiencies without closing any of the centres which would be achieved by amending opening hours from June 2018. On the current demand and pressures and the lower footfall figures in Buckley, he explained that the centre was now located on the ground floor and fully accessible; it had previously been located on the first floor of the building. Officers would attend a future meeting of Buckley Town Council to ask that they help in the promotion of the Connects centre to local residents.

#### **RESOLVED:**

- (a) That the update on the Flintshire Connects Service be noted; and
- (b) That the role of the Flintshire Connects Service to support the Customer and Digital Strategy be noted.

#### **180. THEATR CLWYD REVISED BOARD OF GOVERNORS MODEL**

The Chief Officer (Strategic Programmes) introduced the Theatr Clwyd Revised Board of Governors Model report which provided an update on the progress of the work of revising the model for the Theatr Board of Governors including proposing the appointments of individuals to the Board.

The list of the 13 individuals being proposed to act as Board members for the year 2018/19 was in the report.

The Chief Executive explained that the next steps in refreshing and revising the model for the Board of Governors would be an induction for all Board members at the beginning of June, followed by the first Board meeting later that month. A revised terms of reference for the Board would then be brought back to Cabinet.

**RESOLVED:**

That the appointment of the 13 Board members as outlined in the report, and in accordance with the new Board model, endorsed by Council, be approved.

**181. NORTH EAST WALES (NEW) HOMES BUSINESS PLAN**

Councillor Attridge introduced the North East Wales (NEW) Homes Business Plan report which sought approval for the Business Plan and the proposed process for approval of new lending to NEW Homes for the development or purchase of affordable homes in Flintshire.

The Business Plan set out the key elements of the company's proposed growth plan to increase the number of properties managed and owned as affordable housing over the next five years.

The Board of NEW Homes reviewed the development of the company and progress made against the original Business Plan objectives which resulted in a revised Business Plan for NEW Homes.

The Chief Officer (Housing and Assets) explained that as part of the reviewing process, three main portfolio areas were considered against the projections made in the original Business Plan. They were: Strategic Housing and Regeneration Programme (SHARP), Section 106 Units and Managed Lettings with full details outlined in the report.

Councillor Roberts praised the work undertaken in his ward which had seen unsuitable maisonettes being replaced, helping to transform the centre of Flint. Councillor Thomas said there was still a shortage of affordable homes for rent and cited Llys Alexandra in Mold as a successful development. Councillor Attridge said the policy question of affordable homes was being looked into.

**RESOLVED:**

- (a) That the NEW Homes Business Plan 2018/2027 be approved; and
- (b) That authority be given under delegated powers to the Corporate Finance Manager, in consultation with the Leader of the Council and Cabinet Member for Finance, to approve future prudential borrowing through the Council (up to a maximum of £10m) for on-lending to NEW Homes for the purposes of developing or purchasing affordable homes. Subject to NEW Homes meeting agreed lending parameters outlined in Appendix 2 to the report.

**182. 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 (Alexandra Road and Victoria Road, Mold) (One Way Traffic) Order 201.**  
To advise Members of objections received following the advertisement of a One Way system on Alexandra Road and Victoria Road, Mold.
- **The Flintshire County Council (Tyddyn Street, Mold) (Prohibition of Driving) (Except for Access) Order 20-**  
To advise Members of an objection received following the advertisement of Tyddyn Street, Mold (Prohibition of Driving) (Except for Access) 201.

### **Organisational Change**

- **Sale of 34.56 Acre of Bare Land at Wood Farm, Sandy Lane, Kinnerton CH4 9BS**  
The land is to be sold to the tenant of Hope Hall Farm, Hope, following his surrender of his Farm Business Tenancy at that address and his subsequent move to Wood Farm.
- **Business Rates – Application for Hardship Rate Relief**  
Section 49 of the Local Government Finance Act 1988 gives the Council the discretion to reduce or remit the payment of rates where it is satisfied that the ratepayer would sustain hardship if it did not do so and it is reasonable for it to do so having regard to the interests of its council tax payers. An application received from a ratepayer who operated a partnership business in Saltney which is no longer trading has been refused on the grounds that it is not deemed to be in the wider public interest to support the awarding of Hardship Rate Relief.

### **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 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

### **183. 21<sup>ST</sup> CENTURY SCHOOLS PROGRAMME – CONNAH'S QUAY HIGH SCHOOL PROJECT – PROPOSED CONTRACT VARIATION**

Having earlier declared personal and prejudicial interests, Councillors Attridge and Jones left the room for this item.

Councillor Roberts introduced the 21<sup>st</sup> Century Schools Programme – Connah's Quay High School project – Proposed Contract Variation report which sought approval to commission Kier Construction for stage one of a two stage Design and Build Contract for Phase 2 of the Capital improvement project at Connah's Quay High School.

The proposed project would require successful submission of a Business Justification Case (BJC) to Welsh Government (WG) as it fell below the monetary value to trigger a Full Business Case (FBC).

**RESOLVED:**

That Cabinet support and approve entering into stage one of a two stage Design and Build contract with Kier Construction for Phase 2 of the build programme. Stage one will enable the detailed design work and cost certainty to be undertaken concurrently with the current contractor/team whilst the Phase 1 construction work is on site.

**184. SOCIAL SERVICES LEARNING DISABILITY DAY AND WORK OPPORTUNITIES CENTRE NEW BUILD – CONTRACT COMMISSIONING**

Councillor Jones introduced the Social Services Learning Disability Day and Work Opportunities Centre New Build – Contract Commissioning report which sought approval to contract with Kier Construction for the New Build Social Services Learning Disability Day and Work Opportunities Centre in Queensferry.

The indicative cost of the project was currently slightly above the allocation set aside in the capital programme and approval was sought for a maximum contract price pending further value engineering processes to reduce the costs where possible.

The Chief Executive explained that a letter had been drafted for Welsh Government (WG) to seek additional funding to support the project with some capital funding, which was supported by Cabinet Members

**RESOLVED:**

- (a) That Cabinet support and approve the contract with Kier Construction to enable the construction and delivery phase of the capital new build Social Services Learning Disability Day and Work Opportunities Centre in Queensferry subject to financial tolerances outlined within the report; and
- (b) That Cabinet request that Welsh Government provide supplementary capital to cover the estimated additional costs.

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

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

(The meeting commenced at 9.30 a.m. and ended at 10.47 a.m.)

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**Chair**

# Eitem ar gyfer y Rhaglen 4



## CABINET

<b>Date of Meeting</b>	Tuesday 19 June 2018
<b>Report Subject</b>	Council Plan 2018/19
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Council Plan for 2017-23 was adopted by the County Council to show the key priorities of the Council for the five year term of the new administration. The Plan is subject to annual review.

The 2018/19 Plan has been reviewed and refreshed for structure and content. The 'super-structure' of the Plan remains the same as previous plans, comprising six themes and supporting priorities. The six themes continue to take a long term view of ambition and work over the next four years.

The Council Plan is published in a similar format to previous years - highlighting objectives and actions to achieve within each priority and referencing national issues which could impact on or prevent achievement of our priorities.

The Council Plan is presented as two documents that are inter-related; firstly the 'public' version of our statements of intent around the six priorities (Appendix 1) and secondly the document that describes the targets and milestones on which achievement will be measured (Appendix 2).

A Member workshop and the Corporate Resources Overview and Scrutiny Committee have provided challenge and overview of the contents and more detailed targets and milestones.

The published Plan will be available on the Council's website and will be shared with key partners.

## RECOMMENDATIONS

1	To endorse the Council Plan 2018-19 for recommendation for adoption by the County Council.
2	To authorise the Chief Executive, in consultation with the Leader, to finalise the format and presentational style for the published version.

## REPORT DETAILS

<b>1.00</b>	<b>COUNCIL PLAN 2018-19</b>
1.01	It is a requirement of the Local Government (Wales) Measure 2009 (the Measure) to set Objectives and publish a Council Plan. It is a statutory requirement for the County Council to adopt the Council Plan.
1.02	<p>The Council Plan for 2018/19 retains the super structure of six themes and supporting priorities as follows:</p> <p><b>Theme: Supportive Council</b> Priorities:</p> <ul style="list-style-type: none"><li>- Appropriate and Affordable Homes</li><li>- Modern, Efficient and Adapted Homes</li><li>- Protecting people from Poverty</li><li>- Independent Living</li><li>- Integrated Community Social &amp; Health Services</li><li>- Safeguarding</li></ul> <p><b>Theme: Ambitious Council</b> Priority:</p> <ul style="list-style-type: none"><li>- Business Sector Growth and Regeneration</li></ul> <p><b>Theme: Learning Council</b> Priority:</p> <ul style="list-style-type: none"><li>- High Performing Education</li></ul> <p><b>Theme: Green Council</b> Priorities:</p> <ul style="list-style-type: none"><li>- Sustainable Development &amp; Environmental Management</li><li>- Safe and sustainable travel services</li></ul> <p><b>Theme: Connected Council</b> Priority:</p> <ul style="list-style-type: none"><li>- Resilient Communities</li></ul> <p><b>Theme: Serving Council</b> Priority:</p> <ul style="list-style-type: none"><li>- Effective Resource Management</li></ul>
1.03	The Plan presentation remains largely unchanged, as it has been well received and commented upon favourably. National policy issues have



	<p>been updated and listed within each respective priority. These are issues over which we have little control and which may restrict successful and or timely delivery of our priorities. They are issues of national interest and have the potential to impact upon achievement of the priorities. These issues will also be referenced, where relevant, in the next refresh of the Medium Term Financial Strategy for 2017-2022.</p>
1.04	<p>For 2018-19 a review of the current themes and priorities has been undertaken to set: -</p> <ul style="list-style-type: none"> <li>• priority actions that continue into 2018-19 for sustained attention e.g. “New social and affordable homes”;</li> <li>• priority actions which could be removed as they have been completed or become operational (business as usual); and</li> <li>• emerging priority actions for 2018-19 e.g. Adverse Childhood Experiences (ACEs).</li> </ul> <p>Priorities have also been set to take into account Cabinet and Overview and Scrutiny priorities, priorities of partners, public views and service demands and national policy and legislation.</p>
1.05	<p>For each priority for 2018-19 there has been a review based on:-</p> <ul style="list-style-type: none"> <li>• the reasoning for the priority status;</li> <li>• what we will do and how we will measure achievement; and</li> <li>• the risks that will need to be managed.</li> </ul>
1.06	<p>The Council Plan is presented as two documents that are inter-related; firstly the ‘public’ version of our statements of intent around the six priorities (Appendix 1) and secondly the document that describes the targets and milestones on which achievement will be measured (Appendix 2).</p> <p>A Member workshop has provided challenge and overview of the contents and more detailed targets and milestones.</p>
1.07	<p>The Corporate Resources and Overview Scrutiny Committee has reviewed the priorities within the document for its structure, format and overall content, and considered the feedback from the workshop.</p> <p>The outcomes from the Member workshop and Corporate Resources Overview and Scrutiny Committee meeting along with a response is attached at Appendix 3.</p> <p>Overall support for continuation of the themes and priorities was provided, with some suggestions made for Part 2 of the plan which will be covered in the final published version, including:</p> <ul style="list-style-type: none"> <li>• Clear accountability for actions and measures; and</li> <li>• Providing links to supporting documentation for targets e.g. Housing Needs Assessments.</li> </ul> <p>Members also requested a ‘tracked’ version between the two Plans for 2017/18 and 2018/19 to identify the difference in priorities and related</p>

	actions across the two years. This is to be shared at the next Corporate Resources and Scrutiny meeting.
1.08	The final Council Plan (both parts 1 and 2) will be available as a web-based document published on the website following adoption by County Council.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	Resource implications have been considered during preparation of the Medium Term Financial Strategy and will continue to be monitored during the regular budget monitoring and financial review arrangements.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	<p>All Members have had the opportunity to consider and review the content of the draft Plan themes and priorities including the opportunity to scrutinise targets set for 2018-19. A summary of the considerations is appended.</p> <p>Corporate Resources Overview and Scrutiny Committee has also considered the contents and amendments to the final published document have been made.</p>

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	<p>Delivery of the Plan objectives is risk managed within each of the sub priorities of the Council Plan and monitored and reported against quarterly by the Overview and Scrutiny Committees.</p> <p>The risks to the statutory requirements of the Plan include: not publishing the plan within statutory timescales and, not adhering to the prerequisite content.</p> <p>Both these risks are managed through adherence to well established procedures for publishing the Plan and ensuring that the content of the Plan reflects the requirements of the Measure.</p> <p>An additional risk is that the Plan is not endorsed by Members; consultation with Members both individually and as part of the Scrutiny invites engagement.</p>

<b>5.00</b>	<b>APPENDICES</b>
5.01	<p>Appendix 1: Council Plan (Part 1) 2018-19.</p> <p>Appendix 2: Council Plan (Part 2) 2018-19.</p> <p>Appendix 3: Member workshop feedback and response.</p>

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Contact Officer:</b> Karen Armstrong, Corporate Business and Communications Executive Officer</p> <p><b>Telephone:</b> 01352 702740</p> <p><b>E-mail:</b> <a href="mailto:karen.armstrong@flintshire.gov.uk">karen.armstrong@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Council 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 Objectives and publish a Plan.</p> <p><b>Medium Term Financial Strategy:</b> 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.</p>



# COUNCIL PLAN 2018-2023

## In-year priorities for 2018/19

Theme	In-year Priority	Page no.
<b>Supportive Council</b>	Appropriate and Affordable Homes	2
	Modern, Efficient and Adapted Homes	4
	Protecting People from Poverty	6
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<b>Ambitious Council</b>	Business Sector Growth and Regeneration	14
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## Theme: Supportive Council

Theme	Priority	Impact
Supportive Council	Appropriate & Affordable Homes	Ensuring the supply of affordable and quality Council housing

### What we will do in 2018/19:

1. Provide new social and affordable homes.

#### Achievement will be measured through:

- Delivery of the Housing Revenue Account (HRA) and NEW Homes Business Plans by: -
  - Building 99 new Council and 22 new affordable homes through the Strategic Housing and Regeneration Programme (SHARP); and
  - Increasing the number of properties managed by NEW Homes from 126 to 148 in 2018/19
  - Delivering options for new, innovative low rent housing schemes for single people
  - Maximising the number of new homes provided by Housing Associations through all Welsh Government funded grant and loan programmes.

2. Welsh Housing Quality Standard (WHQS) investment plan targets achieved.

#### Achievement will be measured through:

- Completing the in-year programmed WHQS work schemes in line with the Housing Asset Management Strategy

3. Address the increasing frequency of unauthorised Gypsy and Traveller encampments and improve the Council's own permanent site by i) effective use of the protocol with partners for management of unauthorised encampments; ii) improve the Council's permanent Riverside site with support of Welsh Government funding; iii) explore options to identify a transit site through the Local Development Plan

#### Achievement will be measured through:

- Applying the partners protocol for the management of unauthorised encampments successfully
- Improving the Riverside traveller site through successful grant application to Welsh Government
- Identification of a transit site through the local Development Plan

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

- Prevent homelessness
- Meet the diverse housing and accommodation needs of the local population
- Develop more opportunities for people to access affordable rent and low cost home ownership
- Build the maximum number of Council houses possible as part of the housing supply solution

- Meet the Welsh Government target for all social housing to be brought up to the Welsh Housing Quality Standard (WHQS).

### **Risks to manage**

- Homelessness will remain a growing area of demand due to the current economic climate
- The supply of affordable housing will continue to be insufficient to meet community needs
- Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing
- Land supply for council housing construction; and
- Capital borrowing limits for council housing.

### **National Policy Issues:**

- Welfare Reform and Work Act 2016
- Local Authorities to be able to access grant funding to support new build affordable and social housing
- Sufficiency of resourcing to fulfil the duties of the Wales Housing Act
- Capital limits on borrowing for councils to build new houses.
- Maintaining the funding of Major Repairs Allowance (MRA) so that the council can meet the WHQS by 2020.
- Maintaining current rent policy so that the Council can achieve WHQS by 2020.

### **What we mean by:**

- SHARP: Strategic Housing and Regeneration Programme – Programme to build 500 new Council and affordable homes over the next four years.

Theme: **Supportive Council**

Theme	Priority	Impact
Supportive Council	Modern, Efficient and Adapted homes	Ensuring the supply of affordable and quality housing of all tenures

**What we will do in 2018/19:**

1. Improving the quality of private sector housing.

**Achievement will be measured through:**

- Working proactively with landlords and tenants to improve the quality of private rented sector properties; and
- Ensuring landlords and letting agents comply with the Rent Smart Code of Practice
- Improving the quality of Houses in Multiple Occupation through making effective use of better intelligence and registration procedures
- ~~Developing a planning advice note for Houses in Multiple Occupation (HMO) provision and assessment.~~

2. Delivering the council's housing growth needs.

**Achievement will be measured through:**

- Delivering social and affordable homes through Welsh Government funding programmes; and
- Bringing empty properties back into use through Housing Association investment programmes.

3. Meeting the housing needs of vulnerable groups.

**Achievement will be measured through:**

- Opening of Flint Extra Care (Llys Raddington); progressing the build of Holywell Extra Care; considering opportunities for a further extra care facility in Flintshire
- Focusing on the needs of people with a learning or physical disability requiring housing by identifying opportunities for new grants
- ~~Identifying with housing and Social Services colleagues appropriate accommodation for younger people with a learning or physical disability~~
- ~~Working strategically to~~ Addressing the housing needs of adults with learning disabilities and other vulnerable individuals
- Supporting hospital discharge by developing two houses
- Reducing the average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)

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

- Meet the needs of vulnerable groups including the need for adapted housing, Extra Care, Learning Disability and transitional social care beds/units
- Support people with dementia
- Improve housing quality in private rented sectors



- Reduce the number of empty properties in the County; and
- Provide good quality housing for residents and maximise funding to improve homes.

**Risks to manage**

- Capacity to reach stakeholder expectation within the private rented sector
- Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants may not be met due to competing demand on resources
- Availability of sufficient funding to resource key priorities.

**National Policy Issues:**

- Practical implementation of Welsh Government's Rent Smart guidelines across the private rented sector in Flintshire.
- Influencing the direction of national funding priorities for housing regeneration.
- Funding levels needed to address poor housing quality in private rented and owner occupied sectors.


**What we mean by:**

- Rent Smart: Service to process registrations and grant licenses to landlords and agents who are required to comply with the Housing (Wales) Act 2014.
- Extra Care homes: Development of high quality apartments for rent to meet varying needs of support, some of which are specifically adapted for older people with memory loss or living with dementia

Theme: **Supportive Council**

Theme	Priority	Impact
Supportive Council	Protecting people from poverty	Protecting people from poverty by maximising their income and employability

**What we will do in 2018/19:**

1. Support Flintshire residents to better manage their financial commitments.  
**Achievement will be measured through:**
  - Assisting people with Welfare Reform changes through the effective application of the Council's Discretionary Housing Payment Policy
  - Providing advice and support services to help people manage their income, including supporting people to access affordable credit and local Credit Unions
  - Timely processing of Housing Benefit claims; and
  - Assisting Flintshire residents to claim additional income to which they are entitled.
  
2.  Working collaboratively to minimise Universal Credit (UC) risks  
**Achievement will be measured through:**
  - Achieving the Homeless prevention target; and
  - Delivering Personal Budgeting and Digital Support Services.
  
3. Develop skills programmes and delivery mechanism for North Wales Growth Deal  
**Achievement will be measured through:**
  - Finalising an employability proposal as part of the Regional Economic Growth Bid to seek long term investment via a simple and cost effective programme of support
  - Developing an enhanced careers and guidance service for North Wales to match young people to the labour market; and
  - Increasing the number of local people who, following attendance on a programme report that they are closer to work or becoming ready to enter work.
  
4. Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty.  
**Achievement will be measured through:**
  - Reducing the overall annual fuel bill for residents benefiting from energy efficient programmes
  - Providing advice and support to residents to enable them to switch to a lower cost energy tariff; and
  - Increasing the number of private sector and Council homes receiving energy efficiency measures

5.  Develop a strategy to address food poverty.

**Achievement will be measured through:**

- Developing programmes in partnership with the social and third sector to work towards addressing food poverty; and
- Completing feasibility work for the development of a food-based social enterprise.

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

- Support people to manage the ongoing impact of Welfare Reform
- Help people claim the benefits they are entitled to
- Help people manage their financial commitments
- Reduce the risk of poverty amongst Flintshire households
- Reduce the impact of rises in fuel cost
- Help people access affordable credit; and
- Help people to manage their income, and provide support to access employment training.

**Risks to manage**

- Universal Credit - Negative impact upon Flintshire Council services
- Demand for advice and support services will not be met
- Debt levels will rise if tenants are unable to afford to pay their rent or council tax
- The local economy will suffer if residents have less income to spend
- Residents do not take up the energy efficiency measures available
- Available funding for energy efficiency

**National Policy Issues:**

- Sustainability of funding for fuel poverty measures
- European Social Fund (ESF) Programmes affecting delivery of local targets
- Welfare Reform Act 2016
- Welsh Government approach to regeneration programmes



**What we mean by:**

- Welfare Reform: A range of measures introduced by Central Government to reform the Welfare Benefits system.
- Discretionary Housing Payment Policy: Aims to provide a fair and consistent approach to help customers who require further financial assistance with their housing costs.
- Universal Credit: A new way of paying benefits on a monthly basis; expanded to cover all claimants.
- Regional Economic Growth Bid: The proposals for economic growth in North Wales produced by local government, business leaders and the further and higher education sectors.
- Credit Unions: Regulated financial cooperative which and subject to broadly the same scrutiny by the Financial Conduct Authority as any other bank or building society. Credit Unions are also part of the Government backed Financial Service to provide loans and saving schemes.

Theme: **Supportive Council**

Theme	Priority	Impact
Supportive Council	Independent Living	<ol style="list-style-type: none"> <li>1. Making early interventions to support healthy and independent living</li> <li>2. Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support</li> </ol>

**What we will do in 2018/19:**

-  Expand and support the care sector to enable people to live well and have a good quality of life  
**Achievement will be measured through:**
  - Further development of a business model to support an additional extra care scheme in the County according to need
  - Continuing to deliver the improvement programme for person-centred care (Progress for Providers) in the residential sector, and extend to domiciliary providers
  - Consideration of feedback from the Older People’s Commissioner in her review of “A Place Called Home”; and
  - Develop local and community based options for Looked After Children
  
-  Support greater independence for individuals with a frailty and / or disability, and for people at risk of isolation.  
**Achievement will be measured through:**
  - Increasing the percentage of adults who are content with their care and support
  - Strengthening the multi-agency Single Point of Access by close working with BCUHB
  - Ensuring that the wider care sector workforce are supported to be compliant with the Regulation and Inspection of Social Care (Wales) Act; and
  - Implementing the priorities of the Ageing Well Plan
  
- Improve outcomes for Looked After Children  
**Achievement will be measured through:**
  - Increasing the percentage of young people who are content with their care and support
  - Strengthening stable, local placements for children; and
  - Strengthening partnership working with BCUHB to ensure timely access to health assessments

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

- Help people to live independently as they get older
- Support people with dementia
- Develop a model of support for persons with a disability which enables independent living
- Support families to support each other to live independently; and

- Ensure the sustainability of social care models.

**Risks to manage**

- Delivery of social care is insufficient to meet increasing demand
- Demand outstrips supply for residential and nursing care home bed availability.

**National Policy Issues:**

- Implementation of the Social Services & Well-being Act (Wales) 2014
- Registration and Inspection Act
- Living wage issues for care providers
- Care market fragility
- Insufficient national funding to meet escalating social care costs
- Ageing population locally and nationally

**What we mean by:**

- Registration and Inspection Act: Registration process to ensure all social workers and social care workers are suitable for work in social care.
- Looked After Children: Children who are being looked after by their local authority, including with foster parents, at home with their parents under the supervision of social services, in residential children's homes or in other residential settings like schools or secure units.

**Theme: Supportive Council**

Theme	Priority	Impact
Supportive Council	Integrated Community Social & Health Services	<ol style="list-style-type: none"> <li>1. Enabling more people to live independently and well at home.</li> <li>2. Giving equal opportunity to all to fulfil their lives.</li> <li>3. Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families.</li> </ol>

**What we will do in 2018/19:**

1. Develop and integrate services for carers with our commissioned providers


**Achievements will be measured through:**

- Increasing the number of carers that are supported
- Evidencing improved outcomes for carers; and
- Increasing the use of advocacy for carers.

2. Embed the long term use of the Integrated Care Fund (ICF) to meet local needs and demands

**Achievements will be measured through:**

- Reaching agreement for the alignment of ICF with local priorities; and
- Maintaining the rate of delayed transfers of care for social care reasons.

3.  Embed the Early Help Hub into everyday practice by working with statutory partners and the third sector

**Achievements will be measured through:**

- The number of families who receive information and support through the Early Help Hub
- The collection of case studies and feedback from families; and
- Developing a sustainable financing plan with partners

4. Working with the new Wales Programme to recognise Adverse Childhood Experiences (ACES)

**Achievements will be measured through:**

- A better informed and skilled workforce which can proactively respond to individuals as well as increased vulnerability awareness among frontline staff; and
- Developing more appropriate and consistent sharing of information about vulnerability and reduce repeat demand

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

- Work with Betsi Cadwaladr University Health Board (BCUHB) to develop health and social care models for the future
- Avoid unnecessary admissions to hospital and support early and successful discharges

- Co-ordinate the provision of support for service users more effectively with BCUHB and other providers
- Work together with BCUHB to support people with dementia within the local community; and
- Work with the Public Services Board to identify and engage families early, who are at greater risk of escalating needs.

**Risks to manage**

- Annual allocation of ICF - Short term funding may undermine medium term service delivery.
- Early Help Hub cannot deliver effective outcomes.

**National Policy Issues:**

- National trend for increasing demand on Children's Services
- National focus on supporting integrated approaches between health and social care
- NHS Service pressures and capacity
- Parity of funding between local authorities and NHS funded provision.

**What we mean by:**

- Integrated Care Fund (ICF): Funding from Welsh Government being used to support older people to maintain their independence and remain in their own home for as long as possible.
- Early Help Hub: The newly developed multi-agency Hub in Flintshire. The Hub provides a collective response to support families with greater needs to build their resilience and Well-being.

## Theme: Supportive Council

Theme	Priority	Impact
Supportive Council	Safeguarding	<ol style="list-style-type: none"><li>1. Protecting people from the risk of any form of abuse.</li><li>2. Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour.</li></ol>

### What we will do in 2018/19:

1. All Council portfolios to understand and act on their responsibilities to address safeguarding.

#### Achievement will be measured through:

- Completion of the online child and adult safeguarding module; and
- Reviewing corporate service policies and procedures to identify breadth and depth of safeguarding coverage
- Increasing awareness across portfolios through appropriate training
- Increasing the public's awareness of safeguarding.

2. Identify and address the signs and symptoms of domestic abuse and sexual violence.

#### Achievement will be measured through:

- The workforce being more confident in identifying and reporting the signs and symptoms of domestic abuse and sexual violence following:
  - the delivery of the level 1 training programme to meet the requirements of the Domestic Abuse and Sexual Violence (DASV) National Training Framework; and
- The number of incidents of Domestic Abuse and Sexual Violence reported.

3. Strengthen regional community safety through collaboration and partnership arrangements.

#### Achievement will be measured through:

- Adopting and achieving the priorities of the North Wales Safer Communities Board Plan through formulation of a local delivery plan, which also includes locally identified priorities as overseen by the Public Services Board.

Priorities of the North Wales Safer Communities Board include the prevention of:

- Domestic Abuse
- Modern Slavery
- Organised Crime
- Sexual Abuse (Including Child Criminal Exploitation)
- Delivering Safer Neighbourhoods

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

- Have a Council wide approach to safeguard and protect vulnerable people



- Develop further awareness and support for the Council's approach to safeguarding including the prevention of human trafficking, modern slavery and child criminal exploitation (CCE)
- Comply with the new codes of practice for safeguarding within the Social Services and Well-being Act (Wales) 2014
- Ensure the wider Council workforce are aware of the Council's approach to safeguarding
- Develop a consistent approach to regional collaboration for Community Safety; and
- Support achievement of the regional priorities set by the Police and Crime Commissioner.

### **Risks to manage**

- Rate of increase of adult safeguarding referrals will outstrip current resources
- Knowledge and awareness of safeguarding not sufficiently developed in all portfolios
- Failure to implement training may impact on cases not being recognised at an early stage.

### **National Policy Issues:**

- Implementation of the Social Services and Well-being (Wales) Act 2014
- Development of the National Safeguarding Board and structures
- Management of response to Child Criminal Exploitation
- Sustainability of short-term grant funded schemes.


### **What we mean by:**

- Social Services and Well Being (Wales) Act 2014 (SSWB): An Act to reform Social Services law to make provision about improving well-being outcomes.
- Police and Crime Commissioner: The North Wales Police and Crime Commissioner is the local governing body for policing in our area, and the role replaced North Wales Police Authority. The Commissioner has an overarching duty to secure an efficient and effective police force, which demonstrates value for money and, above all, cuts crime.
- Modern Slavery is defined within the Modern Slavery Act 2015 and covers the offences of Slavery, Servitude and Forced or Compulsory Labour and Human Trafficking
- Organised Crime: A category of transnational, national, or local groupings of highly centralised enterprises run by criminals who intend to engage in illegal activity, most commonly for money and profit. This includes the 'County Lines' aspect of organised crime.

## Theme: Ambitious Council

Theme	Priority	Impact
Ambitious Council	Business Sector Growth and Regeneration	<ol style="list-style-type: none"> <li>1. Sustaining economic growth through local and regional business development, employment and training sites.</li> <li>2. Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites</li> <li>3. Creating a supply of diverse and quality training and employment opportunities.</li> </ol>

### What we will do in 2018/19:

1.  The Regional Economic Growth Deal will be developed to final approval stages with UK and Welsh Governments this year, including agreement of funding allocations and formal governance arrangements.

#### Achievement will be measured through:

- Final agreement of a new governance framework for the North Wales
- The achievement of a Regional Growth Deal with Government Investment in the regional economy
- Agreeing a strategy for delivery of the parts of the Regional Growth Deal which will directly benefit Flintshire
- Development of sub-regional and Metro inter-modal transport projects; and
- Publishing the Deposit version of the Local Development Plan (LDP) economic strategy

2. Guide the development of the Deeside Enterprise Zone (DEZ), Northern Gateway and Warren Hall mixed use development site. Ensure that the developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal.

#### Achievement will be measured through:

- Providing clear and responsive guidance to potential developers within the DEZ and Northern Gateway
- Seeking a revised strategic framework from the Northern Gateway developers; and
- Delivery of Phase 2 and / or Phase 3 enabling works.

3. Develop long term strategic approach to Council's economic estate and land.

#### Achievement will be measured through:

- Complete an action plan from the review of the Council's economic estate and land

4. Protecting the scale and quality of apprenticeships both regionally and locally

#### Achievement will be measured through:

- Ensuring apprenticeships feature in the Regional Economic Growth Deal proposal.

5. Develop a **more strategic** approach to **regenerating and** supporting town centres **in partnership with Town Councils.**


**Achievement will be measured through:**

- ~~Working with all Town Councils to develop Master plans to support intervention and improvement across town centres including transport, infrastructure, appearance, cleanliness and vitality~~
- ~~Developing strategic options to support town centre sustainability~~
- **Development and implementation of local plans for retail offer, town centre management, transport connectivity, local asset and service management and appearance**
- **Development of** solutions for the productive use of land in town centres for retail, commercial, housing and complementary uses; and
- ~~Identifying~~ **Development of** options to diversify land use in town centres whilst maintaining their primary role as retail centres.

6. Targeted Regeneration Investment Programme (TRIP) – developing Flintshire's role and its local programme

**Achievement will be measured through:**

- Developing proposals and gaining funding commitment for town centre projects which facilitate town centre diversification

7.  Ensure the development of regional and local transport strategy and initiatives maximises the potential for economic benefits and improve access to employment and tourism destinations.

**Achievement will be measured through:**

- Ensuring that transport infrastructure features in the Regional Economic Growth Deal proposal
- Plan the development of transport connections from the North East Wales Metro scheme to support wider economic development across Flintshire
- Implementing the Flintshire County Council Integrated Transport Strategy to improve transport access to the principal employment sites
- Including local transport priorities in the North Wales Economic Strategy and the North Wales Growth Deal Bid; and
- The performance of the local and sub-regional economy with public sector interventions in investment.

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

- Continue to grow the local and regional economy
- Secure infrastructure investment needed to facilitate growth both regionally and locally
- Continue to build upon the success of the advanced manufacturing sector in Flintshire

- Protect the economic viability of our town centres and rural areas providing focus on the wider economic growth approach and, housing and employment impact
- Work collaboratively to achieve key priorities for major infrastructure projects which will support economic growth projects
- Develop transport access solutions for our key employment sites; and
- Continue to support and grow our tourism sector as part of the North Wales Tourism and Cultural offer

### **Risks to manage**

- Infrastructure investment does not keep pace with needs and business is lost to the economy
- Support for businesses in Flintshire does not meet their needs and fails to encourage investment
- The stability of the local and sub-regional economies
- The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests.

### **National Policy Issues:**

- Devolution of powers to support economic growth in North Wales: opportunity and possible threat if powers are insufficient and do not match those across the UK
- Infrastructure investment to create the platform for advancing economic growth
- Uncertainty over Welsh Government approach to regeneration
- Recognition of the potential impacts on the local and sub-regional economy of global trading patterns and workforce migration of the Brexit negotiations

### **What we mean by:**

- LDP Strategy: Delivering sustainable development in the County from 2017/2030.
- Regional Economic Growth Deal: The North Wales Economic Ambition Board proposal to UK and Welsh Governments to create new employment and housing.

## Theme: Learning Council

Theme	Priority	Impact
Learning Council	High Performing Education	<ol style="list-style-type: none"><li>1. Providing high quality learning opportunities, and learning environments for learners of all ages.</li><li>2. Supporting children and younger people to achieve their potential.</li><li>3. Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement.</li></ol>

### What we will do in 2018/19:

1. Provide effective learning opportunities and quality learning environments for all pupils aged 3-18 to achieve their potential and high levels of educational attainment.

#### Achievement will be measured through:

- The number of learners achieving or exceeding the expected outcome levels at the final assessment point in Key Stage 4, aged 16.
- The number of learners entitled to free school meals who achieve or exceed the expected outcome levels at the final assessment point in Key Stage 4, aged 16
- The number of learners being assessed through the medium of Welsh at Yr 2 and Yr 11 as part of the national strategy to achieve a million Welsh speakers by 2050.
- Attendance of pupils in primary schools
- Attendance of pupils in secondary schools
- Attendance of pupils in the Portfolio PRU
- The number of pupils aged 16 achieving 5A\*-A grades at GCSE

2. Provide effective support to schools identified as causing concern to quickly re-establish good educational standards

#### Achievement will be measured through:

- Reducing the number of schools placed in statutory categories of concern by Estyn i.e. 'Special Measures' or 'In Need of Significant Improvement'

3. Prepare for national reform on curriculum and inclusion.

#### Achievement will be measured through:

- Schools' self-evaluation of progress towards the implementation of the new curriculum model via the GwE online dashboard which records key milestones; and
- Portfolio self-evaluation of the progress towards the implementation of the Additional Learning Needs Bill via the national readiness survey which records key milestones.

4. Continue substantial investment in the school estate through the School Modernisation Strategy and maximising use of Welsh Government funding streams e.g. 21<sup>st</sup> Century Schools Programme, Welsh Medium Education Grant, Infant Class Size Grant & Early Years Grant. Continue programme of capital works and repairs and maintenance across Flintshire schools.

**Achievement will be measured through:**

- Completing key milestones in the Schools Modernisation programme
- Successful submission of grant funding bids within designated timescales
- The completion of identified projects on time and within budget

5. Maintain low levels of young people/adults 'Not in Education, Employment or Training' and increase opportunities for apprenticeship and employment.

**Achievement will be measured through:**

- Maintaining levels of 16 year olds in education, employment and training above benchmark position;
- Improving the number of hours in education, training or employment that young people in the youth justice system can access
- Further developing the provision for learners in danger of disengaging
- Strengthening and cultivating attractive routes into education for the workforce
- Supporting the regional skills strategy for Science, Technology, English and Maths (STEM) by the update of Level 3 (A level) courses in Maths and Science subjects

6. Fully embed Flintshire's Youth Council to ensure that young people across the authority are involved in the evaluation and delivery of services that impact on them.

**Achievement will be measured through:**

- The range of representation of young people's groups on the Youth Council;
- The interface between Youth Council representatives and existing Council structures e.g. attendance at Council meetings such as Cabinet, Council and Scrutiny;
- Feedback from the Youth Council on services that impact on them and evidence of changes as a result.

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

- Effectively utilise the Council's resources and those of key partners e.g. GWE to achieve the best possible educational outcomes
- Support the national Welsh Government priorities to improve educational standards and reduce the impact of poverty on educational attainment
- Improve the skills of learners to enable access to modern employment and economic development opportunities

- Work collaboratively to develop national reforms to curriculum and provision for learners with additional learning needs.
- Reduce barriers to engagement, ensure equality of access and participation opportunities
- Make more efficient use of education resources through programmes of School Modernisation and national funding streams to maximise investment in the school estate for the benefit of learners
- Ensure that the funding for schools is sufficient and sustainable to support local, regional and national priorities for improvement

### **Risks to manage**

- Those schools who do not recognise their need for improvement and external support
- Leadership capacity does not match school needs
- Impact of major reforms to curriculum and assessment models
- Impact of Additional Learning Needs reforms
- Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future
- Sustainability of funding streams
- Numbers of school places not matching the changing demographics
- Limited funding to address the backlog of known repair and maintenance works in Education and Youth assets.

### **National Policy Issues:**

- National curriculum and assessment reform
- Additional learning needs reforms
- Inadequate revenue funding for schools.
- Sustainability of Welsh Government short term grant funding
- Rationalisation of the provision, planning and accountability processes for education related specific grants
- Affordability of the 21st Century Schools Programme
- Capital provision for schools' repair and maintenance
- North Wales Economic Growth Bid
- Simplification of the process for school place planning and provision
- European funding schemes

### **What we mean by:**

- National Curriculum reform: Wales is undergoing a major transformation of its national curriculum ('A curriculum for Wales – a curriculum for life') which will be fully implemented across all age groups in Wales by 2022.

- Additional Learning Needs reforms: Welsh Government has also introduced new legislation in relation to the education of pupils with additional learning needs – ‘Additional Learning Needs and Education Tribunal (Wales) Act 2018’ which all Local Authorities are required to implement.
- Regional School Improvement Service (GwE): School Effectiveness and Improvement Service for North Wales, works alongside and on behalf of the Local Authorities to develop excellent schools across the region.
- European Social Fund (ESF) Programmes: To increase the employability of local people (aged 25 and over) who have complex barriers to employment.
- 21st Century Schools: A national programme of funding to improve school buildings and environments.
- School Modernisation: The process by which the Local Authority ensures there are a sufficient number of high quality school places, of the right type in the right locations
- Youth Justice Service: Aims to prevent children and young people under 18 from offending or re-offending.



## Theme: Green Council


Theme	Priority	Impact
Green Council	Sustainable Development & Environmental Management	<ol style="list-style-type: none"> <li>1. Enhancing the natural environment and promoting access to open and green space.</li> <li>2. Reducing energy consumption and using and developing alternative/renewable energy production.</li> <li>3. Maximising the recovery and recycling of waste.</li> </ol>

### What we will do in 2018/19

1. Improving, protecting and enhancing the built environment:

#### Achievement will be measured through:

- Adopting a Local Heritage Strategy; and
- Delivering the key actions of the Local Heritage Strategy.

2.  Managing our natural environment and accessible green space networks to deliver health, well-being and resilience goals.

#### Achievement will be measured through:

- ~~Optimising the value and benefits~~ Promotion of our country parks and open spaces for productive community use and well-being ~~of our parks and open spaces~~
- Delivering the Rights of Way Improvement Plan
- Delivering projects set out within the Single Environment Grant application
- Supporting the regional project for the Green and Blue Infrastructure mapping exercise by accessing available external funding; and
- Delivering the actions within the adopted Tree Plan.

3. Maximising the potential of Council assets for energy efficiency: control/reduction of Council energy consumption and thereby cost.


#### Achievement will be measured through:

- Delivery of the renewable energy plan for the Council's estates and assets which was adopted in 2015
- Reducing Council energy consumption
- Increasing usage of environmentally efficient fleet vehicles
- Moving towards achieving carbon neutrality across our fleet and Council buildings (non housing); and
- Introducing a plan to reduce car usage across the Council.

4. Maximising the recovery and recycling of waste with a view to reducing the reliance on landfill.

#### Achievement will be measured through:

- Improving recycling performance; and
- Recycling rates per Household Recycling Centre (HRC)

5.  Strengthening regional air quality collaboration to help promote better health and well-being outcomes.

**Achievement will be measured through:**

- Delivering the actions of the regional air quality plan

6. Publication of the Deposit version of the Local Development Plan preferred strategy.

**Achievement will be measured through:**

- Achieving the milestones within the Local Development Plan Delivery Agreement.

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

- Address the requirements of the sustainable development principles of the Well-being of Future Generations Act and the Environment Bill
- Balance the need for sustainable development with the protection of the natural environment
- Continue to reduce our carbon emissions to meet Welsh Government targets and play our part in helping to address the consequences of climate change; and
- Improve the resilience of local communities to the risk of flooding.

**Risks to manage**

- Reduction of the Single Environment Grant
- Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid
- Funding will not be secured for priority flood alleviation schemes

**National Policy Issues:**

- Reduction of the Single Environment Grant whilst delivering the priority area of natural resource management
- Reliance on external funding for large scale developments
- Government cap on financial support for solar farms
- Capacity and funding to address flood risks

**What we mean by:**

- Environmentally Efficient vehicles comply with the Euro 6 standard. This is the European Union directive to reduce harmful pollutants from vehicle exhausts.
- Well-being of Future Generations Act and Environment Bill: Welsh Government (WG) approaches to managing the country's natural resources.
- Deposit version of the Local Development Plan: Delivering sustainable development in the County from 2017 – 2030.
- Local Heritage Strategy: To ensure that the distinct heritage of Flintshire County is fully appreciated and recognised, and enhanced for the overall benefit of the community.

**Theme: Green Council**

Theme	Priority	Impact
Green Council	Safe and sustainable travel services	Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites.

**What we will do in 2018/19**

1. Accessing and using available grant funding to support Council priorities for accessing employment, health, leisure and education:

**Achievement will be measured through:**

- Successfully delivering projects and services through national grant funded schemes
  - Local Transport Fund
  - Rural Communities and Development Fund Road Safety
  - Safe Routes
  - Bus Service Support Grant
  - Active Travel integrated network map; and

2. Prioritising 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.

**Achievement will be measured through:**

- Monitoring the condition of the highways infrastructure
- Undertaking inspections to ensure reinstatements meet the required standards and raise the standard of works undertaken on Flintshire's network; and
- Delivery of the Highways Asset Management Plan.

3. Supporting isolated communities to develop innovative and sustainable area based transport schemes.

**Achievement will be measured through:**

- Introducing a sustainable area transport service
- Development of sustainable area based transport schemes within available funding; and
- Developing and supporting the core network of bus services
- Supporting transport solutions to prevent isolation of vulnerable people.

4. Delivering a compliant, safe and integrated transport service.

**Achievement will be measured through:**

- Increasing the number of financially compliant contracts for school transport; and

- Increasing the number of safety compliant checks.

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

- Enable people to access key services and link communities across Flintshire
- Minimise congestion and delays on our highway network
- Maximise the benefits of available funding; and
- Include local transport solutions in the regional Economic Growth Deal bid.

**Risks to manage**

- Sufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth
- Sufficient funding will not be found to continue to provide subsidised bus services.
- Supply chain resilience of transport providers
- Adverse weather conditions on the highway network
- Lack of community support for alternative area transport options.

**National Policy Issues:**

- Uncertainty of future grant funding
- Rail franchise renewal
- Impact of major road and rail infrastructure decisions
- Reductions in bus subsidies
- Outcomes of regional Economic Growth Bid deal.

**What we mean by:**

- Infrastructure: Facilities, systems, sites and networks that are necessary for the County to function.
- Local Area Transport Arrangements: Area based subsidised transport schemes which have been developed to provide routes that would otherwise be commercially unviable.
- Bus services: Following changes made in the 1980s, the majority of local bus services in Wales are commercially operated by bus companies.
- Regional Economic Growth Deal bid: the North Wales Economic Ambition Board proposal to UK and Welsh Governments to create new employment and housing.

**Theme: Connected Council**

Theme	Priority	Impact
Connected Council	Resilient Communities	1) Supporting local communities to be resilient and self-supporting. 2) Committing to resilient service models to sustain local public services. 3) Widening digital access to public services

**What we will do in 2018/19**

1. Build stronger social enterprises with the sector itself leading development of the sector.

**Achievement will be measured through:**

- Supporting an increase in the number of social enterprises applying for a Flintshire Business Award; and
- Enabling major social enterprises to increase their traded income and reduce their dependency on council grant therefore reducing the risk of these organisations not being sustainable

2. Grow the capacity of the social enterprise sector and Alternative Delivery Models (ADMs) to become more self-sustaining.


**Achievement will be measured through:**

- Evaluating the development of each of the three large ADMs and the overall impact the organisation is having on the delivery of community benefits
- Reviewing the overall impact of the Community Asset Transfer Programme including the estimated number of assets sustained; and
- Assess the overall growth in and health of the social enterprise now that a range of work has been completed to support the development of the sector.

3.  Ensuring and delivering community benefits.


**Achievement will be measured through:**

- Commissioning of two Council contracts with specific community benefits that provides the third sector with a competitive edge
- Enabling commissioners of council services to use community benefits when developing specifications and tenders for services and works; and
- Evaluating the level of community benefits delivered through the ADM and CAT programme.

4.  Enabling the third sector to maximise their contribution towards developing community resilience

**Achievement will be measured through:**

- Optimising the level of community benefits delivered; and
- Maximising the number and range of partnership projects that the third sector are working with the public sector on to increase community resilience.

5.  Ensure that the Council maximises its contribution to achieving the priorities of the Public Services Board's Well-being Plan

**Achievement will be measured through:**

- Supporting the delivery of the priorities and actions in the Plan
- Ensuring that all activities and risks within the Plan are tracked and monitored; and
- Optimising the availability of funding to support delivery of the plan

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

**Achievement will be measured through:**

- Optimising national grant funding available to support local projects
- Preparing as the first Council in Wales to collect and monitor pupil data from the Armed Forces Community and their families to better inform service provision
- Revising council policies to reflect the ambitions of the Armed Forces Covenant; and
- Achieving Gold status for our Employee Recognition Scheme.

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

Build on what has been completed in 2017/18 with support for local communities. In 2018/19 this will concentrate on:

- Developing the community and social sectors to support local communities to be more self-sufficient
- Creating alternative delivery models within the community and social sector to sustain valued public services
- Developing social enterprises, who are able to act for the benefit of local communities and create both employment and economic opportunities; and
- Realising social benefits in the community e.g. increasing volunteering and training opportunities for young people; keeping local money in the community.
- Ensuring our Armed Forces Community and their families are recognised for their commitment.

**Risks to manage**

- The capacity and appetite of the community and social sectors
- Market conditions which the new Alternative Delivery Models face
- Limitations on public funding to subsidise alternative models
- Procurement regulations stifling our ability to develop local community and third sector markets
- Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.

**National Policy Issues:**

- Lack of support programmes for the development of Alternative Delivery Models (ADMs)
- Role of Town and Community Councils in cooperative working and local governance as detailed in the Local Government Bill 2015

- Strengthening of the social sector to be more commercial and less reliant on grant funding.

**What we mean by:**

- Social Enterprise: Businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.
- Community Benefit Clauses: Benefits to local communities from major procurements e.g. training and employment opportunities, community facilities.
- Alternative Delivery Models (ADMs): New approaches to service delivery designed to sustain important services and meet future need.
- Community Asset Transfers (CAT): The leasehold transfer of a Flintshire County Council asset to an organisation with a social purpose who plans to use it for the benefit of the local community.

## Theme: **Serving Council**

Theme	Priority	Impact
Serving Council	Effective Resource Management	1) Continuing to be a high performing and innovative public sector organisation with social values. 2) Providing high quality, accessible, responsive and cost effective public services.

### What we will do in 2018/19

1. Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the Council.

#### Achievement will be measured through:

- Revising our plan to incorporate latest national funding expectations
- Revising our plan to incorporate the impacts of inflation, service demands and new and existing legislation
- Matching our priorities with revenue and capital investment
- Developing the next stage of corporate Business Plans to meet organisational priorities; and
- Performing well against the agreed range of financial performance indicators.

2. Through the People Strategy we aim to operate effectively as a smaller organisation.

#### Achievement will be measured through:

- Maintaining improved attendance levels
- ~~Maintaining percentage of employees who have secured employment following completion of apprenticeship training (moved to Learning Council)~~
- Developing a sustainable, affordable pay and rewards model
- A single consolidated workforce plan and supporting succession plan
- Introducing a Health and Wellbeing Policy
- ~~Effective workforce support and coaching of the workforce through i) management supervision sessions; and ii) appraisals~~
- Ensuring that effective health and well-being support is in place; and
- ~~Optimising the collective gain of the employer roles within the Public Services Board. Taking the leadership role in encouraging all PSB partners to be better employers. Participation of Public Services Board (PSB) employer partners in employment initiatives such as Mental Health and Wellbeing.~~

3. Delivery of key annualised objectives from the Digital Strategy and Customer Strategies.

#### Achievement will be measured through:

- The number of e-forms submitted
- Number of on line payments received
- Combining of Streetscene and Housing contact centres into a single contact centre at Unity House by January 2019



4. Delivery of key annualised objectives from the Capital and Asset Management Strategy.

**Achievement will be measured through:**

- Implementing the plans for reducing the civic estate principally County Hall
- Developing plans regarding the Council's Industrial and Commercial estate following its wider review ensuring these support our wider asset objectives and MTFS
- Ensuring that projects are delivered cost effectively and on time
- Ensuring that capital funding streams are maximised including the sale of Council property and land assets
- Ensuring that the Capital Programme is affordable and deliverable over the medium term
- Matching our priorities with revenue and capital investment; and
- Performance against the agreed range of financial performance indicators.

5. Maximising the generation of the Council's income streams

**Achievement will be measured through:**

- Reducing debt
- Developing new income streams
- Maximising commercial activity; and
- Raising the Council's income base by implementing cost recovery and indexation models

7. Adopting the Ethical Code for the Procurement of Supply Chains

**Achievement will be measured through:**

- Adoption and delivery of a specific action plan for implementation of the Ethical Code for the Procurement of Supply Chains in partnership with local trade unions

7. Delivering the highest possible standards of Information Security

**Achievement will be measured through:**

- General data Protection Regulation (GDPR) Compliance
- Public Services Network (PSN) accreditation

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

- Manage with reducing resources
- Continue to aim high despite reduced financial and people resources
- Make the best use of our capability and capacity in challenging times
- Have the right buildings in the right places for the right uses
- Achieve the highest possible standards of customer services.

**Risks to manage**

- The scale of the financial challenge
- The capacity and capability of the organisation to implement necessary changes.

**National Policy Issues:**

- Reduction in capital investment and resources
- Ongoing austerity policies
- Non-funding of new legislative and policy commitments.
- Infrastructure development, Government investment, and the performance of suppliers.

# FLINTSHIRE COUNTY COUNCIL

## Council Plan 2017/2023 In-year priorities 2018/19

### PART 2

## How achievement will be measured - Supporting milestones and measures

Theme	Priority	Impact
Supportive Council	Appropriate & Affordable Homes	Ensuring the supply of affordable and quality Council housing

**What we will do in 2018/19:**

**1. Provide new social and affordable homes.**

**Achievement will be measured through:**

- Delivery of HRA and NEW Homes Business Plans.

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

- Delivering options for new, innovative low rent housing schemes for single people by March 2019.

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
The numbers of additional Council homes being built through the SHARP programme	Chief Officer – Housing and Assets	55	99	156 <sup>1</sup>
The numbers of additional affordable homes being built through the SHARP programme		40	22	33 <sup>2</sup>
The number of additional properties managed by NEW Homes		63	22	16
Increasing the total number of properties managed by NEW Homes		126	148	168

<sup>1</sup> These projections are dependent on securing additional HRA Borrowing Cap from Welsh Government and securing planning approval for the sites

<sup>2</sup> As Above

**2. Welsh Housing Quality Standard (WHQS) investment plan targets achieved.**

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

- Completing the in-year programmed WHQS work schemes in line with the Housing Asset Management Strategy by March 2019.

**3. Address the increasing frequency of unauthorised gypsy and traveller encampments and improve the Council’s own permanent site.**

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

- Applying the partners protocol for the management of unauthorised encampments successfully by March 2019
- Improvement of the Riverside traveler site through successful grant application to Welsh Government by March 2019
- Identification of a transit site through the Local Development Plan by March 2019

Theme	Priority	Impact
Supportive Council	Modern, Efficient and Adapted Homes	Ensuring the supply of affordable and quality housing of all tenures

**What we will do in 2018/19:**

**1. Improve standards within the private rented sector.**

**Achievement will be measured through:**

- Working proactively with landlords and tenants to improve the quality of private rented sector properties
- Ensuring landlords and letting agents comply with the Rent Smart code of practice.
- Improving the quality of Houses in Multiple Occupation through making effective use of better intelligence and registration procedures

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

- Improving the quality of Houses in Multiple Occupation through making effective use of better intelligence and registration procedures by March 2019

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
The percentage of landlords and letting agents compliant with the Rent Smart code of practice	Chief Officer – Planning, Environment and Economy	80.35%	75%	80%
The percentage of tenants protected from unsuitable living conditions		100%	100%	100%

**2. Deliver the Council’s housing growth needs.**

**Achievement will be measured through:**

- Delivering social and affordable homes through Welsh Government funding programmes
- Bringing empty properties back into use through Housing Association investment programmes.

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
The number of additional affordable units provided through the SHG Programme	Chief Officer – Housing and Assets	226	262	N/A <sup>3</sup>
PAM/014 The number of new homes created as a result of bringing empty properties back into use		293	70	70

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<sup>3</sup> The Social Housing Grant funding for 2019/20 is not known therefore the aspirational target will remain to be confirmed

**3. Meeting the housing needs of vulnerable groups.**

**Achievement will be measured through:**

- Opening of Flint Extra Care (Llys Raddington); progressing the build of Holywell Extra Care; considering opportunities for a further extra care facility in Flintshire
- Focusing on the needs of people with a learning or physical disability requiring housing by identifying opportunities for new grants
- Identifying accommodation for younger people with a learning or physical disability
- Addressing the housing needs of adults with learning disabilities and other vulnerable individuals.
- Supporting hospital discharge by developing two houses; and
- Reducing the average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)

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

- Focusing on the needs of people with a learning or physical disability requiring housing by identifying opportunities for new grants by March 2019
- Identifying accommodation for younger people with a learning or physical disability by March 2019
- Address housing needs of adults with learning disabilities and other vulnerable individuals by March 2019.

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
PAM/015 Average number of calendar days taken to deliver a DFG	Chief Officer – Planning, Environment and Economy	281.44	247	247
The number of Flint Extra Care (Llys Raddington) units created		0	73	N/A <sup>4</sup>
The number of Extra Care units provided across Flintshire	Chief Officer – Social Services	111	184	239 <sup>5</sup>

<sup>4</sup> Aspirational target for the number of Flint Extra Care (Llys Raddington) units created is based on current business plans which may be subject to change for 2018/19

<sup>5</sup> The aspirational target includes 55 Extra care units at Holywell. These are not planned to start construction until the end of 2019 so might not be completed within 2019/20



Theme	Priority	Impact
Supportive Council	Protecting People from Poverty	Protecting people from poverty by maximising their income and employability

**What we will do in 2018/19:**

**1. Support Flintshire residents to better manage their financial commitments.**

**Achievement will be measured through:**

- Assisting people with Welfare Reform changes through the effective application of the Council’s Discretionary Housing Payment Policy
- Providing advice and support services to help people manage their income, including supporting people to access affordable credit and local Credit Unions
- Timely processing of Housing Benefit claims
- Assisting Flintshire residents to claim additional income to which they are entitled.

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

- Develop a plan to assist people with Welfare Reform changes through the effective application of the Council’s Discretionary Housing Payment Policy by March 2019.

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	Number of days to process new housing benefit claims	Chief Officer – Housing and Assets	17.56	17.56	17.56
	Number of days to process change of circumstances for housing benefit		24.33	24.33	24.33
	The amount of additional income paid to Flintshire residents as a result of the anti-poverty work undertaken by the Council		£1.4m	£1.5m	£1.5m

**2. Working collaboratively to minimise Universal Credit (UC) risks.**

**Achievement will be measured through:**

- Achieving the Homeless prevention target
- Delivering Personal Budgeting and Digital Support Services.

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

- Delivering the UC Operational board action plan by March 2019.

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
PAM/012 Percentage of households successfully prevented from becoming homeless	Chief Officer – Housing and Assets	70.47%	89%	89%
The number of people on UC that have received personal budgeting support		424	606	606 <sup>6</sup>
The number of people on UC that have received digital support		2162	365	365

<sup>6</sup> Aspiration targets dependent on continuation of funding and the number of people receiving Universal Credit. Targets are based on the number of cases that Flintshire County Council are funded for via the DWP

**3. Develop skills programmes and delivery mechanism for North Wales Growth Deal**

**Achievement will be measured through:**

- Finalising an employability proposal as part of the Regional Economic Growth Bid to seek long term investment via a simple and cost effective programme of support
- Developing an enhanced careers and guidance service for North Wales to match young people to the labour market
- Increasing the number of local people who, following attendance on a programme report they are closer to work or becoming ready to enter work.

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

- Build upon the work already developed on employability across north Wales to submit a detailed business case to UK and Welsh Governments by August 2018
- Develop a plan for an enhanced careers and guidance service for North Wales to match young people to the labour market by March 2019

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
Number of people completing programmes commissioned by the Council which deliver job and training outcomes	Chief Officer – Planning, Environment and Economy	628	500	500

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**4. Develop and deliver programmes to improve domestic efficiency to reduce Co2 emissions and fuel poverty.**

**Achievement will be measured through:**

- Reducing the overall annual fuel bill for residents benefiting from energy efficient programmes
- Providing advice and support to residents to enable them to switch to a lower cost energy tariff
- Increasing the number of private sector and Council homes receiving energy efficiency measures

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
The number of people receiving advice and support to enable reductions in tariff	Chief Officer – Housing and Assets	547	550	600
The number of private sector homes receiving efficiency measures		196	100	100
The number of Council homes receiving efficiency measures		105	100	100

**5. Develop a strategy to address food poverty.**

**Achievement will be measured through:**

- Developing programmes in partnership with the social and third sector to work towards addressing food poverty
- Completing feasibility work for the development of a food-based social enterprise.

**Achievement Milestones will be measured through:**

- Developing programmes in partnership with the social and third sector to work towards addressing food poverty by March 2019
- Completing feasibility work for the development of a food-based social enterprise by December 2018.

Theme	Priority	Impact
Supportive Council	Independent Living	<ul style="list-style-type: none"> <li>• Making early interventions to support healthy and independent living</li> <li>• Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support</li> </ul>

**What we will do in 2018/19:**

**1. Expand and support the care sector to enable people to live well and have a good quality of life**

**Achievement will be measured through:**

- Further development of a business model to support an additional extra care scheme in the County according to need
- Continuing to deliver the improvement programme for person-centred care (Progress for Providers) in the residential sector, and extend to domiciliary providers
- Consideration of feedback from the Older People’s Commissioner in her review of “A Place Called Home”; and
- Develop local and community based options for Looked After Children

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

- Agreeing the business model to increase direct provision of residential care and sustain domiciliary care roles to support the wider market by March 2019
- Working with Betsi Cadwaladr University Health Board (BCUHB) to develop an action plan to support the quality and breadth of nursing provision by March 2019
- Delivering a strategy for independent sector domiciliary care agencies to support service sustainability by October 2018.

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
Number of in house locality teams working towards Bronze standard in Progress for Providers of domiciliary care	Chief Officer – Social Services	0	3	n/a
Number of independent sector providers working towards Bronze standard in Progress for Providers of domiciliary care		0	3	6
The number of care homes that have achieved bronze standard who have also achieved silver standard for Progress for Providers		0	5	10
Sustaining existing care homes within Flintshire		26	26	26
The percentage occupancy within Flintshire care homes		95.3%	95%	95%

**2. Support greater independence for individuals with a frailty and / or disability, and for people at risk of isolation.**

**Achievement will be measured through:**

- Increasing the percentage of adults who are content with their care and support
- Strengthening the multi-agency Single Point of Access by close working with BCUHB
- Ensuring that the wider care sector workforce are supported to be compliant with the Regulation and Inspection of Social Care (Wales) Act
- Implementing the priorities of the Ageing Well Plan

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

- Achieve a more effective Single Point of Access through continued joint working with BCUHB and integration with the Community Resource Team by December 2018

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
Percentage of adults satisfied with their care and support	Chief Officer – Social Services	No data	Baseline year	n/a
The percentage of the relevant workforce to have received training in RISCA <sup>7</sup>		No Data	100	n/a

**3. Improve outcomes for Looked After Children.**

**Achievement will be measured through:**

- Increasing the percentage of young people who are content with their care and support
- Strengthening stable, local placements for children
- Strengthening partnership working with BCUHB to ensure timely access to health assessments

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
Percentage of child assessments completed in time	Chief Officer - Social Services	No data	84%	86%
Percentage of children in care who had to move 2 or more times		9.33%	10%	7%
Percentage of looked after children with a timely health assessment		52.5%	81%	85%

<sup>7</sup> Regulation and Inspection of Social Care Act

Theme	Priority	Impact
Supportive Council	Integrated community social and health services	<ul style="list-style-type: none"> <li>• Enabling more people to live independently and well at home</li> <li>• Giving equal opportunity to all to fulfil their lives</li> <li>• Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families</li> </ul>

**1. Develop and integrate services for carers with our commissioned providers**

**Achievement will be measured through:**

- Increasing the number of carers that are supported
- Evidencing improved outcomes for carers
- Increasing the use of advocacy for carers.

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

- Evidencing improved outcomes for carers by enabling them to continue with their caring role by March 2019

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	Number of adult carers identified.	Chief Officer – Social Services	1185	900	900
Percentage of carers that feel supported	No data		Baseline year	N/A	

**2. Embed the long term use of the Integrated Care Fund (ICF) to meet local needs and demands.**

**Achievement will be measured through:**

- Reaching agreement for the alignment of ICF with local priorities
- Maintaining the rate of delayed transfers of care for social care reasons.

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

- Reach agreement for the alignment of ICF with local priorities throughout the year by March 2019.

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+	Chief Officer – Social Services	1.89	1.89	1.89



**3. Embed the Early Help Hub into everyday practice by working with statutory partners and the third sector**

**Achievement will be measured through:**

- The number of families who receive information and support through the Early Help Hub
- The collection of case studies and feedback from families
- Developing a sustainable financing plan with partners

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

- Establish a process for collecting feedback from families engaging with the Early Help Hub by March 2019.
- Developing a sustainable financing plan with partners by March 2019.

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
The number of families receiving information and support through the Early Help Hub	Chief Officer – Social Services	684	800	800
Percentage of child protection referrals that result in “no further action”.		30%	30%	30%

**4. Working with the new Wales Programme to recognise Adverse Childhood Experiences (ACES)**

**Achievement will be measured through:**

- A better informed and skilled workforce which can proactively respond to individuals as well as increased vulnerability awareness among frontline staff
- Developing more appropriate and consistent sharing of information about vulnerability and reduce repeat demand

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

- A better informed and skilled workforce which can proactively respond to individuals as well as increased vulnerability awareness among frontline staff by March 2019
- Developing more appropriate and consistent sharing of information about vulnerability and reduce repeat demand by March 2019

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Theme	Priority	Impact
Supportive Council	Safeguarding	<ul style="list-style-type: none"> <li>Protecting people from the risk of any form of abuse</li> <li>Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour</li> </ul>

**What we will do in 2018/19:**

**1. All Council portfolios to understand and act on their responsibilities to address safeguarding**

**Achievement will be measured through:**

- Completion of the online child and adult safeguarding module; and
- Reviewing corporate service policies and procedures to identify breadth and depth of safeguarding coverage
- Increasing awareness across portfolios through appropriate training
- Increasing the public’s awareness of safeguarding.

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

- Ensuring safeguarding best practice has become business as usual across the council by March 2019.

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
The number of officers who have completed specialist awareness training.	Chief Officer – Social Services	437	Not set <sup>8</sup>	Not set

<sup>8</sup> No target has been set as the specific training has not yet been identified

**2. Identify and address the signs and symptoms of domestic abuse and sexual violence.**

**Achievement will be measured through:**

- The workforce being more confident in identifying and reporting the signs and symptoms of domestic abuse and sexual violence following:
  - The delivery of the level 1 training programme to meet the requirements of the Domestic Abuse and Sexual Violence (DASV) National Training Framework
- The number of incidents of Domestic Abuse and Sexual Violence reported.

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
The Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework	Chief Executive	11.59%	45%	100%
Number of reported incidents of Domestic Abuse and Sexual Violence	Chief Officer – Planning, Environment and Economy	2926	Trend analysis will be monitored throughout the year against reported incidents of Domestic Abuse and Sexual Violence	
Number of Domestic Abuse incidents reported to North Wales Police		2483		
Number of incidents of Sexual Assault reported to North Wales Police		443		
To support the forthcoming Violence Against Women, Domestic Abuse & Sexual Violence Strategy which is expected to be in place by March 2019 Welsh Government are intending to publish a set of national indicators across all public services.				

**3. Strengthen regional community safety through collaboration and partnership arrangements.**

**Achievement will be measured through:**

- Adopting and achieving of the priorities of the North Wales Safer Communities’ Board Plan through; formulation of a local delivery plan, which also includes locally identified priorities, and overseen by the Public Services Board

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

- Development of a local delivery plan, which also includes locally identified priorities, and overseen by the Public Services Board by March 2019.

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Theme	Priority	Impact
Ambitious Council	Business Sector Growth and Regeneration	<ul style="list-style-type: none"> <li>• Sustaining economic growth through local and regional business development, employment and training sites</li> <li>• Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites</li> <li>• Creating a supply of diverse and quality training and employment opportunities</li> </ul>

**What we will do in 2018/19:**

**1. The Regional Economic Growth Deal will be developed to final approval stages with UK and Welsh Governments this year, including agreement of funding allocations and formal governance arrangements.**

**Achievement will be measured through:**

- Final agreement of a new governance framework for the North Wales
- The achievement of a Regional Growth Deal with Government Investment in the regional economy
- Agreeing a strategy for delivery of the parts of the Regional Growth Deal which will directly benefit Flintshire
- Publishing the Deposit version of the Local Development Plan (LDP) economic strategy

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

- Final agreement of a new governance framework for the North Wales Economic Ambition Board by March 2019.
- Securing Government investment in the regional economy by October 2019.
- Preparation for regional programme delivery in place by March 2019.
- Developing the Local Development Plan (LDP) economic strategy by March 2019.

**2. Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site. Ensure that developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal.**

**Achievement will be measured through:**

- Providing clear and responsive guidance to potential developers within the DEZ and Northern Gateway
- Seeking a revised strategic framework from the Northern Gateway developers
- Delivery of phase 2 and / or phase 3 enabling works.

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

- Providing clear and responsive guidance to potential developers within the DEZ and Northern Gateway by March 2019.
- Welsh Government committing to a further phase of infrastructure works on Northern Gateway by December 2018.

**3. Develop long term strategic approach to Council’s economic estate and land.**

**Achievement will be measured through:**

- Complete an action plan from the review of the Council’s economic estate and land

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

- Complete an action plan from the review of the Council’s economic estate and land by August 2018

**4. Protecting the scale and quality of apprenticeships both regionally and locally.**

**Achievement will be measured through:**

- Ensuring apprenticeships feature in the Regional Economic Growth Deal proposal.

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

- Ensuring apprenticeships feature in the Regional Economic Growth Deal proposal by March 2019.

**5. Develop a more strategic approach to regenerating and supporting town centres in partnership with Town Councils.**

**Achievement will be measured through:**

- Development and implementation of local plans for retail offer, town centre management, transport connectivity, local asset and service management and appearance
- Development of solutions for the productive use of land in town centres for retail, commercial, housing and complementary uses; and
- Development of options to diversify land use in town centres whilst maintaining their primary role as retail centres.

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

- Develop solutions for the productive use of land in town centres for retail, commercial, housing and complementary uses by March 2019.
- Plan to identify options to diversify land use in town centres whilst maintaining their primary role as retail centres by March 2019.

**6. Targeted Regeneration Investment Programme (TRIP) – developing Flintshire’s role and its local programme**

**Achievement will be measured through:**

- Developing proposals and gaining funding commitment for town centre projects which facilitate town centre diversification

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

- Ensuring that transport infrastructure features in the Regional Economic Growth Deal proposal by July 2018
- Continue to work closely with Welsh Government to plan, develop and implement elements of the North East Wales Metro by March 2019.

**7. Ensure the development of regional and local transport strategy and initiatives maximises the potential for economic benefits and improve access to employment and tourism destinations**

**Achievement will be measured through:**

- Ensuring that transport infrastructure features in the Regional Economic Growth Deal proposal
- Plan the development of transport connections from the North East Wales Metro scheme to support wider economic development across Flintshire
- Implementing the Flintshire County Council Integrated Transport Strategy to improve transport access to the principal employment sites
- The performance of the local and sub-regional economy with public sector interventions in investment.

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

- Submission of Regional Growth Deal proposals to UK and Welsh Governments and subsequent negotiation process concluded by March 2019
- Deliver the in-year actions against the Welsh Government funded North East Wales Metro schemes by March 2019

Theme	Priority	Impact
Learning Council	High Performing Education	<ul style="list-style-type: none"> <li>• Providing high quality learning opportunities, and learning environments for learners of all ages</li> <li>• Supporting children and younger people to achieve their potential</li> <li>• Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement</li> </ul>

**What we will do in 2018/19:**

<p><b>1. Provide effective learning opportunities and quality learning environments for all pupils aged 3-18 to achieve their potential and high levels of educational attainment.</b></p> <p><b>Achievement will be measured through:</b></p> <ul style="list-style-type: none"> <li>• The number of learners achieving or exceeding the expected outcome levels at the final assessment point in Key Stage 4, aged 16.</li> <li>• The number of learners entitled to free school meals who achieve or exceed the expected outcome levels at the final assessment point in Key Stage 4, aged 16</li> <li>• The number of learners being assessed through the medium of Welsh at Year 2 and Year 11 as part of the national strategy to achieve a million Welsh speakers by 2050.</li> <li>• Attendance of pupils in primary schools</li> <li>• Attendance of pupils in secondary schools</li> <li>• Attendance of pupils in the Portfolio PRU</li> <li>• The number of pupils aged 16 achieving 5A*-A grades at GCSE</li> </ul> <p><b>Achievement Milestones for strategy and action plans:</b></p> <ul style="list-style-type: none"> <li>• Creation of a revised Education Improvement &amp; Modernisation Strategy to reflect national priorities and local areas for improvement identified in most current portfolio self-evaluation report</li> <li>• GwE delivery of the Level 2 and Level 3 Business Plans for School Improvement in Flintshire as commissioned by the Council</li> </ul>
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Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target



Capped 9 score <sup>9</sup>	Chief Officer – Education and Youth	New I	367.0	Not set <sup>10</sup>
Capped 9 score for pupils entitled to Free School Meals		New	321.7	Not set
(PAM/007) Percentage of pupil attendance in primary schools		94.8%	95.26%	Not set
(PAM/008) Percentage of pupil attendance secondary schools		93.9%	94.90%	Not set
Percentage of pupil attendance in Portfolio PRU		68.1%	72.0%	75.0%
(PAM/033) Percentage of pupils assessed in Welsh at the end of the Foundation Phase (Year 2 pupils)		New	6.3%	6.5%
(PAM/034) Percentage of year 11 pupils assessed in Welsh GCSE (first language)		New	3.9%	5.1%
Percentage of students achieving 5A*-A grades at GCSE		17.1%	17.6%	18.1%

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<sup>9</sup> The Capped 9 score for each learner is calculated using:

- Best outcome in either English Language or Literacy GCSE
- Best outcome in either Mathematics or Maths Numeracy GCSE
- Best outcome in a Science GCSE

- The remaining six components will comprise pupils' best results for GCSE or equivalent qualifications approved or designated for delivery in Wales

<sup>10</sup> Targets are not set by schools at this stage

**2. Provide effective support to schools identified as causing concern to quickly re-establish good educational standards.**

**Achievement will be measured through:**

- Reducing the number of schools placed in statutory categories of concern by Estyn i.e. ‘Special Measures’ or ‘In Need of Significant Improvement’

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

- All schools in statutory follow up categories to have a detailed improvement action plan jointly constructed by the LA and GwE
- All schools in statutory follow up categories to be subject to termly meetings of the Council’s School Performance Monitoring Group

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
The number of schools in an Estyn statutory category of concern	Chief Officer – Education and Youth	3 schools	1 school	0 schools

**3. Prepare for national reforms on curriculum and inclusion**

**Achievement will be measured through:**

- Schools’ self-evaluation of progress towards the implementation of the new curriculum model via the GwE online dashboard (G6) which records key milestones
- Portfolio self-evaluation of the progress towards the implementation of the Additional Learning Needs Bill via the national readiness survey which records key milestones

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

- All schools to have undertaken an initial assessment of progress towards the implementation of the new curriculum by 1<sup>st</sup> October 2018 on the G6 dashboard
- Between October 2018 and March 2019 all schools to have improved their readiness for the implementation of the new curriculum by demonstrating an increase in the number of ‘green’ and ‘yellow’ indicators on their G6 dashboard, reducing the number of ‘amber’ indicators and eliminating all ‘red’ indicators
- Portfolio self-evaluation towards implementation of the Additional Learning Needs Bill completed
- Portfolio action plan to prepare Local Authority teams and schools for implementation of the ALN Bill developed and shared with key stakeholders

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All schools to have completed their initial assessment of readiness for the new curriculum by 1 <sup>st</sup> October 2018 on the G6 dashboard		Chief Officer – Education and Youth	New indicator	100%	One off measure
All schools to have eliminated any ‘red’ indicators against their readiness for the new curriculum by 31 <sup>st</sup> March 2019 on the G6 dashboard			New indicator	100%	One off measure <sup>11</sup>

<sup>11</sup> These measures will move forward next year to the number of ‘amber’ indicators

**4. Continue substantial investment in the school estate through the School Modernisation Strategy and maximising use of Welsh Government funding streams e.g. 21st Century Schools Programme, Welsh Medium Education Grant, Infant Class Size Grant & Early Years Grant. Continue programme of repairs and maintenance across Flintshire schools.**

**Achievement will be measured through:**

- Completing key milestones in the Schools Modernisation programme
- Submission of grant funding bids for individual Welsh Government funding streams within designated timescales
- The completion of identified projects on time and within budget for capital projects and the repairs and maintenance programme

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

- Submission of grant applications by March 2019 for:
  - Infant Class Size reduction
  - Small and Rural Schools Grant
  - Welsh Medium Education Grant
  - Early Years Grant
- Completion of next stage in the 21<sup>st</sup> Century Schools Band B Business Case process by March 2019
- Completion of identified works in the Council’s capital Programme for 2018/19 by March 2019
- Completion of identified works in the repairs and maintenance programme for 2018/19 by March 2019

**5. Maintain low levels of young people/adults ‘Not in Education, Employment or Training’ and increase support opportunities for apprenticeship and employment.**

**Achievement will be measured through:**

- Maintaining levels of 16 year olds in education, employment and training above benchmark position
- Improving the number of hours in education, training or employment that young people in the youth justice system can access
- Further developing the provision for learners in danger of disengaging (TRAC<sup>12</sup>)
- Supporting the regional skills strategy for Science, Technology, English and Maths (STEM) by increasing the percentage of learners involved in STEM subjects at A Level (L3 course)

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

- Delivery of the portfolio Education Improvement and Modernisation strategy by March 2019
- Delivery of the Integrated Youth Services Plan by March 2019
- TRAC Plan

Tudalen Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
(PAM/009) % Year 11 leavers not in education, training or employment (NEET)	Chief Officer – Education and Youth	1.7%	1.1%	1.0%
The percentage of young people aged 16 – 18 in the youth justice system offered 16 hours of education, training or employment		51%	53%	55%
The percentage of year 13 learners who complete level three courses in Maths within Flintshire schools		27%	29%	31%
The percentage of year 13 learners who complete level three courses in Science within Flintshire schools		16%	18%	20%
Number of new pupils engaging with the TRAC programme		New	120	120

<sup>12</sup> TRAC is funded though the European Social Fund and aims to prevent disengagement from the education system

**6. Fully embed Flintshire’s Youth Council to ensure that young people across the authority are involved in the evaluation and delivery of services that impact on them.**

**Achievement will be measured through:**

- The range of representation of young people’s groups on the Youth Council
- The interface between Youth Council representatives and existing Council structures e.g. attendance at Council meetings such as Cabinet, Council and Scrutiny
- Feedback from the Youth Council on services that impact on them and evidence of changes as a result

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

- Evidence of the inclusive recruitment process and the broad diversity of the young people’s electorate by March 2019
- Record of meaningful impact from the Youth Council on service design, evaluations, consultations, partnership working and innovations by March 2019
- Record of input from the Youth Council into Council structures e.g. Council meetings & Scrutiny meetings by March 2019

Theme	Priority	Impact
Learning Council	Enhance skills to improve employment opportunities.	Provide learning & employability training programmes to Flintshire communities

**1. Increase the number of apprenticeships which result in a positive outcome**

**Achievement will be measured through:**

- The number of apprentices that complete the programme with a positive outcome, these are:
  - Gain employment with Flintshire County Council
  - Gain employment with an external employer
  - Progress to a higher level qualification

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
The number of apprentices that complete the programme with a positive outcome	Chief Executive	New	90%	95%

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Theme	Priority	Impact
Green Council	Sustainable Development and Environmental Management	<ul style="list-style-type: none"> <li>• Enhancing the natural environment and promoting access to open and green space</li> <li>• Reducing energy consumption and using and developing alternative/renewable energy production</li> <li>• Maximising the recovery and recycling of waste</li> </ul>

What we will do in 2018/19:

<p><b>1. Improve, protect and enhance the built environment.</b></p>
<p><b>Achievement will be measured through:</b></p> <ul style="list-style-type: none"> <li>• Adopting a Local Heritage Strategy</li> <li>• Delivering the key actions of the Local Heritage Strategy.</li> </ul> <p><b>Achievement Milestones for strategy and action plans:</b></p> <ul style="list-style-type: none"> <li>• Adoption of a Local Heritage Strategy by October 2019</li> <li>• Delivery of key actions within the Local Heritage Strategy by March 2019.</li> </ul>



**2. Managing our natural environment and accessible green-space networks to deliver health, well-being and resilience goals.**

**Achievement will be measured through:**

- Promotion of our country parks and open spaces for productive community use and well-being
- Delivering the Rights of Way Improvement Plan
- Delivering projects set out within the Single Environment Grant (SEG) application.
- Supporting the regional project for the Green and Blue Infrastructure mapping exercise by accessing available external funding
- Delivering the actions within the adopted Tree Plan.

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

- Delivering key stages of the Rights of Way Improvement Plan by March 2019.
- Delivering projects set out within the SEG grant application including flood defence, biodiversity duty and green-space enhancement by March 2019.
- Supporting the regional project for the Green and Blue Infrastructure mapping exercise by March 2019.
- Delivering the actions within the adopted Tree Plan by October 2018

**3. Maximising the potential of Council assets for energy efficiency: Control/reduction of Council energy consumption and thereby cost**

**Achievement will be measured through:**

- Delivery of the renewable energy plan for the Council’s estates and assets which was adopted in 2015
- Reducing Council energy consumption
- Increasing usage of environmentally efficient fleet vehicles
- Moving towards achieving carbon neutrality across our fleet and Council buildings (non housing); and
- Introducing a plan to reduce car usage across the Council

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

- Delivery of Phase 2 of the renewable energy action plan (10 year plan adopted in 2015).
- Introducing a plan to reduce car usage by March 2019

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
Percentage of environmentally efficient front line operational vehicles to Euro 6 standard.	Chief Officer Street Scene and Transportation	89.35%	90%	92%
Number of street furniture and street light units replaced with LED lighting.		10,799	12,000	15,000
Reduce our carbon footprint across our Council buildings (non housing)		34.48%	10%	TBC

**4. Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.**

**Achievement will be measured through:**

- Improving recycling performance
- Recycling rates per Household Recycling Centre (HRC)

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

- Meeting statutory Welsh Government recycling targets by March 2019

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
PAM/030 Percentage of waste reused, recycled or composted	Chief Officer Street Scene and Transportation	68%	66%	68%
Average recycling rate across all HRC sites		75%	76%	78%

**5. Strengthen regional air quality collaboration to help promote better health and well-being outcomes.**

**Achievement will be measured through:**

- Delivering the actions of the Regional Air Quality Plan

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

- Delivering the in-year actions of the Regional Air Quality Plan by March 2019.

Tabled in Council Plan 2018/19

**6. Identification of the Local Development Plan preferred strategy**

**Achievement will be measured through:**

- Achieving the milestones within the Local Development Plan Delivery Agreement.

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

- Achieving the milestones within the Local Development Plan Delivery Agreement by March 2019.

Theme	Priority	Impact
Green Council	Safe and Sustainable Travel Services	<ul style="list-style-type: none"> <li>Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites</li> </ul>

What we will do in 2018/19:

**1. Access and use available grant funding to support Council priorities for accessing employment, health, leisure and education**

**Achievement will be measured through:**

- Successfully delivering projects and services through national grant funded schemes
  - Local transport fund
  - Rural Communities and Development Fund
  - Road Safety
  - Safe Routes
  - Bus Service Support Grant
  - Active Travel integrated network map
- Development of sub-regional and Metro inter-modal transport projects.

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

- Submission of funding bids to Welsh Government by closing date for applications within the year
- Delivering of projects and services that have received successful funding by the end of the financial year
- Development of sub-regional and Metro inter-modal transport projects by in line with funding and individual scheme requirements

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
The number of projects and services delivered through national grant funded schemes	Chief Officer Street Scene and Transportation	6	6	6 <sup>13</sup>

<sup>13</sup> The aspirational target is dependent on the level of national grant funding which is not yet known

**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.**

**Achievement will be measured through:**

- Monitoring the condition of the highways infrastructure
- Undertaking inspections to ensure reinstatements meet the required standards and raise the standard of works undertaken on Flintshire’s network
- Delivery of the Highways Asset Management Plan.

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

- Undertake condition surveys to produce the annual resurfacing programme by March 2019
- Undertake post completion inspections of utility work by March 2019

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
PAM/020 Percentage of A roads in overall poor condition	Chief Officer Street Scene and Transportation	1.3%	1.8%	2%
PAM/021 Percentage of B roads in overall poor condition		1.1%	2%	3%
PAM/022 Percentage of C roads in overall poor condition		5.3%	6%	7%
Percentage of post completion inspections of utility work undertaken to ensure reinstatements meet the required standards		No data	90%	100%

Road condition performance is expected to downturn due to budget restrictions

**3. Support isolated communities to develop innovative and sustainable area based transport schemes.**

**Achievement will be measured through:**

- Introducing a sustainable area transport service
- Development of sustainable area based transport schemes within available funding
- Developing and supporting the core network of bus services.
- Supporting transport solutions to prevent isolation of vulnerable people.

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

- Developing and supporting sustainable area based transport scheme strategies to complement the core network of bus services by October 2018
- Supporting transport solutions to prevent isolation of vulnerable people by October 2018

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
Number of sustainable area based transport schemes developed against plan	Chief Officer Street Scene and Transportation	4	4	4

**4. Deliver a compliant, safe and integrated transport service.**

**Achievement will be measured through:**

- Increasing the number of financially compliant contracts for school transport; and
- Increasing the number of safety compliant checks

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

- Achieving targets for compliance checks by March 2019

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
Percentage of contracts awarded that are financially compliant for school transport	Chief Officer Street Scene and Transportation	86.95%	90%	95%
The percentage of safety compliant checks delivered		75.68%	90%	95%

Theme	Priority	Impact
Connected Council	Resilient Communities	<ul style="list-style-type: none"> <li>Supporting local communities to be resilient and self-supporting</li> <li>Committing to resilient service models to sustain local public services</li> <li>Widening digital access to public services</li> </ul>

What we will do in 2018/19:

<p><b>1. Build stronger social enterprises with the sector itself leading development of the sector.</b></p> <p><b>Achievement will be measured through:</b></p> <ul style="list-style-type: none"> <li>Supporting an increase in the number of social enterprises applying for a Flintshire Business Award; and</li> <li>Enabling major social enterprises to increase their traded income and reduce their dependency on council grant</li> </ul> <p><b>Achievement Milestones for strategy and action plans:</b></p> <ul style="list-style-type: none"> <li>Holding a Social Enterprise conference to encourage development of a network by June 2018</li> <li>Submit an application for Social Enterprise UK Social Enterprise Place Award by March 2019</li> <li>Establish a sector led social enterprise network by March 2019</li> </ul>
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Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
Number of social enterprises applying for a Flintshire Business Award	Chief Officer – Strategic Programmes	8	10	12



**2. Grow the capacity of the social enterprise sector and Alternative Delivery Models (ADMs) to become more self-sustaining.**

**Achievement will be measured through:**

- Evaluating the development of each of the three large ADMs and the overall impact the organisation is having on the delivery of community benefits
- Reviewing the overall impact of the Community Asset Transfer Programme including the estimated number of assets sustained; and
- Assess the overall growth in and strength of the social enterprise sector after completing large scale ADMs and CATs.

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

- Review community benefits delivered by the three large ADMs by March 2019
- Reviewing the overall impact of the Community Asset Transfer Programme by March 2019
- Development of a tool to assess the health of individual social enterprises by March 2019

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
Number of assets sustained through the CAT Programme	Chief Officer – Strategic Programmes	33	33	33

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**3. Ensuring and delivering community benefits.**

**Achievement will be measured through:**

- Commissioning of two Council contracts with specific community benefits that provides the third sector with a competitive edge
- Enabling commissioners of council services to use community benefits when developing specifications and tenders for services and works; and
- Evaluating the level of community benefits delivered through the ADM and CAT programme

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

- Consultation with commissioners and suppliers about the Councils approach to Community Benefits by December 2018
- Processes in place to assess all procurement contracts for inclusion of community benefits by July 2018
- Develop tools to support commissioners to use community benefits by March 2019

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
Percentage of contracts over £25,000 that include Community Benefit clauses	Chief Officer – Strategic Programmes	New	100%	100%

**4. Enabling the third sector to maximise their contribution.**

**Achievement will be measured through:**

- Optimising the level of community benefits delivered; and
- Maximising the number and range of partnership projects that the third sector are working with the public sector on to increase community resilience.

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

- Baseline data in place from 2017/18 for community benefits by August 2018
- Development of joint plans for work with the third sector in place by December 2019
- Assessment of overall community benefits delivered through the CAT programme by March 2019

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
Third Sector playing a major role in 4 community resilience programmes : CATs, Social Prescribing, Holway area work; Shotton area work	Chief Officer – Strategic Programmes	1	4	5

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**5. Ensure that the Council maximises its contribution to achieving the priorities of the Public Services Board’s Well-being Plan**

**Achievement will be measured through:**

- Supporting the delivery of the priorities and actions in the Plan
- Ensuring that all activities and risks within the Plan are tracked and monitored; and
- Optimising the availability of Regional PSB support funding

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

- Regional funding in place to support Leadership pilot by August 2018
- Public Services Board leadership pilot programme in place by March 2019
- Activities and plans fully developed by August 2018

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
Percentage of key Council activities from the Flintshire Well-being Plan delivered	Chief Officer – Strategic Programmes	New	95% completion of key activities	95%

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

**Achievement will be measured through:**

- Optimising national grant funding available to support local projects
- Preparing as the first Council in Wales to collect and monitor pupil data from the Armed Forces Community and their families to better inform service provision
- Revising council policies to reflect the ambitions of the Armed Forces Covenant
- Achieving Gold status for our Employee Recognition Scheme

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

- Optimising the value of national grant funding to support the Armed Forces Community by March 2019.
- Starting the process to collect and monitor pupil data from the Armed Forces Community and their families by October 2018
- Revising council policies to reflect the ambitions of the Armed Forces Covenant by March 2018
- Achieving Gold status for our Employee Recognition Scheme by March 2019

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
Total amount of grant funding successfully awarded to support local Flintshire schemes	Chief Executive	£0	£10,000	£10,000
Number of council policies revised to take account of the Armed Forces Covenant		2	2	2

Theme	Priority	Impact
Serving Council	Efficient Resource Management	<ul style="list-style-type: none"> <li>Continuing to be a high performing and innovative public sector organisation with social values</li> <li>Providing high quality, accessible, responsive and cost effective public services</li> </ul>

**What we will do in 2018/19:**

**1. Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the council.**

**Achievement will be measured through:**

- Revising our plan to incorporate latest national funding expectations
- Revising our plan to incorporate the impacts of inflation, service demands and new and existing legislation
- Matching our priorities with revenue and capital investment
- Developing the next stage of corporate Business Plans to meet organisational priorities; and
- Performance against the agreed range of financial performance indicators.

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

- Revising our plan to meet the relevant funding gap for 2017-2023
- Revising our plan to incorporate the impacts of inflation, service demands and new and existing legislation
- Matching our priorities with revenue and capital investment
- Developing the next stage of corporate Business Plans to meet organizational objectives by September 2018

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
The amount of efficiency targets achieved	Chief Executive	£7,970,000	£5,511,000	TBC <sup>14</sup>
The percentage of planned efficiencies achieved		95%	95%	95%
The percentage variance between the revenue budget out-turn and the budget set		0.04%	0.5%	0.5%

<sup>14</sup> The aspirational target will be a minimum of 95% of the agreed figure for 2018/19

**2. Through the People Strategy we aim to operate effectively as a smaller organisation.**

**Achievement will be measured through:**

- Maintaining improved attendance levels
- A single consolidated workforce plan and supporting succession plan
- Developing a sustainable, affordable pay and rewards model
- Effective workforce support and coaching of the workforce through management supervision and appraisals
- Ensuring that effective health and well-being support is in place
- Participation of Public Services Board (PSB) employer partners in employment initiatives such as Mental Health and Wellbeing.

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

- Development of a single consolidated workforce plan and supporting succession plan by March 2019.
- Introduce a Health and Wellbeing Policy by October 2018

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
PAM/001 The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence – attendance levels	Chief Executive	8.89	8.5	8
Percentage of eligible employees receiving an annual appraisal		78.58%	100%	100%
Percentage of managers who have attended the Health and Wellbeing Policy session		New	100%	100%
Percentage of employees who have received Health and Wellbeing training		New	100%	100%
Percentage of Exit Interviews carried out for leavers within the year		New	100%	100%

**3. Delivery of key annualised objectives from the Digital Strategy and Customer Strategies.**

**Achievement will be measured through:**

- The number of e-forms submitted
- Number of online payments received
- Combining of Streetscene and Housing contact centres into a single contact centre at Unity House

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

- Combining of Streetscene and Housing contact centres into a single contact centre at Unity House by January 2019

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
The number of e-forms submitted	Chief Officer – Governance	New	Not provided	Not provided
Number of online payments received		New	Not provided	Not provided



**4. Delivery of key annualised objectives from the Capital and Asset Management Strategy.**

**Achievement will be measured through:**

- Implementing the plans for reducing the civic estate principally County Hall
- Developing plans regarding the Council’s Industrial and Commercial estate following its wider review ensuring these support our wider asset objectives and MTFS
- Ensuring that projects are delivered cost effectively and on time
- Ensuring that capital funding streams are maximised including the sale of Council property and land assets
- Ensuring that the Capital Programme is affordable and deliverable over the medium term
- Matching our priorities with revenue and capital investment
- Performance against the agreed range of financial performance indicators.

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

- Critically challenge our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services by March 2019.
- Identify and consider options available to fund capital expenditure that minimises the ongoing revenue implications of historic capital expenditure of new and existing investments by March 2019.
- Establish effective arrangements for managing capital projects including assessment of outcomes and achievement of value for money by March 2019.

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
The percentage of major capital projects which are completed on time	Chief Officer – Housing and Assets	100%	100%	100%
The percentage of major capital projects which are completed within budget		100%	100%	100%

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**5. Maximising the generation of the Council’s income streams**

**Achievement will be measured through:**

- Reducing debt
- Developing new income streams
- Maximising commercial activity
- Raising the Council’s income base by implementing cost recovery and indexation models

Achievement Measures	Lead Officer	Baseline Data (2017/18)	2018/19 Target	2019/20 Aspirational Target
Reduce the value of aged debt (debt over 60 days)	Chief Officer – Strategic Programmes	See note <sup>15</sup>	3.5%	3.5%
Maximise collection of Council Tax		98.2%	98.3%	98.3%

**6. Adopting the Ethical Code for the Procurement of Supply Chains**

**Achievement will be measured through:**

- Adoption and delivery of a specific action plan for implementation of the Ethical Code for the Procurement of Supply Chains in partnership with local trade unions

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

- Adoption and delivery of a specific action plan for implementation of the Ethical Code for the Procurement of Supply Chains in partnership with local trade unions by March 2019

<sup>15</sup> Current aged debt stand at £1.97m

**6. Delivering the highest possible standards of Information Security**

**Achievement will be measured through:**

- General Data Protection Regulation (GDPR) Compliance
- Public Services Network (PSN) accreditation

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

- Completion of the actions within each portfolio’s action plan to ensure that the council’s systems and procedures are compliant with the requirements of GDPR by March 2019
- Achieve PSN accreditation by March 2019



## Member Workshop 28 May 2018 – Council Plan and Targets Review

### Member Workshop: Part 1

Consideration of areas that may be considered in addition to the draft Council Plan.

Council Plan Theme	Significant areas for consideration suggested by Members for the Council Plan 2018/19	Response	Corporate Resources Overview and Scrutiny Committee Response
General comments	Supportive of themes and priorities	Noted	Noted
	Still much information to be completed	Noted	Noted
	Links to specific strategic or assessment documents, or detailed documents which support actions or measures could usefully be included e.g. the Housing Needs Assessment	Agreed. Will be included within published version	Noted
	No means of knowing accountability for the milestones	Accountability is laid out in the monitoring reports. We will ensure that accountabilities are clear in Part 2 of the Council Plan	Noted
<b>Supportive Council</b>	Inclusion of mental health especially for school age children	The Council is a partner to BCUHB on the regional published Mental Health Strategy. We will set priorities and develop actions during the	Noted
	Work with the Health Board (BCUHB) to ensure more beds for Mental Health patients in County		Noted

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<b>Council Plan Theme</b>	<b>Significant areas for consideration suggested by Members for the Council Plan 2018/19</b>	<b>Response</b>	<b>Corporate Resources Overview and Scrutiny Committee Response</b>
		year along with the Public Services Board (PSB)	
	Transient traveller site to be a priority	Agreed. Included within the Council Plan	Have possible sites been identified?
	Links to specific strategic or assessment documents, or detailed documents which support actions or measures could usefully be included e.g. the Housing Needs Assessment	Agreed. As above	Noted
	Adaptations – need to make best use of housing stock	Comment noted for operational performance planning	Noted
	Continue to reference dementia as a priority	Specifically included in references to Llys Raddington and Holywell Extra Care schemes	Noted
	Transport Poverty – needs to be referenced	Included within Green Council within introducing a sustainable area transport service	Was this an error in terminology and, should it not read Transport Policy?
	No reference to HSG10 under affordable housing supply	Will review applicability as part of the Affordable Housing Plan intentions	The number of affordable homes provided through the planning system has been removed under section 2 'deliver

Council Plan Theme	Significant areas for consideration suggested by Members for the Council Plan 2018/19	Response	Corporate Resources Overview and Scrutiny Committee Response
			<p>the Council's housing growth needs'. If this was a national target that had been removed then it should remain as a local target.</p> <p>The Council does not have a clear policy in place to deal with the need to provide affordable housing being 'by-passed' by developers.</p>
	Improving quality of Houses in Multiple Occupation (HMOs) needs to be included	Agreed. Specific reference to improving the quality of HMOs to be included to reflect current operational activity	Does the Council have a Policy to deal with the impact of HMOs on residents?
	Safeguarding – availability of policy to workforce with no internet access	All employees are being given access to the Council's policies on their own devices. Will include access to information within the adopted People Strategy	Noted
	Early intervention hub needs financing	Agreed. Reference to sustainability of funding to be included. Also, to include specific reference to Adverse Childhood Experiences (ACEs)	Noted

<b>Council Plan Theme</b>	<b>Significant areas for consideration suggested by Members for the Council Plan 2018/19</b>	<b>Response</b>	<b>Corporate Resources Overview and Scrutiny Committee Response</b>
		as an emergent national and regional priority	
	No mention of internet safety	Not a specific in-year policy priority for the Community Safety Partnership. Remains an area of operational work	Noted
	No mention of County Lines	County Lines are included in the Safeguarding priority as part of the 'Organised Crime' work area. Plan to be more explicit	Noted
<b>Ambitious Council</b>	No detail or reference to each County Town and how they will participate in the Regional Economic Growth Deal	An improved approach to supporting Town Centres is to be included in partnership with Town Councils. The Growth Deal will not include specific county town plans but there will be indirect benefits such as improved transport connections and digital infrastructure	<p>Will investment through the Regional Economic Growth Deal be shared equally between all Town Centres?</p> <p>This needs to be better worded to explain how the Regional Economic Growth Deal would benefit each town accordingly within the approved approach. An officer should be tasked with co-ordinating the benefits so that they could be easily understood.</p>



<b>Council Plan Theme</b>	<b>Significant areas for consideration suggested by Members for the Council Plan 2018/19</b>	<b>Response</b>	<b>Corporate Resources Overview and Scrutiny Committee Response</b>
	Does the Council have adequate resources to drive through the ambition?	This point is covered in the Serving Council theme under MTFS	The concern raised during the workshop had been around only one person remaining in the regeneration team and how the Council thought it could drive through its ambition with this resource.
	Need for strategic connection of current infrastructure to stimulate local businesses	As above	Noted
	Invest to Save not coming out clearly e.g. spend £1m patching potholes when could invest upfront in more expensive road surfacing to reduce issues later on”	There are some investment plans included within the Plan	Noted
	Town Centre references need strengthening	As above	Noted
<b>Learning Council</b>	Children not accessing schools nearest home is an increasing issue	Parental choice is a policy entitlement	Noted
	Can Greenfield Valley be referenced?	Agreed. County parks and open spaces, and their wider	A Local Heritage Strategy should be linked to the theme ‘Ambitious Council’

Council Plan Theme	Significant areas for consideration suggested by Members for the Council Plan 2018/19	Response	Corporate Resources Overview and Scrutiny Committee Response
<b>Green Council</b>		benefits, are to be included specifically in the Plan	given the clear business and economic benefits.
	Flintshire – becoming a plastic free council and lead by example	Will work with Welsh Government as part of emerging national policy. Premature to be making commitments at this stage although operational practice can be reviewed e.g. procurement	Noted
	Recording of missed bin collections – costly and not good for environment	Too specific to be included in Council Plan as an operational issue	Noted
	Nothing in plan about litter and fast food outlet litter generation	Agreed. To be included as part of Town Centre planning	Would the Council consider working in partnership with fast food outlets to introduce a system where a vehicle registration was put on the packaging for fast food as a way of reducing litter?
	Improve definition of “Environmentally efficient”	Agreed. Definition will be improved in the ‘What we mean by’ section	Noted

Council Plan Theme	Significant areas for consideration suggested by Members for the Council Plan 2018/19	Response	Corporate Resources Overview and Scrutiny Committee Response
<b>Connected Council</b>	No issues raised		Noted
<b>Serving Council</b>	Workforce attendance still needs to improve	Agreed. This remains a priority under the People Strategy with the Council likely to be in the top quartile in Wales for 2017/18 and exceeding its own targets.	Noted

**Additional Committee comments not covered above**

- Concern around the lack of youth provision across Flintshire for young people.
- Many areas across Flintshire were not receiving the same level of service from Community First as others.
- The addition of Carer Satisfaction could be included in the Plan.

## Member Workshop: Part 2

### Consideration of targets for excelling, improvement or maintaining within the Council Plan

Council Plan Theme	Significant areas for future review	Response	Corporate Resources Overview and Scrutiny Committee Response
<b>Supportive Council</b>	(PAM/015) Disabled Facilities Grants – performance poor	Remains an operational priority for 2018/19 with a specific improvement action plan under development	Noted.
	(PAM/013) Empty properties – should be top quartile	Remains an operational priority for 2018/19	Noted.
	(PAM/012) Homelessness – needs to improve	National KPI changing for 2018/19. We will retain as local measure to support improvement	Noted.
	Care homes achieving silver standard – needs to improve	Many homes are working towards the silver award; 10 of the 19 care homes who are on the programme have already attained the bronze award. We will report on stepped progress in more detail	Noted.

<b>Learning Council</b>	(PAM/006) KS4 educational results – performance dropping	Keep under review, alongside national changes to educational measures	Noted.
	(PAM/009) NEETS “performance dropping” (show numbers as well as %)	Remains an operational priority for 2018/19 .The Council is still a high performer; only a marginal decrease in performance	Would like an assurance that the Education & Youth OSC will receive information, which would be adequately monitored/recorded on the number of young people classed as NEETS.
	Pupils receiving Free School Meals need more support to perform well	Remains an operational priority for 2018/19	Significant concern around this performance measure which could not be blamed on reducing budgets which had been increased in this area for 2017/18.
	(PAM/007) Primary attendance figures needs to improve	Remains an operational priority for 2018/19	Noted.
<b>Green Council</b>	(PAM/010) Quartile 4 for street cleanliness – needs improving	These are selective surveys of limited value. Most issues are in town centres; maintenance of the enforcement policy to support future cleanliness is an operational priority; included in Council Plan 2018/19 as part of town centre planning	Who pays for the surveys undertaken to assess the cleanliness of Counties across Wales?

	(PAM/030) Waste collected and prepared for reuse and/or recycling – aim to maintain top quartile/top position	Remains an operational priority for 2018/19	Noted
<b>Serving Council</b>	(PAM/001) Attendance still needs to improve	Remains an operational priority for 2018/19	Noted
<b>Other PAMs</b>	(PAM/017) Leisure Centre visits – levels of participation dropping	The leisure centres and libraries are now run by Aura. The business plan for Aura includes specific growth objectives and targets. Performance ambition to be based on the business plan	Who is monitoring Aura to ensure their website is working correctly and that there is customer satisfaction?
	(PAM/023) Food hygiene standards – need to maintain good performance	Remains an operational priority for 2018/19	Noted

### **Additional comments note covered above**

- Could a list showing what indicators have been removed from the 2017/18 Council Plan for the 2018/19 Council Plan, with a brief explanation as to why that indicator is no longer included, be circulated to the Committee for the next meeting.
- Need to ensure that the progress comments within the Council Plan monitoring report are in ‘plain language’ and are clear to understand.

# Eitem ar gyfer y Rhaglen 5



## CABINET

<b>Date of Meeting</b>	Tuesday, 19 <sup>th</sup> June 2018
<b>Report Subject</b>	Growth Vision and Strategy for the Economy of North Wales: Governance Agreement
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance Cabinet Member for Economic Development
<b>Report Author</b>	Chief Executive Chief Officer (Governance)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

Cabinet adopted the *Growth Vision for the Economy of North Wales* in September 2016. The vision set out a collective and strategic ambition for North Wales for infrastructure development, skills and employment, and business growth. The cabinets of the five partner councils in the region similarly adopted the strategy.

Cabinet was advised in a second report in February 2017 that North Wales had been formally invited to develop the strategy into a Growth Deal Bid for national investment and the conferment of powers to the region by the UK and Welsh Governments. At the time a statutory joint committee model was adopted, by all partners, as the preferred one for governance of work on the Bid.

The regional Committee has adopted the working title The North Wales Economic Ambition Board from the former regional advisory body of the same name. This report presents the Inter Authority Agreement for the first stage of regional working for adoption. The term Governance Agreement is used in place of Inter Authority Agreement as the partnership has a membership beyond local authorities alone. The former Economic Ambition Board will become a stakeholder group with a membership of selected representatives from the growth and foundation sectors which make up the regional economy.

A Governance Agreement is required to formalise the constitutional arrangements and confer decision-making powers to the Board within prescribed limits. The Board has two stages of Bid development to manage. The first stage, leading to the agreement of a Growth Deal with Governments is the Bid preparatory and development stage. This will run until mid-2019. The second stage, post agreement of the Bid, which will run from mid-2019 will be the Bid implementation and delivery stage. This Governance Agreement covers this first stage. A more comprehensive

second Governance Agreement will be drafted for the second stage.

This report does not attempt to present the content of the developing Growth Deal Bid in depth as its prime purpose is to present the Governance Agreement for adoption. The Economic Ambition Board will be agreeing a Strategic Proposition for the Bid at its next meeting (15 July) and this will be made available to the memberships of the partner bodies once finalised.

## RECOMMENDATION

1.	That progress on the development of a Growth Deal Bid is noted and welcomed.
2.	That the first stage Governance Agreement is approved subject to the full Council's approval of the non-executive arrangements.
3.	That the Council be presented with the final draft Growth Deal Bid for review and consent in September/October prior to the stage of reaching Heads of Terms with both Governments.
4.	That delegated authority be given to the Chief Executive and Chief Officer (Governance) in consultation with the Leader to finalise the terms of the Governance Agreement in accordance with the draft attached to this report.
5.	That the executive arrangements contained within the Governance Agreement be included in the Constitution and that Council be requested to include the non-executive arrangements within the Constitution.

## REPORT DETAILS

<b>1.00</b>	<b>PROGRESS IN DEVELOPING THE GROWTH DEAL BID</b>
1.01	A Growth Deal Bid is a formal proposal for Government investment and the conferment of devolved powers. Bidding regions are required to have a legal, resilient and accountable governance model for the planning and implementation of their strategy. Regions are expected to be prepared to invest in their own strategies, alongside Government(s), in capital allocations, sharing in capital borrowing, the use of land and assets, and in resourcing professional and project capacity. Each bid will have negotiated objectives and targets. For North Wales, the Cardiff Capital City Region and the Swansea Bay Region the bidding process involves both the UK and Welsh Governments.
1.02	Since the previous report to Cabinet the governance model of a joint statutory committee has been established in 'shadow form'. By 'shadow form' is meant that the Committee is meeting and operating by mutual agreement of all partners in a preparatory form but without the capacity to make binding decisions on behalf of the partners. An Inter Authority Agreement is required to formalise the constitutional arrangements and



	<p>confer decision-making powers to the Board within prescribed limits. The Board has two stages of Bid development to manage. The first stage, leading to the agreement of a Growth Deal with Governments is the Bid preparatory and development stage. This will run until mid-2019. The second stage, post agreement of the Bid, which will run from mid-2019 and for a number of years, will be the Bid implementation and delivery stage.</p>
1.03	<p>The Committee has adopted the working title The North Wales Economic Ambition Board from the former regional advisory body of the same name. The full members of the Board are the six unitary authorities within the region. Bangor University, Glyndwr University, Coleg Cambria and Grwp Llandrillo – Menai (College), and the North Wales Mersey Dee Business Council are advisory members of the Board. This report presents the Inter Authority Agreement for the first stage of regional working for adoption. The term Governance Agreement is used in place of Inter Authority Agreement as the partnership has a membership beyond local authorities alone.</p>
1.04	<p>The former Economic Ambition Board will become a stakeholder group with a membership of representatives from the growth and foundation sectors which make up the regional economy. The stakeholder group will be an important reference group to input concepts and proposals for regional growth, to provide expert advice and evidence to inform decision-making, and to hold the Board to account for progress with the regional vision and strategy and the Growth Deal Bid. The Chair of the stakeholder group will be invited to be an advisory member of the new Board at its discretion. The formal relationship with the stakeholder group, which is in the process of being formed, will be embodied in the second Governance Agreement.</p>
1.05	<p>This report does not attempt to present the content of the developing Growth Deal Bid in depth as its prime purpose is to present the Governance Agreement for adoption. The Economic Ambition Board will be agreeing a Strategic Proposition for the Bid at its next meeting (15 July) and this will be made available to the memberships of the partner bodies once finalised. All six councils are being encouraged to hold internal briefings with their members to both keep them up to date with developments and to take their views as part of ongoing consultation and engagement.</p>
1.06	<p>The developing Growth Deal Bid is based on these principal programme themes:-</p> <ul style="list-style-type: none"> <li>• Land and property</li> <li>• Energy</li> <li>• Technology and innovation</li> <li>• Regional business growth</li> <li>• Skills and employment</li> <li>• Skills centres of excellence</li> <li>• Digital connectivity</li> <li>• Strategic transport</li> </ul>

2.00	THE GOVERNANCE MODEL AND GOVERNANCE AGREEMENT
2.01	<p>All partners to the Growth Deal Bid work adopted the preferred governance model in 2017 and it is now a well-established model which is on track to present a Bid to Governments for initial agreement within 2018. A Governance Agreement has been developed for this first stage of the Growth Deal Bid for adoption by all partners to the North Wales Economic Ambition Board. The Governance Agreement (hereinafter referred to as the GA) has been developed by the regional Heads of Legal network and with the expert and independent advice of legal advisors Pinsents. Key features of the GA are summarised in the following paragraphs.</p>
2.02	<p>The Economic Ambition Board itself consists of representatives from each local authority (the leaders), the two universities and the two further education colleagues, and the North Wales Mersey Dee Business Council. Over time, the Board will be supported by a number of specialist sub-boards. These sub-boards will expand the range of stakeholders involved in the governance model. A diagrammatic representation of the Board and sub-boards is attached at Appendix 2. Draft Terms of Reference have been prepared for the Board and sub-boards covering membership; chairing; the roles, functions, responsibilities and powers; speaking and decision-making.</p>
2.03	<p>The adopted governance model for the Board is an executive joint committee i.e. a joint committee of cabinets. This model is not ideally suited for how the board wishes to operate, for example the non-local authority partners cannot be voting members of an executive joint committee, but the model is the best available one under the existing legislation. To work around these restrictions a method of operating is proposed whereby the Board will seek to achieve a consensus before taking a formal vote. A legislative model that permits full participation by all partners is expected to be included by Welsh Government in its Local Government Bill reform Bill due later this year.</p>
2.04	<p>The GA includes the right for any two parties to ask for a matter to be reconsidered at the next meeting of the Board. This would allow a “cooling off” period and would give the Board more time to find a resolution over challenging decisions. This provision reinforces the intention to work by consensus, and protects those parties who do not have a formal vote.</p>
2.05	<p>Some principal areas of decision-making, called “reserved matters”, will be outside the delegated authority of the Board. The proposed decision of the Board in the case of a reserved matter would first need to be considered and consented to by each partner body to the Board. In the case of the six councils this would require a formal decision by the Cabinet or Council. The list of reserved matters includes:-</p> <ul style="list-style-type: none"> <li>• Agreement of functions to be given to the Board;</li> <li>• Agreement of annual budget contributions for the Board and the authority;</li> <li>• Investment and borrowing commitments and risk exposure levels; and</li> <li>• Allocation of land and other asset for pooling.</li> </ul>

2.06	This means that, for the six councils, the most important decisions will be taken locally, with the work of the Board having some direction from the wider membership. Constitutional provisions of this type are a source of assurance for members, and respect and value the role of the local overview and scrutiny function. During this first stage of work on the Bid it is proposed that the proposals of the Board for the Bid should be subject to local scrutiny through the most appropriate overview and scrutiny committee in each council, rather than introduce a form of regional scrutiny which could be seen to be remote.
2.07	The Board has the capacity to create Sub-Boards which might either have a statutory basis or an advisory basis, depending on their functions, powers and memberships. The first Boards to be created are the Transport Sub-Board and the Digital Delivery Sub-Board. Both of these will be formally constituted as sub-committees, on a statutory basis, so as to be capable of having powers delegated to them. The pre-existing Regional Skills Partnership, a creation of Welsh Government, will report dually to Welsh Government and to the Board as an advisory Sub-Board. The set of recommended Sub-Boards needed for the second stage of the Growth Deal Bid will be embodied in the second Governance Agreement.
2.08	The GA also include reciprocal obligations between the partners and whichever council is chosen to be the host authority for the Board, such as shared liability for employment costs. All partners will sign the GA to give them certainty about the extent of their obligations and liability.
2.09	The Governance Agreement here presented is for the first stage of the work of the Board only. A second and more comprehensive Governance Agreement will be developed and presented for the second stage - Bid implementation and delivery - in early 2019.

<b>3.00</b>	<b>NEXT STAGES OF GROWTH DEAL BID DEVELOPMENT AND APPROVAL</b>
3.01	The Growth Deal Bid is now at an advanced stage of development with Bid content about to be prioritised according to (1) regional choice and ambition (2) informal Government advice on the programmes and projects which might qualify for their support and (3) business case assessments.
3.02	The Growth Deal Bid will move through two approval stages. Firstly, a Heads of Terms Agreement on the strategic content for further development and, secondly, final agreement of the detailed content supported by full and final five case business model evidence and analysis. We aim to have reached Heads of Terms Agreement in the Autumn of this year, and the final agreement for the new financial year 2019/20.
3.03	The partners to the Board, and signatories to the Governance Agreement, will be presented with the final draft Growth Deal Bid for review and consent in September/October prior to the stage of reaching Heads of Terms with both Governments.
3.04	The Growth Deal is not the only intervention to support the aims and

	<p>objectives of the wider vision and strategy for the region. Welsh Government is already committed to significant capital investment in transport infrastructure in the region alongside the Bid, both road and rail, and other investments such as the opening-up of the Northern Gateway site for inward investment and the Advanced Manufacturing Research Institute at Broughton. The Growth Track 360 strategy for cross-border rail network investment is progressing at a UK Government level. Welsh Government has recently announced the new Wales and Borders Rail Franchise with infrastructure and service improvements. Further investment programmes might be negotiated separately. The unity of the region behind the vision and adopted strategy is an important factor in having negotiating purpose, credibility and leverage.</p>
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<b>4.00</b>	<b>RESOURCE IMPLICATIONS</b>
4.01	<p>A Growth Deal Bid is a major investment in a region by Governments with risks and benefits shared with the local authorities and their partners in the region. Investment capacity is a major consideration in designing the Bid. The full cost implications of the possible Growth Deal will be reported at the Heads of Terms stage.</p>

<b>5.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
5.01	<p>There is extensive consultation across sectors in the development of the Bid and its priority content. The partners to the Bid have been encouraged to hold internal briefings with their respective memberships. Engagement of the private sector has been continuous, primarily through the North Wales Mersey Dee Business Council. Engagement with the Welsh Government and UK Government is at Cabinet Secretary and Secretary of State level.</p>

<b>6.00</b>	<b>RISK MANAGEMENT</b>
6.01	<p>A full risk assessment of the possible Growth Deal will be reported at the Heads of Terms stage. Risk analysis is built into the business case modelling for the programmes and projects which make-up the developing Bid.</p>

<b>7.00</b>	<b>APPENDICES</b>
7.01	<p>Appendix 1: Governance Agreement 1  Appendix 2: Diagrammatic of the Governance Model  Appendix 3: Terms of Reference</p>

<b>8.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
8.01	<p>Regional vision and strategy; Shadow Board agenda papers.</p> <p><b>Contact Officer:</b> Colin Everett, Chief Executive <b>Telephone:</b> 01352 702101 <b>E-mail:</b> <a href="mailto:chief.executive@flintshire.gov.uk">chief.executive@flintshire.gov.uk</a></p>

<b>9.00</b>	<b>GLOSSARY OF TERMS</b>
9.01	<p><b>Inter Authority Agreement or Governance Agreement</b> – interchangeable terms for a legally binding agreement between collaborative partners to regulate constitutional working and the sharing of risk and benefit.</p> <p><b>Growth Deal</b> – funds provided to Local Enterprise Partnerships in England, and local authority partnerships in Wales, for economic intervention programmes which benefit the region and its economy.</p> <p><b>Devolution Deals</b>- have no set format, but involve the devolution of powers and budgets for the delivery of interventionist programmes and services across a region.</p> <p><b>North Wales Mersey Dee Business Council</b> – a membership-based representative body of the private and business sectors in North Wales and the Mersey Dee sub-region.</p> <p><b>Five Case Business Model</b> – an established method for making business cases in support of proposals for investment operated under Treasury guidelines.</p>



- (1) CONWY COUNTY BOROUGH COUNCIL
- (2) DENBIGHSHIRE COUNTY COUNCIL
- (3) FLINTSHIRE COUNTY COUNCIL
- (4) GWYNEDD COUNCIL
- (5) THE ISLE OF ANGLESEY COUNTY COUNCIL
- (6) WREXHAM COUNTY BOROUGH COUNCIL
- (7) BANGOR UNIVERSITY
- (8) WREXHAM GLYNDWR UNIVERSITY
- (9) COLEG CAMBRIA
- (10) GRWP LLANDRILLO MENAI

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**GOVERNANCE AGREEMENT 1**  
in relation to the delivery of the North Wales Growth Deal

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**BETWEEN**

- (1) **CONWY COUNTY BOROUGH COUNCIL** of [xxx] ("**Conwy Council**");
- (2) **DENBIGHSHIRE COUNTY COUNCIL** of [xxx] ("**Denbighshire Council**");
- (3) **FLINTSHIRE COUNTY COUNCIL** of [xxx] ("**Flintshire Council**");
- (4) **GWYNEDD COUNCIL** of [xxx] ("**Gwynedd Council**");
- (5) **THE ISLE OF ANGLESEY COUNTY COUNCIL** of [xxx] ("**Isle of Anglesey Council**");
- (6) **WREXHAM COUNTY BOROUGH COUNCIL** of [xxx] ("**Wrexham Council**"),  
  
(together referred to as "**the Councils**" and individually as a "**Council**"); and
- (7) **BANGOR UNIVERSITY** of [xxx];
- (8) **WREXHAM GLYNDWR UNIVERSITY** of [xxx];
- (9) **COLEG CAMBRIA** of [xxx];
- (10) **GRWP LLANDRILLO MENAI** of [xxx]; and  
  
(together referred to as the "**Advisers**" and individually as an "**Adviser**").

**BACKGROUND RECITALS**

- (A) The Parties have agreed to work together and enter into this Agreement to formalise their respective roles and responsibilities in order to discharge their obligations in relation to the North Wales Growth Deal up to the point when the Growth Deal is signed by the Parties, the UK Government and the Welsh Government.
- (B) The Parties have agreed to create a Joint Committee with a robust governance arrangement that will ultimately be responsible for overseeing and co-ordinating the discharge of the Parties' obligations in relation to the Growth Deal. Further details of the Joint Committee are set out in Clause 9 (Joint Committee) and its functions are set out in Schedule 2 (Joint Committee Terms of Reference).
- (C) More detailed obligations in relation to the Growth Deal shall be enshrined in a second governance agreement, (the "**GA2**") which shall be developed by the Parties and entered into following the signature of the Growth Deal. The functions of the Joint Committee will be updated further in the GA2.
- (D) The Parties have agreed to appoint Gwynedd Council to act as the Accountable Body for and on behalf of the Parties and to discharge the Parties' obligations in relation to the Growth Deal pursuant to and in accordance with this Agreement.
- (E) The Councils wish to enter into this Agreement and deliver the Growth Deal pursuant to the powers conferred on them by Sections 101, 102, 111 and 113 of the Local Government Act 1972, Section 1 of the Local Authority (Goods & Services) Act 1970, Section 25 of the Local Government (Wales) Act 1994, Section 2, 19 and 20 of the Local Government Act 2000, Section 9 of the Local Government Wales Measure 2009 and all other enabling powers now vested in the Councils.

1. **DEFINITIONS AND INTERPRETATION**

1.1 In this Agreement and the recitals, unless, the context otherwise requires the following terms shall have the meaning given to them below:-

<b>"Accountable Body"</b>	means the Council appointed under Clause 4 ( <i>Accountable Body</i> ) who shall be responsible for receiving and spending funds for and on behalf of the Parties in relation to the Growth Deal and whose duties are set out under Clause 5 ( <i>Duties of the Accountable Body</i> )
<b>"Accounting Period"</b>	means those periods set out in Schedule 6 ( <i>Accounting Periods</i> ) as may be amended from time to time in accordance with the terms of this Agreement
<b>"the Advisers"</b>	Means the bodies and individuals listed below plus any further individuals and/or bodies whom the Joint Committee chooses to invite in that capacity from time to time : <ul style="list-style-type: none"><li>• Bangor University</li><li>• Coleg Cambria</li><li>• Grwp Llandrillo Menai</li><li>• North Wales and Mersey Dee Business Council</li></ul>
<b>"Annual Budget"</b>	means the approved annual budget of the Accountable Body held for and on behalf of the Parties and as set out in Clause 12.4 ( <i>Annual Budget</i> ) which includes payment of any Joint Committee Costs in accordance with this Agreement
<b>"Assurance Framework"</b>	means the Parties' systems, processes and protocols to assess the governance, risk management and control processes of the Parties for the discharge of their obligations in relation to the Growth Deal attached at Schedule 8 ( <i>Assurance Framework</i> ) of this Agreement
<b>"Business Day"</b>	means any day other than a Saturday or Sunday or a public or bank holiday in England and/or Wales
<b>"North Wales Region"</b>	comprises of the six administrative areas of Conwy Council, Denbighshire Council, Flintshire Council, Gwynedd Council, Anglesey Council and Wrexham Council
<b>"CEDR"</b>	means the Centre for Dispute Resolution
<b>"Growth Deal"</b>	means the agreement to be signed by the Welsh Government, the UK Government and the [Parties] setting out the terms of the North Wales Growth Deal
<b>"Commencement Date"</b>	means the date of this Agreement

<b>"Confidential Information"</b>	all know-how and other information whether commercial, financial, technical or otherwise relating to the business, affairs or methods of all or any Party, which is contained in or discernible in any form whatsoever (including without limitation software, data, drawings, films, documents and computer-readable media) whether or not marked or designated as confidential or proprietary or which is disclosed orally or by demonstration and which is described at the time of disclosure as confidential or is clearly so from its content or the context of disclosure
<b>"Data Protection Legislation"</b>	means the Data Protection Act 2018 and General Data Protection Regulations
<b>"Executive Team"</b>	means the team so appointed from time to time by the Parties to represent the interests of the Parties in respect of the operational requirements for the Growth Deal, working under the direction of the Joint Committee and within the scope of delegation set out in the Delegations Policy in Schedule 1 ( <i>Delegations Policy</i> )
<b>"GA2"</b>	means the second governance agreement to be entered into between some or all of the Councils and Advisers to formalise their respective roles and responsibilities in relation to the North Wales Growth Deal once the Growth Deal has been signed
<b>"GA Code of Conduct"</b>	means the code of conduct for NWEAB advisors set out in Schedule 6
<b>"HMT"</b>	means Her Majesty's Treasury, a ministerial department of the UK Government
<b>"HMT Contribution"</b>	means the funding provided by HMT pursuant to the Growth Deal and as referred to in Clause 12.5 ( <i>Contributions</i> )
<b>"Implementation Plan"</b>	means the implementation plan that will set out, amongst other things, the process for agreeing and prioritising projects to be procured pursuant to the Growth Deal and the pro-forma of which will be discussed and agreed by the Joint Committee pursuant to Schedule 9 ( <i>Implementation Plan</i> ) of this Agreement
<b>"Intellectual Property"</b>	any and all patents, trademarks, trade names, copyright, moral rights, rights in design, rights in databases, know-how and all or other intellectual property rights whether or not registered or capable of registration and whether subsisting in the United Kingdom or any other part of the world together with all or any goodwill relating to them and the right to apply for registration of them

<b>"Internal Costs"</b>	means as defined in paragraph 1.1 of Schedule 4 ( <i>Heads of Expenditure</i> )
<b>"IP Material"</b>	the Intellectual Property in the Material
<b>"Joint Committee"</b>	means the joint committee set up by the Parties pursuant to Clause 9 ( <i>Joint Committee</i> ) of this Agreement
<b>"Joint Committee Costs"</b>	means as defined in paragraph 1.2 of Schedule 4 (Heads of Expenditure) and excluding any Internal Costs (save for the Internal Costs of the Accountable Body which shall be accounted for as Joint Committee Costs)
<b>"Joint Committee Meeting"</b>	means a meeting of the Joint Committee duly convened in accordance with Clause 9 ( <i>Joint Committee</i> )
<b>"Local Authority"</b>	a principal council (as defined in Section 270 of the Local Government Act 1972) or any body of government in Wales established as a successor of a principal council
<b>"Material"</b>	all data, text, graphics, images and other materials or documents created, used or supplied by a Party in connection with this Agreement unless before the first use or supply, the Party notifies the other Parties that the data, text supplied is not to be covered by this definition
<b>"Matter Reserved to the Parties"</b>	shall have the meaning given to it in Clause 8.1.3
<b>"Parties Contribution"</b>	means the funding provided by the Parties as set out in Clause 12.5.1(b) ( <i>Parties Contribution</i> )
<b>"Party"</b>	means any one of the Councils or Advisers who are party to this Agreement from time to time, and " <b>Parties</b> " means all of them
<b>"Personal Data"</b>	means the personal data as defined in the DPA
<b>"Programme Themes"</b>	shall have the meaning given to it under the Implementation Plan
<b>"Proportionate Basis"</b>	means the relevant proportion for each Party by reference to their respective fractional contribution as set out in Clause 12.5.3 ( <i>Parties' Contribution</i> )
<b>"Translation Costs"</b>	means translation costs incurred by the Accountable Body in complying with any applicable legislation relating to its obligations under this Agreement

## 1.2 Interpretation

In this Agreement, except where the context otherwise requires:-

1.2.1 the singular includes the plural and vice versa;

- 1.2.2 a reference to any Clause, Paragraph, Schedule or recital is, except where expressly stated to the contrary, a reference to such clause, paragraph, schedule or recital of and to this Agreement;
- 1.2.3 any reference to this Agreement or to any other document shall include any permitted variation, amendment or supplement to such document;
- 1.2.4 any reference to legislation shall be construed as a reference to any legislation as amended, replaced, consolidated or re-enacted;
- 1.2.5 a reference to a public organisation (to include, for the avoidance of doubt, any Council) shall be deemed to include a reference to any successor to such public organisation or any organisation or entity which has taken over either or both functions and responsibilities of such public organisation;
- 1.2.6 a reference to a person includes firms, partnerships and corporations and their successors and permitted assignees or transferees;
- 1.2.7 the Clause, Paragraph and Schedule headings and captions in the body of this Agreement do not form part of this Agreement and shall not be taken into account in its construction or interpretation;
- 1.2.8 words preceding "**include**", "**includes**", "**including**" and "**included**" shall be construed without limitation by the words which follow those words;
- 1.2.9 words importing the masculine shall be construed as including the feminine or the neuter or vice versa; and
- 1.2.10 any reference to the title of an officer of any of the Councils shall include any person holding such office from time to time by the same or any title substituted thereafter or such other officer of the relevant Council as that Council may from time to time appoint to carry out the duties of the officer referred to.

### 1.3 **Schedules**

The Schedules to this Agreement form part of this Agreement.

## 2. **COMMENCEMENT, DURATION AND TERMINATION**

### 2.1 **Commencement**

This Agreement shall take effect on the Commencement Date.

### 2.2 **Duration of the Agreement**

This Agreement shall continue in full force and effect from the Commencement Date until the earlier of the following dates:-

2.2.1 entry into of the GA2; or

2.2.2 all the Parties agree in writing to its termination.

### 2.3 **Termination**

Without prejudice to any other rights or remedies, this Agreement may be terminated in relation to any Party ("**Defaulter**") by the other Parties ("**Non-Defaulting Parties**") acting unanimously in giving written notice to the Defaulter effective on receipt where the Defaulter materially breaches any of the provisions of this Agreement and in the case of a breach capable of remedy fails to remedy the same within thirty (30) Business

Days (or such other period as agreed by the Non-Defaulting Parties) of being notified of each breach in writing by the Non-Defaulting Parties and being required to remedy the same.

### 3. **PRINCIPLES AND KEY OBJECTIVES**

3.1 The Parties intend this Agreement to be legally binding.

3.2 The Parties agree to work together to discharge the Parties' obligations in relation to the Growth Deal pursuant to and in accordance with this Agreement

#### 3.3 **Objectives**

Without prejudice to the terms of this Agreement, the Parties agree that they shall conduct their relationship in accordance with the following objectives:-

- To collectively agree and secure a growth deal for the North Wales Region in support of the aims and objectives of the adopted vision; and
- To pursue the aims and objectives of the Regional Growth Strategy

#### 3.4 **Principles**

Without prejudice to the terms of this Agreement, the Parties agree that they will conduct their relationship in accordance with the following principles:-

##### 3.4.1 **Openness and Trust**

In relation to this Agreement the Parties will be open and trusting in their dealings with each other, make information and analysis available to each other, discuss and develop ideas openly and contribute fully to all aspects of making the joint working successful. Whilst respecting the mutual need for commercial confidentiality, the Parties will willingly embrace a commitment to transparency in their dealings and in particular a need to comply with statutory access to information requirements including the Environmental Information Regulations 2004 and the Freedom of Information Act 2000 and supporting codes of practice. The Parties will be aware of the need for and respect matters of commercial confidentiality and potential sensitivity;

##### 3.4.2 **Commitment and Drive**

The Parties will be fully committed to working jointly, will seek to fully motivate employees and will address the challenges of delivering the Growth Deal with enthusiasm and a determination to succeed;

##### 3.4.3 **Skills and Creativity**

The Parties recognise that each brings complimentary skills and knowledge which they will apply creatively to achieving the Parties' objectives, continuity, resolution of difficulties and the development of the joint working relationship and the personnel working within it. It is recognised that this will involve the appreciation and adoption of common values;

##### 3.4.4 **Effective Relationships**

The roles and responsibilities of each Party will be clear with relationships developed at the appropriate levels within each organisation with direct and easy access to each other's representatives;

#### 3.4.5 **Developing and Adaptive**

The Parties recognise that they are engaged in what could be a long term business relationship which needs to develop and adapt and will use reasonable endeavours to develop and maintain an effective joint process to ensure that the relationship develops appropriately and in line with these principles and objectives;

#### 3.4.6 **Reputation and Standing**

The Parties agree that, in relation to this Agreement and the Growth Deal generally, they shall pay the utmost regard to the standing and reputation of one another, and act with regard to each Party's own employer and member codes of conduct and shall not do or fail to do anything which may bring the standing or reputation of any other Party into disrepute or attract adverse publicity to any other Party;

#### 3.4.7 **Reasonableness of Decision Making**

The Parties agree that all decisions made in relation to this Agreement and the Growth Deal generally shall be made by them acting reasonably and in good faith;

#### 3.4.8 **Necessary Consents**

Each Party hereby represents to the other Parties that it has obtained all necessary consents sufficient to ensure the delegation of functions and responsibilities provided for by this Agreement; and

#### 3.4.9 **Members, Officers, Directors and Employees Commitments**

Each Party shall use its reasonable endeavours to procure that their respective members, officers, directors and employees who are involved in the Growth Deal shall at all times act in the best interests of the Growth Deal, and act with regard to each Party's own employer and member codes of conduct, devote sufficient resources to deliver the Growth Deal and respond in a timely manner to all relevant requests from the other Parties.

#### 3.4.10 **GA Code of Conduct**

The Advisers agree that, in relation to this agreement and the Growth Deal generally they shall act in accordance with the GA Code of Conduct.

### 4. **THE ACCOUNTABLE BODY**

4.1 The Parties (acting severally) have agreed, with effect from the Commencement Date, Gwynedd Council will act as the Accountable Body responsible for discharging the Parties' obligations in relation to the Growth Deal pursuant to and in accordance with this Agreement for and on behalf of the Parties and Gwynedd Council agrees to act in that capacity subject to and in accordance with the terms and conditions of this Agreement.

4.2 If the Accountable Body defaults and the Agreement is terminated in respect of it pursuant to Clause 2.3 (*Commencement, Duration and Termination*) or the Accountable Body withdraws pursuant to Clause 15 (*Withdrawal*), then the replacement Accountable Body will be appointed by the Joint Committee and the withdrawing or, as applicable, defaulting Accountable Body will not have the right to vote in regard to any such appointment.



4.3 Where a replacement Accountable Body is appointed pursuant to Clause 4.2 above, any reference to Gwynedd Council (in its capacity as the initial Accountable Body) shall be read with reference to the replacement Accountable Body.

4.4 The Accountable Body shall act as the Accountable Body and shall receive:-

4.4.1 any HMT Contribution from the Welsh Government for and on behalf of the Parties;

4.4.2 the Parties Contribution; and

4.4.3 any other funding that may be received from time to time specifically in respect of the Growth Deal and which is for the benefit of all Parties,

and shall hold and manage such HMT Contribution, Parties Contribution and such other funding in accordance with the terms of this Agreement.

## 5. DUTIES OF THE ACCOUNTABLE BODY

5.1 For the duration of this Agreement, the Accountable Body shall:

5.1.1 act diligently and in good faith in all its dealings with the other Parties and it shall use its reasonable endeavours to discharge the Parties' obligations in relation to the Growth Deal pursuant to and in accordance with this Agreement and all applicable legislation including but not limited to:-

(a) the Well-being of Future Generations (Wales) Act 2015;

(b) Welsh Language (Wales) Measure 2011;

(c) any compliance notice issued under the Welsh Language (Wales) Measure 2011 in respect of the Accountable Body; and

(d) the Local Authorities (Executive Arrangements) (Decisions, Documents and Meetings) (Wales) Regulations 2001 (as amended)

5.1.2 act as the primary interface (on behalf of itself and the other Parties) with the Welsh Government, the UK Government and the European Regional Development Fund and any other body necessary to discharge the Parties' obligations in relation to the Growth Deal;

5.1.3 act as the Accountable Body to hold any funds received directly from the Welsh Government, the UK Government (if any), the European Regional Development Fund (if any), the Parties and/or any other sources (if any) in relation to the Growth Deal and only to use and release such funds as agreed in accordance with the terms of such funding and this Agreement;

5.1.4 without assuming responsibility for the delivery of any specific Growth Deal project and within the limitation of the funding provided to it (as part of the Joint Committee Costs), provide the support services required to facilitate the work of the Joint Committee (and its sub committees and groups established pursuant to Clauses 9.22 and 9.24 and the Regional Office referred to in the Assurance Framework), including, but not limited to, financial, human resources, legal, ICT, estates, information management, internal audit and procurement services.

For the avoidance of doubt, the provisions of this Clause 5.1.4 shall not serve to fetter the ability of the Accountable Body to enter into arrangements with any of the other Parties to provide the aforementioned services on its behalf.

- 5.1.5 without assuming responsibility for the delivery of any specific Growth Deal project, provide for the Accountable Body's chief finance officer ("**S151 Officer**") and monitoring officer (or their nominated deputies) to act, respectively, as the section 151 Officer and monitoring officer to the Joint Committee; and
- 5.1.6 without limitation to its roles under the preceding provision of this Clause 5.1, have responsibility for, but not limited to administering the financial affairs of the Joint Committee (and its sub committees and groups established pursuant to Clauses 9.22 and 9.24), including accounting for VAT, keeping financial records, ensuring that the annual accounts of the Joint Committee are prepared in accordance with the Code of Practice on Local Authority Accounting and making arrangements for the external audit of the Joint Committee.
- 5.1.7 Employ the Project Management Group as set out in clause 11.

## 6. **DUTIES OF THE OTHER PARTIES**

- 6.1 For the duration of this Agreement, the other Parties shall act diligently and in good faith in all their dealings with the Accountable Body and shall use their respective reasonable endeavours to assist the Accountable Body to discharge the Parties' obligations in relation to the Growth Deal pursuant to and in accordance with this Agreement and all applicable legislation.
- 6.2 It is acknowledged and agreed that the obligations and liabilities of each Party shall bind any successor entity in the event of any Council or Adviser re-organisation.

## 7. **BUSINESS PLAN**

### 7.1 **GA2 Business Plan**

- 7.1.1 The Joint Committee shall prepare (or procure the preparation of), a draft Business Plan which shall comply with the provisions of Clause 7.1.3 below. The intention is to create an overarching five (5) year GA2 Business Plan that, amongst other matters, shall set out the Parties' objectives and priorities for the delivery of the Growth Deal. It is then intended that the GA2 Business Plan will be updated annually.
- 7.1.2 Finalising the GA2 Business Plan and then the decision to approve and adopt the GA2 Business Plan shall be actions under the GA2 with the final decision being a Matter Reserved to the Parties.
- 7.1.3 The GA2 Business Plan shall, amongst other matters, address the following:
- (a) the overall costs and investment by each Party over the term of the Growth Deal;
  - (b) the methodology for agreeing the nature, scope and prioritisation of projects to be developed for the overall benefit of the North Wales Region (in accordance with the terms of the Implementation Plan);
  - (c) the methodology and responsibility for any external audits in relation to this Agreement;
  - (d) the methodology and responsibility of any performance monitoring along with any performance indicators to enable the Joint Committee to measure progress against the GA2 Business Plan; and

- (e) any revenue and capital monitoring reports to be prepared for the Joint Committee and the frequency of such reports.

## 8. DECISION MAKING

8.1 In terms of the need for decisions and other actions to be taken and carried out during the term of this Agreement, the Parties have identified the following three categories together with the means by which they will be taken:-

- 8.1.1 "**Delegated Matter**" - being a matter which it is expected that the Executive Team or a sub-committee that has been established by the Joint Committee from time to time will be able to make a decision upon and have the power to bind the Joint Committee in doing so;
- 8.1.2 "**Joint Committee Matter**" – being a matter within the remit of the Joint Committee upon which it will be able to make a decision upon and have the power to bind the Parties in doing so;
- 8.1.3 "**Matter Reserved to the Parties**" – being a matter which will have to be referred to each Party for a decision and, for the avoidance of doubt, that matter requiring a decision will not be dealt with by the Joint Committee until the decision shall have been agreed unanimously by all of the Parties,

and in each case, such matters are identified in Schedule 1 (*Delegations Policy*). The Delegations Policy shall be updated by the Joint Committee from time to time.

## 9. JOINT COMMITTEE

9.1 The Councils shall form the Joint Committee in accordance with this agreement ("**Joint Committee**") for the purposes of:-

- 9.1.1 to co-ordinate the planning and delivery of the Growth Vision, with an initial emphasis on a Growth Deal
- 9.1.2 to provide direction for key strategies in support of paragraph 9.1.1 above, in particular transport, skills and employment, economic development and land use planning;
- 9.1.3 to unite partners around common purpose in support of 9.1.1 above;
- 9.1.4 to provide direction to any Sub-Boards that the Joint Committee chooses to appoint including the commissioning of specific tasks or projects;
- 9.1.5 proposing projects that could be undertaken as part of the Growth Deal;
- 9.1.6 deliberating on such projects to assess whether further due diligence is warranted and reaching agreement on the costs that should be incurred undertaking further appraisal work;
- 9.1.7 agreeing a pro-forma Implementation Plan that will set out the process for agreeing and prioritising projects that will be taken forwards pursuant to the Growth Deal;
- 9.1.8 preparing a draft Business Plan in accordance with Clause 7 (*Business Plan*); and
- 9.1.9 overseeing and co-ordinating the discharge of the Councils' preparatory obligations in relation to the Growth Deal,

- 9.1.10 To take all necessary decisions to pursue the aims and objectives of the Regional Growth Strategy
- 9.1.11 to carry out the functions set out in Schedule 2 (Joint Committee Terms of Reference).
- 9.2 The Joint Committee may carry out such other functions as the Councils determine from time to time and approve as a Matter Reserved to the Parties.
- 9.3 The Joint Committee shall not have power to approve any Matter Reserved to the Parties.
- 9.4 The Advisers shall have the right to attend and speak at meetings the Joint Committee.
- 9.5 Each Party shall appoint one (1) representative to the Joint Committee. The details of each of the representatives are set out in Schedule 7 (Details of Representatives).
- 9.6 The Chairperson of the Joint Committee shall be a representative of a Council appointed to the Joint Committee and shall be appointed on an annual basis by the Joint Committee at the Annual General Meeting. The Chairperson shall not have a casting vote.
- 9.7 Each Party shall be entitled from time to time to appoint a named deputy for its representative. Any deputies may attend meetings of the Joint Committee but shall only be entitled to speak and vote at such meetings in the absence of his or her corresponding principal.
- 9.8 Each Party may, at their discretion, replace their representative (and their respective deputies) appointed to the Joint Committee, provided that:-
  - 9.8.1 at all times, they have a representative appointed to the Joint Committee in accordance with the roles identified in Schedule 2 (*Joint Committee Terms of Reference*);
  - 9.8.2 any such replacement shall have no lesser status or authority than that set out in Schedule 2 (*Joint Committee Terms of Reference*) unless otherwise agreed by the Parties; and
  - 9.8.3 the details of any such representative shall be notified to the other Parties in writing, to replace the relevant details set out in Schedule 7 (Details of Representatives).
- 9.9 Unless the Joint Committee decides otherwise (e.g. if a meeting is deemed not to be required), the Joint Committee shall meet either on a monthly basis or as and when required in accordance with the timetable for the Growth Deal. Meetings shall be convened at appropriate times and upon giving the requisite statutory notice (to be issued through the Accountable Body) to deliberate on the Joint Committee Matters referred to in Schedule 1 (*Delegations Policy*).
- 9.10 The expectation is that all of the Councils and Advisers attend all meetings of the Joint Committee where possible.
- 9.11 Any representative may by written request to the Executive Team request that a matter be considered at the next meeting of the Joint Committee.
- 9.12 The Executive Team shall ensure that all agendas and relevant information in relation to a Joint Committee meeting are circulated in a timely manner and in any event in accordance with legislative requirements.

- 9.13 Any representative may, where he or she views that a matter requires urgent consideration, request to the Chairperson at the start of a Joint Committee meeting that such urgent item is added to the agenda, but its inclusion will be a matter for the Chairperson to decide.
- 9.14 The quorum necessary for a Joint Committee meeting shall be a representative or deputy from at least 4 Councils.
- 9.15 At meetings of the Joint Committee each representative or appropriate deputy (in the absence of the relevant representative) from each Council shall have one vote.
- 9.16 At meetings of the Joint Committee, each representative or appropriate deputy (in the absence of the relevant representative) from each Adviser shall have the right to advise the Joint Committee on decisions and their views shall be recorded by the Joint Committee. Whilst it is not intended that the Advisers shall have formal voting rights, the Joint Committee shall give consideration to any views or representations made by the Advisers and where Advisers do not agree with a proposed decision the Joint Committee shall consider (acting in good faith) declaring a matter a JC Unresolved Matter.
- 9.17 Decisions at a meeting of the Joint Committee require a simple majority vote of the representatives (or deputies as applicable) from the Councils in attendance, provided that if:
- 9.17.1 the votes are tied (i.e. a deadlock); or
- 9.17.2 two or more Parties make such a request at the meeting,
- that decision shall be declared a JC Unresolved Matter to be dealt with in accordance with Clause 9.18.
- 9.18 If, at a meeting of the Joint Committee, a matter is not determined, that matter ("**JC Unresolved Matter**") shall be deferred for consideration at the next ordinary meeting of the Joint Committee meeting or such sooner time as shall be agreed. If at the reconvened Joint Committee meeting the JC Unresolved Matter is not determined, the JC Unresolved Matter shall not be agreed and shall not be implemented by the Joint Committee.
- 9.19 Each Party shall provide all information reasonably required upon request by the Joint Committee to the Executive Team and shall comply with any decisions of the Joint Committee to request such information.
- 9.20 Each Party shall consult with the other Parties to ensure the diligent progress of the day to day matters relating to the discharge of the Parties' obligations in relation to the Growth Deal.
- 9.21 Where a Party wishes to provide any information and/or serve a notice or demand on the Joint Committee, this should be served on the Executive Team in accordance with Clause 23.3 (*Notices*). The Executive Team shall keep a record of all information, notices and demands received and shall update each representative promptly.
- 9.22 The Parties acknowledge and agree that the Joint Committee shall adopt (as applicable) the Accountable Body's prevailing contract standing orders, financial procedure rules, and such other applicable policies and procedures for and behalf of the Parties in the discharge of its obligations under this Agreement and that the Accountable Body's chief finance officer ('**S151 Officer**') and Monitoring Officer (or their nominated deputies) shall, respectively, act as the section 151 officer and monitoring officer to the Joint Committee.

9.23 The Advisers acknowledge and agree that their representative or deputy shall comply with the terms of the GA Code of Conduct.

9.24 **Joint Committee may Delegate**

9.24.1 The Joint Committee may delegate any of the powers which are conferred on them under this Agreement:

- (a) to a sub-committee or an officer of one of the councils;
- (b) to such an extent;
- (c) in relation to such matters; and
- (d) on such terms and conditions,

as they think fit from time to time (subject to any restrictions that may be imposed upon such delegation by any of the Councils).

9.24.2 The Joint Committee may allow that such delegation shall automatically authorise further delegation of the Joint Committee's powers by any person to whom they are delegated provided that the Joint Committee specifically states this within such delegation authority.

9.24.3 The Joint Committee may revoke any delegation in whole or part, or alter its terms and conditions at any time.

9.25 **Sub-Committees**

9.25.1 The Joint Committee shall establish as soon as reasonably practicable the sub-committees or groups set out below. The initial terms of reference for the sub-committees, subject to approval by the Joint Committee and its powers to vary and or revoke such delegation in accordance with clause 9.24 above, will be as set out in the third part of Schedule 2 :

- (a) a transport sub-committee; and
- (b) Digital Delivery.

9.25.2 The Accountable Body shall be responsible for providing Internal Audit services to the Joint Committee and audit reports in relation to the Joint Committee shall be considered by its Audit Committee in accordance with its usual rules and practices.

9.25.3 It is acknowledged and agreed by the Parties that the sub-committees or groups referred to in Clauses 9.22, 9.25.1 and 9.25.2:

- (a) shall undertake a number of functions including but not limited to audit, scrutiny and/or consultation services pursuant to their terms of reference; and
- (b) shall not have any delegated decision making powers (unless otherwise expressly granted by the Joint Committee).

9.25.4 Sub-committees or groups to which the Joint Committee delegates any of its powers must follow procedures which are based as far as they are applicable on those provisions of this Agreement which govern the taking of decisions by the Joint Committee.

9.25.5 The Joint Committee shall establish the membership, rules of procedure or terms of reference for all or any such sub-committees or groups to, amongst other matters, clarify their respective role and scope of delegation which shall be approved by the Joint Committee.

9.25.6 The Joint Committee may create additional sub-committees, sub-groups or SPVs (subject to the need to obtain non-executive approval for a local authority trading company established under the Local Government Act 2003) as it sees fit from time to time.

## 10. **SCRUTINY**

10.1 Decisions of the Joint Committee shall be subject to scrutiny and call in by any of the Councils.

10.2 The Councils may from time to time convene a group (“the Scrutiny Co-Ordinating Group”) consisting of the chairs of the relevant overview and scrutiny committee with responsibility for the Growth Deal in order to:

10.2.1 Co-ordinate any planned scrutiny of the work undertaken or to be undertaken by and/or any decisions made or to be made by the Joint Committee

10.2.2 Co-ordinate any call in of a decision made by the Joint Committee

10.2.3 Agree arrangements for inviting councillors from any or all of the Councils to attend a meeting of one Council’s overview and scrutiny committee in order to scrutinise the work and decisions of the Joint Committee

## 11. **EXECUTIVE TEAM AND PROJECT MANAGEMENT GROUP**

### 11.1 **Constitution and Authority of the Executive Team and the Project Management Group**

11.1.1 The Parties shall form the Executive Team for the purpose of implementing the Growth Deal and the day-to-day management of the Parties' obligations in relation to the Growth Deal and to carry out the functions set out in Schedule 2, **Error! Reference source not found.** (*Executive Team Terms of Reference*).

11.1.2 The Executive Team shall not have any decision making powers pursuant to this Agreement.

11.1.3 Each Party shall appoint one senior officer representative to the Executive Team and such other representatives as the Joint Committee may determine from time to time. The chairperson shall be such representative as the Joint Committee may determine from time to time.

11.1.4 Each Party shall be entitled from time to time to appoint a deputy for its senior officer and such deputy (in each case) shall be entitled to attend meetings of the Executive Team in place of its senior officer.

11.1.5 The Parties shall, at their discretion, replace their representatives (and their respective deputies) appointed to the Executive Team provided that such replacement shall be on the same basis as the original appointed and provided further that no senior officer of the Executive Team shall be removed or replaced by any Party without that Party giving prior written notice as soon as reasonably practicable and in any event within ten (10) Business Days of its intention to remove or replace that representative.

- 11.1.6 The Executive Team shall meet as and when required in accordance with the timetable for the Growth Deal and, in any event, at such times as the Executive Team shall decide.
- 11.1.7 The Executive Team will give direction and advice to the Project Management Group on the implementation of Joint Committee decisions.
- 11.1.8 The Accountable Body shall employ officers to implement the decisions of the Joint Committee called the Project Management Group.
- 11.1.9 The Parties may from time to time second their employees to the Project Management Group

## 12. COMMITMENT OF THE PARTIES AND CONTRIBUTIONS

### 12.1 General

Subject to Clause 15 (*Withdrawal*), the Parties agree and undertake to commit to the Growth Deal in accordance with the terms of this Agreement and not to commission and/or undertake any procurement and/or project that seeks or would procure the delivery of all or any part of the Growth Deal outside the terms of this Agreement.

### 12.2 Internal Costs

- 12.2.1 Subject to Clause 12.2.2, the Internal Costs incurred by each Party (including the Accountable Body) shall be borne by the Party providing that internal resource.
- 12.2.2 The Parties hereby agree that if one of the Parties believes it is likely to incur disproportionate Internal Costs that matter shall be referred to the Joint Committee for a decision as to whether such costs will be disproportionate and whether any contributions should be made to this cost by the other Parties.

### 12.3 Joint Committee Costs

- 12.3.1 Any Joint Committee Costs incurred by the Joint Committee shall be shared on a Proportionate Basis between the Parties pursuant to this Agreement. They will form part of the Annual Budget referred to in Clause 12.4 below.
- 12.3.2 Each Party shall be required to prepare accounts including details of any Joint Committee Costs incurred pursuant to Schedule 4 (*Heads of Expenditure*) ("**the Accounts**") in respect of each Accounting Period and for such further and/or other accounting periods as the Joint Committee shall determine and which shall be incorporated into Schedule 5 (*Accounting Periods*). For the avoidance of doubt, such Accounts shall not include any revenue costs or capital investment requirements in relation to the implementation of any proposed project and shall solely relate to the operational and management costs of the Joint Committee.
- 12.3.3 Each Party shall:-
  - (a) in the Accounts make true and complete entries of all relevant payments made by it during the previous Accounting Period;
  - (b) within one (1) month of the end of each Accounting Period, each Party shall provide to the Accountable Body unaudited Accounts for such Accounting Period together with certification that such



Accounts comply with this Clause 12 (*Commitment of the Parties and Contributions*);

- (c) nominate an individual to be responsible for ensuring that Party's own compliance with this Clause 12 (*Commitment of the Parties and Contributions*) and the name, address and telephone number of each individual nominated pursuant to this Clause 12.3.3(c) (*Commitment of the Parties and Contributions*) shall be notified to the other Parties in accordance with Clause 23 (*Notices*); and
- (d) if an individual nominated by a Party pursuant to Clause 12.3.3(c) (*Commitment of the Parties and Contributions*) changes, that Party shall notify the other Parties forthwith of the replacement nominees.

12.3.4 The Accountable Body shall:

- (a) within ten (10) Business Days of receipt of the Accounts submitted by the other Parties in accordance with Clause 12.3.3(b) prepare a reconciliation statement identifying the payments made by each Party and the balance due from or owing to each; and
- (b) within twenty (20) Business Days of the preparation of the reconciliation statement send out a copy of the reconciliation statement together with either a balancing invoice or, subject to Clause 12.3.4(b), credit payments to each Party.

12.3.5 The Accountable Body shall not be obliged to make any payments due under this Agreement until the Accountable Body is in receipt of funds from the Joint Committee pursuant to this Clause 12.3.

12.3.6 A Party receiving an invoice for payment shall pay it in full within twenty (20) Business Days. Any error in a balancing invoice must be notified to the Accountable Body within five (5) Business Days of such balancing invoice being sent out. An amended balancing invoice will be issued by the Accountable Body and the Party receiving such an invoice shall pay it in full within twenty (20) Business Days.

12.3.7 The Parties hereby agree that if one of the Parties carries out any work or incurs any cost or expenses to carry out any work or to incur any cost or expense that is not within the budget or scope of work set out in this Agreement or agreed in advance by the Joint Committee, that matter shall be referred by the Executive Team to the Joint Committee for a decision as to whether such work, cost or expense is part of the Growth Deal or whether such work, cost or expense should be the entire responsibility of the Party so carrying it out or requesting it (as the case may be).

## 12.4 **Annual Budget**

12.4.1 Subject to Clause 12.4.2, the Annual Budget for the Accountable Body prior to receipt of any HMT Contribution (which includes any costs of the Joint Committee), shall be prepared in draft by the Accountable Body and agreed by the Joint Committee and the Parties shall each contribute towards the Annual Budget on a Proportionate Basis.

12.4.2 Initially in respect of the Annual Budget:

- (a) each Council (other than the Accountable Body) shall pay a sum of fifty thousand pounds (£50,000); and

- (b) other than NWMD, each Adviser shall pay a sum of twenty five (£25,000);

to the Accountable Body within [ten (10) Business Days] of the Commencement Date. The Accountable Body shall add £50,000 itself to the Annual Budget.

- 12.4.3 The Accountable Body shall hold and account for the Annual Budget on behalf of the Joint Committee and the other Parties.
- 12.4.4 NWMD, rather than physically paying cash to the Accountable Body shall undertake to contribute £50,000 in kind to the Accountable Body and the Joint Committee by way of services and manpower.
- 12.4.5 Any overspend on the Annual Budget shall be accounted for by the Parties on a Proportionate Basis.
- 12.4.6 The Annual Budget for the Accountable Body following the signature of the Growth Deal shall be agreed as part of GA2, along with the process for updating such budget and the consequences of any overspend of such budget.

## 12.5 Contributions

### 12.5.1 Total contribution

It is acknowledged and agreed by the Parties that the discharge of the Parties' obligations in relation to the Growth Deal shall ultimately be funded as follows:

- (a) an amount agreed in the Growth Deal from HMT ("**HMT Contribution**") which will be detailed in GA2;
- (b) an amount agreed in the Growth Deal in aggregate from the Parties ("**Parties' Contribution**") which will be detailed in GA2; and
- (c) each Parties' contribution towards the Annual Budget, on a Proportionate Basis, pursuant to Clause 12.4 (*Annual Budget*).

### 12.5.2 HMT Contribution

It is acknowledged and agreed that the HMT Contribution shall be included in the Growth Deal. GA2 shall set out the detail of the timing of the HMT Contribution, any exclusions from the HMT Contribution and any conditions that are attached to the HMT Contribution.

### 12.5.3 Parties' Contribution

- (a) Subject to Clause 12.5.3(b), each Party shall contribute towards the aggregate Parties' Contribution in the following proportions (and any

references in this Agreement to "**Proportionate Basis**" shall apply these proportions):

<b>Parties</b>	<b>Proportion of Contribution</b>
Conwy Council	1/8th
Denbighshire Council	1/8th
Flintshire Council	1/8th
Gwynedd Council	1/8th
The Isle of Anglesey Council	1/8th
Wrexham Council	1/8th
Bangor University	1/16th
Wrexham University	1/16th
Coleg Cambria	1/16th
GRWP Llandrillo Menai	1/16th
NWMD	£0 in cash with 1/8 to be delivered "in kind" in accordance with clause 11.4.4
<b>Total</b>	<b>Full Contribution</b>

- (b) It is acknowledged and agreed that an affordability envelope for each Party shall be approved by the Parties as part of GA2 and that any decision to increase the affordability envelope shall be a Matter Reserved to the Parties.

#### 12.5.4 **Audit**

Each Party shall permit all records referred to in this Agreement to be examined and copied from time to time by the Accountable Body, or any representatives of the Accountable Body or any other representatives who reasonably require access to the same in order to undertake any audit of the funds received and spent pursuant to this Agreement.

#### 12.5.5 **Retention of Records**

The accounts referred to in this Clause 12 (Commitment of the Parties and Contributions) shall be retained for a period of at least ten (10) years after delivery of the Growth Deal pursuant to this Agreement.

### 13. MITIGATION

Each Party shall at all time take all reasonable steps to minimise and mitigate any loss for which the relevant Party is entitled to bring a claim against the other Party(ies) pursuant to this Agreement.

### 14. LIABILITY OF THE PARTIES

14.1 The Accountable Body shall indemnify and keep indemnified each of the other Parties to this Agreement against any losses, claims, expenses, actions, demands, costs and liability suffered by that Party to the extent arising from any wilful default or wilful breach by the Accountable Body of its obligations under this Agreement (and wilful in this context shall, for the avoidance of doubt, not include matters which are outside the reasonable control of the Accountable Body or matters arising from any negligent act or omission in relation to such obligations).

14.2 No claim shall be made against the Accountable Body to recover any loss or damage which may be incurred by reason of or arising out of the carrying out by the Accountable Body of its obligations under this Agreement unless and to the extent such loss or damage arises from a wilful default or wilful breach by the Accountable Body under Clause 14.1 (*Liability of Parties*).

14.3 Each of the other Parties (acting severally) shall indemnify and keep indemnified the Accountable Body against all losses, claims, expenses, actions, demands, costs and liabilities which the Accountable Body may incur by reason of or arising out of the carrying out by the Accountable Body of its obligations under this Agreement for that Party or arising from any wilful default or wilful breach by a Party of its obligations under this Agreement (and wilful in this context shall, for the avoidance of doubt, not include matters which are outside the reasonable control of that Party or matters arising from any negligent act or omission in relation to such obligations) unless and to the extent that the same result from any wilful breach by the Accountable Body of any such obligations.

14.4 The Parties agree and acknowledge that the amount to be paid to the Accountable Body by any of the other Parties under Clause 14.3 (*Liability of Parties*) shall be borne by each of the Parties to the extent of its responsibility, however in the event that the responsibility is a shared one between the Parties (so that it is not reasonably practicable to ascertain the exact responsibility between the Parties) then the amount to be paid shall be divided between the Parties on a Proportionate Basis.

14.5 In the event of a claim under this Clause 14 (*Liability of Parties*) in which it is not reasonably practicable to determine the extent of responsibility as between the Parties (including the Accountable Body), then the amount shall be divided amongst the Councils (including the Accountable Body) on a Proportionate Basis. For the avoidance of doubt, any claim arising otherwise than through the wilful default or wilful breach by the Accountable Body or the other Parties shall be divided amongst the Parties (including the Accountable Body) on a Proportionate Basis.

14.6 A Party who receives a claim for losses, expenses, actions, demands, costs and liabilities shall notify and provide details of such claim as soon as is reasonably practicable to the other Parties .

14.7 No Party shall be indemnified in accordance with this Clause 14 (*Liability of Parties*) unless it has given notice in accordance with Clause 14.6 (*Liability of Parties*) to the other Party against whom it will be enforcing its right to an indemnity under this Agreement.

14.8 Each Party ("**Indemnifier**") shall not be responsible or be obliged to indemnify the other Parties (including the Accountable Body) ("**Beneficiary**") to the extent that any insurances maintained by the Beneficiary at the relevant time provide an indemnity

against the loss giving rise to such claim and to the extent that the Beneficiary recovers under such policy of insurance (save that the Indemnifier shall be responsible for the deductible under any such policy of insurance and any amount over the maximum amount insured under such policy of insurance).

## 15. **WITHDRAWAL**

15.1 No Party may withdraw from this Agreement without the approval of all of the other Parties.

15.2 A lock-in period shall be agreed as part of GA2, following which Parties shall be able to withdraw. However, there may be compensation payable if a Party does withdraw and the mechanism for calculating such compensation shall be included in GA2.

## 16. **CONSEQUENCES OF TERMINATION**

16.1 If the Agreement is terminated in accordance with Clause 2.3 (*Termination*), save for the obligations set out in Clause 12 (*Commitment of the Parties and Contributions*), Clause 14 (*Liability of the Parties*), this Clause 16 (*Consequences of Termination*) and Clause 18 (*Confidentiality and Announcements*), the Parties shall be released from their respective obligations described in this Agreement.

16.2 The Parties acknowledge and agree that:-

16.2.1 the Growth Deal has been modelled on the basis of participation by all the Parties and that there are considerable economic benefits to be achieved as a result of such joint working; and

16.2.2 accordingly, in the event that this Agreement is terminated in relation to any Party pursuant to Clause 2.3 (*Termination*) such Defaulter shall be liable to the Non-Defaulting Party or Parties for their reasonable and properly incurred costs in relation to the Growth Deal.

## 17. **INTELLECTUAL PROPERTY**

17.1 Each Party will retain all Intellectual Property in its Material.

17.2 Each Party will grant all of the other Parties a non-exclusive, perpetual, non-transferable and royalty free licence to use, modify, amend and develop its IP Material for the discharge of the Parties' obligations in relation to the Growth Deal and any other purpose resulting from the Growth Deal whether or not the party granting the licence remains a party to this Agreement.

17.3 Without prejudice to Clause 17.1 (*Intellectual Property*), if more than one Party owns or has a legal or beneficial right or interest in any aspect of the IP Material for any reason (including without limitation that no one Party can demonstrate that it independently supplied or created the relevant IP Material without the help of one or more of the other Parties), each of the Parties who contributed to the relevant IP Material will grant to all other Parties to this Agreement a non-exclusive, perpetual, non-transferable and royalty free licence to use and exploit such IP Material as if all the other Parties were the sole owner under the Copyright Design and Patents Act 1988 or any other relevant statute or rule of law.

17.4 For the avoidance of doubt, any entity or person who is at the date of this Agreement a party to this Agreement and who has licensed any Intellectual Property under this Agreement will have a non-exclusive, perpetual right to continue to use the licensed Intellectual Property in respect of the Growth Deal.

17.5 Each Party warrants that it has or will have the necessary rights to grant the licences set out in Clause 17.2 (*Intellectual Property*) and 17.3 (*Intellectual Property*) in respect of the IP Material to be licensed.

17.6 Each Party agrees to execute such further documents and take such actions or do such things as may be reasonably requested by any other Parties (and at the expense of the Party(ies) making the request) to give full effect to the terms of this Agreement.

## 18. **CONFIDENTIALITY AND ANNOUNCEMENTS**

18.1 Each Party ("**Covenanter**") shall, both during the currency of this Agreement and at all times following its termination or expiry, keep private and confidential and shall not use or disclose (whether for its own benefit or that of any third party) any Confidential Information about the business of and/or belonging to any other Party or third party which has come to its attention as a result of or in connection with this Agreement.

18.2 The obligation set out in Clause 18.1 (*Confidentiality and Announcements*) shall not relate to information which:-

18.2.1 comes into the public domain or is subsequently disclosed to the public (other than through default on the part of the Covenanter or any other person to whom the Covenanter is permitted to disclose such information under this Agreement); or

18.2.2 is required to be disclosed by law; or

18.2.3 was already in the possession of the Covenanter (without restrictions as to its use) on the date of receipt; or

18.2.4 is required or recommended by the rules of any governmental or regulatory authority including any guidance from time to time as to openness and disclosure of information by public bodies; or

18.2.5 is necessary to be disclosed to provide relevant information to any insurer or insurance broker in connection with obtaining any insurance required by this Agreement.

18.3 Where disclosure is permitted under Clause 18.2.3 (*Confidentiality and Announcements*) or 18.2.4 (*Confidentiality and Announcements*), the recipient of the information shall be subject to a similar obligation of confidentiality as that contained in this Clause 18 (*Confidentiality and Announcements*) and the disclosing Party shall make this known to the recipient of the information.

18.4 No Party shall make any public statement or issue any press release or publish any other public document relating, connected with or arising out of this Agreement or any other agreement relating to the Growth Deal without the prior written consent of the other Parties.

## 19. **CONTRACTS (THIRD PARTY RIGHTS)**

The Parties as parties to this Agreement do not intend that any of its terms will be enforceable by virtue of the Contracts (Rights of Third Parties) Act 1999 by any person not a party to it.

## 20. **DISPUTE RESOLUTION**

20.1 Any dispute arising in relation to any aspect of this Agreement shall be resolved in accordance with this Clause 20 (*Dispute Resolution*). The Parties undertake and agree to pursue a positive approach towards dispute resolution which seeks (in the context of

this partnership) to identify a solution which avoids legal proceedings and maintains a strong working relationship between the Parties.

- 20.2 In the event of any dispute or difference between the Parties relating to this Agreement (whether this may be a matter of contractual interpretation or otherwise) then save in relation to disputes or disagreements relating to a Matter Reserved to the Parties, the matter shall be dealt with by referral in the first instance to the Joint Committee who shall consider any such dispute or disagreement at the next scheduled meeting of the Joint Committee and attempt to resolve the disputed matter in good faith.
- 20.3 In relation to a dispute or disagreement relating to a Matter Reserved to the Parties, or if the Joint Committee fails to resolve a dispute or disagreement within five (5) Business Days of meeting pursuant to Clause 20.2 (*Dispute Resolution*), then the Parties in dispute or the Joint Committee (as the case may be) may refer the matter for resolution to:-
- 20.3.1 the Chief Executive, Managing Director, Council Leader (or other relevant head of organisation) of the relevant Parties; or
  - 20.3.2 mediation by such party as the relevant Parties may agree; or
  - 20.3.3 the exclusive jurisdiction of the Courts of England and Wales.
- 20.4 Any dispute and/or disagreement to be determined by the relevant heads of organisations, mediation or the Courts of England and Wales (as the case may be) under this Agreement shall be promptly referred for determination to them.
- 20.5 The Parties shall on request promptly supply to the relevant heads of organisations or mediator or the Courts of England and Wales (as the case may be) all such assistance, documents and information as may be required for the purpose of determination.
- 20.6 If a mediator is appointed to determine a dispute pursuant to Clause 20.3 (*Dispute Resolution*), then the mediator shall be deemed to act as an expert and not as an arbitrator and his determination shall (in the absence of manifest error) be conclusive and binding upon the Parties.
- 20.7 The costs of the resolution of any dispute and/or disagreement between the Parties under this Agreement shall be borne by the relevant Parties on a Proportionate Basis to the dispute in question save as may be otherwise directed by the relevant heads of organisations, the mediator or the Courts of England and Wales (as the case may be).

## 21. DATA PROTECTION

- 21.1 In relation to all Personal Data, each Party shall at all times comply with the GDPR, (as a data controller if necessary) which includes (but is not limited to) maintaining a valid and up to date registration or notification under the GDPR covering the data processing activities to be performed in connection with the Growth Deal.
- 21.2 Each Party:-
- 21.2.1 shall process Personal Data belonging to any other Party only on the instructions of that Party (subject to compliance with applicable law);
  - 21.2.2 shall only undertake processing of Personal Data reasonably required in connection with the Growth Deal and shall not transfer any Personal Data to any country or territory outside the European Economic Area; and
  - 21.2.3 shall use its reasonable endeavours to procure that all relevant sub-contractors and third parties comply with this Clause 21.2 (*Data*

*Protection*). For the avoidance of doubt a relevant sub-contractor is one which processes Personal Data belonging to the one or any of the Parties.

- 21.3 The Parties shall not disclose Personal Data to any third parties other than:
- 21.3.1 to employees and sub-contractors and third parties to whom such disclosure is reasonably necessary in order for the Parties to discharge the Parties' obligations in relation to the Growth Deal; or
  - 21.3.2 to the extent required under a court order or to comply with any applicable laws including (but not limited to) any statute, bye law, European Directive or regulation.

provided that any disclosure to any sub-contractor or any third parties under Clause 21.3.1 (*Data Protection*) shall be made subject to written terms substantially the same as, and no less stringent than, the terms contained in this Clause 21 (*Data Protection*) and that the Parties shall give notice in writing to all other Parties of any disclosure of Personal Data belonging to them which they or a sub-contractor or third parties are required to make under Clause 21.3.2 (*Data Protection*) immediately they are aware of such a requirement.

21.3.3 The Parties shall bring into effect and maintain and shall use its reasonable endeavours to ensure that all relevant sub-contractors and any third parties have in effect and maintain all reasonable technical and organisational measures necessary to prevent unauthorised or unlawful processing of Personal Data and accidental loss or destruction of, or damage to, Personal Data including but not limited to taking reasonable steps to ensure the reliability and probity of any employee or agent of a relevant sub contractor or any third parties having access to the Personal Data.

21.3.4 Any Party may, at reasonable intervals, request a written description of the technical and organisational methods employed by any other Party and the relevant sub-contractors referred to in Clause 21.2.3 (*Data Protection*) Within five (5) Business Days of such a request, the Party requested to do so shall supply written particulars of all such measures as it is maintaining detailed to a reasonable level such that the requesting Party can determine whether or not, in connection with the Personal Data, it is compliant with the DPA. All Parties shall use its reasonable endeavours to ensure that the sub-contractors and any third parties also comply with such request from any other Party.

21.4 All Parties shall ensure that any Personal Data they obtain and provide to any other Party has been lawfully obtained and complies with the DPA and that the use thereof in accordance with this Agreement shall not breach any of the provisions of the DPA.

21.5 If:-

21.5.1 under the DPA any Party is required to provide information to a data subject (as defined in the DPA) in relation to Personal Data when such data is in the possession or under control of any other Party; and

21.5.2 the required Party informs the controlling Party in writing that this is the case, then the controlling Party shall guarantee reasonable and prompt co-operation to the required Party in meeting its obligations under the DPA including making copies of the relevant Personal Data to the extent the same are in its possession.

21.6 Each Party shall provide the other as soon as reasonably practicable, with such information in relation to Personal Data and their processing as the other Party may reasonably request in writing and the party asked to provide the relevant data may reasonably be able to provide in order for the other Party to:-



- 21.6.1 comply with its obligations under this Clause and the DPA; and
  - 21.6.2 assess whether the processing of the relevant Personal Data in connection with this Agreement is breaching or may breach the DPA in a manner which is material and not effectively sanctioned by any guidance statement issued by the Information Commissioner.
- 21.7 The Parties shall each take reasonable precautions (having regard to the nature of their respective obligations under this Agreement) to preserve the integrity of any Personal Data.
- 21.8 The Parties shall work together to create and agree an information sharing protocol specifically in relation to their joint working on the Growth Deal and shall continually review any existing information sharing protocols being used in relation to the Growth Deal to ensure they remain relevant to the Growth Deal and to identify which Personal Data needs to be processed and on what basis to ensure compliance with this Clause 21 (*Data Protection*).
- 22. FREEDOM OF INFORMATION AND ENVIRONMENT INFORMATION**
- 22.1 Each Party acknowledges that the Councils are subject to the requirements of the Freedom of Information Act 2000 (“**FOIA**”) and the Environmental Information Regulations 2004 (“**EIR**”) and the Councils shall comply with the Accountable Body's policy on FOIA in respect of these information disclosure obligations to the extent they relate to the Growth Deal.
- 22.2 Where a Party receives a request for information under either the FOIA or the EIR in relation to information which it is holding on behalf of any of the other Councils in relation to the Growth Deal, it shall:
- 22.2.1 transfer the request for information to the Accountable Body as soon as practicable after receipt and in any event within two (2) Business Days of receiving a request for information;
  - 22.2.2 provide the Accountable Body with a copy of all information in its possession or power in the form the Accountable Body reasonably requires within ten (10) Business Days (or such longer period as the Accountable Body may specify) of the Accountable Body requesting that information; and
  - 22.2.3 provide all necessary assistance as reasonably requested by the Accountable Body to enable the Accountable Body to respond to a request for information within the time for compliance set out in the FOIA or the EIR.
- 22.3 The Councils acknowledge and agree that the Accountable Body shall be responsible for co-ordinating any response on behalf of the relevant Councils to the extent they relate to the Growth Deal and all costs incurred shall be accounted for as Joint Committee Costs.
- 22.4 The Accountable Body shall be responsible for determining in their absolute discretion whether any information requested under the FOIA or the EIR:-
- 22.4.1 is exempt from disclosure under the FOIA or the EIR;
  - 22.4.2 is to be disclosed in response to a request for information.
- 22.5 Each Party acknowledges that the Accountable Body may be obliged under the FOIA or the EIR to disclose information:
- 22.5.1 without consulting with the other Parties where it has not been practicable to achieve such consultation; or

22.5.2 following consultation with the other Parties and having taken their views into account.

## 23. NOTICES

23.1 Any notice or demand in connection with this Agreement to any Party shall be in writing and may be delivered by hand, prepaid first class post, special delivery post or email, addressed to the recipient at the address as the case may be set out in Schedule 3 (*Parties' Details*) or such other recipient address as may be notified in writing from time to time by any of the Parties to all the other Parties.

23.2 Any notice or demand in connection with this Agreement to the Joint Committee shall be in writing and may be delivered by hand, prepaid first class post, special delivery post or email, addressed to the [Executive Team] at the address as the case may be as set out in Schedule 3 (*Parties' Details*) or such other recipient address as may be notified in writing from time to time by the [Executive Team] to all the Parties.

23.3 The notice or demand shall be deemed to have been duly served:-

23.3.1 if delivered by hand, when left at the proper address for service;

23.3.2 if given or made by prepaid first class post or special delivery post, forty-eight (48) hours after being posted (excluding days other than Business Days);

23.3.3 if given or made by email, at the time of transmission,

provided that, where in the case of delivery by hand or email such delivery or transmission occurs either after 4.00pm on a Business Day or on a day other than a Business Day service shall be deemed to occur at 9.00am on the next following Business Day.

23.4 For the avoidance of doubt, where proceedings to which the Civil Procedure Rules apply have been issued, the provisions of the Civil Procedure Rules must be complied with in respect of the service of documents in connection with those proceedings.

## 24. GOVERNING LAW

This Agreement and any non-contractual obligations arising out of or in connection with it shall be governed by and construed in all respects in accordance with the laws of England and Wales. Subject to Clause 20 (*Dispute Resolution*), the English and Welsh Courts shall have exclusive jurisdiction to settle any disputes which may arise out of or in connection with this Agreement.

## 25. ASSIGNMENT

The rights and obligations of the Parties under this Agreement shall not be assigned, novated or otherwise transferred without the consent of the other Parties.

## 26. WAIVER

26.1 No failure or delay by any Party to exercise any right, power or remedy will operate as a waiver of it nor will any partial exercise preclude any further exercise of the same or some other right, power or remedy unless a waiver is given in writing by that Party.

26.2 Each Party shall pay their own costs incurred in connection with the preparation, execution, completion and implementation of this Agreement.

27. **ENTIRE AGREEMENT**

This Agreement contains all the terms which the parties have agreed in relation to the subject of this Agreement and supersedes any prior written or oral agreements, representations or understandings between the Parties relating to such subject matter. No Party has been induced to enter into this Agreement or any of these documents by statement or promise which they do not contain, save that this Clause shall not exclude any liability which one Party would otherwise have to the other in respect of any statements made fraudulently by that Party.

28. **COUNTERPARTS**

This Agreement may be executed in any number of counterparts each of which so executed shall be an original but together shall constitute one and the same instrument.

29. **RELATIONSHIP OF PARTIES**

Each Party is an independent body and nothing contained in this Agreement shall be construed to imply that there is any relationship between the Parties of partnership or (except as expressly provided in this Agreement) of principal/agent or of employer/employee. No Party shall have the right to act on behalf of another nor to bind the other by contract or otherwise except to the extent expressly permitted by the terms of this Agreement. In particular for the avoidance of doubt, none of the provisions relating to the principles of working in partnership shall be taken to establish any partnership as defined by The Partnership Act 1890.

30. **STATUTORY RESPONSIBILITIES**

Notwithstanding anything apparently to the contrary in this Agreement, in carrying out their statutory duties, the discretion of any Council shall not be fettered or otherwise affected by the terms of this Agreement.

**AS WITNESSED** this Agreement has been executed as a Deed on the date written at the beginning of this Agreement in the presence of those stated.

The Common Seal of **CONWY COUNTY** )  
**BOROUGH COUNCIL** was )  
hereunto affixed in the presence of: - )

The Common Seal of **DENBIGHSHIRE** )  
**COUNTY COUNCIL** was )  
hereunto affixed in the presence of:- )

The Common Seal of **FLINTSHIRE** )  
**COUNTY COUNCIL** was )  
hereunto affixed in the presence of:- )

The Common Seal of **GWYNEDD** )  
**COUNCIL** was )  
hereunto affixed in the presence of:- )

The Common Seal of **THE ISLE OF** )  
**ANGLESEY COUNTY COUNCIL** was )  
hereunto affixed in the presence of:- )

The Common Seal of **WREXHAM COUNTY** )  
**BOROUGH COUNCIL** was )  
hereunto affixed in the presence of:- )

[The Common Seal of **BANGOR** )  
**UNIVERSITY** was )  
hereunto affixed in the presence of: - )]

[The Common Seal of **WREXHAM** )  
**GLYNDWR UNIVERSITY** was )  
hereunto affixed in the presence of: - )]

[The Common Seal of **COLEG** )  
**CAMBRIA** was hereunto affixed )  
in the presence of: - )]

[The Common Seal of **GRWP** )  
**LLANDRILLO MENAI** was hereunto )  
affixed in the presence of: - )]

Schedule 1

**DELEGATIONS POLICY**

[NOTE: This will be further developed in GA2]

DECISION	PROJECT MANAGEMENT GROUP MATTER	JOINT COMMITTEE MATTER	MATTER RESERVED TO THE PARTIES
<b>KEY THEMES</b>			
1. Approval of GA2			<b>Yes</b>
2. Approval and adoption of any Business Plans			<b>Yes</b>
3. Approval and adoption of any updated Business Plans save to the extent any such update amounts to a material change to the prevailing Business Plan (in which case the decision to approve and adopt such updated Business Plan shall be a Matter Reserved to the Parties)		Yes	
<b>FUNDING AND EXPENDITURE</b>			
4. Agreeing any increase to a Party's affordability envelope			<b>Yes</b>
5. Approval of any increase to the Parties' Contribution			<b>Yes</b>
6. Approval of any disproportionate Internal Costs pursuant to Clause 12.2.2 (Commitment of the Parties and Contributions)		Yes	
7. Approval of expenditure within the approved Annual Budget of the Accountable Body held on behalf of the Parties set out in Clause 12.4 ( <i>Annual Budget</i> )	Yes		
8. Approval of the Annual Budget pursuant to Clause 12.4 ( <i>Annual Budget</i> )			Yes
9. Approval of additional expenditure over and above the approved Annual Budget of the Accountable Body held on behalf of the Parties set out in Clause 12.4 ( <i>Annual Budget</i> )			Yes
10. To approve from time to time the distribution of the Annual Budget as between the different programmes and projects agreed as part of any Growth Deal or the Regional Growth Strategy		Yes	



DECISION	PROJECT MANAGEMENT GROUP MATTER	JOINT COMMITTEE MATTER	MATTER RESERVED TO THE PARTIES
11. Entering into (or agreeing to enter into) any borrowing arrangement on behalf of the Joint Committee and/or giving any security in respect of any such borrowing		Yes	
12. Accepting terms and conditions in relation to any third party funding for the Growth Deal		Yes	
<b>GENERAL</b>			
13. Replacement of the Accountable Body pursuant to Clause 4.2		Yes	
14. Establishment of a sub-committee pursuant to this Agreement and determining their terms of reference and scope of delegation.		Yes	
15. Making any variations to or waiving any rights to or terminating any contracts signed by Parties / the Accountable Body (other than this Agreement) which are material to the Growth Deal.		Yes	
16. Amendments to the terms of this Agreement			<b>Yes</b>
17. The engagement of (and terms of engagement of) any individual person where the value of the appointment does not exceed £25,000 per Accounting Period	Yes		
18. Commencing any claim, proceedings or other litigation brought by or settling or defending any claim, proceedings or other litigation brought against the Joint Committee or individual Party in relation to the Growth Deal, except in relation to debt collection in the ordinary course of business.		Yes	
19. Making any announcements or releases of whatever nature in relation to the Joint Committee and the Growth Deal		Yes	
20. Creation of a local authority trading company under Local Government Act 2003			Yes
21. Any other matters not covered in this Schedule 1 ( <i>Delegations Policy</i> )		Yes	

## Schedule 2

### TERMS OF REFERENCE

#### PART 1

#### JOINT COMMITTEE TERMS OF REFERENCE

##### Aims/Purpose

1. The Joint Committee will be the key body to oversee the Growth Deal and to represent the interests of the Parties and its stakeholders. The Joint Committee will also be responsible for monitoring project progress and managing the political dimensions of the Growth Deal.
2. The Joint Committee will also oversee the Regional Growth Strategy and will take all necessary decisions to facilitate and implement its delivery.
3. The Joint Committee will carry out the following functions:
  - Determine the form of and number of fund(s) to deliver the Growth Deal.
  - Agree key projects to deliver the Growth Deal
  - Provide strategic direction to the Executive Team (to include approval of remit for the Executive Team and approval of any resourcing issues)
  - Act as a representative for each of the Parties to ensure consistency with individual objectives and visions
  - Monitor performance, management and working arrangements (to include the necessary audit and assurance checks)
  - Ensure that sufficient resources are committed to the Growth Deal
  - Arbitrate on any conflicts within the programme or negotiate a solution to any problems between the programme and external bodies
  - Communicate and provide progress on strategic issues within the Growth Deal
  - Promote partnership working between the Parties
  - Publish annual governance statement and Annual Accounts in accordance with the Assurance Framework
  - Liaise with other Growth Deal or City Deal partners across the United Kingdom to share best practice and ensure a co-ordinated strategic approach
  - Provide the Parties with annual progress reports
  - Update the Delegations Policy from time to time

##### Terms

4. At the start of the Growth Deal, to:
  - Finalise the GA2 and any related documentation, including (but not limited to) any Business Plans Clause 7 and
  - Agree the detail of the decision-making process and assessments (as referred to in the Assurance Framework and where yet to be completed) prior to the Joint Committee considering individual projects
5. During the planning and development stages, to:
  - Review project status against the approved plans
  - Monitor the management of project budget, risks and quality
  - Promote and support the project among relevant stakeholders and where appropriate obtain their consent.
  - Seek to resolve disputes where these cannot be resolved satisfactorily through other means
  - Ensure that the proposals are affordable and deliver maximum value for money for the public sector.

##### Procurement of contracts for goods, works or services

Subject to compliance with: legislation, the contract standing orders and other procedural rules of the Accountable Body (where the contracts are to be let in the name of the Accountable Body) and the issue not falling within a Matter Reserved to the Parties, the following provisions apply.

6. Where the Joint Committee is procuring any goods, works or services, at the start of procurement, the Joint Committee or if falling within the delegated authority of the Executive Team, the Executive Team, shall agree:
  - measures against which the benefits realisation should be measured;
  - arrangements for quality assurance and risk management;
  - arrangements for communications; and
  - arrangements for procurement launch for specific projects (where appropriate).
  
7. As the procurements progress, to:-
  - review the project status against the project plan;
  - monitor the management of procurement budget, risks and quality;
  - agree progression through key stages (e.g. including but not limited to issue of the OJEU, pre-qualification stage and preferred bidder stage) and obtain all associated 'sign-offs';
  - agree draft procurement documents;
  - agree the process for evaluating bids and the detailed evaluation criteria and scoring;
  - consider the progress of the procurement; and
  - act as the ambassadors for the procurement and the project it facilitates.
  
8. At the end of the procurement, to:-
  - ensure that the pre contract risk review is completed;
  - agree any financial business cases;
  - make decisions as to award of contract and provide all final 'sign-offs'; and
  - ensure that the contract is appropriately managed and expected products have been delivered satisfactorily.

**PART 2**

**EXECUTIVE TEAM TERMS OF REFERENCE**

[INSERT SCHEME OF DELEGATION APPROVED BY JOINT COMMITTEE IN MAY]

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**PART 3**

**SUB-COMMITTEE TERMS OF REFERENCE**

**[INSERT SCHEME OF DELEGATION AGREED BY JOINT COMMITTEE IN MAY]**

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Schedule 3

**PARTIES' DETAILS<sup>1</sup>**

<b>RECIPIENT'S NAME</b>	<b>ADDRESS</b>	<b>EMAIL</b>
Conwy Council: [Chief Executive]	[REDACTED]	[REDACTED]
Denbighshire Council: [Chief Executive]	[REDACTED]	[REDACTED]
Flintshire Council: [Chief Executive]	[REDACTED]	[REDACTED]
Gwynedd Council: [Chief Executive]	[REDACTED]	[REDACTED]
Isle of Anglesey Council: [Chief Executive]	[REDACTED]	[REDACTED]
Wrexham Council: [Chief Executive]	[REDACTED]	[REDACTED]
Bangor University: [Chief Executive]	[REDACTED]	[REDACTED]
Wrexham Glyndwr University: [Chief Executive]	[REDACTED]	[REDACTED]
Coleg Cambria: [Chief Executive]	[REDACTED]	[REDACTED]
GRWP Llandrillo Menai: [Chief Executive]	[REDACTED]	[REDACTED]
North Wales and Mersey Dee Business Council: [Chief Executive]	[REDACTED]	[REDACTED]
Executive Team [Attention of xxxx]	[REDACTED]	[REDACTED]

<sup>1</sup> Details to be confirmed please.

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## HEADS OF EXPENDITURE

1. The following is a non-exhaustive list of the heads of expenditure that may be incurred by the Parties in the Growth Deal:-
  - 1.1 "**Internal Costs**" means the costs associated with each Party providing internal resources in relation to the Growth Deal which includes but is not limited to:
    - 1.1.1 staffing costs and associated overheads;
    - 1.1.2 project management / technical & admin support;
    - 1.1.3 communications; and
    - 1.1.4 (where applicable) costs incurred in respect of managing FOIA requests pursuant to Clause 22 (*Freedom of Information and Environmental Information*).
  - 1.2 "**Joint Committee Costs**" means the operational and management costs of the Joint Committee, (its sub committees and groups created pursuant to Clauses 10.18 and 10.19) which includes but is not limited to
    - 1.2.1 staffing costs and associated overheads;
    - 1.2.2 project management / technical & admin support;
    - 1.2.3 communications;
    - 1.2.4 Translation costs;
    - 1.2.5 the costs incurred by the Accountable Body in carrying out the duties of the Accountable Body (Clauses 4 and 5); and
    - 1.2.6 external professional advice.
  - 1.3 For the avoidance of doubt, Internal Costs and Joint Committee Costs do not include any revenue costs or capital investment relating to the implementation of any project pursuant to the Growth Deal.



## ACCOUNTING PERIODS

The initial Accounting Period shall be the date of this Agreement until 31 March and thereafter shall be:

[1 April to 31 March]<sup>2</sup>

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<sup>2</sup> Parties to please confirm.

## CODE OF CONDUCT FOR NWEAB ADVISERS

1. You must in all matters consider whether you have a personal interest and whether this code of conduct requires you to disclose that interest.
2. You must regard yourself as having a personal interest in any business of the North Wales Growth Board if:
  - a it is likely to affect the well-being or financial position of such persons below to a greater extent than other tax payers in North Wales:
    - i you;
    - ii anyone with whom you live; or
    - iii anyone with whom you have close personal association;
  - b it relates to or is likely to affect any of the following:
    - i any employment or business of such a person;
    - ii any person who employs or has appointed such a person, any firm in which such a person is a partner or any company for which such a person is a remunerated director;
    - iii any corporate body which has a place of business or land in North Wales, and in which any such persons has a beneficial interest in a class of securities of that body that exceeds the nominal value of £25,000 or one hundredth of the total issued share capital of that body;
    - iv any contract for goods, services or works made between the NWEAB and:
      - aa any such person;
      - bb a firm in which such a person is a partner;
      - cc a company of which such a person is a remunerated director; or
      - dd a body of the description specified in sub-paragraph (iii) above;
    - v any land in North Wales:
      - aa in which such a person has a beneficial interest; or
      - bb which such a person has a licence (alone or jointly with others) to occupy for 28 days or more;
    - vi any land where the landlord is the NWEAB and the tenant is:
      - aa a firm in which such a person is a partner;
      - bb a company of which such a person is a remunerated director; or
      - cc a body of the description specified in sub-paragraph (iii) above;
    - vii any of the following bodies in which such a person is a member or holds a position of general control or management:
      - aa a public authority or body exercising functions of a public nature;
      - bb a company, industrial and provident society, charity, or body directed to charitable purposes;
      - cc a body whose principal purposes include the influence of public opinion or policy;
      - dd a trade union or professional association; or
      - ee a private club, society or association operating within North Wales.

### Declaration of Personal Interests

- 3 Where you have a personal interest in any business of the NWEAB and you attend a meeting at which that business is considered, you must declare the existence and nature of that interest before or at the commencement of that item, or when the interest becomes apparent.
- 4 Where you have a personal interest in any business of your authority and you write or speak to an officer or member of the NWEAB then you must:
  - a include details of that interest in the written communication; or
  - b declare the interest at the commencement, or when it becomes apparent to you that you have such an interest.

- 5 You must, in respect of a personal interest not previously declared, before or immediately after the close of a meeting where the declaration is made, give written notification to the NWEAB's monitoring officer on the prescribed form, containing:
  - a details of the personal interest;
  - b details of the business to which the personal interest relates; and
  - c your signature.
- 6 A personal interest is also a prejudicial interest if it is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest except as set out in paragraph 7 below.
- 7 You will not be regarded as having a prejudicial interest in any business where that business is not the determination of any approval, consent, licence, permission or registration and:
  - a It relates to:
    - i another public authority or body exercising functions of a public nature in which you hold a position of general control or management;
    - ii a body to which you have been elected, appointed or nominated by the NWEAB;
    - iii your role as a school governor (where you are not appointed or nominated by an authority which is a member of NWEAB) unless it relates particularly to the school of which you are a governor; or
    - iv your role as a member of a Local Health Board where you have not been appointed or nominated by an authority which is a member of the NWEAB;
    - v save that an interest shall not be considered as being personal and prejudicial where it relates to or is likely to affect the Party which has appointed the Adviser to the Joint Committee.
  - b It relates to:
    - i the housing functions of an authority which is a member of the NWEAB where you hold a tenancy or lease with that authority, provided that you do not have arrears of rent of more than two months, and provided that those functions do not relate particularly to your tenancy or lease; or
    - ii the functions of an authority which is a member of the NWEAB in respect of school meals, transport and travelling expenses, where you are a guardian, parent, grandparent or have parental responsibility (as defined in section 3 of the Children Act 1989) of a child in full time education, unless it relates particularly to the school which that child attends.
  - c It relates to or is likely to affect an Adviser which has appointed you as its representative to the Joint Committee.

### **Overview and Scrutiny Committees**

- 8 You also have a prejudicial interest in any business before an overview and scrutiny committee of any authority (or of a sub-committee of such a committee) where:
  - a that business relates to a decision made (whether implemented or not) or action taken by the NWEAB or another of its committees, sub-committees, joint committees or joint sub-committees; and
  - b at the time the decision was made or action was taken, you were an adviser to the NWEAB, committee, sub-committee, joint-committee or joint sub-committee AND you were present when that decision was made or action was taken.

### **Participation in Relation to Disclosed Interests**

- 9 Where you have a prejudicial interest in any business of the NWEAB, unless you have obtained a dispensation from the Accountable Body's Standards Committee, you must:
  - a withdraw from the room, chamber or place where a meeting considering the business is being held:

- i where sub-paragraph (ii) below applies, immediately after the period for making representations, answering questions or giving evidence relating to the business has ended and in any event before further consideration of the business begins, whether or not the public are allowed to remain in attendance for such consideration; or
    - ii in any other case, whenever it becomes apparent that that business is being considered at that meeting;
  - b not exercise NWEAB functions in relation to that business;
  - c not seek to influence a decision about that business;
  - d not make any written representations (whether by letter, facsimile or some other form of electronic communication) in relation to that business unless the public has a right to do so; and
  - e not make any oral representations (whether in person or some form of electronic communication) in respect of that business or immediately cease to make such oral representations when the prejudicial interest becomes apparent unless the public has a right to do so.
- 10 Where you have a prejudicial interest in any business of your authority you may attend a meeting but only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.
- 11 Paragraph 10 does not prevent you attending and participating in a meeting if:
- a you are required to attend a meeting of an overview or scrutiny committee, by such committee exercising its statutory powers;
  - b you are attending only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise; or
  - c you have the benefit of a dispensation provided that you:
    - i state at the meeting that you are relying on the dispensation; and
    - ii before or immediately after the close of the meeting give written notification to your authority containing:
      - aa details of the prejudicial interest;
      - bb details of the business to which the prejudicial interest relates;
      - cc details of, and the date on which, the dispensation was granted; and
      - dd your signature.
- 12 Where you have a prejudicial interest and are making written or oral representations to the NWEAB in reliance upon a dispensation, you must provide details of the dispensation within any such written or oral representation and, in the latter case, provide written notification to the NWEAB within 14 days of making the representation.

## DETAILS OF REPRESENTATIVES

[Details to be confirmed]

DRAFT

**ASSURANCE FRAMEWORK**

**[Framework to be added prior to signature<sup>3</sup>]**

DRAFT

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<sup>3</sup> Do the Parties have anything suitable?

Schedule 9

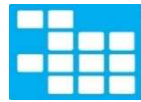
**IMPLEMENTATION PLAN**

**[Pro-forma to be prepared by the Joint Committee]**

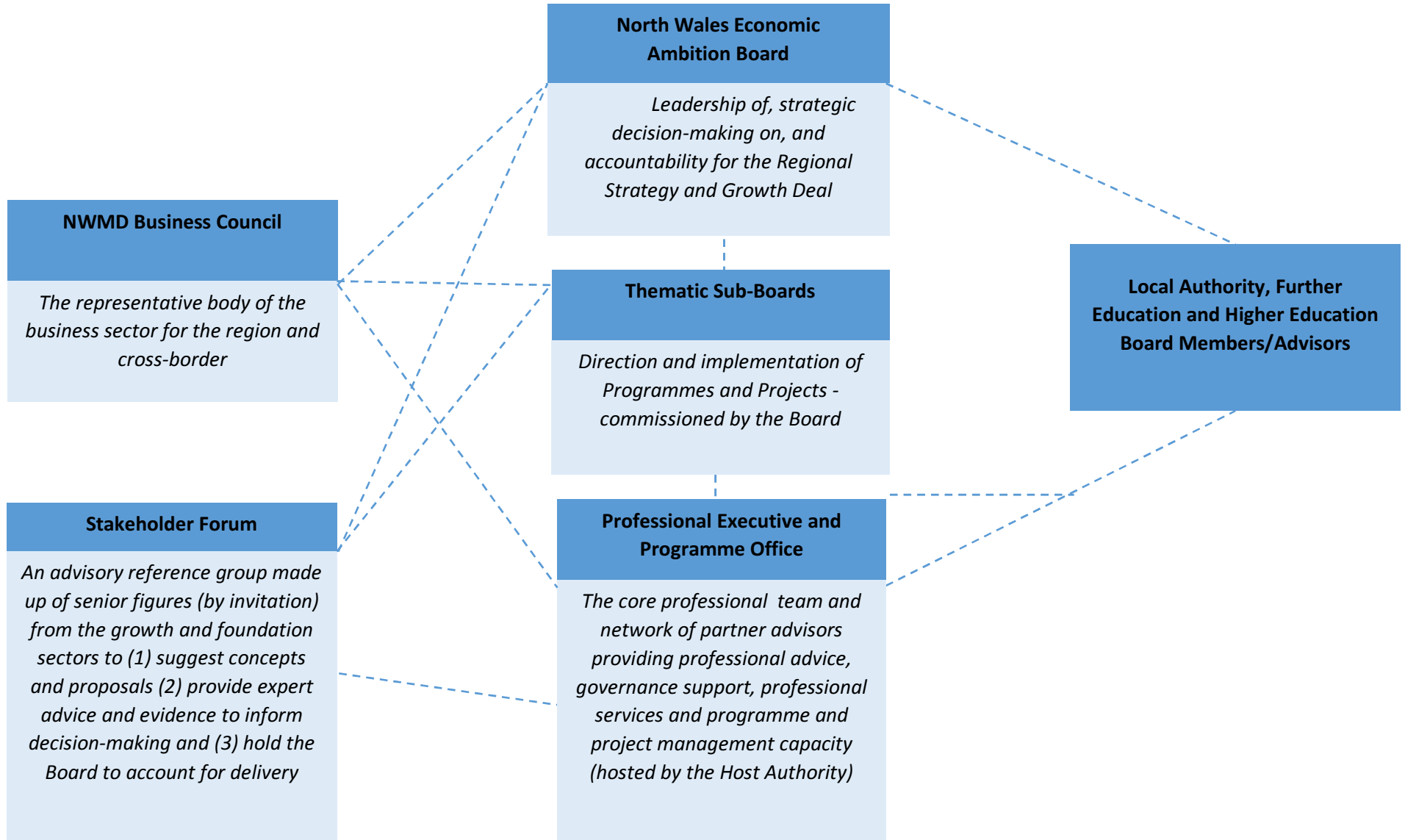
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### GOVERNANCE MAP





## TERMS OF REFERENCE DELIVERY SUB-BOARDS

### STATUS:

- **The Delivery Sub-Boards will be Sub-Committees of the North Wales Economic Ambition Board and some of the Sub-Boards will be constituted with delegated powers to make decisions, as agreed, within their areas of responsibility.**
- **The Thematic Delivery Sub-Boards are identified in Appendix 1.**

### PURPOSE OF SUB-BOARDS:

To respond to and implement the briefs and commissions as instructed and agreed by the Economic Ambition Board.

The Sub-Boards have the following generic roles and responsibilities:

#### Strategic

- to co-ordinate Local Authority and other partner activity so that a strategic regional approach takes place in the relevant policy area;
- to provide relevant strategic advice to the Board;
- to support the Board to influence national policies and funding programmes;
- to enact the decisions of the Economic Ambition Board. The Economic Ambition Board will provide direction and commission the Delivery Sub-Boards to undertake key tasks.

#### Programme & Project Management

- to co-ordinate the planning, development and delivery of relevant Programme(s) commissioned by the Economic Ambition Board;
- to co-ordinate the planning, development and delivery of relevant Projects commissioned by the Economic Ambition Board, specifically the Projects included in the Growth Deal "Bid". This will include the development of individual Outline Business Case and 5 Case Business Models for each Project;
- to monitor and review progress and impact of relevant Programme(s) and related Projects, and to put forward any recommendations to the Board.

#### Resource Management

- to oversee the deployment of the relevant budget and to ensure value for money in the use of the budget;
- to report to the Economic Ambition Board on the budget and to seek approval from the Economic Ambition Board for any variations in the budget.

#### Performance Management

- to co-ordinate the reporting of performance of the relevant Programme(s) and Projects to the Board;
- to maintain and manage performance and risk management reporting system.

## Sub-Committee Powers

- the Economic Ambition Board may delegate formal decision making powers to the sub-group. The Economic Ambition Board will retain the ability to use such powers itself and the sub-group may refer matters back to the Economic Ambition Board for decision;
- to make decisions within the scope of authority delegated by the Economic Ambition Board. The Economic Ambition Board will provide direction and commission the Delivery Sub-Boards to undertake key tasks;
- to commission all necessary works and services via the Programme Office, or externally, to deliver the projects commissioned by the Economic Ambition Board.

## DECISION MAKING SUB-COMMITTEES:

Decisions will normally be reached by achieving consensus and then a formal vote amongst the 6 local authority members requiring a simple majority.

In the event that a vote is deadlocked the issue will be referred to the Economic Ambition Board for decision.

## MEMBERSHIP:

Core membership of the Formal Delivery Sub-Boards (with delegated powers to make decisions on behalf of the Board) will consist of 6 representatives from each of the Local Authorities. However, there will be invited Observers appointed based on their knowledge and potential contribution to the areas of responsibility. It is expected that Local Authority representatives will be at Cabinet level. The other Sub-Boards will be inclusive in terms of membership and will work on the principle of partnership.

The Chair of each Delivery Sub-Board will be invited to some meetings of the Economic Ambition Board to report on progress, performance and outcomes.

The Economic Ambition Board will create a Portfolio Lead for each of the Delivery Sub-Board themes. They will be Observers in meeting of the Sub-Board, and will ensure a direct link with the Economic Ambition Board.

A Lead Officer/Advisor for each of the Delivery Sub-Board will be appointed.

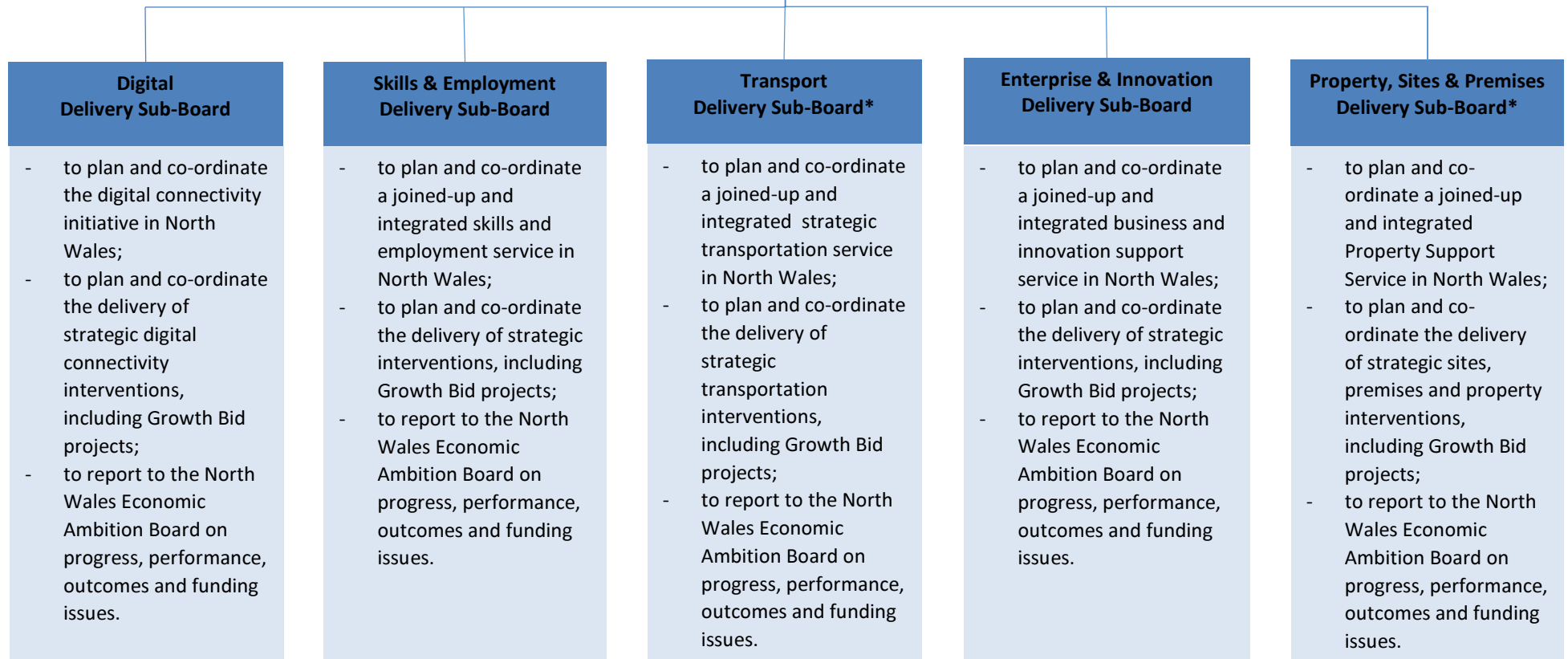
## SECRETARIAT:

- Secretariat for the Delivery Sub-Boards will be provided by the Programme Office for the North Wales Economic Ambition Board.

**North Wales Economic Ambition Board**

- to provide leadership and accountability for strategic direction and outcomes in key strategic functions, in particular transport, skills and employment, economic development and land use planning;
- to be a strong and united voice for North Wales;
- to co-ordinate the planning and delivery of the Growth Vision, with a focus on the Growth Deal;
- to provide direction to the Sub-Boards and to perform a "commissioning" role.

Tudalen 173



\* *Formal Delivery Sub-Boards that will be constituted – at this stage – with delegated powers to make decisions on behalf of the North Wales Economic Ambition Board*



# Eitem ar gyfer y Rhaglen 6



## CABINET

<b>Date of Meeting</b>	Tuesday, 19 <sup>th</sup> June 2018
<b>Report Subject</b>	School Modernisation – School Standards and Organisation Act 2013 – Brynford and Lixwm Area School Review
<b>Cabinet Member</b>	Cabinet Member for Education
<b>Report Author</b>	Chief Officer (Education and Youth)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

To inform of the responses from the statutory consultation period for the Brynford and Lixwm Area School Review

To invite Cabinet to determine whether to proceed with a statutory proposal for school organisational change.

### RECOMMENDATIONS

1	Cabinet is requested to consider the responses from the statutory consultation period for the Brynford and Lixwm Area School Review.
2	Cabinet is requested to consider the evidence and analysis provided by officers within the reports.
3	Cabinet is requested to determine the next steps for school organisational change for the area.

## REPORT DETAILS

<b>1.00</b>	<b>BACKGROUND &amp; OVERVIEW</b>
1.01	On 16 June 2015, Cabinet provided a mandate for officers to review education provision in the villages of Lixwm, Brynford and Rhosesmor.
1.02	The results of this informal consultation formed the basis of a recommendation presented to the Council's Cabinet on 13 December 2016.
1.03	<p>Cabinet resolved that:</p> <p>(a) Cabinet commissioned consultation on statutory proposals for school organisation change for September 2017 based on Option B – Area school on two sites – Ysgol Rhos Helyg, Rhosesmor would remain as it is, retain its name, category, budget, governors, staff and would remain in its community. Brynford Community Primary and Lixwm Community Primary would amalgamate onto one site. The amalgamated school would retain its category but would have a new name, governing body, head teacher and budget and would remain in one of the communities, either Brynford or Lixwm; and</p> <p>(b) That if proposals for a federation between Brynford Community Primary or Lixwm Community Primary were to be submitted from both governing bodies prior to consultation on statutory proposals commencing in September 2017, this would be considered by Cabinet at that time.</p>
1.04	In response to the Welsh Government National Strategy for Small and Rural Schools, officers met with the Chair of Governors of Brynford and Lixwm Community Primary Schools. At this meeting officers confirmed that they would be willing to support the governors through the federation process and also bid for funding to Welsh Government's Small and Rural Schools Grant in 2018/2019 via this grant (should it continue to be available) if there was mutual agreement between the governing bodies to pursue a formal federation.
1.05	The Governors of Lixwm Community Primary were in favour of federation. However, the initial view of the Governors of Brynford Community Primary was that they were not in favour of a federation. In order to gauge the opinion of their parents and carers, the Governors of Brynford Community Primary held two meetings, one at the end of the summer term 2017 and one at the beginning of the autumn term 2017. Having considered the view of parents and carers, the Governors of Brynford Community Primary confirmed in writing that they did not wish to pursue a Federation arrangement with Lixwm Community Primary School.
1.06	On 26 September 2017 Cabinet underpinned its previous decision to provide a mandate for officers to consult via statutory proposals for Brynford Community Primary and Lixwm Community Primary Schools. At this meeting Cabinet agreed to a short pause to allow officers to work with



	the Governing Bodies of Brynford Community Primary and Lixwm Community Primary Schools.
1.07	To gain a personal insight, the new Cabinet Portfolio Member requested the opportunity to meet with governors of both Brynford Community Primary and Lixwm Community Primary Schools, and governors of other school/s in the area who had been approached to form a federation.
1.08	<p>The meeting with Lixwm Governors took place on the 10 October 2017 and the Governors confirmed they had not been able to come to an agreement with the Governors of Brynford Community Primary in respect of a proposed federation. However, they were continuing to seek out other opportunities for a possible federation.</p> <p>The meeting with Brynford Governors took place on 16 October 2017 and they reasserted their position that they preferred amalgamation onto a single site rather than federation.</p> <p>The meeting with senior governor representatives from Cilcain Primary School was held on 20<sup>th</sup> October and they confirmed that while they might be interested in exploring federation in the future, this was not their priority at the current time.</p>
1.09	Attempts made by the Governors of Lixwm Community Primary to federate with Ysgol Y Foel, Cilcain and discussions held with the Church in Wales, Diocesan Authority to pursue becoming a church school were unsuccessful so it remained the case that the Governors of Lixwm Community Primary School were unable to establish a federal partner.
1.10	Therefore, Cabinet determined to proceed to statutory consultation on school organisational change on 23 January 2018 on the proposal to amalgamate Brynford and Lixwm Community Primary Schools to create one area school.
1.11	<p>The Council has issued consultation documents in accordance with the statutory School Organisation Code.</p> <p>School organisation consultation documents are subject to rigorous compliance checks prior to their publication, which includes verifying information provided by the schools and national sources.</p>
1.12	Reviewing the future of any school is controversial and emotive. Pupils, parents, carers and teachers, past and present, have strong ties to local schools as part of their own life-stories. The Council is challenged with balancing the sensitivities of community feeling on the one hand, with providing a high quality education offer which can be sustained and afforded. The Council cannot avoid making decisions for the future which are in the best interests of pupils and students.
1.13	As part of the consultation the views of children and young people have been sought. Their views were gathered in meetings conducted with

school councils using specialist staff at Brynford and Lixwm Community Primary schools and other potentially affected schools in the area. A summary of the Lixwm and Brynford school councils' responses are as follows:

<b>What are the positives if this happened (the schools joined)?</b>	<b>What are the negatives if this happened (the schools joined)?</b>
<ul style="list-style-type: none"> <li>• New Friends</li> <li>• Better Sports Teams</li> <li>• Bigger School / Classes</li> <li>• New Books</li> <li>• New Equipment</li> </ul>	<ul style="list-style-type: none"> <li>• New rules</li> <li>• Property Prices may Fall</li> <li>• Bigger School / Classes</li> <li>• Sad to close</li> <li>• Bullying</li> </ul>

<b>How would you feel about meeting new people and teachers?</b>	
<ul style="list-style-type: none"> <li>• Nervous</li> <li>• Scared</li> <li>• Happy</li> <li>• Excited</li> <li>• Worried</li> </ul>	<ul style="list-style-type: none"> <li>• Anxious</li> <li>• Angry</li> <li>• Mad</li> <li>• Weird</li> </ul>

<b>Have you got any other suggestions you would like to see happen instead?</b>	
<ul style="list-style-type: none"> <li>• Build a new school;</li> <li>• Leave the schools as they are;</li> <li>• Could move into a different school.</li> </ul>	<ul style="list-style-type: none"> <li>• Why can't we stay in Lixwm and build up;</li> <li>• Use the money on something else;</li> <li>• We could convert the old headmasters house (Lixwm) into a classroom.</li> </ul>

1.14 During the consultation 229 responses were received of which 20% agree with the proposal and 80% disagree with the proposal.

Consultation responses from community, staff, parents and carers whom disagree with the proposal have focused on the following, in summary:

- Impact on the community
- Impact on education
- Wellbeing of pupils

Consultation responses from community, staff, parents and carers who agree with the proposal have focused on the following, in summary:

	<ul style="list-style-type: none"> <li>• Believe that amalgamation is in the best interest of the children</li> <li>• Believe that it is in the best interest of the communities</li> <li>• Believe investment is necessary</li> </ul> <p>During the consultation the following alternatives were suggested. In summary:</p> <ul style="list-style-type: none"> <li>• No alternative suggestion 41.80%</li> <li>• Federation 25.41%</li> <li>• Status Quo 15.57%</li> </ul>
1.15	<p>Estyn has provided its statutory response to the consultation, Estyn has considered the educational aspects of the proposal and has produced the following response to the information provided by the proposer (The Council) and other additional information such as data from Welsh Government and the views of the Regional Consortia which deliver school improvement services to the schools within the proposal.</p> <p>In summary, it is Estyn's view that the proposal will at least maintain the standards and outcomes for pupils in the area.</p>
1.16	<p>The Council would take all practicable steps to ease the transition for all pupils, most especially for vulnerable groups of learners such as those with Additional Learning Needs (ALN). Should the proposal be implemented the Council would work alongside pupils, their parents/carers and the relevant schools to make appropriate transition arrangements for pupils to familiarise themselves with their new environments (subject to parental preference).</p>
1.17	<p>The community impact assessment which formed part of the consultation documents identified the impact of closure on local families and on the local community within Lixwm. Removal of a school from one of the communities could change the social environment and the way current friendship groups interact. Longer term if the proposal to invest in an area school, the loss of the school within Lixwm would impact on a number of community activities taking place and the range of community facilities within. However, there are no activities provided by either school that require specialist facilities therefore they could be accommodated at the proposed area school or at other community buildings.</p>
1.18	<p>At the request of Ysceifiog Community Council, officers attended a Community Council Meeting on 21 May 2018 and the Community Council has also offered its response and this is included within the consultation report (Appendix 1). No formal response has been received from Brynford Community Council during the consultation period.</p> <p>Key themes from the meeting with Ysceifiog Community Council are follows:</p>

	<ul style="list-style-type: none"> <li>• To pursue alternative models (Federation) to protect the delivery of education in the local community</li> <li>• Could a federation be brokered, with investment as required via WG into the current local schools given the national policy on supporting rural schools within their communities to address the accommodation shortcomings within Brynford Primary School and resolve one of the major challenges within the proposal.</li> </ul> <p>A copy of Ysceifiog Community Council letter received post consultation period (dated 27<sup>th</sup> May 2018) is attached as Appendix 4.</p>
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	There is sufficient staff capacity to prepare the detailed transition plans for pupils.
2.02	<p>Should the current proposals be implemented, it is envisaged there will be minimal staffing implications in the short term – aside from one Headteacher post which is currently being covered by a secondment from another local school.</p> <p>In the medium term should the schools be amalgamated onto one site, the Council will support the new Governing Body to formally consult with affected staff and their trade union representatives to minimise any requirement for compulsory redundancies and develop a tailored support package as required.</p>
2.03	<p>In the short term there is no change to transportation costs. However, in the longer term, should an area school be formed, the estimated annual costs of transport, would be in the region of £52,250 (assuming 100% uptake in families applying for transport to the proposed new area school)</p> <p>However, actual transport costs can only be assessed once all families have a school place confirmed at an alternative school.</p>

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Consultation has taken place in accordance with the statutory School Organisation Code.
3.02	If the Cabinet decision is to proceed, the Council will publish a Statutory Notice providing a 28 day notice period for objections. If objections are received, the Council must publish an objection report providing a summary of the objections and their responses to them within 28 days of the end of the objection period.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	A Programme Board is set up to oversee the implementation business plans and manage risks.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – The Consultation Report Appendix 2 – Estyn Response Appendix 3 - Statutory proposal anticipated timeline Appendix 4 – Letter from Ysceifiog Community Council (dated 27 <sup>th</sup> May 2018)

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	All responses from the consultation period (and responses received before the consultation period) are available in the members' library.
6.02	Additionally, previous Cabinet papers in date order; 16 <sup>th</sup> June 2015, 13 <sup>th</sup> December 2016, 26 <sup>th</sup> September 2017 & 23 <sup>rd</sup> January 2017  <a href="http://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&amp;MId=3319&amp;Ver=4&amp;LLL=0">http://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&amp;MId=3319&amp;Ver=4&amp;LLL=0</a>  <a href="http://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&amp;MId=3855&amp;Ver=4&amp;LLL=0">http://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&amp;MId=3855&amp;Ver=4&amp;LLL=0</a>  <a href="http://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&amp;MId=4003&amp;Ver=4&amp;LLL=0">http://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&amp;MId=4003&amp;Ver=4&amp;LLL=0</a>  <a href="http://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&amp;MId=4007&amp;Ver=4&amp;LLL=0">http://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&amp;MId=4007&amp;Ver=4&amp;LLL=0</a>  <b>Contact Officer:</b> Claire Homard <b>Job Title:</b> Interim Chief Officer (Education and Youth) <b>Telephone:</b> 01352 704601 <b>E-mail:</b> <a href="mailto:Claire.homard@flintshire.gov.uk">Claire.homard@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>School Organisation Code</b> – The new School Standards and Organisation (Wales) Act 2013 makes Local Authorities responsible (rather than the Welsh Ministers prior to October 2013) for the determination of most statutory school organisation proposals that receive objections. Such provisions apply to any proposals published on or after 1st October 2013

that consider the establishment, discontinuance or otherwise significantly alter schools.

The Council conducts consultation in line with the Welsh Government's statutory School Organisation Code

<http://wales.gov.uk/docs/dcells/publications/130719-school-organisation-codes-en.pdf>

**Estyn** - Estyn is the education and training inspectorate for Wales. Estyn is responsible for inspecting primary and secondary schools and nursery schools maintained by, or receive funding from local authorities.

**Federation** – The federation of schools is a legal process which enables schools to work together through a formal structured process by sharing a governing body that will make decisions in the best interest of all the schools, staff and pupils in that federation.

The Welsh Government have brought in new regulations around federation of maintained schools in Wales. The Federation of Maintained Schools (Wales) Regulations 2014 which came into force on 22 May 2014 gives effect to Council's powers to federate schools. (School governors already have powers to federate by choice under provisions introduced in 2010). These powers have now been consolidated into the 2014 Regulations.

# FORMAL CONSULTATION REPORT



**Proposal to Amalgamate  
Brynford Community Primary School  
and Lixwm Community Primary School to Create  
One Area School from 1 September 2019**

**Summer 2018**



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## A. EXECUTIVE SUMMARY

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- 1.1. This report provides an overview of the formal consultation on the proposal to amalgamate Brynford Community Primary School and Lixwm Community Primary School to create one new area school.
- 1.2. In total 272 responses were received during the consultation period, with 20.09% of respondents in favour of the proposal and 79.91% opposed to the proposal.
- 1.3. The most common reasons people were in favour of the proposal were that they believe it would be in the best interests of the children and the communities whilst also stating that investment in the new school was necessary.
- 1.4. People opposed to the proposal believe that it will have a detrimental impact on the community, on their child's education and on their child's well-being.
- 1.5. Of those respondents who offered an alternative to the proposal over 25% suggested a federation between the two schools should be established, whilst 15% stated that the status quo should be maintained.

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## B. REPORT PURPOSE

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### 2. Introduction

- 2.1. This report follows a formal consultation period regarding the proposal to amalgamate Brynford Community Primary School and Lixwm Community Primary School to create one new area school from 1 September 2019.
- 2.2. In line with the School Organisation Code (2013) (referred to as "the Code" hereafter), the Council are required to publish this report within 13 weeks of the formal consultation period closing. This report will:
  - Summarise each of the issues raised by consultees.
  - Respond to these by means of clarification.
  - Set out Estyn's view (as provided in its consultation response) of the overall merits of the proposal.
- 2.3. This report should be considered by decision-makers prior to determining any recommendation relating to the proposal.

### 3. The Proposal

- 3.1. The proposal is as follows:

**Flintshire County Council wish to amalgamate Brynford Community Primary School with Lixwm Community Primary School in order to establish one new area school from 1 September 2019.**

- 3.2. If the current Proposal is agreed and implemented Brynford Community Primary School and Lixwm Community Primary School will close on 31 August 2019. The new amalgamated area school would open on 1 September 2019 initially on a split

site arrangement on the current Brynford Community Primary School and Lixwm Community School sites (Phase 1) until capital investment is in place to develop a new area school (Phase 2) on one site.

- 3.3. The proposal for an area school in this region has been included in the Council's Strategic Outline Programme for the Welsh Government 21<sup>st</sup> Century Schools Investment Programme. With approval in principle, the second wave of investment, Band B, will commence in April 2019 and projects will be scheduled over the five year investment period.
- 3.4. Should Cabinet determine to proceed with the proposal, an area school on the current Brynford school site would require both modernisation and extension of elements of the existing school to ensure that the new facility meets modern standards for teaching and learning.
- 3.5. The release of capital funding to support the development of an area school is dependent on successful navigation of the Welsh Government's Business Case process.
- 3.6. The proposed capacity of the school would be in the region of 150 full time pupils, with an admission number of 20. However, pupil numbers and capacity will be reviewed again at an appropriate time. The list below provides an example schedule of what facilities the new area school could have:
  - Classrooms of suitable size and shape;
  - Main Hall of suitable size, kitchen;
  - Small group Additional Learning Needs room;
  - Library, Learning resource areas & Cloakrooms;
  - Storage;
  - Staff & Admin area;
  - Pupil and staff WC's;
  - Circulation;
  - Specialist areas.
- 3.7. Should the proposal be determined further information on anticipated timelines for the development of a new area school will be provided to the communities as the council work through the business case process and investment programme.
- 3.8. A new area community primary school, teaching children aged 3 -11 in the medium of English, would require a change in governance, in that there would be a requirement to form a new Governing Body. Once formed they would determine the leadership and staffing structure for the new area school. The formation of a new governing body would implemented as per the Government of Maintained Schools (Wales) Regulations 2005.

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## **C. CONSULTATION OVERVIEW**

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### **4. Consultation Period**

- 4.1. The consultation was conducted in accordance with the Code.

- 4.2. It is stipulated in the Code that *“the consultation document must be issued during the term time of the schools affected and consultees must be given at least 42 days to respond to the document, with at least 20 of these being school days.”*
- 4.3. The formal consultation period opened on Thursday 15 March 2018, which was a school day and closed on Thursday 10 May 2018. This period provided consultees with 56 days, 29 of which were school days, within which to respond.

## **5. Consultation Documents**

- 5.1. The following documents were published, in Welsh and English, on the Flintshire County Council’s website on 15 March 2018:
- Formal Consultation Document;
  - Children and Young People’s Consultation Document;
  - Community Impact Assessment;
  - Transport Impact Assessment;
  - Equality and Welsh Language Assessment;
  - Area Review Option Appraisal Report; and
  - Formal Consultation Response Form.
- 5.2. On the day of publication either a hard copy or an electronic link was provided to stakeholders advising them of the availability of the consultation documents. A complete list of recipients can be found in Appendix A.
- 5.3. All of the above documents are still available (at date of publication) on the Council’s website and can be accessed by the following link:  
<http://www.flintshire.gov.uk/en/Resident/Schools/School-Modernisation-Related/Area-Review-Brynford-and-Lixwm.aspx>
- 5.4. The Children and Young People’s Consultation Document was specifically designed to make the proposal easy to understand for primary school children and allow them to participate in the consultation.

## **6. Consultation Notification**

- 6.1. Prior to the publication of the consultation documents, the following meetings were held to outline their content and to explain the consultation process:
- Wednesday 7 March 2018, Brynford Community Primary School Headteacher and Chair of Governors at County Hall, Mold CH7 6NB.
  - Monday 12 March 2018, Lixwm Community Primary School Headteacher, Chair and Vice Chair of Governors at Lixwm Community Primary School, CH8 8NF.
- 6.2. Emails were sent to the Headteacher and secretary/office of Brynford Community Primary School and Lixwm Community Primary School on Thursday 8 March 2018, one week prior to publication. The emails:
- Included three invitation letters to the consultation events, one for teachers and support staff, one for governors and one for parents and carers;
  - Requested the invitation letters be emailed out the same day and that the schools confirm this when completed;
  - Stated that hard copies of the letters would be hand delivered to the schools later that same day; and

- Detailed that on 15 March 2018 the schools would receive a link to the consultation documents to be forwarded staff, governors and parents and carers.

6.3. On 15 March 2018 hard copies of the formal consultation documents were hand delivered to Brynford Community Primary School, Lixwm Community Primary School and the four potentially affected schools.

6.4. In addition to the hard copies delivered on 15 March 2018, Brynford Community Primary School and Lixwm Community Primary School were also supplied with a post box, to be retained at the respective schools throughout the consultation period, to allow stakeholders to submit a hard copy of their response.

## 7. Consultation Events

7.1. Although not required by the Code, it was arranged for Brynford Community Primary School to host the following consultation events on Monday 23 April 2018:

- 4:00pm, Teaching and Support Staff;
- 5:15pm, Governors; and
- 6:30pm, Parents and Carers.

7.2. Lixwm Community Primary School hosted the following consultation events on Monday 30 April 2018:

- 4:00pm, Teaching and Support Staff;
- 5:15pm, Governors; and
- 6:30pm, Parents and Carers.

7.3. A summary of the issues raised at the six consultation events referenced above can be found in Appendix B.

7.4. The Headteacher and the Chair of Governors of the four potentially affected schools were invited to discuss the proposals once the consultation opened. Meetings were hosted by schools and took place on:

- Monday 9 April 2018 at Ysgol Rhos Helyg, Rhosesmor;
- Tuesday 10 April 2018 at Ysgol Maes-y-Felin, Holywell;
- Thursday 12 April 2018 at Ysgol Bro Carmel, Carmel;
- Tuesday 17 April 2018 at Ysgol y Foel, Cilcain.

7.5. Consultation with the six school councils took place as follows:

- Thursday 12 April 2018 at Ysgol Maes-y-Felin, Holywell;
- Thursday 12 April 2018 at Ysgol y Foel, Cilcain;
- Friday 13 April 2018 at Lixwm Community Primary School;
- Monday 16 April 2018 at Ysgol Rhos Helyg, Rhosesmor;
- Monday 16 April 2018 at Brynford Community Primary School; and
- Tuesday 17 April 2018 at Ysgol Bro Carmel, Carmel.

## 8. Report Publication

8.1. As a result of the closing date of the consultation period, **this report must be published by Thursday 9 August 2018.**

- 8.2. This report will be published electronically on Flintshire County Council's website in **June 2018**.
- 8.3. Large print, Braille, alternative language and hard copy versions of this document are available on request from the School Modernisation Team. The Team can be contacted by:
- Writing to School Modernisation Team, Education and Youth, Flintshire County Council, County Hall, Mold CH7 6NB;
  - Emailing [21stcenturyschools@flintshire.gov.uk](mailto:21stcenturyschools@flintshire.gov.uk); or
  - Telephoning 01352 704134 or 01352 704014.
- 8.4. On the day of publication, the following stakeholders were advised of the availability of this report:
- Pupils, parents (and where possible prospective parents) carers and guardians, and staff members of schools which are subject to the proposals; and
  - Consultees who had requested notification.
- 8.5. The group containing parents and staff members detailed above were advised via their individual schools. These schools were emailed a copy of the link to this report on the Flintshire County Council's website and were requested to forward this on to stakeholders.
- 8.6. Consultees who had requested notification of the availability of this report were emailed directly a link to this report on the Flintshire County Council's website.
- 8.7. The stakeholders (see Appendix A) advised of the publication of the Formal Consultation Document were also emailed a link advising them of the availability of this report.

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## **D. CONSULTATION RESPONSES**

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- 8.8. A Formal Consultation Response Form was created to allow stakeholders to respond to the consultation and provide their views on the proposal. This form was available as a hard copy as part of the Formal Consultation Document, electronically on the School Modernisation page of the Flintshire County Council website and via online platform Survey Monkey.
- 8.9. The Formal Consultation Document also provided email and postal addresses for stakeholders to provide their responses as an alternative to using the form.
- 8.10. The following table shows how responses to the consultation were submitted and how many were received:

<u>Method of Submission</u>	<u>Number Received</u>
Online Response Form	195
Hard Copy Response Form	34
Children and Young Person's Response Form	22
Letters and Emails	21
	<b>272</b>

## 9. Response Forms

9.1. The following table shows the number of responses received for and against the proposal:

<b>Q1. Do you agree with the proposal to amalgamate Brynford Community Primary School and Lixwm Community Primary School, by 1 September 2019?</b>		
<b>Response</b>	<b>Number Received</b>	<b>Overall Percentage</b>
Yes	46	20.09%
No	183	79.91%
	<b>229</b>	<b>100.00%</b>

9.2. The following table shows the breakdown of the responses to Question 1 in terms of which school and area respondents are most associated with:

<b>Response</b>	<b>Brynford</b>	<b>Lixwm</b>	<b>Other</b>	<b>Total</b>
Yes	37	3	6	<b>46</b>
No	13	115	55	<b>183</b>
	<b>50</b>	<b>118</b>	<b>61</b>	<b>229</b>

9.3. The following table shows the percentage breakdown of the responses to Question 1 in terms of which school and area respondents are most associated with:

<b>Response</b>	<b>Brynford</b>	<b>Lixwm</b>	<b>Other</b>
Yes	74.00%	2.54%	9.84%
No	26.00%	97.46%	90.16%

9.4. The following table shows the number of respondents who cited the following factors for influencing their decision:

<b>Factors Cited</b>	<b>Count</b>	<b>Percentage</b>
Impact on Education	166 / 229	72.49%
Impact on Community	198 / 229	86.46%
Other	98 / 229	42.79%

9.5. The following table summarises the most common reasons why factors influenced respondents who agree with the proposal (note – people could state multiple reasons):

<b>Factors Cited</b>	<b>Count</b>	<b>Percentage</b>
Believe that amalgamation is in the best interest of children	24 / 48	50.00%
Believe amalgamation is in the best interest of the communities	9 / 48	18.75%
Believe investment is necessary	7 / 48	14.58%
Other	8 / 48	16.67%

9.6. The following table summarises the most common reasons why factors influenced respondents who disagree with the proposal (note – people could state multiple reasons):

<b>Factors Cited</b>	<b>Count</b>	<b>Percentage</b>
Concerned the proposal will have a detrimental impact on the community	94 / 293	32.08%
Concerned the proposal will have a detrimental impact on child's education	29 / 293	9.90%
General Comment	22 / 293	7.51%
Concerned the proposal will have a detrimental impact on child's well-being	21 / 293	7.17%
Other	127 / 293	43.34%

9.7. The following table summarises the most common alternative suggestions to the proposal made by respondents:

<b>Alternative Suggestion</b>	<b>Count</b>	<b>Percentage</b>
No Alternative Suggestion	102 / 244	41.80%
Federation	62 / 244	25.41%
Retain the Status Quo	38 / 244	15.57%
Other	42 / 244	17.21%

9.8. The following table summarises the most common additional comments made by respondents:

<b>Additional Comments</b>	<b>Count</b>	<b>Percentage</b>
Consultation Process Biased / Unfair	20 / 114	17.54%
Consultation Document Questioned	11 / 114	9.65%
Proposal will Negatively Impact the Village (Lixwm)	10 / 114	8.77%
In Favour of Amalgamation	8 / 114	7.02%
Other	65 / 114	57.02%

9.9. A complete analysis of the views received via the Formal Consultation Response Form can be found in Appendix C.

9.10. A summary of the issues raised via the Formal Consultation Response Forms can be found in Appendix D.

## **10. Correspondence Responses**

10.1. The following table shows the groups of people

10.2. How responses to the consultation were submitted and how many were received:

<b><u>Group</u></b>	<b><u>Number Received</u></b>
Governing Bodies	1
Assembly Members	2
Members of Parliament	1
Trade Unions	2
Individuals	14
Estyn	1
	<b>21</b>

10.3. A summary of the issues raised via correspondence received can be found in Appendix D.

## **11. Response from Estyn**

11.1. The following table shows a summary of the comments made by Estyn in relation to the proposal and a response from the Council addressing any points made. The full response from Estyn can be found in Appendix E.



Number	Estyn Comment	Response
1	It is Estyn's view that the new arrangement will at least maintain the standards and outcomes for pupils in the area.	Agreed
2	The status quo has shortcomings	Agreed

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## E. VIEWS OF CHILDREN AND YOUNG PEOPLE

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### 12. Summary of Response Forms and Emails

12.1. The following table shows how responses to the consultation were submitted by children and young people and how many were received:

<u>Method of Submission</u>	<u>Number Received</u>
Hard Copy Response Form	20
Letters and Emails	1
	<b>21</b>

12.2. The majority of responses were received from children attending Lixwm Community Primary School, with sadness being the most popular feeling towards the prospect of closing both schools. Keeping Lixwm Community Primary School open was the most common response when asked if children would like to see anything else happen instead.

12.3. A summary of the responses from children and young people can be found in Appendix F.

### 13. Summary of School Council Events

13.1. Consultation events were held with the School Councils of Brynford Community Primary School and Lixwm Community Primary School as well as those of the four potentially affected community primary schools.

13.2. The purpose of these meetings were to explain the proposal in a child-friendly way to representatives of each school so that they could provide their views.

13.3. Members of the School Modernisation Team were on hand to answer any technical questions whilst members of the school staff were also present but were asked not to participate.

13.4. The format of the events were as follows:

- Introductions and purpose of the session;
- Brief explanation of the United Nations Convention on the Rights of the Child (UNCRC);
- Games;
- Open discussions;
- Vote;

- Closing game.

13.5. The following table shows the result of the votes of the Brynford Community Primary School Council and Lixwm Community Primary School Council respectively, where children were asked to complete the ballot on their own so they were not influenced:

<b>Do you agree with Brynford Community Primary School and Lixwm Community Primary School joining together to make one area school?</b>		
<b>Vote</b>	<b>Brynford</b>	<b>Lixwm</b>
Yes	6	2
Not Sure	3	4
No	0	3
	<b>9</b>	<b>9</b>

13.6. The following table provides a summary of the views expressed by the Brynford Community Primary School Council and Lixwm Community Primary School Council respectively during their consultation events:

<b>What are the positives if this happened (the schools joined)?</b>	<b>What are the negatives if this happened (the schools joined)?</b>
<ul style="list-style-type: none"> <li>• New Friends</li> <li>• Better Sports Teams</li> <li>• Bigger School / Classes</li> <li>• New Books</li> <li>• New Equipment</li> </ul>	<ul style="list-style-type: none"> <li>• New rules</li> <li>• Property Prices may Fall</li> <li>• Bigger School / Classes</li> <li>• Sad to close</li> <li>• Bullying</li> </ul>

<b>How would you feel about meeting new people and teachers?</b>	
<ul style="list-style-type: none"> <li>• Nervous</li> <li>• Scared</li> <li>• Happy</li> <li>• Excited</li> <li>• Worried</li> </ul>	<ul style="list-style-type: none"> <li>• Anxious</li> <li>• Angry</li> <li>• Mad</li> <li>• Weird</li> </ul>

<b>Have you got any other suggestions you would like to see happen instead?</b>	
<ul style="list-style-type: none"> <li>• Build a new school;</li> <li>• Leave the schools as they are;</li> <li>• Could move into a different school.</li> </ul>	<ul style="list-style-type: none"> <li>• Why can't we stay in Lixwm and build up;</li> <li>• Use the money on something else;</li> <li>• We could convert the old headmasters house (Lixwm) into a classroom;</li> </ul>

- 13.7. The views of the Brynford Community Primary School Council and Lixwm Community Primary School Council, as well as those from the four potentially affected schools, can be found in full in Appendix G:
- 13.8. Alongside the publication of this report, a child-friendly version of the views expressed by children and young people will be produced and sent to the respective School Councils.

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## **F. NEXT STEPS**

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- 13.9. Following publication of this report its findings will be considered by the Council's Cabinet on **Tuesday 19 June 2018**. The Cabinet will either:
- Reject the proposal;
  - Approve the proposal with modifications; or
  - Approve the proposal.

### **14. Rejection of the Proposal**

- 14.1. If the Council decides to reject the proposal the process will stop.
- 14.2. Brynford Community Primary School and Lixwm Community Primary School will remain two independent schools, each retaining their own name, headteacher, governing body and budget.

### **15. Approval of the Proposal with Modifications**

- 15.1. The Council may decide to approve the proposals but with modifications. These modifications can only include changes to matters related to implementation such as changes to admission numbers or to the timing of implementation
- 15.2. The Council must not make modifications that would, in effect, substitute a new proposal for the proposal which was published.
- 15.3. Before making any modification, the Council must first consult with the proposer and obtain their consent to the modification. They must also obtain the consent of the Welsh Ministers. If consent cannot be obtained, and the local authority believes that the proposals are not acceptable in their published state, they must reject the proposals.
- 15.4. The local authority must also consult with the governing body of any school to which the proposals relate (where the governing body is not the proposer).
- 15.5. Approvals may be made conditional on a specified event occurring by a specified date.

### **16. Approval of the Proposal**

- 16.1. If the Council approves the proposal it must be published by way of Statutory Notice.

- 16.2. Statutory Notice Proposals must be published within 26 weeks of the end of the period allowed for consultation responses, otherwise the proposals will lapse and a new consultation document must be issued to revive them.
- 16.3. As a result of the closing date of the consultation period, **a Statutory Notice Proposal must be published by Thursday 8 November 2018.**
- 16.4. If the consultation proposal is approved it is anticipated that a Statutory Notice Proposal will be published in the autumn term 2018.
- 16.5. Following the publication of a Statutory Notice Proposal an Objection Period will open within which anyone wishing to make objections to a school organisation proposal has the opportunity to do so.
- 16.6. To be considered as statutory objections, objections **must** be made in writing or by email, and sent to the Council within 28 days of the date on which the proposal was published (“the objection period”).
- 16.7. After the Objection Period closes an Objection Report will be produced that will summarise all of the statutory objections received. The Objection Report will form the basis of a report that will be presented at the Flintshire County Council’s Cabinet.
- 16.8. The Cabinet will either:
- Reject the proposal;
  - Approve the proposal with modifications; or
  - Approve the proposal.
- 16.9. The Objection Report will be published by the Council before the end of 7 days beginning with the day of its determination.

## G. APPENDICES

### 17. Appendix A - Stakeholders

Group	Stakeholder	Number of Recipients
	Parents/Carers of Brynford C P School	75
	Parents/Carers of Lixwm CP School	61
	Parents/Carers of Ysgol Bro Carmel	188
	Parents/Carers of Maes Y Felin, Holywell	310
	Parents/Carers of Ysgol Y Foel, Cilcain	51
	Parents/Carers of Ysgol Rhos Helyg, Rhosesmor	153
	Teachers and Support Staff of Brynford CP School	13
	Teachers and Support Staff of Lixwm CP School	13
	Governors of Brynford CP School	10
	Governors of Lixwm CP School	10
	Governors of Ysgol Rhos Helyg, Rhosesmor	10
	Governors of Ysgol Maes-y-Felin, Holywell	10
	Governors of Ysgol Y Foel, Cilcain	10
	Governors of Ysgol Bro Carmel, Carmel	10
	Flintshire County Council Officers	18
	Flintshire County Council Councillors	70
	Denbighshire County Council – School Modernisation	1
	Conwy County Council – School Modernisation	1
	Wrexham County Borough Council – School Modernisation	1
	Cheshire and Chester West Council – School Modernisation	1
	Diocese of St Asaph	1
	Diocese of Wrexham	1
	School Management Division Welsh Government	1
	Assembly Members	2
	Members of Parliament	2
	Estyn	1
	Relevant teaching and support staff trade unions	8
	GwE	2
	Taith	4
	North Wales Police and Crime Commissioner	1
	Brynford Community Council	1

Group	Stakeholder	Number of Recipients
	Ysceifiog Community Council	1
	Flintshire Communities First	1
	Independent nursery providers in the Brynford and Lixwm areas	1
	Early Years Flintshire County Council	1
	NHS Wales	1
	URDD	1
	Welsh Government	3
	Equality and Welsh Language – Flintshire County Council	2
	Potentially affected Secondary School	2
		<b>1053</b>

## 18. Appendix B - Summary of Issues Raised at Consultation Events

18.1. The following table shows the issues raised at the Teacher and Support Staff meetings at both Brynford Community Primary School and Lixwm Community Primary School:

Number	Issue Raised	Response
1	Do we have to apply for our jobs when we amalgamate?	Should the schools be amalgamated onto one site, the Council will support the new Governing Body to formally consult with affected staff and their trade union representatives to discuss impact and minimise any requirement for compulsory redundancies and develop a tailored support package as required.
2	How long will the new area school operate on two sites before teachers/staff are affected?	Should Cabinet determine to proceed with the proposal, the Council will be required to submit Business Cases to WG before capital funding is released. Funding is available from the 21st Century schools investment programme from 2019 to 2025. Currently as there are many variables on a national level we cannot currently be specific on dates. However, the Council would aim to enable the project as quickly as possible within its programme. Realistically the earliest this could happen would be September 2020, however, this would be dependent on external factors.

Number	Issue Raised	Response
3	Will temporary contract staff have a position once the amalgamation takes place?	Temporary staff have same rights and protections as permanent staff an A exception being a person on a fixed term contract covering maternity leave.
4	What will happen if parents/carers do not send their child/children to the new Area School?	There is a risk that parents unhappy the proposed amalgamation could express a preference to any school. However, when there is significant capital investment in a school or area this usually sees a rise in interest/pupil numbers. The new school in Holywell have had a 7% rise in pupil numbers.
5	Would the current Governors be on the new area school Governing Body?	New shadow governing body would be formed and then elections would take place. There is a clear process for appointing the shadow governing body and the new area school governing body. All governors to act in the best interests of the children. There will be a careful plan for transition in place to make it as efficient as possible. The Council would make external mediation is available to bring the new governing body together.
6	If the proposal is not agreed in Cabinet. What will happen?	Status quo would prevail for a number of years. The option to federate is still an option if there is mutual agreement to pursue this option.
7	Would the Headteacher have to teach at both sites until the Area School is built?	This is a Governing Body decision, however, the Council would aim for a non-teaching head to focus on the leadership, development and management of both sites which could allow Assistant Head posts to be developed.
8	Would a senior teacher be released from teaching when the Headteacher is not on site?	This would be a decision of the shadow governing body.
9	During the extensions/remodelling of the Area School. What happens to the teachers/staff and pupils?	The current proposal is to extend and modernise the existing school on the Brynford site. It would be planned to ensure minimal disruption and the planning of the works will be with

Number	Issue Raised	Response
		school and around its activities and most likely in a phased approach.
10	When would we know the new staffing structure and how many staff are required for the new area school?	The status quo will be retained for at least 12 months. The staffing structures would be determined by the new governing body.
11	If the proposal is not agreed by Cabinet. Does this mean we cannot have Band B funding?	The Band B funding cannot be used for repairs and maintenance as that is not part of the programme; it can only be used for major developments.
12	Does the Council have the 50% funding?	Cabinet has agreed the Strategic Outline programme (The council's statement of intent) for its onward 21 <sup>st</sup> century schools investment programme.
13	Is this proposal a cost saving exercise?	<p>The costs are a factor but the proposal is trying to protect education in the area.</p> <p>Whilst projections are going up slightly if the proposal does not go ahead then education in the area may become unsustainable in the future.</p> <p>Cabinet still have to make a decision whether or not to proceed with the proposal or to retain the status quo.</p> <p>Teachers are the most expensive resource for a school. The Council has had to use reserves this year to provide a small increase to schools but once reserves are gone they are gone. It's about the right number of schools in the right area.</p>
14	The new school is projected to be 13% empty.	<p>We do build in additional capacity as new schools often attract pupils due to it being a nicer environment and more efficient building. Therefore it is anticipated that pupil numbers will increase in the Area School.</p> <p>The capacity of the new school would be reviewed with the key stakeholders at the appropriate time.</p>
15	What will the new school provide that Brynford and Lixwm Community Primary Schools currently does not?	<p>Classrooms will be a better size and shape so they will be more suitable and in line with Building Bulletin guidelines.</p> <p>Education has changed over the last 30 years.</p>



Number	Issue Raised	Response
16	Is Broadband going to be better?	Infrastructure of IT will be improved as part of WG national programme. However Broadband speeds are not in the Council's gift.
17	What can be done to resolve the difficult environment between the communities which has been created by the proposal?	External mediation has been successfully used in other amalgamations and could be used in this area.
18	How quick will the management structure be in place?	The shadow governing body will be in place approximately two terms before proposal due to be implemented and they will appoint a Head by 1 Sep 2019. Following that structure will be determined by the governors
19	Will staff have new contracts if the amalgamation takes place?	No, staff will continue on current contracts with continuity of service. Any new staff could have it stipulated in their contract that they may be asked to work at both sites in the interim period.
20	Will parents/carers be able to choose which site?	Yes parents/carers will be able to express a preference. The admission number for each site will remain the same but combined for the new area school's overall figure.

18.2. The following table shows the issues raised at the Governors meetings at both Brynford Community Primary School and Lixwm Community Primary School:

Number	Issue Raised	Response
1	What if the Welsh Government funding is not available?	The capital build is dependent upon Welsh Government (WG) funding. The Strategic Outline Programme has been agreed in principle and projects will be required to follow the WG business case process. The project is at risk right up until a contractor is appointed and there is a 'spade in the ground' therefore it cannot be 100% guaranteed.
2	When do the two governing bodies cease?	31 August 2019 and the new governing body would start on 1 September 2019
3	If the proposal goes ahead, what is the best case scenario when the extension/remodelling will be completed?	We are unable to state at the moment as there are too many variables i.e. where the project fits in the overall

Number	Issue Raised	Response
		<p>programme as it is currently to be determined in consultation with WG.</p> <p>The project is a priority. Generally design and development usually takes around 6-9 months, costings derived from this, contribute to business case that must then be considered and approved by WG.</p>
4	How will the governing bodies merge?	<p>Under current regulations a shadow governing body would be formed approximately two terms before the amalgamation occurs (1 Sept 2019). The Local Authority will lead the process to establish the shadow governing body and allow expressions of interest from current governing bodies.</p> <p>First job of shadow governing body will be to appoint the Head of the new school. Current governing bodies will cease 31 August 2019.</p> <p>Elections to the new governing body will be completed by the end of the first term after amalgamation.</p> <p>The shadow governing body should be made up of experienced governors. The Local Authority will lead appointments and also appoint a clerk, even if it is only a temporary appointment. The shadow governing body will probably be in place for 10-12 months.</p> <p>Shadow governing body will be appointed on longest service from current governing bodies. This will be for staff and parent governors whereas community appointments will slightly differ.</p> <p>New regulations are due to be released in December 2018 which may impact process.</p>
5	Will the shadow governing body run for the first term?	<p>The shadow governing body will be in place 2 terms before 1 September 2019 and continue as a shadow governing body for the Autumn term. It would have to be a balanced and equitable shadow governing body.</p>

Number	Issue Raised	Response
6	When will the Senior Manager/Headteacher be appointed?	The shadow governing body can either ring fence the appointment so that it is selected from the current head teachers, provided they are suitably qualified and not on temporary contract. Alternatively the post can be nationally advertised and best candidates interviewed before a Head is appointed.
7	Will there be an odd number on the shadow governing body to ensure voting can be decided (i.e. what happens if a vote is tied)?	The Chair will have the casting vote if a tie occurs. At the first meeting of the shadow governing body, the first item on the agenda will be to elect a Chair.
8	If Brynford or Lixwm Community Primary have a surplus budget. What happens to that surplus once the schools come together?	Any surplus would be carried over to the new area school.
9	What can be done to resolve the difficult environment between the Governors which has been created by the proposal?	External mediation could be used.
10	We do not know what the Education would be like in the new area school as it has not been inspected.	Both schools have been inspected by Estyn in the last six years. The amalgamated school will have the same staff as roles can be ring-fenced and teachers can remain at their current sites until the school is brought on to one site.
11	Will teachers/staff have to reapply for their jobs?	The shadow governing body will be appointed two terms before the amalgamation. Information will be communicated throughout the process.
12	Lixwm village is thriving with eight candidate sites ready for development. There is a potential for growth in both communities.	The new area school will be futureproofed for future housing developments. There are agreed methodologies for calculating school forecasts. Some sites may not be developed for 15 years and we have to look at now.
13	How is the backlog maintenance costs calculated?	External surveyors conduct condition surveys on all school buildings in line with national guidelines. The outlined costs are measured on the lifecycle of everything i.e. windows and roofs. This helps to identify and authorise

Number	Issue Raised	Response
		investment in the education premises portfolio.
14	Having gone through three years of minutes there is no record of the Lixwm governing body rejecting Federation.	Federation was an option as part of the informal process but it was unanimously rejected. There is a paper trail to show federation was on the table and was rejected by Headteacher and Governor representatives of the governing body. Options changed following the informal consultation due to the more detailed options appraisal.
15	If federation was rejected by the Lixwm Governors it was because it was not clear what Federation was as there was not enough information.	If there is a strong proposal for federation then it is something that can go ahead. Guidance on Federation was provided
16	Flintshire County Council have made it impossible for a federation	We cannot force a federation as it has to be a choice
17	The choice was skewed due to plans being shown during the informal consultation.	We have always been transparent it would have been immoral to give hope if it was known only one site could accommodate an area school.
18	From the informal consultation parents/carers feedback at Brynford Community Primary School they wanted Status Quo	The Options were changed with good faith that an area school was wanted If you recall we paused this process – while discussions took place with the Diocese and for you to explore discussions with other Governing Bodies.
19	FCC should of provided more support to federate with a Church School.	We have communicated with the Diocese around the Proposals but the Diocese have a responsibility to protect the churches characteristics
20	FCC had the ability to broker a federation with local schools	We met with Ysgol Y Foel, Cilcain about the Area Review
21	What is a sustainable budget?	Need to look at what the budget might be in 5/10 years. In our School Modernisation Strategy we refer to a viable school being at least 150

18.3. The following table shows the issues raised at the parents and carer's meetings at both Brynford Community Primary School and Lixwm Community Primary School:

Number	Issue Raised	Response
1	Some parents/carers were under the impression that no amalgamation would take place until funding became available within the timeframe 2019-2025.	<p>There were two processes the informal consultation had several options for the area including three schools into one (Brynford, Lixwm and Ysgol Rhos Helyg, Rhosesmor). In 2015 Cabinet took decision to move forward with amalgamation of Brynford and Lixwm. Welsh Government (WG) cannot release the funding until amalgamation is in place.</p> <p>This is the start of a consultation that is open for 42 days. At the end of the period there will be a consultation report presented at Cabinet including the findings of the consultation to allow a decision to be made.</p> <p>If the proposal is accepted, statutory notice will be published in September and a 28 day Objection Period will open. Following this another report will be presented at Cabinet in order for them to make a final decision.</p> <p>Welsh Government funding is available from April 2019. If proposal and funding is agreed by Cabinet there will be a 6-9 month design and development which will feed into the WG business case process.</p> <p>The proposal is not 'cast in stone'. If the proposal goes ahead then the two schools will close on 31 August 2019 and the new amalgamated school will open on 1 September 2019. The Head will run both sites with the Assistant Head covering management when the Head is at the other site.</p> <p>In the short term the Head will be shared across the two sites.</p>
2	Will there be 100% assurance that we will get the funding?	Cannot give a 'cast iron guarantee' as in the hands of others. However, Cabinet and WG support the overall programme in principle.

Number	Issue Raised	Response
3	How many years before the funding is recouped?	<p>There will be one school budget with a small additional allocation for a split site arrangement.</p> <p>It is worth making the investment for better education for pupils. Larger schools are more sustainable and it is appreciated that change can be difficult. This proposal is about trying to sustain education in the area. Yes there are financial drivers but ultimately it is the education of learners that is most important.</p>
4	When does transition planning begin?	<p>As soon as a decision is made transition planning will begin as it is important it is well planned and managed.</p> <p>The timeline is dictated by a legal code.</p> <p>Teachers can focus on children whilst transition plans are developed.</p>
5	Current pupils may be disrupted for the benefit of future generations	<p>Possibly modular buildings could be used to minimise disruption. The project works will be very well planned utilising school holidays where possible.</p>
6	Would classes be merged from Brynford and Lixwm during works or wait until they are completed?	<p>Once a contractor is engaged they will meet with the Local Authority and the school to determine the best way to complete the works on a live site.</p> <p>One option will be to use modular buildings that will be better furnished than current classrooms.</p>
7	Why does amalgamation have to happen in 2019? Why not 2021?	<p>The process follows a legal framework that requires statutory proposals in place before funding can be drawn down.</p> <p>All work practices should be well established to help transition.</p>
8	Can you have two Headteachers?	<p>Amalgamation means that there will only be one Head.</p>
9	Federation is the same thing as amalgamation and would have prevented tensions between the communities.	<p>During the informal process it was unanimously agreed between the three schools that federation should be dropped from any proposals. The possibility of federation was revived following potential WG funding for Small and Rural schools.</p>

Number	Issue Raised	Response
		The Local Authority have always stated that it will support federation between willing partners but will not force schools to federate.
10	What is Band B?	This is the WG funding programme that runs 2019/25. The project would happen at some time during this period.
11	Do schools get one of the existing Heads?	The shadow governing body will be set up at least two terms before the new school starts. The shadow governing body can either ring fence the appointment so that it is selected from the current head teachers, provided they are suitably qualified. Alternatively the post can be nationally advertised and the best candidates interviewed before one is appointed.
12	Will there be a movement of pupils across sites?	That will be down to the governing body.
13	The first public consultation there were plans on this wall showing a new extension at Brynford. Brynford have been favoured from the outset.	Nothing is predetermined.
14	There is planning permission for sites that will bring families in.	<p>We consider sites in the consultation document with planning permission, there is a formula to determine the yield, based on 2011 census.</p> <p>Do not use candidate sites as it could be a long time before they come to fruition. We cannot predict if new pupils come to the school as they could already be in the system and just come from other schools.</p>
15	FCC are removing preference by removing this school. If the new school goes ahead will we be forced to go there?	<p>There is a parental preference to choose schools and the Council cannot simply transfer pupils from Brynford. The Council has to follow an Admissions Framework which means that if there is space available then we have to admit.</p> <p>Parental preference means parents can express a preference for a</p>

Number	Issue Raised	Response
		particular school and we have to admit if there are spaces available.
16	Why is federation off the table?	Federation remains an option. The Council has a legal option (to impose a federation) but it will unlikely work if there are not willing partners.
17	Where is the proof that federation was taken off the table?	Initially informal discussions with representatives of the governing bodies to establish preferred options. Through consultation it was agreed to consult on three options.
18	Where is the evidence?	It has been minuted with other officers present. Discussions about federation reopened last year due to Small and Rural Schools Grant. If there is a proposal to federate then it will be presented to Cabinet. The process was paused in September to review and support the school looking for a federation partner. We have to respect the other governing bodies who don't want to federate.
19	Why are FCC not looking at what the pupils and parents at Brynford want rather than the governing body?	The views of Brynford parents that they do not want to federate will be taken back to cabinet. The feasibility study needed to be undertaken and it was found that only the Brynford site could accommodate a new area school.
20	The road to Brynford is a hazardous route	A full Transport Impact Assessment has been carried out
21	If FCC do not get the funding what will happen?	Without the funding the project will not happen.
22	How many children will there be in each class? There will be large class sizes and some pupils will get left behind.	Infant class sizes are capped at 30 and although there are no restrictions at Key Stage 2 the aim is to keep to the 30 place cap. The biggest factor in a child's development is the quality of teaching and the proposal will still see the current teachers in the classroom.
23	What is the plan for those big classes and numbers of pupils?	The will determined by the shadow governing body



Number	Issue Raised	Response
24	The only way forward is to force a federation.	If you are saying you want us to look at that then we will do that.
25	How can you allow children to travel?	It is common across Flintshire. Lots of people travel to access Welsh Medium for example.
26	FCC want to reduce the carbon footprint but we won't use a bus, we will use our cars.	The data shows that parents already drive, the location of pupils shows this.
27	Futureproofing. There is only a slight increase in the census data. There is a likelihood of a growth in number of children in Lixwm, more so than Brynford. With the Northern Gateway development and planned relief road for the A55 people will be looking for villages with amenities. We know the Council is looking at developments in particular areas.	On housing, we have to work within a formula and can only consider so far in advance. Although current planning, we do build sufficient capacity. In Penyffordd for example we have factored in the potential for a two classroom extension to future proof the school.
28	The Community Assessment is flawed.	The Community Impact Assessment was produced in conjunction with information provided by the Headteacher and Chair of Governors
29	How do you expect it to work with the two communities?	We would expect everyone to be professional
30	Has a full financial breakdown been carried out?	Most of the information is in the consultation document, anything can be requested as this is a transparent process. Any responses you write go to Cabinet and will be published seven days before Cabinet meets. Issues will be summarise but comments will be unfettered.
31	Why were the Community not invited to this meeting? If a public meeting is arranged will you attend?	This was a parents and carers meeting. Under the Code we are required to consult with parents and carers. That is something we will take under consideration

## 19. Appendix C - Response Form Analysis

19.1. The following table shows the response to Question 2:

<b>Q2. Please let us know which factors have influenced your decision (note – multiple selections were allowed):</b>	
<b>Response</b>	<b>Number Received</b>
Impact on Education Standards	166
Impact on Community	198
Other	98

19.2. Of those who selected “Other” as a response to Question 2, the following table shows a summary of the further factors cited (note – people often cited more than one factor):

<b>Other Factors Cited</b>	<b>Count</b>	<b>Percentage</b>
Alternative Options	8	4.42%
Consultation Questioned	28	15.47%
Financial Comment	8	4.42%
Impact on Children	24	13.26%
Impact on Communities	49	27.07%
Impact on Education	6	3.31%
Impact on Environment	4	2.21%
Impact on Parental Preference	1	0.55%
Impact on Traffic & Transportation	17	9.39%
Political Comment	2	1.10%
School Comment	22	12.15%
Supporting for the Proposal	12	6.63%
	<b>181</b>	<b>100.00%</b>

19.3. The following table shows the responses to Question 3 (note – people often cited more than one factor):

<b>Q3. Why have the factors in Question 2 influenced your decision?</b>		
<b>Factors Cited</b>	<b>Count</b>	<b>Percentage</b>
Believe alternative options have not properly been considered	2	0.59%
Believe amalgamation is in the best interest of staff	1	0.29%
Believe amalgamation is in the best interest of the communities	9	2.64%
Believe an alternative option is better	3	0.88%
Believe investment is necessary	7	2.05%
Believe money is the driving factor	9	2.64%
Believe proposal protects other schools across Flintshire	3	0.88%
Believe that amalgamation is in the best interest of children	26	7.62%
Believe the consultation process has been biased / unfair	15	4.40%
Believe the consultation process has been flawed	8	2.35%
Believe the consultation process has been misleading	3	0.88%
Believe the proposal is unnecessary	4	1.17%
Believe the proposal is unsustainable	14	4.11%
Concerned about the increase in traffic at proposed area school	4	1.17%
Concerned about the safety of the road around proposed area school	9	2.64%
Concerned the proposal will have a detrimental impact on parents	11	3.23%
Concerned about transportation arrangements if the proposal is accepted	1	0.29%
Concerned phase two of amalgamation will not take place	29	8.50%
Concerned the proposal will have a detrimental impact on child's education	21	6.16%
Concerned the proposal will have a detrimental impact on child's well-being	3	0.88%
Concerned the proposal will have a detrimental impact on local businesses	3	0.88%
Concerned the proposal will have a detrimental impact on staff	5	1.47%

<b>Q3. Why have the factors in Question 2 influenced your decision?</b>		
<b>Factors Cited</b>	<b>Count</b>	<b>Percentage</b>
Concerned the proposal will have a detrimental impact on the community	95	27.86%
Concerned the proposal will have a detrimental impact on the environment	4	1.17%
Concerned the proposal will result in bigger class sizes	18	5.28%
FCC / political competence questioned	5	1.47%
General Comment	25	7.33%
Preference to retain school in the community	4	1.17%
	<b>341</b>	<b>100.00%</b>

19.4. The following table shows the responses to Question 6 (note – people could provide more than one suggestion):

<b>Q6. Do you have any alternative suggestions for sustainable education provision in the Brynford and Lixwm area?</b>		
<b>Alternative Suggestions</b>	<b>Count</b>	<b>Percentage</b>
Amalgamation After Phase 2	2	0.82%
Amalgamation Without Phase 2	2	0.82%
Build New School at Brynford	2	0.82%
Build New School between Brynford and Lixwm	1	0.41%
Charge Parents to Fund School	1	0.41%
Create an Infant and Junior Site School	2	0.82%
Encourage Community Involvement	2	0.82%
Extend Lixwm and Close Brynford	1	0.41%
Federation	62	25.41%
Federation with Other Schools	8	3.28%
General Comment	12	4.92%
No Alternative Suggestion	102	41.80%
Retain Lixwm and Extend Brynford	6	2.46%
Retain Status Quo	38	15.57%
Share a Head without Federation	2	0.82%
Support Amalgamation	1	0.41%
	<b>244</b>	<b>100.00%</b>

19.5. The following table shows the responses to Question 7:

<b>Q7. Please let us know if you have any additional comments you would like to make:</b>		
<b>Additional Comments</b>	<b>Count</b>	<b>Percentage</b>
Admissions Procedure Questioned	1	0.88%
Against Federation	1	0.88%
Availability of Transport Questioned	4	3.51%
Bullying by FCC	1	0.88%
Community Actions Questioned	1	0.88%
Consultation Document Questioned	11	9.65%
Consultation Process Biased / Unfair	20	17.54%
Death of Village	10	8.77%
Emotional Impact on Children	5	4.39%
Environmental Impact from Increased Traffic	1	0.88%
Federation	1	0.88%
Financial Savings Questioned	5	4.39%
Formal Objection	3	2.63%
Funding Questioned	6	5.26%
Future of Building Questioned if Closed	1	0.88%
Future of Small Schools	1	0.88%
Impact on Local Businesses	1	0.88%
Impact on Personal Circumstances	2	1.75%
In Favour of Amalgamation	8	7.02%
In Favour of Small Schools	6	5.26%
Infant and Junior Sites Created	1	0.88%
Political Comment	2	1.75%
Positive School Comment	5	4.39%
Proposal is Disruptive	1	0.88%
Relationship between Communities	7	6.14%
Sad to Remove a Village School	2	1.75%
Transition Arrangements Questioned	3	2.63%
Validity of Proposal Questioned	4	3.51%
	<b>114</b>	<b>100.00%</b>

19.6. The following table shows the responses to Question 8:

<b>Q8. Would you like to receive an email link to the formal consultation report when it is published on the Flintshire County Council website?</b>		
<b>Response</b>	<b>Number Received</b>	<b>Overall Percentage</b>
Yes	144	62.88%
No	85	37.12%
	<b>229</b>	<b>100.00%</b>

## 20. Appendix D - Summary of Issues Raised via Consultation Response Forms and through Correspondence

<b>Alternative Options</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
1	A more formal effort should be made by Flintshire County Council to find a third alternative such as becoming a church school, a Welsh medium school or encouraging community involvement.	Conversion to a church school is not in the Council's gift, this is a matter between the Governors and the Diocesan Authority for which the Council would be a statutory consultee. This issue has been explored by the governors with the Diocesan Authority without success. Community engagement is evident by the fact this is an open consultation and as such any interested parties can put forward their views and any alternative models for Education in the area.
2	The Council and Welsh Government state that Federation is a preference to keep rural schools open in their communities.	The Council supports federation between willing partners.
3	The new School Organisational Code, which will come into force later this year, will require Councils to consider federation as part of the legal framework for organisational change.	Federation has been considered throughout the process, as detailed in the consultation document.
4	The ideal would have been to find capital expenditure to increase the site in Brynford and do the repairs to Lixwm	The Council could consider this as an option. However a more efficient model would be to amalgamate schools. Since funding for schools is largely driven by pupil numbers, surplus capacity means a disproportionate amount of funding is

<b>Alternative Options</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
		spent on infrastructure (such as buildings) and the “fixed costs” of running a school (such as leadership and administration).
5	I don't see why the federation between Brynford and Lixwm cannot take place??	See Point 3.
6	Personally I don't think phase 2 is necessary, the schools could exist as a split site.	See Point 4.
7	If the council would force a federation then all would work out.	It is not in the spirit of the Federation Act to force federation when there is not mutual agreement to do so. The Council would support a Federation if there was mutual agreement between partners.
8	It is well known that the process to look for federation has been made more challenging by the fact that our most likely partners, Brynford School, are not facing an equal threat despite also being under review.	The proposal would mean the legal closure of both schools and the opening of a new area school onto one site. The only site sufficient in size to do this is the current site of Brynford Community Primary School.
9	I would recommend improving and extending the Lixwm site (given its relative isolation from other schools) which would provide a better coverage of educational provision in Flintshire.	The building options appraisal conducted by technical professionals concluded that Lixwm Community Primary School is insufficient in size to create an area school based on building bulletin guidance.
10	Could both schools be kept and one become infant and one junior.	The council strategy has been to move away from separate infant and junior schools.
11	Could land be donated to add land to Lixwm allowing School to be built there? Could the land from the park which was donated become part of the school ground? Providing additional learning space?	If the trustees of land would consider gifting the land then this would need to be considered with legal services and technical team.
12	The only other possible alternative would be a new school built as soon as possible on the land behind Brynford school which would effectively mean no current school site would be retained.	A new school has been considered in the buildings options appraisal and discounted.

<b>Alternative Options</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
13	I would like the school to become a Welsh medium school to be able to retain the welsh children who currently attend a school in Holywell.	Point noted, however, this was not an option put forward when the schools were engaged in modelling options for the area.
14	Community in Lixwm will be looking at the option of creating a free school in the village	Point noted. However the Law in Wales currently does not permit free schools.
15	Why can't the schools be amalgamated once the building works have been completed?	Welsh Government (WG) and the School Organisation Code's legal framework has a clear sequence. WG require statutory proposals to be in place before they will release capital via their business case process. Release of capital prior to statutory proposal agreement would be deemed in Law to be a pre-determination of the consultation process.
16	Small charge by pupil per week. Parents would be happy to pay £5 a week to help the school stay open.	Point noted, however this is not permissible within Wales
17	Considerably less than the £2.7m required to create an area school could be spent to remodel and improve both current schools.	The building impact assessment concluded that the current proposal was the best option. The option presented removes fixed costs from the system and provides more funding directly to pupils.
18	It is critical that a scheme where both schools are maintained, with modernisation factored into future years investment and powered by growth and increased housing, is assessed and secured. And this can be achieved. If this requires a form of imposed federation (which Flintshire can do) then this should be considered and moved forward.	See point 2.

<b>Consultation Questioned</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
1	The full impact that the proposal will have on the community has not been considered.	A Community Impact Assessment was produced as part of the consultation.



<b>Consultation Questioned</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
2	Having read the community impact document, the facts and figures do not collate.	Information regarding community groups and frequency of use was supplied directly by the schools.
3	The consultation document is flawed and factually inaccurate.	The Council has issued consultation documents in accordance with the statutory School Organisation Code.  School organisation consultation documents are subject to rigorous compliance checks prior to their publication, which includes verifying information provided by the schools and national sources.
4	Kirsty Williams has said: ‘These changes set out presumption against closing rural schools and new incentives for rural schools to link up and work together for both the benefit of teachers and pupils. I want to see rural schools working more formally together across the country, forming federations and looking into the possibilities of sharing buildings with other services to ensure that schools remain viable’ Flintshire County Council have blatantly ignored this directive. You do not have a strong case for school closure and you have not considered all viable alternatives.	The Council have acted in the spirit of the code despite the anticipated changes not coming into force until October 2018.
5	I believe there is evidence that Brynford parents were not provided with correct information or even consulted properly about federation with Lixwm School, again demonstrating such a poor regard for the process.	All information provided by the Council has been consistent to all parties throughout the process.
6	I think a legal investigation should take place into the ethics and compliance aspect as to how the FCC are dealing with this process. One example, a question left unanswered, about our first meeting which showed plans of Brynford alterations/new build. Why were there no plans of Lixwm - in fact it gave everyone the impression that the decision was 'pre-determined'.	Plans were shown of the area school on the only viable site as Lixwm site is insufficient in size based on Building bulletin design guidance.

<b>Consultation Questioned</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
7	Lixwm parents will not enrol their children at the new area school so therefore the proposal is unsustainable.	As with all proposals parents and carers are able to express a preference for a place at any school. However, applications will be processed in line with the Council's admissions Policy.
8	Objection to interviewing of children without permission	Meetings were arranged with school councils via the headteacher and governors and the purpose of the meetings were clearly stated. It is a schools responsibility to advise parents/carers of School Council agendas.
9	The consultation document is biased in favour of the proposal.	The Council has issued consultation documents in accordance with the statutory School Organisation Code.  School organisation consultation documents are subject to rigorous compliance checks prior to their publication, which includes verifying information provided by the schools and national sources.
10	The original assessment (informal options appraisal) was biased in favour of Brynford	The building options appraisal conducted by technical professionals concluded that Lixwm Community Primary School is insufficient in size to create an area school to appropriate building bulletin guidance.
11	Lixwm school has not been given an equal opportunity to remain open compared to Brynford.	It is an open consultation any interested party can put forward their views.
12	Because the council will have already privately ruled on the outcome of this proposal and WILL proceed with their plans regardless of the 'consultation process' outcomes. They need holding to account and ought to remember that they were ELECTED by the community and that COULD CHANGE!	The statutory consultation process is not pre-determined.
13	Flintshire CC has hidden behind this decision to abrogate their responsibilities for providing education to our children	No decision has been made. The Council has put forward the proposal in order to protect a sustainable education model for the area.

<b>Consultation Questioned</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
14	The proposal is unnecessary.	It is incumbent on the Council to consider sustainable education models for the area. This is a statutory function of the Council.
15	May I add this survey has not been working on a previous occasion I tried to complete it. How often has this happened?	The survey monkey form was available online from 15 March 2018 to 10 May 2018.
16	The underhand way that Flintshire Country Council have provided Brynford school with a carrot that they will have a shiny new building. This is a deliberate attempt to sabotage any attempt for the schools to federate.	Consultation has been completed in line with the code. The Council has been consistent in its support for federation should there be mutual agreement to do so.
17	It is not right to close one village in order to get a grant for another.	Point noted.
18	Is the plan being influenced by a desire by Flintshire CC to use land it owns in Brynford	Refer to options appraisal.
19	Lixwm School is populated by lixwm kids. Where as brynford is generally from Holywell. Send these children to schools closer to their home	47.76% of the pupils attending Brynford CP School are attending their nearest school and 50% of Lixwm CP School are attending their nearest school. Parents/Carers are able to express a preference for a pupil place at any school if space is available. Applications will be processed in line with Flintshire County Council's Admissions Policy.
20	Why is this school (Brynford) in disrepair? We don't want our kids in a school are where the school isn't maintained or looked after my teachers parents and pupils	Both schools are condition grade B, both schools have accommodation suitability deficits when compared to the building bulletin model.
21	There is reference in the Consultation document of the cost to the backlog maintenance? If these are urgent has the LA any responsibility in allowing this situation to arise?	All Councils in Wales have similar issues, this underpins the council's rationale to consult on modernisation of its schools portfolio and have a strategy invest in schools and areas.
22	The data presented in this proposal demonstrates that since 2013 FCC has mismanaged the admissions to Brynford school and the school is about 20% over capacity.	All admissions applications are administered in line with Council's published admissions policy. When places are refused an independent

<b>Consultation Questioned</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
		appeals panel determines that placement.
23	Given the proximity of Brynford to Holywell (<1.5miles), I fail to understand why the £30 million development of the new school in Holywell did not take into account for provision of Brynford pupils, given the proximity of two schools and the large catchment Brynford school operates which would lessen any impact on transferring pupils.	That was a decision the Council made at that time. Parents can express a preference for the new Holywell primary school. Flintshire does not operate catchment areas
24	I have noted that there seems to be no real commitment to resolving all of the accommodation issues at Brynford – I would ask the community and Cabinet to consider is the area school actually getting the investment it deserves or this is half hearted do it up job, its not a new building is it?	The proposal would extend and modernise the existing building.
25	The natural flow lines for the community of Lixwm is towards Mold and it was an ill considered idea based on no understanding of the socio-geographic factors that exist based on generations of natural choice.	The Council needs to ensure there are a sufficient number of school places, of the right type, in the right locations. This is not straightforward in that there are a large number of surplus school places in some areas of the County, whilst other areas don't have enough places to meet the local demand. In other areas, school populations are sustained by children and young people from outside the local area through parental preference. School Organisation change does not take away a parents ability to express a preference for a school of their choice.
26	The area assessment did not consider all schools in the local area. Why were just Lixwm, Brynford and Rhos-Helyg chosen?	Officers are following a mandate given by Cabinet in June 2015 to review schools/areas as noted in that report. School modernisation will continue to be a Council priority
27	Why hasn't Nannerch school been involved in the school closures, even if it is a church school	See point 26
28	FCC should engage external consultants who have demonstrated design and delivery of similar projects	Flintshire do not have a large internal design team, most technical work commissioned externally and capital

<b>Consultation Questioned</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
	in other regions in the UK, rather than this simplistic vanity project to close a school and build a new super-school in the hope that everything will magically improve. The initial review undertaken before this proposal selected an illogical group of schools for consideration, given the current opposition to this proposal FCC should review other schools in this region to identify others options that are not as sub-optimal as this one	investment projects in schools are delivered within WG benchmarks to ensure value for money.
29	Why would you close such a school, other under performing schools get extra resources....	The Council wishes to invest in a sustainable education model for the area. Since funding for schools is largely driven by pupil numbers, surplus capacity means a disproportionate amount of funding is spent on infrastructure (such as buildings) and the “fixed costs” of running a school (such as leadership and administration).
30	Please accept this correspondence as a formal objection to the proposal	Please note that responses submitted as part of the formal consultation period will not be counted as objections to the proposal. Statutory objections can only be made if a Statutory Notice is published. If a Statutory Notice is published objections can then be registered. Consultees may submit a request during the statutory objection period that their response submitted at the consultation stage should be treated as an objection
31	Flintshire asked for options and then sat back waiting for parents and governors, who are generally in full time employment and forced to do all this in their own time, to sort the mess out when council and the school modernisation team have alleged experts and specialists that should be looking for workable, acceptable solutions.	The proposal put forward is what officers believe to be the best solution for the area. It offers investment in a sustainable area school. Taking resources from fixed costs such as buildings and leadership and focusses revenue expenditure on protecting expenditure on teaching and learning

<b>Consultation Questioned</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
32	<p>Section 3.2 of the School Organisation Code states that the following must receive a hard copy of the consultation document or be emailed a link to the relevant website:</p> <ul style="list-style-type: none"> <li>• Assembly Members and Members of parliament representing the area served by / intended to be served by any school which is subject of the proposals.</li> </ul> <p>We believe you have failed to consult with these stakeholders.</p>	<p>The Council has consulted with the relevant stakeholders and has issued consultation documents in accordance with the statutory School Organisation Code.</p>
33	<p>Staff believe that they will be placed in a pool for potential redundancies.</p>	<p>Should the schools be amalgamated onto one site, the Council will support the new Governing Body to formally consult with affected staff and their trade union representatives to discuss impact and minimise any requirement for compulsory redundancies and develop a tailored support package as required.</p>

<b>Financial Comment</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
1	<p>Where is the funding coming from?</p>	<p>50% of the funding will come from Welsh Government's 21<sup>st</sup> Century Schools Band B Programme whilst the remaining 50% will be funded by the Council through borrowing.</p>
2	<p>Does it have confirmed funding?</p>	<p>The WG have approved the Council's investment programme in principle, However business cases will need to be submitted to WG for individual projects before capital funding is released.</p>
3	<p>The funding is not guaranteed. What will happen if amalgamation proceeds but funding for the building works cannot be obtained?</p>	<p>Whilst there cannot be 100% guarantee. The Council have 100% success rate in business case submissions for the 21st Century schools investment programme.</p>
4	<p>The projected annual £50,000 for transportation would be better spent investing in the schools.</p>	<p>Point noted, however these are maximum estimated figures.</p>

<b>Financial Comment</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
5	Money is the only thing driving this school review	The proposal provides a sustainable area school of suitable size with appropriate investment so that buildings are suitable for 21st century school teaching and learning and also are in appropriate condition. The proposal also increases the potential for staff development.
6	How will amalgamation save money in the short term?	Short term savings will be modest based on reduced leadership cost. If the schools were to amalgamate onto one site further savings would be achieved directing resources away from fixed costs (buildings and leadership) to teaching and learning. Whilst the capital investment in one building would produce a more suitable learning environment.

<b>Impact on Children</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
1	No consideration appears to be given for the welfare of the children in Lixwm.	An Equality and Welsh Language Impact Assessment was produced as part of the consultation process.
2	Amalgamation will have a detrimental impact on children and their well-being.	Detailed transition plans will be produced with the schools
3	Children currently at the school will not benefit from the new facilities.	Point noted. Some children would have left the primary school prior to the investment in the proposed new facility
4	If this plan does go ahead there needs to be a child impact assessment completed. There are very vulnerable children at these schools to whom the disruption already caused and uncertainty is having a large psychological impact.	An Equality and Welsh Language Impact Assessment was produced as part of the consultation process.  Transition plans would focus on all learners but especially vulnerable groups of learners such as Additional Learning Needs (ALN).
5	I noted a distinct lack of detail for the children's transition during many points of the consultation, I wonder if any of Cabinet have spent any measured time in both schools before	The Council will take all practicable steps to ease the transition for all pupils, most especially for vulnerable groups of learners such as Additional Learning Needs (ALN). Should the

<b>Impact on Children</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
	closing one - you would hope that one member would take the time to get to know the schools intimately before making that decision (I hope I am wrong).	proposal be implemented the Council would work alongside pupils, their parents and the relevant schools to make appropriate transition arrangements for pupils to familiarise themselves with their new environments

<b>Impact on Communities</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
1	Businesses employing local people will be adversely affected.	Point noted.
2	How does the Council expect the communities to bond, given the current ill-feeling?	External mediation can be made available to bring the communities together.
3	Lixwm will lose their identity and it will rip the heart out of the village.	Point noted. A Community Impact Assessment was produced as part of the consultation process.
4	We will have no community space in the village.	Community facilities would be available in the proposed area school
5	The loss of the school will put off families moving to the village.	Point noted.
6	House prices will fall if the school has closed.	Point noted. However, many villages do not have a local school, we are unaware of any research which underpins this statement.
7	There are houses being built in Lixwm and there are eight candidate sites for development In the latest Flintshire LDP, several large pieces of land have been proposed for housing development in Lixwm, so pupil numbers will inevitably rise over the coming years. Figures indicate that by 2020, Lixwm school will be at capacity.	In the Planning department preferred Strategy dated November 2017. Lixwm has been categorised as a "defined village"  In defined villages housing development will only be permitted related to scale, character and role of the settlement and which delivers local needs affordable housing. Provision will include only: (i) Windfall market housing (only when delivering essential affordable housing) (ii) Local need affordable housing (iii) Small scale exception schemes for affordable housing



<b>Impact on Communities</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
8	It is disappointing our FCC use the media to set communities against one another and bully Governing bodies.	Disagree. The Council has not engaged in media in any form in this context.
9	Under the planning permission given to Lixwm School for renovation work in the 1980's there was a requirement that the school hall would be retained for community use. The local community will insist that this is honoured and therefore needs to be factored in to the financial assessment.	We are not aware that there are any legal covenants. However, this point will be investigated.
10	At Lixwm School on Monday 30th April was advertised as a parents only meeting. There were members of the community who expressed interest in attending both via the telephone prior to the meeting and attending the school of the evening. The members of the community were turned away and yet during the meeting, we were told that the meeting was open to community members. This was NOT the case.	People were asked to sign in to the event to ensure parents and carers could be accommodated. Community members who turned up on the night would have been asked to wait outside until all parents and carers had been accommodated and if space allowed they would then be permitted to take a seat in the hall. No community member presented themselves and as a result none were turned away on the evening.
11	We understand that a 'community meeting' has been permitted; to be organised by Ysceifiog Community Council in late May 2018. This is because FCC actively prevented community members from attending the meeting of the 30th April 2018 at Lixwm School	See point 10.

<b>Impact on Education</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
1	The standard of education cannot be maintained in a class size more than double what it is now. With the best teachers in the world there is no way you can teach as well with 30 something in your class.	As part of the Consultation process we have received a response from Estyn. Estyn's view is that the new arrangement will at least maintain the standards and outcomes for pupils in the area.
2	Consultation requires that standard of education must be at least as good in new school – we do not believe this new school could provide same level of nurturing	See point 1

<b>Impact on Education</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
3	The amalgamated school would have to re-elect the Governing body, re employ all staff and re-organise classes with disruption during the building phase.	The Council will work with the shadow governing body to keep disruption to a minimum.
4	Stats show that moving kids to different schools interrupts their focus, causes huge anxiety and as a result takes their focus away from education , Children should NOT be moved or forced to go to another school, they need stability and continuity.	<p>We are not aware of any published statistics.</p> <p>The Council will take all practicable steps to ease the transition for all pupils, most especially for vulnerable groups of learners such as Additional Learning Needs (ALN). Should the proposal be implemented the Council would work alongside pupils, their parents and the relevant schools to make appropriate transition arrangements for pupils</p>
5	All schools need a full time head not a shared one - if I had a concern I would expect to be able to speak to the head at any time not on certain days/times.	Whilst it would be a governing body decision, the Council anticipates that the new area school will have a full time non-teaching headteacher.
6	Children not being used to new staff and teachers will result on children who are used to individual, personalised learning to 'get lost' in the system.	The Council will take all practicable steps to ease the transition for all pupils, most especially for vulnerable groups of learners such as Additional Learning Needs (ALN). Should the proposal be implemented the Council would work alongside pupils, their parents and the relevant schools to make appropriate transition arrangements for pupils to familiarise themselves with their new environments
7	The local authority need to attend the other amalgamated schools in the area and see what a shambles they are. I have attended both the one in shotton and Connahs quay and I can say that the level of education, care and welfare of the children is of a much lower standard of that of Lixwm school, due to the sheer number of pupils. Having 30 pupils in one class and three classes per year group is	<p>In 2018 Ysgol Ty Ffynnon was rated “good” in all five of the inspection areas, these being:</p> <ul style="list-style-type: none"> <li>● Standards;</li> <li>● Wellbeing and attitudes to learning;</li> <li>● Teaching and learning experiences;</li> <li>● Care, support and guidance;</li> <li>● Leadership and management.</li> </ul>

<b>Impact on Education</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
	clearly over stretching the staff and resources.	In 2014 Ysgol Cae'r Nant's current performance was rated "good" whilst its prospects for improvement were also rated as "good".  In 2016 Lixwm Community Primary School was rated "good" for current performance and "adequate" for its prospects for improvement.
	I am extremely concerned, as are other parents, regarding this process; if FCC get their way, can you provide assurance regarding the stability and quality of my child's education at this critical time?	See point 1.

<b>Impact on Environment</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
1	The environment will be negatively impacted due to the increase in traffic.	Point noted.
2	FCC have targets to reduce Council energy consumption, increase usage of environmentally efficient vehicles, improve air quality, reduce carbon emissions to meet Welsh Government targets and help address the consequences of climate change. Closing Lixwm school will add thousands of new bus-miles to the FCC annual reporting measure, and as minimum costs will be a contractual factor these buses that will be operated will not be the newest pollution efficient type.	Point noted.

<b>Impact on Parental Preference</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
1	I strongly believe that as a parent we should have a choice as to how and where our children are educated.	Parents/Carers are able to express a preference for a pupil place at any school. Admission applications will be processed in line with Flintshire County Council's admissions Policy.

Impact on Parental Preference		
Number	Comment	Response
2	I understand that some schools are over subscribed with children attending from outside their local community. If parents opt for a school outside of their local community should they only have the option of selecting school which is not over subscribed.	Admission applications will be processed in line with Flintshire County Council's Admissions Policy

Impact on Traffic and Transportation		
Number	Comment	Response
1	Child safety is a concern due to the hazardous road between Lixwm and Brynford; it is dangerous to walk with children.	Free home to school transport would be provided based in current transport policy
2	More travelling will increase cost for families.	Point noted.
3	Have there been any consideration to the cost of transporting the children to and from Brynford, How could this result in a cost saving ?	A Transport Impact Assessment was produced as part of the consultation in which this issue was considered. The conclusion was that transport costs could increase but they are not anticipated to rise significantly due to the number of children currently accessing the service.
4	Transport - how will that work? Bus provided at £50k. What about Breakfast Clubs, After School Clubs.	It is not statutory to provide transport for non-statutory school hours. Transport will be provided to children who meet the eligibility criteria outlined in the School Transport Policy <a href="http://www.flintshire.gov.uk/en/Resident/Schools/School-Transport.aspx">http://www.flintshire.gov.uk/en/Resident/Schools/School-Transport.aspx</a>
5	Parking at Brynford school is currently dangerous how on earth can this situation improve any by doubling figures of the children. No parking facilities are included in the planning.	Parking and drop off areas/issues will be developed with Transport and Planning professional as part of the design phase of the proposed school project.
6	Major concern on parking outside Brynford school. This was brought up at meeting but no idea if a Risk Assessment has been carried out.	A Traffic Impact Assessment or Traffic Survey will be a requirement of the planning process. Any issues derived from these surveys will then be fed into the design brief.

<b>Impact on Traffic and Transportation</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
7	Are the council willing to provide transport?	Transport will be provided to children who meet the eligibility criteria outlined in the School Transport Policy <a href="http://www.flintshire.gov.uk/en/Resident/Schools/School-Transport.aspx">http://www.flintshire.gov.uk/en/Resident/Schools/School-Transport.aspx</a>
8	Bus services in this area are appalling. If you are going to shut down local community living then you need to improve transport links between villages and towns. We can get a bus out of Lixwm to Holywell in the mornings and connect to Chester but no bus back in the afternoon. Doesn't make sense to reduce facilities without the necessary transport options.	Point noted. We would take this issue up with the Council's Integrated Transport Unit to investigate whether public or community transport provision could be improved

<b>Political Comment</b>		
<b>Number</b>	<b>Comment</b>	<b>Response</b>
1	Incompetence in the political area with Flintshire and WAG is worth considering.	Point noted.
2	As a labour local council rather than accepting the cuts in education the council should be taking the grievance of the people back to Cardiff and Westminster.	Point noted.
3	Labour Councillors should seek to work more collaboratively with the rural areas of the Flintshire local authority.	Point noted.
4	The Lixwm community are determined to either convince FCC to abandon this change-project or to overturn the FCC decision through the legal appeals process.	Point noted.

## **21. Appendix E - Estyn Response**

<p><b>Estyn response to the proposal amalgamate Brynford Community Primary School and Lixwm Community Primary School</b></p> <p><b>Introduction</b></p> <p>This report has been prepared by Her Majesty's Inspectors of Education and Training in Wales.</p>
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Under the terms of the School Standards and Organisation (Wales) Act 2013 and its associated Code, proposers are required to send consultation documents to Estyn. However Estyn is not a body which is required to act in accordance with the Code and the Act places no statutory requirements on Estyn in respect of school organisation matters. Therefore as a body being consulted, Estyn will provide their opinion only on the overall merits of school organisation proposals.

Estyn has considered the educational aspects of the proposal and has produced the following response to the information provided by the proposer and other additional information such as data from Welsh Government and the views of the Regional Consortia which deliver school improvement services to the schools within the proposal.

## **Introduction**

This consultation proposal is from Flintshire County Council.

The proposal is to amalgamate Brynford Community Primary School and Lixwm Community Primary School with existing pupils transferring to the proposed area school, subject to parental preference. If the current Proposal is agreed and implemented Brynford Community Primary School and Lixwm Community Primary School will close on 31 August 2019. The new amalgamated area school would open on 1 September 2019 initially on a split site arrangement on the current Brynford Community Primary School and Lixwm Community School sites (Phase 1) until capital investment is in place to develop a new area school (Phase 2) on one site. The phase 2 development would commence in April 2019 and projects will be scheduled over the five-year investment period.

## **Summary/ Conclusion**

It is Estyn's view that the new arrangement will at least maintain the standards and outcomes for pupils in the area.

## **Description and benefits**

The local authority's rationale for amalgamating Brynford Community Primary School and Lixwm Community Primary School is clear and is consistent with the local authority's revised School Modernisation Strategy.

The proposer has discussed with the head teachers and governors a good range of options, including:

- the status quo;
- an area school; and
- federation.

The schools were not able to agree to federation as an option.

The status quo has shortcomings. Currently Brynford Community Primary school is oversubscribed. The school does not have sufficient teaching space for nursery provision or for physical education compared to other primary schools.

Estyn judged Lixwm Community Primary School to have good current performance and adequate prospects for improvement at the last inspection in December 2016. Estyn continues to monitor the school's progress. The school is under-subscribed, with around 27% of unfilled places.

The local authority asserts that a 3-11 Area Primary school would help to alleviate the budgetary constraints that has limited both schools' development over many years. It argues that the new area school will have the staffing capacity and resources to enable them to provide a broader use of learning experiences including the use of new technologies. The plan is costed and takes good account of the risks involved.

The local authority has taken effective account of the impact on housing stock, and the sustainability of the school. It has also considered suitably the potential impact of the plan on other local schools. They have judged that the new school would not have a significant impact on the secondary provision within the area.

### **Educational aspects of the proposal**

The local authority asserts that their preferred proposal would improve the quality of education within the area by improving facilities, strengthening the distribution of staff and the quality of leadership. It has taken good account of Estyn's most recent inspections of both schools to argue its case.

The proposal clearly explains how learners with additional learning needs will be supported in order that they will continue to receive resources to support them. For learners with an SLA or Statement, the named officer would offer support to parents/carers and pupils during the period of transition.

The local authority has conducted a transport impact assessment that shows that transportation costs are not anticipated to rise significantly due to the number of learners currently accessing the service.

## **22. Appendix F - Summary of Children and Young People's Response Forms**

<b>How would you feel if Brynford CP School and Lixwm CP School were to close?</b>	
<ul style="list-style-type: none"> <li>• Sad</li> <li>• Sad</li> <li>• Sad. Grumpy. Gross. ☹</li> <li>• Really sad</li> <li>• Angry, sad and scared</li> <li>• I would be sad and worried</li> <li>• I would feel frustrated</li> <li>• I would feel very sad. I love my school. I enjoy walking every day</li> <li>• If Lixwm school closes I would be very sad and very upset</li> <li>• Even though I won't be here, some people go to this</li> </ul>	<ul style="list-style-type: none"> <li>• Sad</li> <li>• Sad.</li> <li>• Sad. Angry</li> <li>• Very sad.</li> <li>• Gutted</li> <li>• Sad</li> <li>• I would feel sad.</li> <li>• If Lixwm would close I would feel sad. I am settled and happy at my school.</li> <li>• I would feel very sad. I would miss my friends and my teachers very much.</li> <li>• I wouldn't like it and it would be really sad because our</li> </ul>

**How would you feel if Brynford CP School and Lixwm CP School were to close?**

school because it's easier. So I would feel pretty mad. I would feel sick as well. I don't care what your aims are, you just want the money.

school has been there for 170 years.

- I would feel really sad heart broken because I know there won't be another school Ysgol Licswm

**Is there anything else you would like to see happen instead?**

- Keep my school open
- One school.
- I want my school to stay open.
- Brynford stay the same and Lixwm stay the same
- I would like Lixwm school to stay open
- I like to see Ysgol Licswm open forever
- I would like to see them still open.
- Federation with another school to keep both schools open
- I want Lixwm school to stay in our village, it's so important to everyone not just the children like me.
- I want my school to stay open. I love my school. I love my teachers and I am happy and feel safe at school.

- Please keep open :)
- For it to stay open.
- I would like Licswm to stay open.
- Lixwm school to not shut down
- Lixwm school opening instead of closing.
- I would like Lixwm to stay same
- I would like the school to stay as they are.
- My school has been there for 170 years and I want it open longer.
- You make the house next to Lixwm school in to a couple of rooms
- I would like to see so many objections that the schools stay as they are and the council doesn't 'save money' by shutting our school.

**Would you like to say anything else?**

- No.
- I like this school very much.
- Please don't close my school

- No.
- No thanks.
- I really enjoy walking to school.
- Because no-one wants to federate with us, to save our



<b>Would you like to say anything else?</b>	
<ul style="list-style-type: none"> <li>• All my friends have been here.</li> <li>• My teachers help me learn to read. I don't want to go to new school. Keep Lixwm open.</li> <li>• I love my school and all my teachers and want things to stay how they are.</li> <li>• I went to Brynford school when I was younger and I did not like it at all. Brynford school scared me. Please keep my school open.</li> <li>• I like to walk to school and play in the park with my friends after school. I do not want to lose my life here.</li> <li>• Please let my school open please.</li> </ul>	<p>school, it makes me sad and no-one cares</p> <ul style="list-style-type: none"> <li>• Knock down Brynford school and build onto Lixwm. We will not be able to go to the park with our school friends straight from school.</li> <li>• I really don't want the school to close because it is an amazing school and I think it is the best one.</li> <li>• When I grow up I don't want to think of my childhood school as a pile of rubble or a new building to 'help' us. The teachers are really nice too and they will have to find another place to work.</li> <li>• I love my school</li> </ul>

## 23. Appendix G - School Council Views

### 23.1. Views of Brynford CP School Council




<b>What are the positives if this happened (the schools joined)?</b>	
<ul style="list-style-type: none"> <li>• Brand new friend to hang out with</li> <li>• There will be more room</li> <li>• New games to play</li> <li>• New teachers and new headteacher</li> <li>• New ideas</li> <li>• New people to play with</li> <li>• Making people happy</li> <li>• Bigger classes</li> </ul>	<ul style="list-style-type: none"> <li>• Lovely teachers and children</li> <li>• New friends</li> <li>• They could be friendly</li> <li>• Using old Lixwm building as something new</li> <li>• New friends new teachers</li> <li>• Bigger school</li> <li>• Different people to talk to</li> </ul>
<b>What are the negatives if this happened (the schools joined)?</b>	
<ul style="list-style-type: none"> <li>• New rules</li> <li>• A lot bigger school</li> <li>• Less places to play</li> </ul>	<ul style="list-style-type: none"> <li>• They might upset you</li> <li>• They could push you over</li> <li>• They could punch you</li> </ul>

<b>What are the negatives if this happened (the schools joined)?</b>	
<ul style="list-style-type: none"> <li>• A lot more people</li> <li>• They could hurt your feelings</li> <li>• They could be mean</li> <li>• They could tell on you and get you into trouble</li> <li>• They could kick you</li> <li>• It would make you get new friends</li> <li>• There will not be enough room for parents to park at the end of the day</li> </ul>	<ul style="list-style-type: none"> <li>• Overcrowding possibility</li> <li>• Not much room for an extension</li> <li>• Lots of changes</li> <li>• There might be a lot of people in one class</li> <li>• A lot of money</li> <li>• They might not want to play with you;</li> <li>• Long time to build the extension so no school for a while</li> </ul>

<b>How would you feel about meeting new people?</b>	
<ul style="list-style-type: none"> <li>• Nervous / Scared</li> <li>• Happy to get new friends</li> </ul>	<ul style="list-style-type: none"> <li>• They could be nice</li> <li>• Neutral</li> </ul>

<b>How would you feel about new teachers?</b>	
<ul style="list-style-type: none"> <li>• Scared / Frightened / Worried / Nervous</li> <li>• New teachers might be strict</li> </ul>	<ul style="list-style-type: none"> <li>• New teachers might be friendly</li> <li>• Happy for new teachers</li> </ul>

<b>Have you got any other suggestions you would like to see happen instead?</b>	
<ul style="list-style-type: none"> <li>• ☺;</li> <li>• The council could make our area massive;</li> </ul>	<ul style="list-style-type: none"> <li>• Build a new school;</li> <li>• Could move into a different school.</li> </ul>

<b>Do you agree with Brynford CP School and Lixwm CP School joining together to make one area school?</b>	
 Yes	6
 Not Sure	3
 No	0

## 23.2. Views of Lixwm CP School Council

23.2.1. Prior to the discussion, pupils provided the pre-prepared views of their classmates. These will be provided to Cabinet.

<b>What are the positives if this happened (the schools joined)?</b>	
<ul style="list-style-type: none"> <li>• New friends to grow up with them to high school</li> <li>• Easier for the Wendy house to pick up children</li> <li>• Bigger games</li> <li>• Good idea to get involved in more</li> <li>• Bigger classrooms</li> <li>• Good idea to get more space in the classes and make new friends</li> <li>• We would have more teachers</li> <li>• You will have more space</li> </ul>	<ul style="list-style-type: none"> <li>• Might get more computers and books</li> <li>• I think we'll make new friends</li> <li>• New school equipment</li> <li>• Bigger classrooms to work in</li> <li>• New books</li> <li>• You will get to join bigger school tournaments for sports</li> <li>• We would have more places to run around</li> <li>• Might win more events</li> </ul>

<b>What are the negatives if this happened (the schools joined)?</b>	
<ul style="list-style-type: none"> <li>• It might affect properties sold in Lixwm</li> <li>• I think the children from the schools wont mix</li> <li>• It's older than Brynford</li> <li>• Angry</li> <li>• New school</li> <li>• Parents might not send their children there</li> <li>• What will happen to our field because it's not ours</li> <li>• We want to carry on this tradition</li> <li>• We've made lots of friends</li> <li>• Younger brothers and sisters won't get hand-me-down uniforms so we'll have to spend money on new</li> </ul>	<ul style="list-style-type: none"> <li>• It will be sad to close it on families</li> <li>• We won't be allowed to go in the forest</li> <li>• Mad</li> <li>• Sad</li> <li>• Well' miss the equipment</li> <li>• We would have as much support</li> <li>• The end is not the way they wanted it to be</li> <li>• The more further they are it will be difficult</li> <li>• Our hearts will be broken</li> <li>• The younger children might not be with a familiar teacher and will feel uncomfortable</li> </ul>




<b>What are the negatives if this happened (the schools joined)?</b>	
<ul style="list-style-type: none"> <li>• The little ones might get upset because they might not have the same teachers</li> <li>• We might get bullied in a new school</li> </ul>	<ul style="list-style-type: none"> <li>• We work with Cilcain and Caerwys and if we merge we might not work with them</li> </ul>

<b>How would you feel about meeting new people?</b>	
<ul style="list-style-type: none"> <li>• Sad;</li> <li>• Happy;</li> <li>• Mad;</li> <li>• Angry;</li> <li>• Mad;</li> <li>• I not why</li> <li>• 1 x unreadable;</li> <li>• Anxious;</li> <li>• ☹️</li> </ul>	<ul style="list-style-type: none"> <li>• Good and sad;</li> <li>• Nervous;</li> <li>• Happy;</li> <li>• Excited;</li> <li>• Happy;</li> <li>• 😊 😊 😊 😊</li> <li>• Wouldn't make friends if I went;</li> </ul>

<b>How would you feel about new teachers?</b>	
<ul style="list-style-type: none"> <li>• Scared</li> <li>• Nervous</li> <li>• Mad</li> <li>• A bit excited</li> <li>• ☹️</li> <li>• Scary</li> <li>• Weird</li> <li>• Nervous</li> </ul>	<ul style="list-style-type: none"> <li>• Anxious</li> <li>• Nervous</li> <li>• A bit happy</li> <li>• Scary</li> <li>• A bit sad</li> <li>• Mad</li> <li>• Kind of happy and scared; Scary and sad. You get to know more teachers</li> </ul>

<b>Have you got any other suggestions you would like to see happen instead?</b>	
<ul style="list-style-type: none"> <li>• Leave the schools as they are</li> <li>• We could convert the old headmasters house into a classroom</li> </ul>	<ul style="list-style-type: none"> <li>• Why can't we stay in Lixwm and build up</li> <li>• I like Lixwm very much and don't think we would get along</li> </ul>

<ul style="list-style-type: none"> <li>• I'd like to keep the schools separate</li> <li>• Build a separate school x 2</li> <li>• Use the money on something else</li> <li>• Happy</li> <li>• * I will miss friends</li> </ul>	<ul style="list-style-type: none"> <li>• I do not want the school to close</li> <li>• I like this school very much</li> <li>• * run raising (Fundraising?) for more money</li> <li>• I will make new friends</li> <li>• * 2 unreadable</li> </ul>
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<b>Do you agree with Brynford CP School and Lixwm CP School joining together to make one area school?</b>	
 Yes	2
 Not Sure	4
 No	3




### 23.3. Ysgol Rhos Helyg, Rhosesmor, School Council

<b>What are the positives if this happened (the schools joined)?</b>	
<ul style="list-style-type: none"> <li>• Less lonely people</li> <li>• More positive relations</li> <li>• They will learn more amazing things</li> <li>• There would be a larger selection of teachers</li> <li>• People can make more friendship</li> </ul>	<ul style="list-style-type: none"> <li>• Make new friends</li> <li>• It is not as far</li> <li>• Children would make new friends</li> <li>• Pupils would create more friendships</li> <li>• More children can ask for help</li> </ul>

<b>What are the negatives if this happened (the schools joined)?</b>	
<ul style="list-style-type: none"> <li>• Travel further</li> <li>• Spend more money for parents</li> <li>• Could be too far for parents to travel</li> <li>• Some children might not want to move</li> <li>• Parents would be unhappy to buy new uniform</li> </ul>	<ul style="list-style-type: none"> <li>• More negative relations</li> <li>• Children would be scared to move schools</li> <li>• It would cost a lot to build an extension</li> <li>• It might take a long time to build</li> <li>• Maybe there is not enough teachers</li> </ul>

What are the negatives if this happened (the schools joined)?	
<ul style="list-style-type: none"> <li>• Nervous pupils</li> <li>• Some people doesn't like to _____ (unreadable)</li> <li>• More crowed school</li> </ul>	<ul style="list-style-type: none"> <li>• Might be a lot of talking</li> <li>• It would be a bit difficult to move all the things to the new school</li> </ul>

Have you got any other suggestions you would like to see happen instead?	
<ul style="list-style-type: none"> <li>• They can swap schools;</li> <li>• To make a change;</li> </ul>	<ul style="list-style-type: none"> <li>• We can mix some children</li> <li>• 1 x unreadable</li> </ul>




Do you agree with Brynford CP School and Lixwm CP School joining together to make one area school?	
 Yes	4
 Not Sure	3
 No	1

#### 23.4. Ysgol Maes-y-Felin, Holywell, School Council

What are the positives if this happened (the schools joined)?	
<ul style="list-style-type: none"> <li>• Better stationery</li> <li>• There will be better sports facilities</li> <li>• You can get more class and more teachers</li> <li>• More friends</li> <li>• Easier for infants and juniors to move up</li> <li>• You can make more friends</li> <li>• You get more people to come to the school</li> <li>• You don't have to move far to get from primary to high school</li> </ul>	<ul style="list-style-type: none"> <li>• Friends x 2</li> <li>• You can see if anyone has got hurt in other school</li> <li>• You can play with people you don't know</li> <li>• Make new friends</li> <li>• More _____ teachers in the new school</li> <li>• 1 picture</li> <li>• Going to the headmaster for good reason not bad reason</li> <li>• Make different friends</li> </ul>

<b>What are the negatives if this happened (the schools joined)?</b>	
<ul style="list-style-type: none"> <li>• It will be harder to go to a different high school</li> <li>• Cramped classroom</li> <li>• You don't want too many people to go to the school</li> <li>• More supply teachers</li> <li>• There will be less space</li> <li>• If two schools weren't together there would have to be more people to look after the schools</li> </ul>	<ul style="list-style-type: none"> <li>• If lots of people come here may bully each other</li> <li>• Less toys for juniors</li> <li>• More crowded at the end of the day</li> <li>• More traveling for parents</li> <li>• 2 x unreadable</li> <li>• You do not want any bullying</li> <li>• They need to make the school a bit bigger</li> </ul>

<b>Have you got any other suggestions you would like to see happen instead?</b>	
<ul style="list-style-type: none"> <li>• Lift between the two schools</li> <li>• Keep each open</li> <li>• Bad weather both close</li> <li>• One of them can be a swim place so they go to swim there</li> <li>• Large school in the middle</li> </ul>	<ul style="list-style-type: none"> <li>• Infants in one school juniors in the other</li> <li>• Build one in the middle</li> <li>• Create two floors</li> <li>• They could visit their old school when they are about to go to high school;</li> <li>• Extend Lixwm's land</li> </ul>

<b>Do you agree with Brynford CP School and Lixwm CP School joining together to make one area school?</b>	
 Yes	7
 Not Sure	4
 No	0

### 23.5. Ysgol y Foel, Cilcain, School Council




<b>What are the positives if this happened (the schools joined)?</b>	
<ul style="list-style-type: none"> <li>• Save money</li> </ul>	<ul style="list-style-type: none"> <li>• New friends</li> </ul>

<b>What are the positives if this happened (the schools joined)?</b>	
<ul style="list-style-type: none"> <li>• Have new friends / playmates</li> <li>• Better sports team</li> <li>• More job offers</li> <li>• Friends</li> <li>• More staff, Lots of teams and after school clubs</li> <li>• more room</li> <li>• a class for each year</li> <li>• Teachers get paid better</li> <li>• Saving to I council</li> </ul>	<ul style="list-style-type: none"> <li>• Make new friends. Progress with new children</li> <li>• More room</li> <li>• Better football team</li> <li>• Friends</li> <li>• Better advantage on competitions</li> <li>• More room</li> <li>• More clubs</li> <li>• Saving money</li> </ul>

<b>What are the negatives if this happened (the schools joined)?</b>	
<ul style="list-style-type: none"> <li>• Nervous</li> <li>• Children might get bullied more because there are more children</li> <li>• Bigger class more chance of getting silly</li> <li>• More chance of bullying</li> <li>• Children might not want to go to school because they might get bullied</li> <li>• Nervous</li> <li>• People might not be friendly</li> <li>• Scared / weird</li> <li>• Young children might be scared of older children</li> <li>• Harder to get your views over</li> <li>• Less opportunity</li> <li>• Less opportunity</li> </ul>	<ul style="list-style-type: none"> <li>• More food options</li> <li>• Schools may not mix well and may gang up on each other</li> <li>• You might be late for school if you live in Lixwm</li> <li>• Less playground space</li> <li>• Yo8ung pupils will be scared because there are more people</li> <li>• Nervous</li> <li>• Less opportunities</li> <li>• Noise and bangs</li> <li>• Younger children will be scared</li> <li>• Building can distract people in the school</li> <li>• Less money e.g. need to pay for more equipment and furniture</li> </ul>



<b>Have you got any other suggestions you would like to see happen instead?</b>	
<ul style="list-style-type: none"> <li>• Why can't community schools and church schools join?</li> <li>• Most people walk to their schools so they would have to get a bus or get up early</li> <li>• Most people would walk there</li> <li>• Too far to walk</li> <li>• New name Lixford;</li> <li>• Design logo on uniforms</li> </ul>	<ul style="list-style-type: none"> <li>• It would make it hard for people to walk to school, buses would be needed</li> <li>• There could be a bus from Lixwm to Brynford but maybe too expensive</li> <li>• Children decide on school uniform</li> <li>• Design new uniform</li> <li>• People would have to go in a car to school</li> </ul>

<b>Do you agree with Brynford CP School and Lixwm CP School joining together to make one area school?</b>	
 Yes	1
 Not Sure	5
 No	0




### 23.6. Ysgol Bro Carmel, Carmel, School Council

<b>What are the positives if this happened (the schools joined)?</b>	
<ul style="list-style-type: none"> <li>• More education will happen</li> <li>• Making new uniform for the school</li> <li>• They would have more friends to play with</li> <li>• The children will have more help with work if needed</li> <li>• Have more learning to do</li> <li>• Teachers will make friends with kids</li> <li>• More teachers</li> <li>• More learning properties</li> <li>• Travel becomes better</li> </ul>	<ul style="list-style-type: none"> <li>• 2 x pictures of buildings</li> <li>• The government don't have to fund more schools</li> <li>• More helping and more learning</li> <li>• School would join so there would be more children</li> <li>• More teachers after school</li> <li>• One school gets ____ One school making more room</li> <li>• More dinner people</li> <li>• More classes</li> <li>• More tables</li> </ul>

<b>What are the positives if this happened (the schools joined)?</b>	
<ul style="list-style-type: none"> <li>• New clothes</li> <li>• The children will make new friends</li> <li>• More eco and environmental things will happen</li> </ul>	<ul style="list-style-type: none"> <li>• Pupils will make friends easier</li> <li>• The popularity will increase so they can have more money for school trips and resources</li> </ul>

<b>What are the negatives if this happened (the schools joined)?</b>	
<ul style="list-style-type: none"> <li>• More pollution will come from the building</li> <li>• The building site will be a hazard</li> <li>• The people in Lixwm will be spending money to get their kids to school</li> <li>• Popularity could decrease</li> <li>• It will be further to travel</li> <li>• Bigger yard</li> <li>• Spending more money on the school, the people in Lixwm will have to travel further</li> </ul>	<ul style="list-style-type: none"> <li>• It will take a long time to get used to new people</li> <li>• Making new uniforms for the school</li> <li>• It would be harder to travel if they lived in Brynford or Lixwm</li> <li>• Long queue for dinner hall</li> <li>• Uniform</li> <li>• Big line for dinner</li> <li>• Travel will be longer, 84 miles</li> </ul>

<b>Have you got any other suggestions you would like to see happen instead?</b>	
<ul style="list-style-type: none"> <li>• Mascot for the school</li> <li>• Advertise to go to the school</li> <li>• Lixwm could be a nursery and a holiday club</li> <li>• The Lixwm school could turn into a nursey and Brynford stay as a primary</li> <li>• More land make new buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Make work fun</li> <li>• Home school people move to the school</li> <li>• We could put posters up for Brynford and Lixwm school so more people will go there</li> <li>• Exchange student so people get a taster for their school and people may move there</li> </ul>

Do you agree with Brynford CP School and Lixwm CP School joining together to make one area school?	
 Yes	5
 Not Sure	1
 No	1



## **Estyn response to the proposal amalgamate Brynford Community Primary School and Lixwm Community Primary School Introduction**

This report has been prepared by Her Majesty's Inspectors of Education and Training in Wales.

Under the terms of the School Standards and Organisation (Wales) Act 2013 and its associated Code, proposers are required to send consultation documents to Estyn. However Estyn is not a body which is required to act in accordance with the Code and the Act places no statutory requirements on Estyn in respect of school organisation matters. Therefore as a body being consulted, Estyn will provide their opinion only on the overall merits of school organisation proposals.

Estyn has considered the educational aspects of the proposal and has produced the following response to the information provided by the proposer and other additional information such as data from Welsh Government and the views of the Regional Consortia which deliver school improvement services to the schools within the proposal.

### **Introduction**

This consultation proposal is from Flintshire County Council.

The proposal is to amalgamate Brynford Community Primary School and Lixwm Community Primary School with existing pupils transferring to the proposed area school, subject to parental preference. If the current Proposal is agreed and implemented Brynford Community Primary School and Lixwm Community Primary School will close on 31 August 2019. The new amalgamated area school would open on 1 September 2019 initially on a split site arrangement on the current Brynford Community Primary School and Lixwm Community School sites (Phase 1) until capital investment is in place to develop a new area school (Phase 2) on one site. The phase 2 development would commence in April 2019 and projects will be scheduled over the five-year investment period.

### **Summary/ Conclusion**

It is Estyn's view that the new arrangement will at least maintain the standards and outcomes for pupils in the area.

### **Description and benefits**

The local authority's rationale for amalgamating Brynford Community Primary School and Lixwm Community Primary School is clear and is consistent with the local authority's revised School Modernisation Strategy.

The proposer has discussed with the head teachers and governors a good range of options, including:

- the status quo;
- an area school; and
- federation.

The schools were not able to agree to federation as an option.

The status quo has shortcomings. Currently Brynford Community Primary school is oversubscribed. The school does not have sufficient teaching space for nursery provision or for physical education compared to other primary schools.

Estyn judged Lixwm Community Primary School to have good current performance and adequate prospects for improvement at the last inspection in December 2016. Estyn continues to monitor the school's progress. The school is under-subscribed, with around 27% of unfilled places.

The local authority asserts that a 3-11 Area Primary school would help to alleviate the budgetary constraints that has limited both schools' development over many years. It argues that the new area school will have the staffing capacity and resources to enable them to provide a broader use of learning experiences including the use of new technologies. The plan is costed and takes good account of the risks involved.

The local authority has taken effective account of the impact on housing stock, and the sustainability of the school. It has also considered suitably the potential impact of the plan on other local schools. They have judged that the new school would not have a significant impact on the secondary provision within the area.

### **Educational aspects of the proposal**

The local authority asserts that their preferred proposal would improve the quality of education within the area by improving facilities, strengthening the distribution of staff and the quality of leadership. It has taken good account of Estyn's most recent inspections of both schools to argue its case.

The proposal clearly explains how learners with additional learning needs will be supported in order that they will continue to receive resources to support them. For learners with an SLA or Statement, the named officer would offer support to parents/carers and pupils during the period of transition.

The local authority has conducted a transport impact assessment that shows that transportation costs are not anticipated to rise significantly due to the number of learners currently accessing the service.

**Anticipated Timeline for Amalgamation of Brynford and Lixwm  
CP School Review Statutory Proposals**

<b><u>DATES</u></b>	<b><u>SCHOOL TERMS</u></b>	<b><u>KEY MILESTONES</u></b>
January 2018	Spring 2018	Cabinet approval obtained to commence consultation on chosen option
March 2018	Spring 2018	Consultation document published (Must be published on a school day – 42 days with 20 school days)
May 2018	Spring 2018	Consultation Ends
June 2018	Summer 2018	Consultation Report (must be published within 3 months)
June 2018	Summer 2018	Cabinet – Seeking Approval to go to next phase (Statutory Proposals)
Sept 2018	Autumn 2018	Statutory Notice (28 days, with 15 school days) Must be issued on a school day
Oct 2018	Autumn 2018	End of Objection Period
Oct/Nov 2018	Winter 2018	Objection Report published within 28 days and with Cabinet with 35 days
Nov/Dec 2018	Winter 2018	Cabinet Decision
September 2019	Autumn 2019	Implementation of selected option





# Dsceifiog Community Council Cyngor Cymuned Dsceifiog

ALAN ROBERTS  
CLERK OF THE COUNCIL / CLERC Y CYNGOR

— 349849  
Telephone: Holywell 740335



CRECAS COTTAGE  
CARMEL HILL  
PANTASAPH  
HOLYWELL  
FLINTSHIRE  
CH8 8NZ

27<sup>TH</sup> May, 2018

Dear Mr. Everett,

## Area Review Lixwm and Brynford C.P. Schools.

Thank you for attending the Special Meeting of the Council held the 21<sup>st</sup> May, 2018 at Lixwm C.P. School. I am advised that there were some 80 parents and residents in attendance which gives a very strong indication that this Area Review is of great importance to the community.

The Council found the event very helpful in providing a better understanding of the concerns both the community and School Governing Body have on the current ongoing area review and we hope these were conveyed to you and your colleagues who were present.

I have been instructed to bring to your kind attention some of the action points that were recorded at the meeting with a view of providing further information.

- 1. Flintshire County Council to look at with Welsh Government if Capital Funding could provided for undertaking improvements to each school, Brynford and Lixwm to bring the facilities up to the minimum standard and future proof both schools.**
- 2. A financial breakdown of the cost to improve Lixwm C.P. School would be provided by Flintshire County Council.**
- 3. It was reported that Lixwm C.P. School had been grant funded via the forma Delyn Borough Council to have improvements made subject to the hall being made available for community use. Flintshire County Council would investigate and report back.**
- 4. The school playing field had been provided for use by the school and was subject to covenant that it could not be used for any development – Flintshire County Council to investigate and report back.**



5. **Local Development Plan – Residents raised concerns that ongoing and proposed new residential development within the community would not be factored into the potential attendance figures which if included would have a positive impact on the future attendance for the school – Flintshire County Council agreed to look into this.**

The Council strongly believes that the closure of the school would cause great economic, social and community facility hardship to the community. Whilst the Council recognises the budgetary pressures all Local Government Departments are facing the Council is unable to support such a radical measure as the closure of Lixwm school and the creation of other local hardships this would bring to the community.

However the Council would support the federation of both schools (if status quo is not an option) subject to both schools being future proofed by having facility improvements undertaken.

I trust these comments will be taken into consideration and reported to Members for their further consideration.

Once again many thanks to you and your colleagues for your time and information provided at our meeting.

Kind regards,



A. Roberts  
Clerk to the Council

To:  
Mr. C. Everett,  
Chief Executive,  
Flintshire County Council,  
County Hall,  
Mold.

Copy to Councillor T. Jones

Local Development Plan – Residents raised concerns that ongoing and proposed new residential development within the community would not be factored into the potential attendance figures which it included would have a positive impact on the future attendance for the school – Flintshire County Council agreed to look into this

The Council strongly believes that the closure of the school would cause great economic hardship to the community. Whilst the Council recognises the budgetary pressures all Local Government Departments are facing the Council is unable to support such a radical measure as the closure of Llyn School and the creation of other local schools this would bring to the community.

However the Council would support the cessation of both schools if it is not an option subject to both schools being future proofed by having facility improvements undertaken.

I trust these comments will be taken into consideration and reported to Members for their further consideration.

Once again many thanks to you and your colleagues for your time and information provided at our meeting.

Kind regards,



A. Roberts  
Clerk to the Council

To:  
Mr. C. Evans  
Chief Executive,  
Flintshire County Council,  
Crestford,  
Welf.

Copy to Councillor Jones

# Eitem ar gyfer y Rhaglen 7



## CABINET

<b>Date of Meeting</b>	Tuesday, 19 <sup>th</sup> June 2018
<b>Report Subject</b>	Home to School Transport - Policy Review
<b>Cabinet Member</b>	Cabinet Member for Education
<b>Report Author</b>	Chief Officer (Education and Youth)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

In May, 2015, Cabinet approved the engagement of a Business Partner on a gain share basis (JMP Consultants) to assist the Integrated Transport Unit (ITU) with a diagnostic review of all transport operations across the Authority in order to identify any savings opportunities and efficiencies within the current operating arrangements.

Following a thorough optimisation exercise of all transport routes, the ITU and JMP Consultants have identified a number of historical operational issues whereby transport is being provided over and above the existing Transport Policy and also highlighted a number of areas of discretionary transport provision contained within current Policy. The historical operational issues are currently being worked through by the ITU.

However, discretionary areas would require Policy development/change and would require appropriate consultation with key stakeholders.

The report outlines the discretionary areas of the Home to School Transport Policy and provides options for Cabinet to consider.

### RECOMMENDATIONS

1	That Cabinet considers the options available around discretionary transport provision.
2	That Cabinet approves a mandate for officers to consult on transport policy change in designated areas as appropriate.

## REPORT DETAILS

1.00	<b>EXPLAINING THE BACKGROUND TO THE PROPOSED CHANGES</b>
1.01	Following Cabinet approval in May 2015, it was agreed that an Integrated Transport Unit (ITU) should be established within the Authority to ensure an integrated approach to service delivery and operational management, as well as offering benefits in terms of economies of scale, resilience and making better use of the specialist technical skills available to deliver operational and financial efficiencies in the future. The aim was to establish the ITU as the “one-stop shop” for the organisation for the delivery of all the Council’s transport needs.
1.02	Budget management and eligibility assessment for mainstream home to school transport transferred to the ITU within the Streetscene & Transportation portfolio; however, policy setting for school transport remained within the Education & Youth portfolio.
1.03	In May 2015, Cabinet approved the engagement of a suitably qualified Business Partner (on a gain share basis) to assist with the assessment and delivery of the financial benefit that would be derived from the new ITU. With the advice and guidance of the Corporate Procurement Unit, the engagement of the Business Partner was subsequently undertaken and JMP Consultants were duly appointed following a procurement exercise.
1.04	<p>The subsequent review has been undertaken in two phases:</p> <p><b>Phase 1</b> – A diagnostic review of all transport operations across the Authority in order to identify any savings opportunities and efficiencies within the current operating arrangements. (This work was completed in May 2016).</p> <p><b>Phase 2</b> – Support to deliver and implement the opportunities and efficiencies identified within Phase 1, on a gain-share basis.</p> <p>In particular, the diagnostic review was intended to make clear recommendations on the future of all transport services and on the best delivery model, in order to integrate services and derive the maximum benefit from the introduction of a fully integrated transport solution.</p>
1.05	One of the early outcome of the diagnostic review identified a number of areas of potential savings and efficiencies, in particular around policy changes and reviewing discretionary transport arrangements and operations.
1.06	<p>In the work commissioned through JMP, they estimated that significant cost savings could be delivered through policy development/change. This data was updated and presented at the all member workshops conducted on 29<sup>th</sup> November 2017.</p> <p>As part of the preparations for managing the 2019-2020 budget and the</p>

	<p>ongoing challenges in funding to local government, all areas of income generation are being given careful consideration. The Council's School Transport Policy is an area that has been identified as one for review.</p> <p>Should Cabinet determine to move into consultation on charging for aspects of discretionary transport, the level of charging will need to be determined and could range from a nominal contribution up to full cost recovery. A range of charging proposals will, therefore, be included in the consultation document.</p>
1.07	<p>The Council's Home to School Transport Policy is made up of both statutory requirements from the Welsh Government and discretionary transport provision above these requirements. The discretionary elements of the policy include the following:</p> <ul style="list-style-type: none"> <li>• Welsh Medium provision;</li> <li>• Post 16;</li> <li>• Transport provision to denominational schools;</li> <li>• Benefits entitlement.</li> </ul>
1.08	<p>Any changes in transport policy would require consultation in line with the Transport Measure and would require Cabinet to consider the views of key stakeholders in their consideration and determination at a future Cabinet meeting. Additionally, an implementation period is required which would result in the earliest implemented of any proposed changes being September 2020 (see Appendix 1).</p>
1.09	<p><b>Welsh Medium (WM) Transport Provision</b></p> <p>Free home to school transport is provided for pupils of statutory school age to the nearest Welsh medium school.</p> <p>At November 2017, 720 pupils accessed free home to school transport to WM schools at a cost of £490k (or £680 per student per year)</p> <p>Pursuing efficiency savings in this particular transport Policy area potentially contravenes the following national and local policies:</p> <ul style="list-style-type: none"> <li>• The Welsh Government's Welsh language strategy is to grow the number of Welsh speakers to 1 million by 2050.</li> <li>• The Council's Welsh Education's strategic Plan includes targets to increase the numbers of learners in WM Education.</li> <li>• Section 10 Learner Travel Measure places a duty on Local Authorities to promote access to Welsh Medium education and training.</li> <li>• Should consultation be agreed, feedback from the consultation will be reported to Cabinet at a future date. Cabinet will required to carefully consider the responses to consultation prior to determination.</li> </ul> <p>However, options available are as follows:</p> <ul style="list-style-type: none"> <li>• Option 1: No Change</li> </ul>

	<ul style="list-style-type: none"> <li>• Option 2: Proposal to consult on applying a charge</li> <li>• Option 3: Proposal to consult to cease transport to Welsh medium schools unless the nearest school to the pupil's home address</li> </ul>
1.10	<p><b>Transport provision to denominational schools</b></p> <p>At November 2017, 720 pupils accessed free home to school transport to denominational schools at a cost of £435k (or £1035 per student per year).</p> <p>Options available are as follows: -</p> <ul style="list-style-type: none"> <li>• Option 1: No Change</li> <li>• Option 2: Proposal to consult on applying a charge</li> <li>• Option 3: Proposal to consult to cease transport to denominational schools unless the nearest school to the pupil's home address</li> </ul>
1.11	<p><b>Post 16 Transport Provision</b></p> <p>Currently free transport is provided for post 16 students living in Flintshire attending a first course of full time study at a school or college, subject to meeting the 3 mile distance criteria and providing the student is attending the nearest educational establishment offering the courses they wish to study. Free transport is only provided to specified sites.</p> <p>At November 2017 approximately 1500 students accessed free transport from home to college based providers of post 16 education at a cost of £760k p.a. (or £500 per student p.a.).</p> <p>At November 2017 an estimated 430 pupils accessed free home to school transport to school based sixth forms in Flintshire at a cost of £190K p.a. (or £450k per student p.a.).</p> <p>Options available are as follows;</p> <ul style="list-style-type: none"> <li>• Option 1: No change</li> <li>• Option 2: Proposal to consult on applying a charge</li> <li>• Option 3: Proposal to consult to cease transport to all Post 16 facilities</li> </ul>
1.12	<p><b>Benefits Entitlement</b></p> <p>Free home to school transport is currently provided where a child whose parents are in receipt of Income Support or Working Tax Credit, resides more than 2.5 miles from the nearest appropriate school, rather than the standard 3 mile limit. This only applies to a secondary pupils and Flintshire County Council is the only council in Wales to retain this entitlement. Options available are as follows:</p> <ul style="list-style-type: none"> <li>• Option 1: No Change</li> <li>• Option 2: Proposal to consult on removal of this discretionary provision.</li> </ul>
1.13	<p>Should consultation on areas of policy change be agreed, a general review of wording will be undertaken to ensure that the policy up to date and</p>



	current with any national changes.
1.14	<p>Cabinet will be aware that previously a Task &amp; Finish Group reviewed discretionary transport arrangements around policy development in line with JMP proposals and had recommended that Cabinet should:-</p> <ul style="list-style-type: none"> <li>• Carefully consider the business cases and implementation plans for any change;</li> <li>• Undertake equality impact assessment in relation to any proposed policy change at an early point in the process;</li> <li>• Consider/mitigate the impact of any charges on families with more than one child;</li> <li>• Consider the impact of any changes on low income families;</li> <li>• Promote independence for learners (travel training) and</li> <li>• Consider alternatives (where appropriate) to individualised transport provision.</li> </ul>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	This will be dependent on the scale of consultation i.e. determination to consult all or most areas of policy change as highlighted in the report. There would be a requirement to commission additional temporary project support within Education and Youth to assist in this programme of work.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Consultation in respect of policy change will be carried out in accordance with the guidance as set out in the Learner Travel Measure (Wales).
3.02	Should consultation be agreed, feedback from consultation will be reported to Cabinet at a future date. Cabinet will required to carefully consider the responses to consultation prior to determination.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Policy change consultation will be reported to the current Programme Boards within the portfolios to ensure that risks are highlighted and mitigated wherever possible.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 - Anticipated policy change consultation timeline

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None.</p> <p><b>Contact Officer:</b> Claire Homard  <b>Telephone:</b> 704601  <b>E-mail:</b> <a href="mailto:claire.homard@flintshire.gov.uk">claire.homard@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>ITU – Integrated Transport Unit</b> - Learner Travel Measure (Wales) 2008  –Welsh Government legislation in the provision of school transport by which local authorities need to abide.</p>

## APPENDIX 1

### Home to School Transport Policy

#### Project plan to change Discretionary Transport Policy

Activity	June 2018	July 2018	Aug 2018	Sept/Nov 2018	Dec/Jan 2019	March 2019	April/may 2019	Sept 2020
E & Y Programme Board								
Scrutiny								
Cabinet								
Pre-consultation preparation								
Consultation								
Consultation Evaluation								
Approve Policy								
Publish Policy								
Implement Policy								

#### NOTES

1. A revised policy must be published at least **12 months** before implementation. Given this, the earliest it can be implemented is September 2020.



# Eitem ar gyfer y Rhaglen 8



## CABINET

<b>Date of Meeting</b>	Tuesday, 19 <sup>th</sup> June 2018
<b>Report Subject</b>	Code of Practice on Ethical Employment in Supply Chains
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Officer (Governance)
<b>Type of Report</b>	Strategic

## EXECUTIVE SUMMARY

Welsh Government has produced the Code of Practice on Ethical Employment in Supply Chains to improve procurement practice in Wales and secure greater social benefit from public expenditure.

All public sector bodies are encouraged to adopt the Code.

The Code fits with the Council's own practices and beliefs as a social responsible and ethical organisation. . The Code is challenging in places and the Council has reviewed the practicality of implementing the Code in full form.

## RECOMMENDATIONS

1	That the Council adopts the Code in partnership with the recognised trade unions. Flintshire embraces the principles which underpin the Code as a socially and responsible and ethical public body.
2	That the Code be implemented as far as is practicable and affordable, with an action plan to be developed in partnership with the local recognised trade unions.

## REPORT DETAILS

<b>1.00</b>	<b>BACKGROUND</b>
1.01	<p>The public sector in Wales spends around £6bn per annum on goods, services and works. The Welsh Government (WG) produced its Code on Ethical Employment in Supply Chains (“the code”) to ensure that those suppliers attain the highest standards of ethical employment. A copy of the code is attached at Appendix 1.</p> <p>The Code is designed to tackle:</p> <ul style="list-style-type: none"><li>• modern slavery</li><li>• blacklisting</li><li>• false self-employment</li><li>• unfair use of umbrella schemes and zero hours contracts</li><li>• paying the living wage</li></ul>
1.02	<p>The Council already has arrangements in place through its Contract Procedure Rules and procurement practices to prevent its suppliers from utilising many of these practices. The Code is an extension to current practice but the commitments required under the Code support the Council’s own values and principles.</p>
1.03	<p>The Code contains 12 commitments (equating to 34 actions) that seek to prevent unethical employment practices such as:</p> <ul style="list-style-type: none"><li>• Ensuring that employment practices are considered as part of the procurement process</li><li>• Requiring suppliers to sign up to the Code themselves</li><li>• Making it possible for people to raise concerns about unethical or unlawful employment practices</li><li>• Training officers who procure goods, services and works on how to tackle issues such as modern slavery</li></ul> <p>The Council has undertaken an impact assessment of the Code. Many (32 out of the 34) of the processes necessary to implement the commitments are either in place already or can be implemented.</p>
1.04	<p>The Code sets some commitments that might not be achievable. These are shown in the appendix with supporting note. Whilst the Code would aim to achieve these commitments it could only do so far as is practicable and affordable.</p>
<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p>As set out in appendix 1.</p>

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	<p>Consultation has taken place with Welsh Government, the Welsh Local Government Association and officials of the recognised trade unions locally.</p> <p>The Council and the local trade unions agreed the following joint statement: “Flintshire County Council adopts the Code of Ethical Employment in Supply Chains in partnership with the recognised trade unions. Flintshire embraces the principles which underpin the code as a socially responsible and ethical public body. The Code will be implemented, as far as in practicable and affordable, through a joint action plan with the local recognised trade union representatives. The Council is encouraging its public sector and third partners to similarly adopt the Code.”</p>

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	As set out in appendix 2.

<b>5.00</b>	<b>APPENDICES</b>
5.01	<p>Appendix 1 – Code of Ethical Procurement in Supply Chains.</p> <p>Appendix 2 – Impact assessment and action plan.</p>

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Contact Officer:</b> Gareth Owens  <b>Telephone:</b> 01352 702344  <b>E-mail:</b> <a href="mailto:Gareth.legal@flintshire.gov.uk">Gareth.legal@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Blacklisting</b> – the practice of not employing people who are union members.</p> <p><b>Modern Slavery</b> - is defined within the Modern Slavery Act 2015. The Act categorises offences of Slavery, Servitude and Forced or Compulsory Labour and Human Trafficking.</p> <p><b>Umbrella Schemes</b> – an arrangement whereby a so called umbrella company (usually some form of employment agency) provides workers who are falsely treated as self-employed for taxation purposes.</p> <p><b>Zero Hours contracts</b> – a contract where an employee is obliged to work for an employer but has no fixed hours. When used unethically they can mean that a worker has no regular hours and thus no regular income but is not free/able to work for other employers.</p>







Llywodraeth Cymru  
Welsh Government

# Code of Practice

## Ethical Employment in Supply Chains



Tudalen 265



## Ministerial Foreword

“The Welsh public sector spends around £6bn every year on goods, services and works involving international supply chains. A huge range of goods, works and services are purchased by every part of the public sector but the unifying factor is that people are involved in each stage of these supply chains.

It is therefore vital that, at every stage, there are good employment practices for the millions of employees. Good employment practices, which empower and reward workers, help to improve the quality of life of people here in Wales and further afield and, in turn, result in better quality goods and services. Poor – and even unethical – practices, such as the unfair use of zero hours contracts, can lead to poor morale, high staff turnover and, in some cases, can be dangerous and exploitative.



Although slavery was outlawed many years ago, and is illegal throughout the world, it is an endemic problem in some industries and in some parts of the world. Indeed, cases of people being held in conditions of modern slavery are discovered within the UK. We must do more to ensure these practices cannot take place in Wales and in our public sector supply chains around the world.

We have produced this *Code of Practice on Ethical Employment in Supply Chains* to ensure all public sector organisations are taking action to eradicate unlawful and unethical employment practices and to ensure all workers at every stage of the supply chain are treated fairly. The 12 commitments in this code of practice are aimed at public, private and third sector organisations and the accompanying guides include advice and tools for putting each commitment into practice.

I hope as many organisations as possible sign up to the code of practice, which will ensure we contribute to the wellbeing of our people living and working in Wales and those involved in our supply chains across the world.”

*Mark Drakeford*

Mark Drakeford AM  
Cabinet Secretary for Finance  
and Local Government

# Introduction

**This Code of Practice has been established by the Welsh Government to support the development of more ethical supply chains to deliver contracts for the Welsh public sector and third sector organisations in receipt of public funds.**

Evidence illustrates that unethical employment practices are taking place in supply chains throughout Wales and beyond.

This Code is designed to ensure that workers in public sector supply chains are employed ethically and in compliance with both the letter and spirit of UK, EU, and international laws. The Code covers the following employment issues:

- Modern Slavery and human rights abuses
- Blacklisting
- False self-employment
- Unfair use of umbrella schemes and zero hours contracts

and

- Paying the Living Wage

Further information on each of these issues can be found in the Code of Practice Toolkit [www.gov.wales/code-of-practice](http://www.gov.wales/code-of-practice)

In signing up to the Code, organisations will agree to comply with 12 commitments designed to eliminate modern slavery and support ethical employment practices.

The Welsh Government expects all public sector organisations, businesses and third sector organisations in receipt of public sector funding to sign up to this Code of Practice. Other organisations operating in Wales from any sector are encouraged to adopt the Code.

Action taken in relation to the 12 commitments contained within the Code should be appropriate and proportionate, in line with the size and influence of each organisation and the level of risk of labour exploitation within its supply chain.

The Code of Practice should be read in conjunction with the Toolkit which contains practical guidance, example text and templates to help address each of the subjects covered, and policy advice for public sector organisations.



# Code of Practice Commitments

## **Our organisation will:**

1. Produce a written policy on ethical employment within our own organisation and our supply chains. Once produced we will communicate the policy throughout our organisation and we will review it annually and monitor its effectiveness. As part of this we will:
  - 1.1. Appoint an Anti-Slavery and Ethical Employment Champion.
2. Produce a written policy on whistle-blowing to empower staff to raise suspicions of unlawful and unethical employment practices, and which places a responsibility on staff to report criminal activity taking place within our own organisation and our supply chains. Once produced we will communicate the policy throughout our organisation. We will review the policy annually and monitor its effectiveness. We will also:
  - 2.1. Provide a mechanism for people outside our organisation to raise suspicions of unlawful and unethical employment practices.
3. Ensure that those involved in buying/ procurement and the recruitment and deployment of workers, receive training on modern slavery and ethical employment practices, and keep a record of those that have been trained.
4. Ensure that employment practices are considered as part of the procurement process. We will:
  - 4.1. Include a copy of our Policy on ethical employment (Commitment 1) in all procurement documentation.
  - 4.2. Include appropriate questions on ethical employment in tenders and assess the responses provided.
  - 4.3. Incorporate, where appropriate, elements of the Code as conditions of contract.
  - 4.4. Ask bidders to explain the impact that low costs may have on their workers each time an abnormally low quote or tender is received.
5. Ensure that the way in which we work with our suppliers does not contribute to the use of illegal or unethical employment practices within the supply chain. We will:
  - 5.1. Ensure that undue cost and time pressures are not applied to any of our suppliers if this is likely to result in unethical treatment of workers.
  - 5.2. Ensure that our suppliers are paid on time – within 30 days of receipt of a valid invoice.
6. Expect our suppliers to sign up to this Code of Practice to help ensure that ethical employment practices are carried out throughout the supply chain.
7. Assess our expenditure to identify and address issues of modern slavery, human rights abuses and unethical employment practice. We will:
  - 7.1. Carry out regular reviews of expenditure and undertake a risk assessment on the findings, to identify products and/or services where there is a risk of modern slavery and/or illegal or unethical employment practices within the UK and overseas.
  - 7.2. Investigate any supplier identified as high risk, by direct engagement with workers wherever possible.
  - 7.3. Work with our suppliers to rectify any issues of illegal or unethical employment practice.

- 7.4. Monitor the employment practices of our high risk suppliers, making this a standard agenda item for all contract management meetings/reviews.
8. Ensure that false self-employment is not undertaken and that umbrella schemes and zero hours contracts are not used unfairly or as a means to:
  - 8.1. Avoid, or facilitate avoidance of, the payment of tax and National Insurance contributions and the relevant minimum wages.
  - 8.2. Unduly disadvantage workers in terms of pay and employment rights, job security and career opportunities.
  - 8.3. Avoid Health and Safety responsibilities.
9. Ensure that workers are free to join a Trade Union or collective agreement and to undertake any related activity and raise worker concerns without risk of discrimination. We will:
  - 9.1. Not make use of blacklists/prohibited lists.
  - 9.2. Ensure that our suppliers do not make use of blacklists/prohibited lists.
  - 9.3. Not contract with any supplier that has made use of a blacklist/prohibited list and failed to take steps to put matters right.
  - 9.4. Expect our suppliers to ensure that Trade Union representatives can access members and contracted workers.
10. Consider paying all staff the Living Wage Foundation's Living Wage as a minimum and encourage our suppliers to do the same. We will:
  - 10.1. Consider paying at least the Living Wage Foundation's Living Wage to all our staff in the UK.
  - 10.2. Consider becoming an accredited Living Wage Employer.
  - 10.3. Encourage our suppliers based overseas to pay a fair wage to all staff, and to ensure that staff working in the UK are paid at least the minimum wage.

11. Produce an annual written statement outlining the steps taken during the financial year, and plans for future actions, to ensure that slavery and human trafficking are not taking place in any part of our organisation and its supply chains. We will:
  - 11.1. Ensure that the statement is signed off at senior management/board level.
  - 11.2. Publish the statement on our website. If this is not possible, we will provide a copy to anyone within 30 days of a request being made.

*All organisations signing up to this Code are expected to produce and publish this annual written statement – for commercial organisations with a turnover of £36m or more, this also fulfils the requirements of Section 54 of the Modern Slavery Act 2015.*

*We encourage all organisations to publish their statements on the Transparency in Supply Chains (TISC) register [www.tiscreport.org](http://www.tiscreport.org) free of charge for all public and small organisations. In exchange, they can make use of the Wales Anti-Slavery Logo.*

### **For Public sector to whom the Code of Practice on Workforce Matters (2014) applies:**

12. Ensure all those undertaking work on an outsourced contract are treated fairly and equally. We will:
  - 12.1. Ensure that public sector staff who are transferred as part of a public service which is outsourced to a third party retain their terms and conditions of employment.
  - 12.2. Ensure that other staff working on an outsourced public service are employed on terms and conditions that are comparable to the transferred public sector staff.

# Implementing the Code of Practice

The 'Code of Practice – Ethical Employment in Supply Chains' has been established to help ensure workers in public sector supply chains in Wales are employed in a fair and ethical way.

The scope of the Code of Practice covers procurement, supplier selection, tendering, contract management and supplier management.

## Who can sign up to the Code?

Organisation type	
Welsh public bodies whose functions are wholly or mainly Welsh devolved: <ul style="list-style-type: none"> <li>• Welsh Government</li> <li>• National Procurement Service</li> <li>• Welsh Government Sponsored Bodies</li> <li>• NHS Wales</li> <li>• Local Government</li> <li>• Emergency Services (excluding Police)</li> </ul>	<b>Are expected to sign up to the Code</b>
Higher and Further Education Institutions	<b>Are expected to sign up to the Code</b>
Third sector organisations in receipt of Welsh public funds through grants, contracts or any other means	<b>Are expected to sign up to the Code</b>
Businesses involved in Welsh public sector supply chains	<b>Are expected to sign up to the Code</b>
Other public bodies based in Wales	<b>Are encouraged to sign up to the Code</b>
Other businesses based in Wales	<b>Are encouraged to sign up to the Code</b>





### How to sign up

To notify us that you are signing up to the Code, simply send an email to [vwpolicy@wales.gsi.gov.uk](mailto:vwpolicy@wales.gsi.gov.uk) using the subject line 'Code of Practice' and include the following information:

- Your name
- Your role
- Your email address
- Your organisation's name
- Your organisation's contact details – address & telephone number

### Code of Practice Toolkit

This Code is accompanied by a Toolkit made up of a series of Guides and Procurement Advice Notes along with document templates, example tender questions, and example contract conditions. These provide practical advice and guidance to help you when implementing the Code.

The following Guides are available to download at [www.gov.wales/code-of-practice](http://www.gov.wales/code-of-practice)

- Guide to tackling modern slavery and human rights abuses
- Guide to tackling unethical employment practices
- Guide to tackling Blacklisting
- Guide to implementing the Living Wage through procurement
- Example Questions, Conditions and Policies

The following Procurement Advice Notes (PANs), aimed at public sector procurers, also form part of the Toolkit:

- Employment Practices on Publicly Funded Projects
- Blacklisting in the Construction Industry
- Revised Code of Practice on Workforce Matters.

Other policy commitments, particularly for the public sector, such as those produced by Workforce Partnership Council, should be applied. Where relevant these are referenced in the Guides.

### How to implement the Code

#### In your own organisation:

The Welsh Government appreciates that the commitments within the Code are wide-ranging. You should be able to take action on the majority of the commitments quickly, particularly those that relate to your contracting activity, but some will take time to implement in full. Once you have signed up to the Code, we recommend you take the following steps:

- Carry out an assessment to identify the commitments with which you already comply.

For the remaining commitments:

- Prioritise the commitments according to your own organisation's impacts and situation.
- Develop an Action Plan, detailing the activities you will be undertaking to implement each commitment.
- Assign timescales to each of the actions within your Action Plan.

**If you are a small organisation** you may need longer to implement the Code fully. We suggest you begin with those commitments which you feel have most relevance to your organisation and work on others over time. Alternatively you may also wish to take more focussed action against each of the commitments. For example, for Commitment 7 'Assess our expenditure to identify and address issues of modern slavery and unethical employment practice' – you could begin by only assessing suppliers who supply a particular type of commodity, or only those suppliers involved in supplying your core product or service.

#### In your Supply Chain(s):

A number of the commitments within the Code relate to ethical practices within your supply chains. An effective way to achieve this is to expect your suppliers to sign up to the Code.



## Reporting requirements

### For Welsh public sector bodies only:

Welsh public sector organisations will be asked to report on their status in relation to sign-up and implementation of the Code providing information on:

- The number of staff involved in procurement who have undertaken training on modern slavery and ethical employment practices (as both a number & percentage); and
- The number of suppliers who have signed up to the Code of Practice as a result of action taken by the organisation.

We will also ask for copies of your Code of Practice Action Plan (which should form part of your annual Written Statement).

Issues relating to ethical employment practices on publicly funded projects which are raised through the Supplier Feedback Service will be reported.

### For all organisations:

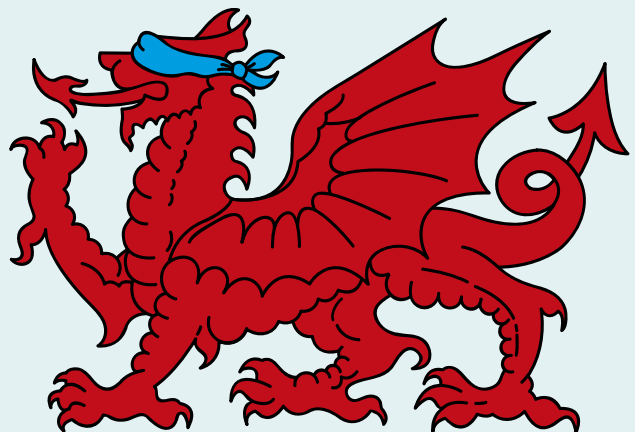
Through Commitment 11 of the Code each organisation agrees to produce and publish an annual written statement outlining the steps taken in relation to modern slavery. You will only be able to continue to use the Wales anti-slavery logo if you continue to produce your annual statement and commit to carrying out the actions contained in it.

## Supporting information

Practical advice and guidance on implementing the Code are contained within the Code of Practice Toolkit:

[www.gov.wales/code-of-practice](http://www.gov.wales/code-of-practice)

Say **NO**  
to Slavery



Modern Slavery Helpline: **0800 0121700**

**Context**

Welsh Government published the Code of Practice in March 2017, with an expectation that all Welsh public sector bodies agree to sign up to meet its commitments. In signing up, it is acknowledged that no organisation will be in a position to have fully satisfied all of the Code’s commitments. Instead, signing up represents a pledge to commence the journey to meet the requirements of Code’s commitments.

The table below sets out the impact on the Council’s against the requirements of the Code’s commitments. At present this primarily covers impacts and actions in respect to the Corporate Procurement Team, Human Resources section and individual service areas.

	<b>Code of Practice Commitment</b>	<b>Met?</b>	<b>Action needed to meet commitment</b>	<b>Impact of meeting commitment</b>	<b>RAG</b>	<b>Comment</b>
1.	Produce a written policy on ethical employment within our own organisation and our supply chains. Once produced we will communicate the policy throughout our organisation and we will review it annually and monitor its effectiveness. As part of this we will:	<b>No</b>	<p>The Corporate Procurement Team in conjunction with Human Resources Team will need to jointly develop a written policy on ethical employment and will need to consult with relevant stakeholders prior to launching.</p> <p>Ethical Employment written policy that includes:</p> <ul style="list-style-type: none"> <li>• Definition and corporate stance statement</li> </ul>	<p>Workload of producing such a policy is manageable.</p> <p>Commentary on the implications of each commitment in the policy is covered later.</p>	<b>Green</b>	Will be incorporated into the procurement strategy.

			<p>against each of the following: ethical employment issues:-</p> <ul style="list-style-type: none"><li>• Modern slavery</li><li>• False self-employment</li><li>• Unfair use of umbrella schemes and zero hours contracts</li><li>• Position on paying the Living Wage Foundation's Living Wage</li><li>• Position on engaging workers through direct employment, or via recruitment or employment agencies, or by using employment businesses</li><li>• Position on sub-contracting work, which includes circumstances in which sub-contracting takes place and whether all sub-contractors need to be approved</li><li>• Ensuring fair payment terms and fair delivery</li></ul>			
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			<p>terms with sub-contractors</p> <ul style="list-style-type: none"><li>• Position on using employment businesses, recruitment agencies, labour providers including the payment of recruitment fees</li><li>• Stance on Blacklisting and freedom of association</li><li>• Approach to monitoring global supply chains in particular to high risk area of labour exploitation</li><li>• Approach to supply chain management and monitoring including risk assessment, auditing, reviews and due diligence checks and remediation if evidence of child labour, slave labour or unfair employment contracts</li><li>• Approach in supporting Fairtrade products</li></ul>			
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			<ul style="list-style-type: none"> <li>• Approach and steps taken in organisation to support workers who have spoken up</li> <li>• How the organisation will raise awareness of the policy e.g. through training, inductions, staff and supplier briefings</li> <li>• The reporting and management of associated risks</li> </ul>			
1.1	Appoint an Anti-Slavery and Ethical Employment Champion	No	This would be better included as a portfolio responsibility for the CM Corporate Management and Assets		Green	Each Portfolio will appoint a lead to ensure the code is implemented in any contracts
2.	Produce a written policy on whistle-blowing to empower staff to raise suspicions of unlawful and unethical employment practices, and which places a responsibility on staff to report criminal activity taking place within our own organisation and our supply chains. Once	In part	<ol style="list-style-type: none"> <li>1. Amend and expand the current Council Whistleblowing policy to apply to non-employees and include ethical employment issues</li> <li>2. Make available on internet + intranet</li> <li>3. Frequency of review is 1/3 years which is adequate</li> </ol>	Easily manageable	Green	The whistle blowing policy will need to be expanded to cover non-employees



	produced we will communicate the policy throughout our organisation. We will review the policy annually and monitor its effectiveness. We will also:		Whistleblowing policy to be uploaded on to the PROACTIS Portal and included in all tender documentation templates			
2.1	Provide a mechanism for people outside our organisation to raise suspicions of unlawful and unethical employment practices.	No	<p>See above note on applying whistleblowing policy to non-employees</p> <p>Value Wales has a supplier feedback service where suppliers can email to raise these concerns. Suppliers need to be made aware of this service when necessary and we will need to amend our tender documentation to signpost the feedback service to suppliers</p> <p>Ensure Whistleblowing policy is on internet and intranet with clear contact details for the Monitoring Officer &amp; Deputy Monitoring Officer so issues can be raised.</p>	Easily manageable	Amber	We will provide a mechanism to report abuses under the code which the Council can lawfully tackle

3.	Ensure that those involved in buying/ procurement and the recruitment and deployment of workers, receive training on modern slavery and ethical employment practices, and keep a record of those that have been trained	No	<p>Promotion and awareness of e-learning module on anti-slavery to be made to all middle managers and procurement related officers.</p> <p>The code of practice e-learning module to be also promoted once finalised and available from Welsh Government. All Middle Managers &amp; Procurement staff are expected to undertake the Anti-slavery training through the e-learning platform. The Council staff in appropriate roles will complete the eLearning module on the Code of Practice once it is finalised by Welsh Government</p>	Easily manageable	Green	Procurement officers will be trained on awareness of modern slavery
4.	Ensure that employment practices are considered as part of the procurement process. We will:	No	In principle, these aims are supported.			

4.1	Include a copy of our Policy on ethical employment (Commitment 1) in all procurement documentation.	No	Ethical Employment Policy to be included in once finalised in all tender documentation on Proactis.	Easily Managed	Green	Agreed
4.2	Include appropriate questions on ethical employment in tenders and assess the responses provided.	No	Ethical Employment Tender questions to be populated into the Questionnaire Library on the PROACTIS portal.  Procurement Category Business Partners to discuss inclusion of the questions on appropriate tenders.	Easily incorporated into the tender process. Though care needs to be taken not to make the paperwork burdensome for smaller suppliers or social enterprises	Green	
4.3	Incorporate, where appropriate, elements of the Code as conditions of contract.	No	Conditions of contract clauses to be included in the specification or terms of contracts as deemed appropriate.		Green	
4.4	Ask bidders to explain the impact that low costs may have on their workers each time an abnormally low quote or tender is received.	No	Potential amendment to the current CPR's to stipulate explanation on impact on workers if tender bids are deemed abnormally low.	Could increase costs of contracts but as few contracts for services are let impact likely to be minimum	Green	

			Consider asking a default question on worker pay rates in comparison to total unit cost rates to determine impact of low costs on the workers.			
5.	Ensure that the way in which we work with our suppliers does not contribute to the use of illegal or unethical employment practices within the supply chain. We will:					
5.1	Ensure that undue cost and time pressures are not applied to any of our suppliers if this is likely to result in unethical treatment of workers.	No	Future Contract management training to include consideration of ethical employment issues.	Impractical to assess or enforce without great expense but we could follow up any specific allegations of failure to adhere to the requirement(s)	Amber	As above
5.2	Ensure that our suppliers are paid on time – within 30 days of receipt of a valid invoice.	Yes	This commitment is already in place with the Council aiming to pay all valid invoices within 30 days and this is monitored as a principle corporate KPI measure.		Green	This is our current practice

			<p>The Council has also amended its General Terms &amp; Conditions of contract to seek fair payment to all sub-contractors within 30 days as well.</p> <p>The Council where appropriate will look into the use of Project Bank Accounts on typically construction / infrastructure projects</p>			
6.	Expect our suppliers to sign up to this Code of Practice to help ensure that ethical employment practices are carried out throughout the supply chain.	No	Update tender documentation on PROACTIS with a link to the new written policy once in place.	Impractical to assess or enforce without great expense but we could follow up any specific allegations of failure to adhere to the requirement(s)	Amber	We will encourage suppliers to adopt the code. Due to possible cost implications especially for SMEs it will not be mandatory
7.	Assess our expenditure to identify and address issues of modern slavery, human rights abuses and unethical employment practice. We will:	No	The Corporate Procurement Team will work in conjunction with Value Wales and Atamis the WG spend analysis provider to identify category spend areas that are deemed high			

			risk sub-category areas for unethical employment practices			
7.1	Carry out regular reviews of expenditure and undertake a risk assessment on the findings, to identify products and/or services where there is a risk of modern slavery and/or illegal or unethical employment practices within the UK and overseas.	No	As above and the Council already submits full expenditure data to the Atamis as part of Welsh Government spend analysis programme	Monitoring supply chain issues overseas will clearly be difficult and expensive. Relying on externally validate accreditation marques may increase cost and/or administrative burden for small supplier	Amber	The Council will seek to identify modern slavery.
7.2	Investigate any supplier identified as high risk, by direct engagement with workers wherever possible.	No	In high risk spend areas, more robust contract management processes will be required on those particular contracts. However there is limited due diligence that can be undertaken due to complexity of the supply chains and the available resource capacity.	This is potentially highly problematic especially where workers are located outside Flintshire	Amber	The Council will work to address legal practices

7.3	Work with our suppliers to rectify any issues of illegal or unethical employment practice.	No	Legal Services in conjunction with Procurement Officers will review any issues identified of unethical employment practice and take appropriate action.		Amber	The Council will investigate any reported illegal practices, or report them to appropriate enforcement authorities.
7.4	Monitor the employment practices of our high risk suppliers, making this a standard agenda item for all contract management meetings/reviews.	No	Amend the current Contract Procedure Rules to incorporate a requirement under the contract management section that employment practices should be monitored for high risk suppliers as standard	Impractical to assess or enforce without great expense but we could follow up any specific allegations of failure to adhere to the requirement(s)	Amber	
8.	Ensure that false self-employment is not undertaken and that umbrella schemes and zero hours contracts are not used unfairly or as a means to:	In part	The web based New Supplier creation database will continue to check if a supplier has a unique tax reference (UTR). These above checks will include IR35 checks	These are easily manageable in respect of our own employees. However it will be difficult and/or expensive to apply in respect of contractors.	Green	The Council will ensure this is the case for its own employees and directly engaged agency workers
8.1	Avoid, or facilitate avoidance of, the payment of tax and National Insurance	In part	As above.	As above	Amber	The Council will ensure this is the case for its own employees and

	contributions and the relevant minimum wages.					directly engaged agency workers
8.2	Unduly disadvantage workers in terms of pay and employment rights, job security and career opportunities.	In part	As above, but with regard to Zero hours contracts the use of such contracts will be kept under review, since in some particular instances, e.g. social care, zero hour contracts provide flexibility for the workers	As above	Green	
8.3	Avoid Health and Safety responsibilities	Yes	Health and Safety considerations should be monitored as part of the contract management process.		Green	The Council will do this for its own employees and directly engaged agency workers
9.	Ensure that workers are free to join a Trade Union or collective agreement and to undertake any related activity and raise worker concerns without risk of discrimination. We will:-					
9.1	Not make use of blacklists/prohibited lists.	Yes	The Council already adopt this process where appropriate, by asking relevant questions within the Pre-Qualification		Green	This is the Councils practice already



			Questionnaire (PQQ) for construction projects which is based on the national Squid questionnaire from Value Wales.			
9.2	Ensure that our suppliers do not make use of blacklists/prohibited lists	Yes	The Council already adopt this process where appropriate, by asking relevant questions within the Pre-Qualification Questionnaire (PQQ) for construction projects which is based on the national Squid questionnaire from Value Wales.		Amber	
9.3	Not contract with any supplier that has made use of a blacklist/prohibited list and failed to take steps to put matters right.	Yes	PQQ Evaluation Methodology to be amended to provide clarity that any supplier which makes use of blacklisted lists will be disqualified from the procurement process.	As above	Green	
9.4	Expect our suppliers to ensure that Trade Union representatives can access members and contracted workers.	Yes	Amend our specification template to ensure that Trade Union representatives can access members who work for our contracted suppliers.	This will be difficult to monitor in practice and could be used as a means of involving the council in workplace disputes	Amber	

10.	Consider paying all staff the Living Wage Foundation's Living Wage as a minimum and encourage our suppliers to do the same. We will:	In part	The Council is committed to re-looking at the consideration and the impact of paying the living wage as part of the review of the pay policy. However, although this is a national agenda, in reality there is no budget to pay for the additional costs of implementation, but also to deal with potential future staff inequality claims and the knock on effect of additional costs arising from amending the pay grade structure.	Costly and time consuming	Amber	Subject to affordability
10.1	Consider paying at least the Living Wage Foundation's Living Wage to all our staff in the UK.	In part	See above	See above.	Green	The Council will consider this subject to affordability
10.2	Consider becoming an accredited Living Wage Employer.	In part	See above	See above.	Green	The Council will consider this subject to affordability
10.3	Encourage our suppliers based overseas to pay a fair wage to all staff, and	In part	Due diligence on adherence to national minimum wage should be part of the	The consequential cost increases of paying a "fair wage" as part of	Green	The Council will consider this

	to ensure that staff working in the UK are paid at least the minimum wage.		contract management monitoring on individual contracts.  Consideration to be given to ask staff payment specific question in the tender process to assess supplier compliance with national minimum wage requirements.	supply contracts will need to be assessed		subject to affordability
11.	Produce an annual written statement outlining the steps taken during the financial year, and plans for future actions, to ensure that slavery and human trafficking are not taking place in any part of our organisation and its supply chains. We will:	No	Annual Written Statement and action plan to be developed in conjunction with Value Wales.	The Council will need further support from Value Wales to develop an annual written statement and action plan.	Green	The Council will do this
11.1	Ensure that the statement is signed off at senior management/board level.	No	As above	As above	Green	The Council will do this
11.2	Publish the statement on our website. If this is not	No	As above	As above	Green	Agreed

	possible, we will provide a copy to anyone within 30 days of a request being made.					
	<i>All organisations signing up to this Code are expected to produce and publish this annual written statement. We encourage all organisations to publish their statements on the Transparency in Supply Chains (TISC) register <a href="http://www.tiscreport.org">www.tiscreport.org</a> free of charge for all public and small organisations. In exchange, they can make use of the Wales Anti- Slavery Logo.</i>	No	Amend the Specification Template to require suppliers who sign up to the Code of Practice to produce and publish an annual written statement and that such statements are also published <i>Transparency in Supply Chains (TISC) register <a href="http://www.tiscreport.org">www.tiscreport.org</a> free of charge for all public and small organisations. In exchange, they can make use of the Wales Anti-Slavery Logo.</i>			
12.	For Public sector to whom the Code of Practice on Workforce Matters (2014) applies: Ensure all those undertaking work on an outsourced contract are					

	treated fairly and equally. We will:					
12.1	Ensure that public sector staff who are transferred as part of a public service which is outsourced to a third party retain their terms and conditions of employment.	Yes	The Council already adopts this process as part of any TUPE transfer.		Green	This is the Council's current practice
12.2	Ensure that other staff working on an outsourced public service are employed on terms and conditions that are comparable to the transferred public sector staff.	No		This would be impossible to enforce and would be unattainable for some or most providers and would mean they would have to change terms of employment by doing a single status review. Note it says comparable which means not the same but taking everything in the round. This requirement is just unattainable and query if we can state this in a contract anyway. This	Red	Affordability makes this unachievable and the effect would be to make transfers impractical

			<p>also possibly interferes with TUPE as we would envisage that what will happen is that the public sector staff would be subject to a review under TUPE for ETO reasons and would have their terms reduced. There is no reason why we could not say it is desirable but not mandatory.</p> <p>Also, the Council could end up paying a lot of additional costs which is a burden on the public purse so Members would have to take this into account as to whether they wanted to foot the bill.</p>		
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# Eitem ar gyfer y Rhaglen 9



## CABINET

<b>Date of Meeting</b>	Tuesday, 19 <sup>th</sup> June 2018
<b>Report Subject</b>	Response to Welsh Government Consultation on Proposals to Temporarily Dis-apply Paragraph 6.2 of Technical Advice Note 1 (TAN1)
<b>Cabinet Member</b>	Cabinet Member for Planning and Public Protection
<b>Report Author</b>	Chief Officer Planning, Environment and Economy
<b>Type of Report</b>	Strategic

## EXECUTIVE SUMMARY

Welsh Government are seeking for views on the Cabinet Secretary for Planning and Environment's intention to dis-apply paragraph 6.2 of Technical Advice Note 1 (TAN1). This would reduce the weight to be attached to the lack of a five year land supply when considering applications for speculative housing development and would be a temporary measure whilst a fundamental review of the way housing is delivered in Wales is subsequently carried out by the Welsh Government. This would go some way to alleviating some of the extreme pressure the Council and its communities are currently facing in having to accept speculative developments. The proposal to dis-apply paragraph 6.2 is fully supported and the emphasis in responding to Welsh Government is to ensure a wide ranging and comprehensive review is progressed as soon as possible.

## RECOMMENDATIONS

1	That Cabinet approve the basis for a response to go to Welsh Government as set out in this report and specifically paragraph 1.07.
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## REPORT DETAILS

<b>1.00</b>	<b>CONTEXT FOR THE REVIEW OF TAN1</b>
1.01	Technical Advice Note 1: Joint Housing Land Availability Studies (TAN1) is planning guidance issued by the Welsh Government to support Planning Policy Wales and specifically the requirement to maintain a five year supply of housing land.
1.02	The TAN provides specific guidance and a prescribed methodology for monitoring land supply where a Local Planning Authority (LPA) has an adopted LDP. For those that do not currently have an adopted LDP, as in Flintshire's case, the TAN not only prevents an LPA from being able to formally monitor and demonstrate a five year supply, but also establishes that "considerable weight" must be given to the lack of a supply, when LPAs are faced with considering planning applications for speculative housing development.
1.03	This Welsh Government Policy has proved controversial in recent years not only in Flintshire but across Wales, as many speculative sites have come forward which have put tremendous pressure on communities and Councils to accept and accommodate speculative growth, and have subverted the LDP process.
1.04	Whilst Flintshire is currently one of four LPAs that cannot demonstrate a five year supply as they are without an adopted LDP, of the twenty one LPAs who do have an adopted LDP only six are able to demonstrate a five year land supply. Apart from the clear implication that having an adopted LDP does not 'guarantee' a five year supply, more fundamentally something is clearly wrong and mal-functioning with the current method and approach taken by the TAN1 policy approach.
1.05	Amongst other LPAs, Flintshire has been prominent in making the case to the previous Minister and present Cabinet Secretary that the whole system of monitoring and maintaining housing land supply in Wales is long overdue for a fundamental review. A Ten Point Statement of Concern was presented to the Cabinet Secretary in January 2017 (Appendix 1), and very recently the Cabinet Member for Planning and Environment made a renewed request for a review at a meeting of Lead Members and the Cabinet Secretary.
1.06	<p>The issues and pressures on LPAs and communities created by the present policy have now been recognised by the Welsh Government and the Cabinet Secretary has announced two things:</p> <ol style="list-style-type: none"><li>a. To undertake a '<b>call for evidence</b>' and wide ranging review of the delivery of housing through the planning system;</li><li>b. To alleviate immediate pressures on LPAs dealing with speculative applications and preparing LDPs, she is consulting on her <b>intention to dis-apply paragraph 6.2 of TAN1</b> for the duration of the above review.</li></ol>



	Paragraph 6.2 states that the absence of a 5 year land supply should be given “ <b>considerable weight</b> ” when dealing with [speculative] planning applications for housing.
1.07	<p>Whilst it is frustrating that the Cabinet Secretary has not simply used her powers to immediately implement her intention to dis-apply paragraph 6.2 in order to progress the call for evidence as a priority, the opportunity to respond in support of this intention is nevertheless welcomed. The closing date for comments is 21<sup>st</sup> June 2018, and the Cabinet should consider its response on behalf of the Council, based on the following points:</p> <ol style="list-style-type: none"> <li>a. The Council agrees with, and fully supports, the proposed dis-application of paragraph 6.2 of TAN1, not only for the duration of the call for evidence, but until such time as the outcome of the review is known and the actions in relation to revising TAN 1 are understood;</li> <li>b. Clear evidence suggests that a significant and growing quantum of undeveloped permissions exist in Wales, and also that when current emerging and adopted LDP supply is measured against the rates at which housing developers are currently building houses in Wales, all bar one LPA in Wales could currently demonstrate a five year supply on this basis;</li> <li>c. The Council confirms that the dis-application of paragraph 6.2 will significantly relieve the pressure it is currently experiencing to unconditionally accept speculative development as apart from the very recent decision to approve the development of 186 units in Penymynydd made by the Cabinet Secretary, the Council has in the pipeline and yet to determine, a number speculative applications for a further <b>1,037</b> units in various parts of the County;</li> <li>d. This will also enable the Council to maintain its focus on progressing the LDP which is at a critical stage in terms of preparing a deposit plan, where the Council must make decisions about allocating sufficient and sustainable sites to meet the plan’s housing requirement;</li> <li>e. The scope of the review must be broad and challenging and not just to LPAs. The building industry must be fully engaged with the review in a non-adversarial sense, and be prepared to be challenged and open in providing evidence of their genuine capacity to build homes in Wales. This is both from the perspective of existing permitted but undeveloped units, as well as bringing forward sites in LDPs. This must also fundamentally test the perception that exists of land banking as well as their approach to delivering housing in Wales;</li> <li>f. Finally, the outcome and actions from the review should be fully assessed and shared with all interested parties to avoid the undue haste with which TAN1 was previously reviewed and amended, with the consequent issues that are now being experienced.</li> </ol>
1.08	The proposed response to the consultation above will also be discussed at the next Planning Strategy Group a basis to scope out the form and detail of the evidence needed for the subsequent call for evidence exercise when this commences.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The Council's Service Manager Strategy will lead on the preparation and submission of evidence to the TAN1 review.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Present consultation and proposed response contained within this report.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	The main risks include the need to respond accordingly in time for the deadline of 21 <sup>st</sup> June 2018, and to ensure that comprehensive evidence is provided to the subsequent review.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 - 10 Point Statement of Concern. Appendix 2 – Background Document TAN1.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Welsh Government Consultation Document (insert hyperlink)  <b>Contact Officer:</b> Andy Roberts, Service Manager Strategy <b>Telephone:</b> 01352 703211 <b>E-mail:</b> <a href="mailto:andy.roberts@flintshire.gov.uk">andy.roberts@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Speculative Development</b> – applications to develop sites that are otherwise not identified in a development plan.

## **A Statement of Concern**

**To Lesley Griffiths AM, Cabinet Secretary for Environment and Rural Affairs, Welsh Government**

### **Technical Advice Note 1: The Case for Review**

Flintshire County Council requests that the Minister consider the following Ten Point Statement which expresses fundamental concerns regarding the methodology for monitoring and calculated housing land supply within Technical Advice Note 1, which in the Council's view identifies significant failings of the present TAN1 and an urgent need therefore for a review of this policy.

#### **1. What is the relevance and purpose of a five year land supply in policy terms today?**

There is a fundamental disconnect between the level of housing need that LDPs assess and make provision for, and market demand which is a function of the economic conditions prevailing at the time of plan making, and the ability, willingness and capacity of the development industry to build new homes. LDPs make provision for housing, but they can't and don't deliver housing. Developers and market forces control demand and therefore also supply. It is not necessarily in the interests of developers in an area to develop housing at the rate the LDP requires and nor do they necessarily want to develop all of the sites identified by the Local Planning Authority.

There should be less of a focus in LDPs on setting housing requirements based solely on projected housing needs, and more consideration of past build rates as a measure of the capacity and ability of the development industry to build and deliver housing. If build rates consistently increase, then supply will reduce commensurately which is logical, as opposed to the residual method where, as market demand falls, the residual requirement perversely rises. Supply should therefore be measured against industry performance.

#### **2. Undermining the Plan-Led System**

Local Planning Authorities without an adopted LDP are currently penalised by TAN1: they are deemed not to be able to demonstrate a five year land supply until their LDPs are adopted (regardless of the actual supply they may have). These LPA's are prevented from formally monitoring land supply even though contradictorily, the TAN states how important it is to monitor supply for the purposes of developing an evidence base with which to inform LDPs. Equally LPAs with an adopted LDP have no guarantee of being able to demonstrate a five year supply. This is a function of

using the Residual method as a mathematical means to measure supply, which bears no direct relationship to the rate at which available land is being developed.

What is the point in investing considerable time and money in developing an LDP when, rather than engage properly in the process of plan making, developers instead can and do use the provisions within TAN1 to subvert this process. The consequence is that emerging plan strategies are increasingly being undermined as is the principle of sustainable development, particularly for LPAs without an adopted LDP as there is no prescribed mechanism in TAN1 to establish if and, when via speculative developments, a five year supply is achieved. The cumulative impact of speculative development is not considered as LPAs (and Planning Inspectors) are required to consider each speculative application 'on its merits'. PPW also advises that sites will rarely go to the 'heart' of the Plan. This undermines the process of providing certainty of what can be developed where and diminishes public and Member confidence in the Planning System as a whole. As such this is potentially contrary to the core principles of the Well Being and Future Generations Act.

### **3. Residual Method: A Mathematical Deficiency**

In 2015, 10 out of 17 LPAs with an adopted LDP did not have a five year housing land supply when applying the residual method. This is due to the fact that market demand was less than adopted LDPs had anticipated in terms of housing requirements. Are LPAs therefore setting housing requirement figures too high? Shouldn't the AMR and plan review process be the means to address land supply matters rather than the increasing trend for 'planning by appeal'?

Market demand is influenced by several factors all beyond the control of the LPA and the LDP – economic conditions; capacity of the building industry to deliver; willingness of the building industry to deliver and willingness of landowners to sell. The residual method can produce bizarre results which is a function of this disparity between housing 'need' assessed in LDPs, and actual market demand. The 2006 version of TAN1 recognised in para 7.5.2 the difficulties associated with the residual method "*In some circumstances that calculation has indicated land shortages or surpluses which do not exist in practice. In such cases, a comparison of available land with past building rates can provide a measure of the adequacy of land supply that is more relevant to the achievement of the general objectives of the development plan*". The result of the residual method is that the lower market demand for housing is, the higher the residual target, whereas high demand results in a lower target; this is the exact opposite of what is required.

The quantum of land available is key, however the residual method masks this. The direct relationship of completions to this is the logical way to both measure supply and at the same time monitor industry performance. This creates more of a direct relationship between the permissions that LPAs grant for housing, and the need to implement these in a timely manner. Too much potential development land is not being brought forward as it forms part of a landowners 'nest-egg' or developers simply use land with consent as assets to borrow against. The present TAN1

process places all of the onus on LPAs, whereas there are no controls on compulsions on developers that can induce them to build permissions. Furthermore, there is no incentive within Wales whereby developers can be rewarded for delivering completions or for LPA's to grant permissions as is the case with the New Homes Initiative in England

#### **4. Provision vs Delivery**

An LDP cannot deliver new housing as that is the role of the market and development industry. The plan can only make provision for sufficient housing, assessed on the basis of projected needs. Delivery is solely the remit of developers but there are no national or local policy interventions which place any obligation on or incentive for developers to deliver. In this sense there is no requirement for them to respond to the need identified in LDPs. They have, in effect, a free hand to not only control the rate of delivery, but as a natural extension to this the level of supply. The residual method contributes to this in that the lower the delivery rate, the higher the residual target. This creates a false picture of actual supply creating, when a sub five year supply is indicated, the conditions to use the amended TAN1 to bring forward sites not identified in the development plan. This enables landowners and developers to in effect 'have a second bite at the cherry' in the sense that sites previously rejected by the LDP are re-presented as seemingly sustainable. It also results in unsustainable and simply unacceptable sites still being put forward as applications with the resultant impact on LPA resources to deal with these.

#### **5. Government Affordable Housing Target – the Evidence?**

Much has been made by the Welsh Government of the role of the development industry in assisting with economic recovery, despite the sustained contribution this makes to the local economy being debateable. Equally, a key driver for more house building in Wales is the Welsh Government 'target' of delivering 20,000 affordable homes over the term of this Government. From this it has been stated that the Welsh Government are working with developers to deliver accelerated rates of house building. This raises a number of fundamental questions and concerns for LPAs:

- Where has this target come from, and what is the evidence supporting it?
- Does this target represent national planning policy and if so how has this been examined?
- What weight should be applied to this target in considering all applications for housing?
- Is this target additional to provision made in LDPs? If so, how has the sustainability of this been considered? If not, why are speculative sites being approved ahead of LDP sites?
- Why are LPAs excluded from the joint working between Welsh Government and developers to deliver accelerated rates of housing?

- What is the evidence that house building rates have increased since the TAN was revised?
- What is the capacity of the industry in Wales to deliver this target, and how many new homes are required overall, to deliver this affordable target?

## **6. Role and Responsibility of Developers?**

The changes to TAN1 made in 2015 have in effect removed any need or requirement for developers to play an active and positive role in the land availability process. There is no longer a measure of the performance of the industry as the past build rate method of monitoring supply was removed, yet it is this measure that provides the most direct relationship between the amount of land available relative to the rate at which it is being developed. Their role in the process is no longer one of negotiating with LPAs, in terms of the position with sites and the agreed level of supply; instead via the Home Builders Federation in Wales, it has become increasingly and deliberately adversarial in challenging the status of multiple sites. If Welsh Government are directly collaborating with the development industry, then LPAs should also be equitably represented in such a process.

## **7. Speculative Developments – Are they Sustainable?**

Whilst TAN1 requires that significant weight should be applied to the lack of (or inability to demonstrate) a five year supply in considering applications on unallocated sites, it does also require that such exceptions should “otherwise comply with national and local policies”. This is supported by Planning Policy Wales with a presumption in favour of sustainable development. What the TAN fails to do however, is adequately set out the basis on which speculative applications should be justified and submitted. This leaves the judgement on their sustainability and suitability too open to judgement that is not always based on sound planning rationale, and whilst Inspectors invariably give “significant weight” to the lack of a five year supply, they do not seem in the same way to apply equal tests to other material considerations. These include the sustainability of a site in its wider local context, the relationship of the site to the emerging development plan and previous levels of development, the genuine availability and deliverability of the site, and the cumulative impact of permitting multiple speculative sites. This means that speculative sites are not part of the LDP SA/SEA process and also that some are of a significant scale that easily exceeds the call-in threshold, and have the potential to go to the heart of the LDP, but are considered in isolation and found acceptable. The TAN should include more specific requirements on developers to fully justify speculative sites. This could include the incorporation of advice developed in the attached Developer Guidance Note (see appendix 1).

## **8. Planning by Appeal**

This is increasingly becoming a deliberate policy of developers in relation to speculative developments. Developers are neither engaging adequately with LPAs in considering such proposals, and nor are they properly justifying the compliance and sustainability of what they propose. This is left to the appeal process. Planning by appeal undermines the plan-led system as it is a way around the process, avoiding in doing so key stages in the process such as assessing the comparative sustainability of sites against a number of alternatives, and matching them to a preferred strategy. Developers and Inspectors are not considering the sustainability of such sites sufficiently and are certainly not considering the cumulative impacts of a number of such developments in an area in terms of impact on the emerging LDP, or on the back of recent development from a previous plan, or the cumulative potential for harm a number of such sites may cause. Given that the TAN removes the ability of an LPA without an adopted LDP to demonstrate a five year supply, there are no limits or controls to say when cumulatively, permitting a number of speculative sites either sufficiently provides an adequate supply, or becomes an unsustainable proposition. There are also the significant resource implications both for LPAs and PINs of dealing with an increasing number of such applications which for the LPA, deflects resources away from LDP preparation. This practice also has a significant negative community impact as despite making positive attempts to engage with communities in LDP preparation including consideration of the most sustainable locations for allocated sites, the TAN1 process negates this community engagement and side steps the process, undermining the process as well as community trust and confidence in the planning system.

## **9. Viability and Deliverability**

Both of these should be a non-negotiable part of defining the sustainability and “otherwise compliant” status of a speculative application. A lack of viability means a site is not sustainable and this should be a clear reason to refuse, rather than entertain as some Inspectors seem to be, compromises to be made to allow permission to be granted. There is some evidence to say that developers are saying one thing at application or appeal in relation to the viability and deliverability of schemes, but are seeking to challenge this once the principle is established. Equally some landowners are seeking to re-negotiate the value of sites post appeal decision which throws into question the deliverability of such schemes. Speculative proposals should be required to submit robust evidence about the viability and deliverability of the scheme including a written agreement by the landowner and developer. In some cases it appears that Inspectors are simply accepting at face value that a scheme is viable and deliverable on the basis of the developers word of mouth. It is also of concern that, in the context of a short term window to increase housing land supply, outline permissions are an appropriate way forward, considering the time lag necessary to obtain reserved matters approval and pre-commencement conditions. Although Inspector’s have accepted the value of a short term timescale for

commencement of a site, this is not considered to go far enough as developers can simply achieve a 'technical' commencement and put the site on hold. A far more robust method would be to have a phased delivery plan as part of the permission.

## **10. Land Banking**

If the principle behind current national policy embodied in TAN1 is to encourage developers to accelerate build rates, there are no controls or compulsions within the policy to facilitate this. The residual method creates a false picture of supply and the TAN is being used by developers to accumulate permissions that represent asset value on balance sheets, or collateral for borrowing against, but that do not result in the early completion of housing. Whilst time limited commencement periods can be attached to permissions, developers are doing the minimum to demonstrate commencement in order to protect the consent. This is coupled with developers submitting low completion estimates for sites already in the land supply as part of the Joint Housing Land Availability process. In this way, developers are free to determine what is developed, where, and when which is totally contrary to the principles of a plan-led system and the provision of certainty to the public and stakeholders. If the LDP process can be so easily side-stepped, what is the point of LDPs?





Welsh Government  
Consultation Document

## Technical Advice Note 1

### Temporary dis-application of paragraph 6.2

Date of issue: 10 May 2018  
Action required: Responses by 21 June 2018

Mae'r ddogfen yma hefyd ar gael yn Gymraeg.  
This document is also available in Welsh.

## Overview

The Welsh Government's planning policy requires local planning authorities to maintain a five-year supply of deliverable land for housing, based on meeting the housing requirements set out in Local Development Plans (*Planning Policy Wales*, paragraph 9.2.3).

Local planning authorities without a five-year housing land supply are liable to receive speculative planning applications for housing. To ensure the most appropriate housing sites are brought forward as part of a systematic and rigorous Local Development Plan process, the Welsh Government is consulting on the temporary dis-application of paragraph 6.2 of Technical Advice Note 1, *Joint Housing Land Availability Studies* (TAN 1), to remove the reference to attaching "considerable" weight to the lack of a five-year housing land supply as a material consideration in determining planning applications for housing.

We are seeking your views on whether paragraph 6.2 of TAN 1 should be temporarily dis-applied.

## How to respond

Please respond to this consultation by answering the questions set out within this document and in the response form. Responses can be submitted in a number of ways:

Online: <https://beta.gov.wales/technical-advice-note-temporary-dis-application-of-paragraph-6-2>

Email: [planconsultations-f@gov.wales](mailto:planconsultations-f@gov.wales)

Post: TAN 1 Consultation  
Planning Policy Branch  
Planning Directorate  
Welsh Government  
Cathays Park  
Cardiff  
CF10 3NQ

When responding please state whether you are responding as an individual or are representing the views of an organisation.

## Further information and related documents

**Large print, Braille and alternative language versions of this document are available on request.**

Technical Advice Note 1, *Joint Housing Land Availability Studies*, can be found on the Welsh Government's website:

<http://gov.wales/topics/planning/policy/tans/tan1/?lang=en>

**Contact details** For further information:

email: [planconsultations-f@gov.wales](mailto:planconsultations-f@gov.wales)

telephone: 03000 256802 / 03000 253290

or write to:

TAN 1 Consultation  
Planning Policy Branch  
Planning Directorate  
Welsh Government  
Cathays Park  
Cardiff  
CF10 3NQ

**Data protection** The Welsh Government will be data controller for any personal data you provide as part of your response to the consultation. Welsh Ministers have statutory powers they will rely on to process this personal data which will enable them to make informed decisions about how they exercise their public functions. Any response you send us will be seen in full by Welsh Government staff dealing with the issues which this consultation is about or planning future consultations.

In order to show that the consultation was carried out properly, the Welsh Government intends to publish a summary of the responses to this document. We may also publish responses in full. Normally, the name and address (or part of the address) of the person or organisation who sent the response are published with the response. If you do not want your name or address published, please tell us this in writing when you send your response. We will then redact them before publishing. .

Names or addresses we redact might still get published later, though we do not think this would happen very often. The Freedom of Information Act 2000 and the Environmental Information Regulations 2004 allow the public to ask to see information held by many public bodies, including the Welsh Government. This includes information which has not been published. However, the law also allows us to withhold information in some circumstances. If anyone asks to see information we have withheld, we will have to decide whether to release it or not. If someone has asked for their name and address not to be published, that is an important fact we would take into account. However, there might sometimes be important reasons why we would have to reveal someone's name and address, even though they have asked for them not to be published. We would get in

touch with the person and ask their views before we finally decided to reveal the information.

Your data will be kept for no more than three years.

Under the data protection legislation, you have the right:

- to access the personal data the Welsh Government holds on you;
- to require us to rectify inaccuracies in that data;
- to (in certain circumstances) object to or restrict processing;
- for (in certain circumstances) your data to be 'erased';
- to lodge a complaint with the Information Commissioner's Office (ICO) who is our independent regulator for data protection.

The contact details for the Information Commissioner's Office are:

Wycliffe House  
Water Lane  
Wilmslow  
Cheshire  
SK9 5AF

Telephone: 01625 545 745 or 0303 123 1113

Website: [www.ico.gov.uk](http://www.ico.gov.uk)

For further details about the information the Welsh Government holds and its use, or if you want to exercise your rights under the GDPR, please see contact details below:

Data Protection Officer:  
Welsh Government  
Cathays Park  
CARDIFF  
CF10 3NQ

Email: [Data.ProtectionOfficer@gov.wales](mailto:Data.ProtectionOfficer@gov.wales)

## **What are the main issues?**

New home building in the right locations is essential, not only to meet the growing need for housing, but it is also an important driver of economic development and job creation.

Planning decisions determine where homes are built, where services are provided and the quality of the local environment; they also promote sustainable economic growth and access to open space. Having up-to-date adopted Local Development Plans (LDPs) in place is critical for ensuring the homes needed are delivered. The planning system, through the LDP process, must provide the land needed to allow for building new homes. The Welsh Government's requirement for local planning authorities to provide a five-year housing land supply and the appropriate monitoring of this land supply are important elements in delivering these homes.

The means of calculating housing land supply is set out in TAN 1 and enables a rational and consistent methodology to be applied across Wales.

The monitoring of housing land supply has highlighted a shortfall in deliverable land. As at 1 April 2017 nineteen out of the twenty-five local planning authorities were unable to demonstrate a five-year housing land supply, including where LDPs have only recently been adopted. This situation has resulted in an increase in the number of speculative planning applications for housing.

## **Why are we undertaking this consultation?**

Paragraph 6.2 of TAN 1 states:

*“The housing land supply figure should also be treated as a material consideration in determining planning applications for housing. Where the current study shows a land supply below the 5-year requirement or where the local planning authority has been unable to undertake a study ..., the need to increase supply should be given considerable weight when dealing with planning applications provided that the development would otherwise comply with development plan and national planning policies.”*

To alleviate some of the immediate pressures on local planning authorities when dealing with speculative planning applications for housing and to allow them the capacity to focus on LDP preparation and review, it is proposed to temporarily dis-apply paragraph 6.2 of TAN 1 to remove the reference to attaching “considerable” weight to the lack of a five-year housing land supply as a material consideration in determining planning applications for housing. This temporary dis-application of paragraph 6.2 would be for the duration of a wide-ranging review of the delivery of housing through the planning system which it is proposed to undertake this summer.

The determination of planning applications should be made in accordance with development plan and national planning policies. The principles of sustainable development and the creation of cohesive communities therefore continue to be applicable as this forms the basis of the Welsh Government's planning policy as set out in *Planning Policy Wales*.

## **What are the next steps following the consultation?**

This consultation is related to the wide-ranging review of the delivery of housing through the planning system which is due to take place this summer. In response to the current housing land supply position and the directly related situation regarding the delivery of LDP housing

requirements, the Welsh Government is proposing to undertake a ‘call for evidence’ which will look at the interrelationships between the LDP process, the measuring of housing land supply and the actions to be taken to address any shortfall in a systematic way.

## Consultation Questions

**Q1** Do you agree with the proposed temporary dis-application of paragraph 6.2 of TAN 1 to remove the reference to attaching “considerable” weight to the lack of a five-year housing land supply as a material consideration in determining planning applications for housing?

**Q2** Do you consider the proposed temporary dis-application of paragraph 6.2 of TAN 1 will be effective in relieving pressure on local planning authorities when dealing with speculative planning applications for housing?

# Eitem ar gyfer y Rhaglen 10



## CABINET

<b>Date of Meeting</b>	Tuesday, 19 <sup>th</sup> June 2018
<b>Report Subject</b>	Theatr Clwyd Capital Project
<b>Cabinet Member</b>	Cabinet Member for Economic Development Cabinet Member for Education
<b>Report Author</b>	Chief Executive Chief Officer (Strategic Programmes)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

Cabinet has previously considered the feasibility study for Theatr Clwyd capital project. The preferred scheme consists of an estimated £30m re-development that both refurbishes the Theatre and improves the experience for the customer and members of the local community.

The funding package for the scheme was estimated as requiring £22m from Welsh Government, £5m from the Arts Council of Wales and £3m locally with £1m identified as being from the Council.

The Arts Council of Wales have allocated funding for the detailed design and development work (£1,012,179.00), and more recently a further £5m for the full capital project. The Council has allocated match funding within the capital programme funding to carry out the detailed design and development work, conditional upon reassurance from Welsh Government about their funding contributions.

This report updates Cabinet on progress with Welsh Government and based on this recommends the release of the money allocated in the capital programme for the detailed design and development work.

### RECOMMENDATIONS

1	That based on the encouragement of the Arts Council for Wales and the Welsh Government the Council agrees to proceed with the detailed design and development work for the Theatr Clwyd capital project and release of the funding allocated in the capital programme to achieve this.
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## REPORT DETAILS

1.00	EXPLAINING THE THEATR CLWYD CAPITAL PROJECT
1.01	<p>The Cabinet report in March agreed to enter into an appointment with Kier Group PLC as contractor for the project subject to a number of conditions being. These conditions were as follows:</p> <ul style="list-style-type: none"><li>• Welsh Government providing more assurance on their capital funding contribution;</li><li>• Progress on discussions about revenue sustainability with Welsh Government and the Arts Council of Wales (ACW).</li></ul>
1.02	<p>Since March Cabinet the following progress has been made:</p> <ul style="list-style-type: none"><li>• The current Welsh Government Minister has visited the theatre and provided verbal comment about the importance of this project;</li><li>• Meetings have taken place with the lead civil servants in Welsh Government and the Arts Council of Wales lead officers about both capital and revenue funding;</li><li>• ACW have allocated a further £5m for the overall project in their capital programme;</li><li>• A letter has been received from Welsh Government that references the letter received from the Cabinet Secretary at that time in 2017 (see Appendix A), and states the following (for a full copy of the letter see Appendix B).</li></ul> <p>‘The Welsh Government recognises the centrality of Theatr Clwyd to the cultural sector in North Wales, and to Wales as a whole. Lord Elis-Thomas AM, the Minister for Culture, Tourism and Sport has asked me to stress this to you, following his recent visit.....</p> <p>A capital redevelopment of this scale is a very significant undertaking. It is essential that decisions for potential Government funding are based on rigorous feasibility studies.</p> <p>Therefore, we would encourage Flintshire County Council, working closely with Arts Council of Wales to progress to the next stage of the project beyond feasibility and into design and development detail study.</p> <p>We note that the specification for the redeveloped arts complex meets an ambitious and sustainable operating model set for the Theatre for the future. We would still encourage the Theatre and the Council to critically examine the cost base of the project through options and choices on value engineering, and to creatively explore the options for commercialisation and supported borrowing, to augment the lottery funding allocation being held in reserve by the Arts Council and to avoid an over-reliance on the Welsh Government to fund the balance of the total scheme cost.</p> <p>We would also encourage you to ensure that the project addresses concerns raised during the recent consultation, for example the adequacy of the car parking arrangements.</p> <p>We would encourage the local partnership of the Theatre and Council to follow this advice with the confidence that the capital redevelopment project will be given serious consideration for national funding, with an eventual</p>



	<p>decision, to be informed by the feasibility detailed design and development work study, subject to the availability of capital funds.</p> <p>We can offer to provide professional input to the work of the Steering Group over this next stage of feasibility study work, to assist in finding solutions towards the future of this nationally significant arts venue.”</p>
1.03	This response re-affirms and goes further in terms of Welsh Government committing to in principle supporting the scheme. It also recognises that further information is needed before final confirmation of capital funding can be provided and therefore they request that the Council continues with the detailed design and development work to provide this information. This additional information plus allocation by the ACW of the full £5m marks significant progress and it is recommended meet the conditions set previously by Cabinet.
1.04	The estimated costs of detailed design and development are £1.2m and the Council’s contribution towards this, already provisionally allocated in the capital programme is £0.330m.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
4.01	The commitment and expenditure of the £0.330m allocated in the capital programme to progress detailed design and development.
4.02	A project manager will be appointed to co-ordinate this more detailed next phase piece of work.

<b>5.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
5.01	Detailed consultations with Welsh Government and ACW as detailed in this report.

<b>6.00</b>	<b>RISK MANAGEMENT</b>
6.01	<p>Key Risks and Mitigation are:</p> <ol style="list-style-type: none"> <li>1. Risks of funding detailed design and development at risk and the final funding package not being put in place – the additional commitments from Welsh Government, plus ACW allocating their full £5m funding reduce this risk, plus the additional work is needed to finalise Welsh Government contributions.</li> <li>2. Lack of resource to complete detailed design and development – the appointment of a project manager will ensure this can be achieved.</li> </ol>

<b>7.00</b>	<b>APPENDICES</b>
7.01	Appendix 1 – Letter from Ken Skates, previous Cabinet Secretary Appendix 2 – Welsh Government Letter dated 6 <sup>th</sup> June 2018

<b>8.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
8.01	<b>Contact Officers:</b> Ian Bancroft <b>Telephone:</b> 01352 704511 <b>E-mail:</b> <a href="mailto:ian.bancroft@flintshire.gov.uk">ian.bancroft@flintshire.gov.uk</a>

<b>9.00</b>	<b>GLOSSARY OF TERMS</b>
9.01	<b>Arts Council of Wales</b> – the sponsored Government body leading development of the arts in Wales.



Ein cyf/Our ref KS/02958/17

Colin Everett  
Chief Executive  
Flintshire County Council

liam.evans-fford@flintshire.gov.uk

21 September 2017

Dear Colin,

Thank you for your letter dated 18 August regarding the proposed development of Clwyd Theatr Cymru.

I am pleased to note that Flintshire County Council is committed to the refurbishment and development of this important cultural institution which brings so much pleasure to the people of North East Wales and beyond. While the plans for this project are at a relatively early stage, I can assure you that this is a high priority for the Welsh Government, and for the Arts Council of Wales who I understand have been closely involved in the ongoing development proposals.

I note your suggestion that the Clwyd Theatr Cymru development should be considered as part of the potential development of a national gallery of contemporary art. This can be considered during the feasibility study process once it commences. However, the study is unlikely to report until the spring of 2018.

I very much look forward to receiving details of the final proposal and an associated business case, which will enable us to fully consider the role of the Welsh Government in this development.

In the interim I have asked my officials to look at what assistance the Welsh Government can offer in terms of developing the project. Given that we both understand the significant budgetary pressures facing local authorities and public organisations, I am keen to ensure that all possible funding streams, including the private sector, are investigated as part of developing your business case.

I would encourage you to continue to work closely with the Arts Council of Wales and other stakeholders to develop a robust, value for money proposal that can secure the long-term sustainability of this key cultural facility.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Ken', written in a cursive style.

**Ken Skates AC/AM**

Ysgrifennydd y Cabinet dros yr Economi a'r Seilwaith  
Cabinet Secretary for Economy and Infrastructure



Llywodraeth Cymru  
Welsh Government

Our ref: PO/sf18

Colin Everett  
Chief Executive, Flintshire County Council [chief.executive@flintshire.gov.uk](mailto:chief.executive@flintshire.gov.uk)

Liam Evans-Ford  
Executive Director, Theatr Clwyd [Liam.Evans-Ford@flintshire.gov.uk](mailto:Liam.Evans-Ford@flintshire.gov.uk)

Kath Davies  
Director of Investment and Funding Services [Kath.Davies@arts.wales](mailto:Kath.Davies@arts.wales)

6 June 2018

Dear Steering Group Members,

### **Redevelopment of Theatr Clwyd**

Thank you for meeting with me and my colleague Jason Thomas at the Theatre on 8 May, to discuss the prospective capital redevelopment of the Theatr Clwyd complex.

The Welsh Government recognises the centrality of Theatr Clwyd to the cultural sector in North Wales, and to Wales as a whole. Lord Elis-Thomas AM, the Minister for Culture, Tourism and Sport has asked me to stress this to you, following his recent visit.

The Welsh Government shares the confidence of the Arts Council of Wales that Theatr Clwyd performs highly in meeting its artistic and business objectives under a renewed operating model and business plan, and under a new executive leadership. As the Cabinet Secretary, Ken Skates AM said in his letter to Colin Everett last September, in responding to the request that the capital redevelopment project is recognised as a strategically important project: *“this is a high priority for the Welsh Government and for the Arts Council of Wales”*. This letter invites further work, in partnership, to secure the long-term sustainability of this important facility.

In his letter the Cabinet Secretary also references the difficult financial climate in which the Welsh Government and local authorities are operating. A capital

redevelopment of this scale is a very significant undertaking. It is essential that decisions for potential Government funding are based on rigorous feasibility studies.

Therefore, we would encourage Flintshire County Council, working closely with Arts Council of Wales to progress to the next stage of the project beyond feasibility and into design and development detail study.

We note that the specification for the redeveloped arts complex meets an ambitious and sustainable operating model set for the Theatre for the future. We would still encourage the Theatre and the Council to critically examine the cost base of the project through options and choices on value engineering, and to creatively explore the options for commercialisation and supported borrowing, to augment the lottery funding allocation being held in reserve by the Arts Council and to avoid an over-reliance on the Welsh Government to fund the balance of the total scheme cost.

We would also encourage you to ensure that the project addresses concerns raised during the recent consultation, for example the adequacy of the car parking arrangements.

We would encourage the local partnership of the Theatre and Council to follow this advice with the confidence that the capital redevelopment project will be given serious consideration for national funding, with an eventual decision, to be informed by the feasibility detailed design and development work study, subject to the availability of capital funds.

We can offer to provide professional input to the work of the Steering Group over this next stage of feasibility study work, to assist in finding solutions towards the future of this nationally significant arts venue.

Yours sincerely



**Peter Owen**  
Head of Arts Policy Branch

Cc: *Jason Thomas*  
*Ian Bancroft*  
*Nick Capaldi*

[Jason.thomas@gov.wales](mailto:Jason.thomas@gov.wales)  
[ian.bancroft@flintshire.gov.uk](mailto:ian.bancroft@flintshire.gov.uk)  
[Nick.Capaldi@arts.wales](mailto:Nick.Capaldi@arts.wales)

# Eitem ar gyfer y Rhaglen 11



## CABINET

<b>Date of Meeting</b>	Tuesday, 19 <sup>th</sup> June 2018
<b>Report Subject</b>	2017/18 Performance Overview
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The Council's performance in 2017/18 takes into account the Council Plan aims, objectives and measures and nationally benchmarked measures, known as Public Accountability Measures (PAMs).

Overall performance in both documents has again been positive, with the majority of measures showing achievement of target and an improving trend during the year.

It is important that the Council continues to review performance throughout 2018/19. This report identifies those performance measures which showed a decline in performance, did not meet target by a significant margin, or were nationally in the bottom two benchmarking 'quartiles'. Agreed measures in these categories will be monitored for future review and oversight.

Corporate Resources Overview and Scrutiny Committee considered the areas for under-performance for continued monitoring on 4 June (the outcomes of this will be tabled prior to updating the final Cabinet report).

Agreed areas of under-performance by Cabinet will be followed up with improvement action plans for consideration by Cabinet in July.

### RECOMMENDATIONS

1	To agree the areas of corporate and service under-performance against the Council Plan and the performance measures set for 2017, and to receive outline action plans in July.
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## REPORT DETAILS

1.00	<b>COUNCIL PERFORMANCE 2017/18</b>
1.01	<p><b>The Council Plan 2017/18</b> The Council's performance during 2017/18 of the Council Plan remains consistently good, with the majority of performance measures showing 58% achieving target and only 8% (9 measures) under-achieving their target more significantly.</p>
1.02	<p>The out-turn report received by Cabinet in May is attached at Appendix 1.</p> <p>The measures which did not meet target are as follows:</p> <p><b>Priority: Supportive Council</b></p> <ul style="list-style-type: none"> <li>- Annual reduction of domestic fuel bills for residents of Flintshire (£)</li> <li>- The number of Council homes receiving energy efficiency measures</li> <li>- The percentage of care homes that have achieved bronze standard who have also achieved silver standard for Progress for Providers</li> <li>- Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework</li> </ul> <p><b>Priority: Learning Council</b></p> <ul style="list-style-type: none"> <li>- Percentage of pupils who receive free school meals achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl. English /Welsh and Maths</li> </ul> <p><b>Priority: Connected Council</b></p> <ul style="list-style-type: none"> <li>- Percentage of community benefit clauses in new procurement contracts under £1M</li> </ul> <p><b>Priority: Serving Council</b></p> <ul style="list-style-type: none"> <li>- Percentage of eligible employees receiving an annual appraisal (shown as Amber, but down-graded to Red for continued attention)</li> <li>- Percentage of Managers completing stress related programmes</li> <li>- Percentage of employees completing stress related programmes</li> <li>- The percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)</li> </ul>
1.03	<p>In addition, there were a number of Council Plan measures which showed a downturn in performance.</p> <p>The significant ones which did also not meet target are as follows:</p> <ul style="list-style-type: none"> <li>- IP1.3.4.1M01 Annual reduction of domestic fuel bills for residents of</li> </ul>



	<p>Flintshire (£)</p> <ul style="list-style-type: none"> <li>- IP1.3.4.6M06 The number of Council homes receiving energy efficiency measures</li> <li>- IP3.1.1.8M08 Percentage of pupils who receive free school meals achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl. English/Welsh and Maths</li> </ul>
1.04	<p><b>Public Accountability Measures (PAMs)</b></p> <p>These measures are part of the local government's performance framework and are collected by all 22 authorities and benchmarked by Data Cymru (formerly known as Local Government Data Unit).</p> <p>Performance against these measures in 2016/17 showed that we were the most improved authority in Wales when reviewing trend from 2015/16. Benchmarked data is not available until September for our 2017/18 performance; however we can review 2017/18 areas of under-performance by using the 2016/17 quartile performance as indicative of quartiles for 2017/18.</p>
1.05	<p>Using this indicative method, the following indicators would be in the bottom 2 quartiles:</p> <p>Quartile 3</p> <ul style="list-style-type: none"> <li>- PAM/016: The number of visits to Public Libraries during the year, per 1,000 population</li> <li>- PAM/017: The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity</li> <li>- PAM/007: Percentage of pupil attendance in primary schools</li> <li>- PAM/008: Percentage of pupil attendance in secondary schools</li> </ul> <p>Quartile 4</p> <ul style="list-style-type: none"> <li>- PAM/015: Average number of calendar days taken to deliver a Disabled Facilities Grant</li> </ul> <p>There were also 5 measures which showed a downward trend compared with the previous year:</p> <ul style="list-style-type: none"> <li>- PAM/017: The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity</li> <li>- PAM/015: Average number of calendar days taken to deliver a Disabled Facilities Grant</li> <li>- PAM/022: Percentage of non-principal (C) roads in poor condition</li> <li>- PAM/006: Percentage of pupils achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths</li> <li>- PAM/009: Percentage of year 11 leavers not in education, training, or employment.</li> </ul> <p>The full table is appended at Appendix 2.</p>
1.06	<p>These are all measures which have been considered by the Member workshop on 29 May and by the Community Resources and Overview Scrutiny Committee. The agreed measures for future oversight will</p>

	<p>formulate an improvement action plan and be monitored throughout the year.</p> <p>These action plans will be presented to the next meeting of Cabinet for endorsement following consideration by Corporate Resources Overview and Scrutiny Committee.</p>
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	All measures have resources which need to be taken into account and balanced against priority and capacity.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	The Member workshop on 29 May and Corporate Resources Overview and Scrutiny on 4 June gave members the opportunity to consider which areas of performance needed additional focus and continued attention.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Actions to improve performance measures need to risk assessed to understand and manage the impact that certain activities can have.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1: Council Plan 2017/18 out-turn report Appendix 2: Public Accountability Measures (PAMs) 2017/18

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Contact Officer:</b> Karen Armstrong, Corporate Business and Communications Executive Officer</p> <p><b>Telephone:</b> 01352 702740</p> <p><b>E-mail:</b> <a href="mailto:Karen.armstrong@flintshire.gov.uk">Karen.armstrong@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Council 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 Objectives and publish a Plan.</p> <p><b>Public Accountability Measures:</b> nationally agreed measures to be collected and monitored by all councils for benchmarking purposes.</p>



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# Year-end Council Plan Monitoring Report 2017/18

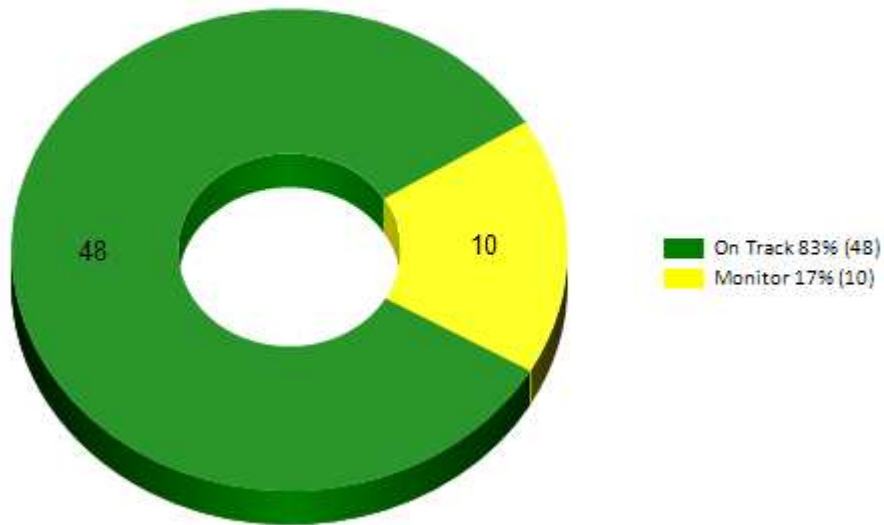
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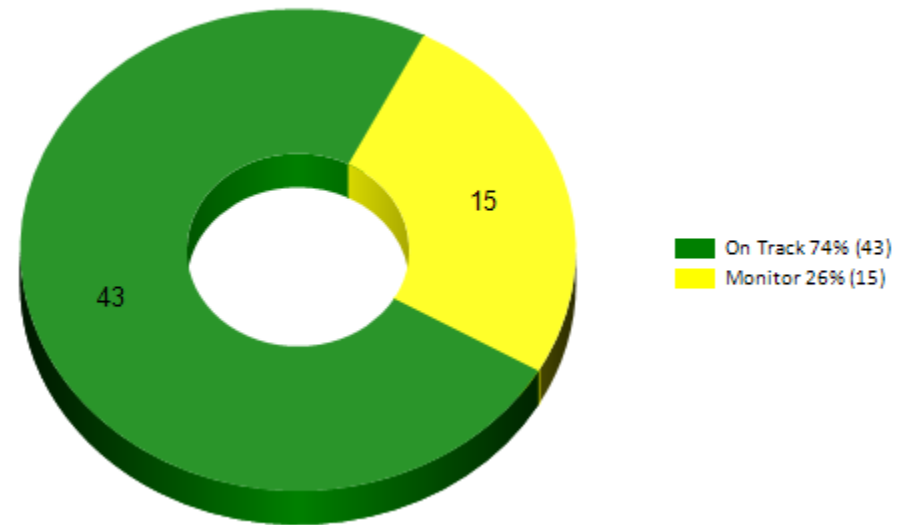


*Print Date: 15-May-2018*

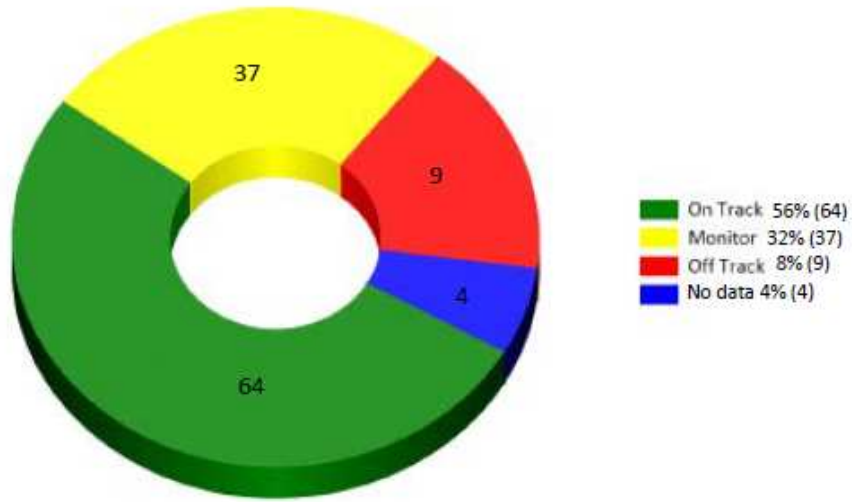
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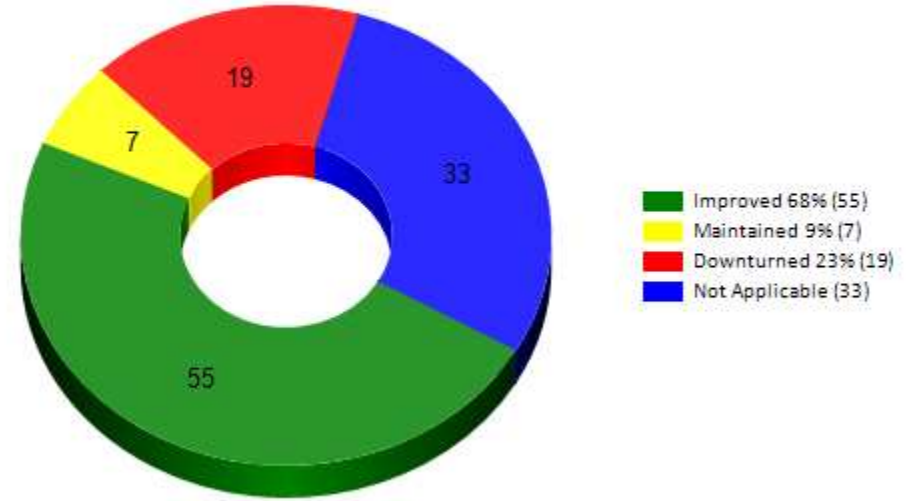
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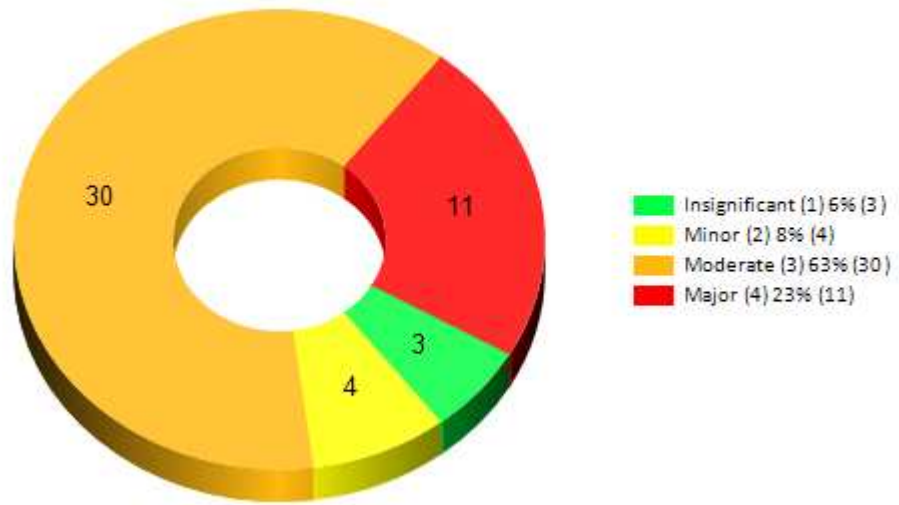
KPI Performance RAG Status



KPI Trend Status





### Current Risk Status







## 1. Supportive Council

### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Provide new social and affordable homes	Denise Naylor - Housing Programmes Support Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      The Council's Strategic Housing and Regeneration Programme (SHARP) has delivered 95 social and affordable homes in Connah's Quay, Leeswood, Mold and Flint during 2017/18. There are a further 31 units that will be completed and occupied during April 2018. This will see the completion of Phases 1 and 2 of SHARP which has delivered 138 units comprising 62 affordable homes which are managed by North East Wales Homes (NEW) Homes LTD and 76 council homes. A local lettings policy is applied when allocating tenancies for social and affordable housing which gives priority to people with a local connection and all properties are tenanted within 48 hours of handover from the developer.</p> <p>Last Updated: 19-Apr-2018</p>							

Tudalen 327



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Welsh Housing Quality Standard (WHQS) Investment plan targets achieved	Sean O'Donnell - Contract Surveyor	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      All WHQS Contracts have progressed into Year 3 (2017/18) of the 6 year Capital Programme with a smooth transition into their new Capital Districts (areas of work). Year 3 of the Capital Programme will be the last year where the majority of internal works are completed. For the past 3 years the team have procured, organised and delivered the installation of over 6,000 kitchens and over 5,500 bathrooms with only the Acceptable Fails remaining e.g. tenant refusal, no access. These will be targeted over the next 2 years. The Capital Works Team have allowed a 10% Acceptable Fail allowance into its delivery programme and budgets based upon previous data and this has been agreed with Welsh Government. Over the remaining years of the delivery programme, these Acceptable Fails will be completed either when the property becomes void or a tenant is able to have the works completed. The Capital Programme has now introduced new workstreams which will gradually replace the Internal workstream (kitchens and bathrooms). They will comprise of roofing works, window &amp; door replacements along with wider community works such as car parking and communal footpaths. These new workstreams will have an increased impact on communities as they begin to transform the aesthetics and environment by regenerating and revitalising the roads, complexes and estates which form part of the works. The Capital Works Programme will be completed in Year 6 (2020-2021)</p> <p>Last Updated: 19-Apr-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.3 Develop solutions to the increasing frequency of unauthorised gypsy and traveller encampments	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Completed	12-Jul-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

A report on the provision of a transit site was considered by the Community and Enterprise Scrutiny Committee in December 2017. The committee supported the proposals to start the process of identifying suitable locations and investigations are currently underway. Local procedures have been developed for dealing with unauthorised Gypsy Traveller encampments on council land based on the Welsh Government's Managing Unauthorised Encampments Guidance. There are effective and responsive processes in place to manage unauthorised encampments and immediate action is taken for their removal in line with legal requirements.



Last Updated: 01-May-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 Improve standards within the private rented sector	Lynne Fensome - Support Manager Environment	Ongoing	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The approach of the team is threefold; firstly encouraging a pro-active registration with Rent Smart Wales and giving appropriate advice as necessary. This informal approach is preferred to the enforcement route and has been successful. If landlords are reluctant or failing to meet the required standards and are failing to co-operate with the service then an enforcement stance will be taken. Secondly, the team investigate all reported cases of unsuitable living conditions and have taken remediation action where required. Thirdly, where enforcement action has been taken, this has been followed up to secure compliance but where persistent non-compliance exists legal action has followed.

Last Updated: 30-Apr-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Deliver the Council's housing growth needs	Denise Naylor - Housing Programmes Support Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN



**ACTION PROGRESS COMMENTS:**



The Housing Revenue Account (HRA) 30 year business plan (2018 - 2048) has been agreed and plans to deliver 50 new build council properties per year to meet social housing needs. In addition the NEW Homes Business Plan is in the process of being developed and will set ambitions to deliver affordable rented properties.



Last Updated: 17-Apr-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Meeting the housing needs of vulnerable groups	Jacque Slee - Performance Lead – Social Services	In Progress	01-Apr-2017	31-Mar-2018	90.00%	 AMBER	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Llys Raddington will provide 72 units for Extra Care. However, delays on the site have meant that the facility is not yet open. The facility is now expected to be open in Summer 2018.  Last Updated: 09-May-2018							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 Support Flintshire residents to better manage their financial commitments	Jen Griffiths - Benefits Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> During 2017/18 work was completed to identify all services who provide support with a view to aligning this wherever possible. Work focussed on personal budgeting support provided in connection with claims for Universal Credit and support and advice provided to assist tenants to manage their finances in order to maintain their commitments to rent and council tax.  Last Updated: 19-Apr-2018							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 Managing local impact of the full service under Universal Credit (UC) roll out	Jen Griffiths - Benefits Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> During 2017/18 training and awareness sessions were delivered across the County. Impacts continue to be monitored into 2018/19 to develop a record of issues and problems associated with Universal Credit which are far ranging both in terms of scale and impact.  Last Updated: 17-Apr-2018							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.3 Develop and deliver programmes that improve employability and help people to gain employment.	Niall Waller - Enterprise and Regeneration Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Communities First programme was refocussed for 2017/18 and all activities contributed towards improving employability. These include; the provision of intensive work-focused training and work placements, support for people starting their own business, provision of tailored support to people from deprived neighbourhoods to take advantage of large company recruitment campaigns, and jobs clubs and fairs. In addition the Council runs the 'Lift' programme to support long-term unemployed people from workless households and the Communities 4 Work programme which provides intensive mentoring to those furthest from the labour market. We have also worked with our Street Scene colleagues to deliver a bespoke Pathway into Street Scene. This was a two week course and nine people attended. All nine have completed an application from employment with the Council and are currently looking at a possible interview. All Pathways support the employer and the clients, all the clients are assigned a Mentor and receive one-to-one support and guidance.



Last Updated: 30-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.4 Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty	Shelley Webber - Project Manager	In Progress	01-Apr-2017	31-Mar-2018	85.00%	 AMBER	 AMBER

**ACTION PROGRESS COMMENTS:**

Gas infill projects in Penyffordd and Wepre Court are nearing completion. The successful bid for Warm Homes funding for properties without central heating will enable the Council to do more to help vulnerable and fuel poor residents. Since January 2018 the Warm Homes Fund was officially launched and to date we have helped 15 households fuel switch to a more beneficial, energy efficient system. We have also visited residents with a view to help reduce energy bills and advise on energy saving measures. We have not fully completed this action due to a Welsh Government funding bid being unsuccessful and the Warm Homes Fund start date being delayed by two months.



Last Updated: 30-Apr-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.5 Develop a strategy to address food poverty	Jen Griffiths - Benefits Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN



**ACTION PROGRESS COMMENTS:**

The food poverty strategy has been drafted, it links community resilience work, the Community Benefits Strategy, and aligns closely with the Betsi Cadwaladr University Health Board (BCUHB) draft strategy. A steering group has been established and is working on the development of an action plan in line with the objectives set out in the strategy.

Last Updated: 14-May-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.6 Assist residents of Flintshire to access affordable credit	Jen Griffiths - Benefits Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            Work has been completed with both credit unions in Flintshire, actively promoting the products and services that are on offer. The credit unions have agreed to be part of The Tackling Poverty Partnership group.</p> <p>Last Updated: 13-Apr-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.1 Ensure Care Home Provision within Flintshire enables people to live well and have a good quality of life.	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The extension of Marleyfield Care Home has been approved from a capital programme perspective, providing an allocation to fund the development. This project has now progressed to discussions on the feasibility of the site. A couple of options are being considered, with detailed costings being developed. We achieved approval for Integrated Care Fund capital funding to be allocated for the expansion over the next three years (£415K per year). This year's allocation was used to commission a feasibility study for the expansion. We completed a Strategic Opportunity Review, and have secured agreement from Welsh Government that the Integrated Care Fund capital will be re-phased to fit in with our capital programme. We have secured funding from Cadwyn Clwyd to carry out a feasibility study on microcare services, which involve small teams of people providing domiciliary care. The Regional Domiciliary Framework has been completed and new provider contracts have been dispatched. We are expecting this to bring at least three new domiciliary providers into the County. The roll out of "Progress for Providers" to promote person centred care in residential homes continues.</p> <p>Last Updated: 27-Apr-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.2 Support greater independence for individuals with a frailty and/or disability, including those at risk of	Susie Lunt - Senior Manager, Integrated Services	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

isolation.							
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**ACTION PROGRESS COMMENTS:**  
 This year our Ageing Well Plan has focused on the development of age friendly and dementia friendly communities, the prevention of falls, opportunities for learning and employment for older people and support for support those in the community who feel lonely and isolated. We have been working through the Implementation Plan for the staged replacement of double staffed packages of care, in a targeted approach with care providers. In parallel with this the Council has invested in new single handling equipment which is less intrusive in the home. We are now collecting case studies to show how well this is working for people receiving care and support.

Last Updated: 19-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.3 Improve outcomes for Looked After children	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**  
 This year a Corporate Parenting Strategy has been developed in consultation with Looked After Children and young people. The Strategy was presented to the Children's Services Forum in January and endorsed in principle with a view to presenting to the Joint Education and Social Services Scrutiny Committee in May 2018 for final approval. The Strategy sets out our commitments to Looked After Children. A separate pledge for care leavers has also been developed. Finding suitable placements for Looked After Children can be a real challenge, particularly for teenagers who have complex needs. There is a national shortage of foster care and residential provision and work has commenced on a regional footprint to look at potential medium term solutions. This work complements more local work to develop our strategic approach to securing permanent, stable homes for Looked After Children. A project between Social Services and Education relating to Out of County Placements has commenced. The project has 3 work streams that will develop a more detailed insight into: i) current and future placement need ii) options for support/placements and iii) the associated costs.



Last Updated: 23-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 Ensure that effective services to support carers are in place as part of collaborative social and health services	Susie Lunt - Senior Manager, Integrated Services	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**  
 The review of Carers services showed that services across Flintshire are meeting the needs of Carers in Flintshire well and that the funding services receive alongside Flintshire's has ensured that the needs of Carers are robustly met across the County. The review identified a few areas where collaborative work could further improve services, and from April 2018, service contracts for the services were amended to reflect the agreed outcomes of the review. Feedback from carers continues to be positive and Flintshire is now amending monitoring tools to better evidence the way in which services meet the outcomes of individuals. The Young Carers service in Flintshire has recently contributed to a regional piece of

work where all Young Carers services across North Wales now use an agreed assessment form which incorporates the What Matters conversation tool. This will ensure that Young Carers across the region are meeting their personal outcomes and that services are consistent in their approach to assessment.

Last Updated: 19-Apr-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 Further develop the use of Integrated Care Fund (ICF) 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-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

In the financial year 2017/18, a total of 219 admissions were made into Step Up Step Down beds. Of the 203 people discharged in the year, 93 people were able to return home or to a relative's home. The Community Resource Team of multi-disciplinary professionals in the Single Point of Access has extended the time the service is available in the mornings and evenings. The re-phasing of agreed ICF capital funding has been agreed to fit with our capital programme. Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects. The Chair of the North Wales Regional Partnership Board and the Chief Executive of the Betsi Cadwaladr University Health Board (BCUHB) have created an agreement from partners on the allocation of funds to support delivery of medium term services.

Last Updated: 19-Apr-2018



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 Establish an Early Help Hub, involving all statutory partners and the third sector.	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Early Help Hub now accepts direct referrals from partner agencies and professionals. The Children's Commissioner for Wales has formally agreed to launch the Early Help Hub on 8 June 2018. Since opening in July 2017 595 families who would not otherwise have met thresholds for statutory services have been referred to the Early Help Hub. A positive initial evaluation of the Hub has been received and it will be presented to the Strategic Board. The evaluation included interviews with families to gain insight on their experience of the Early Help Hub and the difference it made to their lives. A full evaluation of the Early Help Hub will be undertaken in the 2019 to provide a full evaluation of the resources deployed by agencies and the associated outcomes secured for families.



Last Updated: 02-May-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.4 Further develop dementia awareness across the county.	Susie Lunt - Senior Manager, Integrated Services	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Flintshire has ten Dementia Cafes and four accredited Dementia Friendly Communities . We have 56 accredited Dementia Friendly Businesses, and additional organisations are achieving accreditation in the area; currently Aura Leisure and libraries and Theatr Clwyd are applying with support from Flintshire Social Services. The Intergeneration Project with learners and people living with dementia has been completed in seven schools. The Creative Conversation research study has improved skills in 18 Care Homes in creatively communicating with people living with dementia using the arts. The Older People's Commissioner for Wales praised the Creative Conversation research study in her recent response to our requirement for action in the 'A place to call Home' report.



Last Updated: 23-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 Strengthen the arrangements within all council portfolios to have clear responsibilities to address safeguarding.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Corporate Safeguarding Panel's initial work programme has been completed and the future work programme has been agreed. The Panel is meeting regularly ensuring the work programme is monitored. The Corporate Safeguarding policy is in place and is being implemented. All actions identified in the Internal Audit report have been completed or are in progress.

Last Updated: 14-May-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.2 Ensure that our response rates to referrals remain within statutory targets	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Following a realignment of resources in the Safeguarding Unit 84% of Adult Safeguarding referrals are now being processed within the 7 day timescale. Those referrals processed outside the timescale are of a complex nature which are awaiting further information from a practitioner or agency. Early analysis of the impact of the Early Help Hub on our rate of childrens' referrals where "No Further Action" was taken indicates that our rate of child protection referrals resulting in 'no further action' has reduced from 55% to 30%, suggesting that the Early Help Hub is providing support to those families that do not meet the threshold for statutory intervention. A more detailed evaluation of the impact of the Early Help Hub

has been commissioned for the forthcoming year. 91% of initial child protection conferences were completed within timescales; this was below our annual target of 95% but well above last year's performance of 74%, reflecting the efforts of the Safeguarding Unit to schedule conferences within the timescales wherever possible.

Last Updated: 19-Apr-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.3 Develop a preventative approach towards Child Sexual Exploitation (CSE)	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2017	16-Oct-2017	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

North Wales Police Child Sexual Exploitation (CSE) videos have been shared at Senior Management Team meetings across the Authority and at the Corporate Safeguarding Panel. CSE awareness is also on the agenda for general safeguarding training to be delivered to all Scrutiny Committee members.

Last Updated: 25-Jan-2018



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.4 Identify and address the signs and symptoms of domestic abuse and sexual violence	Sian Jones - Public Protection Manager	In Progress	01-Apr-2017	31-Mar-2018	70.00%	 AMBER	 AMBER

**ACTION PROGRESS COMMENTS:**

Welsh Government require all Flintshire County Council staff to complete the Violence Against Women and Domestic Abuse and Sexual Violence Level 1 e-learning module. During 2017/18 a presentation was delivered to Change Exchange on the training requirements and Chief Officers and Service Managers were requested to initiate the roll-out throughout the organisation. As 60% of Council employees do not have access to a computer, face-to-face sessions commenced in January 2018. We are also currently exploring the possibility of face-to-face sessions with a theatre company. 2017/18 has seen an increase in the reporting levels of domestic abuse and sexual violence. Greater numbers of victims are coming forward to report current and historic incidents, which demonstrates an increased confidence in the statutory agencies.



Last Updated: 23-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.5 Strengthen regional community safety through collaboration and partnership arrangements	Sian Jones - Public Protection Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The North Wales Safer Communities' Board Plan has now been approved. This document sets out the priorities for the statutory partners for the next three year period. A work programme is included. Flintshire continues to occupy an active role in this forum, and on a local level has adopted the regional priorities through the work of the Flintshire Public Services Board.

Last Updated: 25-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.6 Ensure we meet the requirements of the North Wales Contest Board	Sian Jones - Public Protection Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN


**ACTION PROGRESS COMMENTS:**


The self assessment, which measures the Council's progress against the 'Prevent' duties, has been undertaken. Progress is reviewed on a regular basis at the Corporate Safeguarding Panel. The Panel continues to work on the areas of weakness highlighted in the self-assessment, and respond to any requests from the North Wales Contest Board, as and when required.


Last Updated: 10-Apr-2018



## Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.1M01 The numbers of new Council homes delivered through the SHARP programme	12	55	↑	79	 AMBER
<p><b>Lead Officer:</b> Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager  <b>Reporting Officer:</b> Denise Naylor - Housing Programmes Support Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> A total of 55 social units have been completed and transferred to the Council during 2017/18 at Connah's Quay, Flint, Leeswood and Mold. A further nine are due to be completed in Mold during April 2018. Construction has started on further sites in Connah's Quay and Shotton. Delays in meeting the completion target during 2017/18 are attributable to weather and delays in the pre-planning and pre-construction phases.</p> <p>Last Updated: 30-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.2M02 The numbers of new affordable homes delivered through the SHARP programme	0	40	↑	62	 AMBER
<p><b>Lead Officer:</b> Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager  <b>Reporting Officer:</b> Denise Naylor - Housing Programmes Support Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> A total of 40 units have been delivered during 2017/18 with the remaining 22 units to be completed and handed over before the end of April 2018. Overall the scheme will be completed before the contractual target of April 2018. Any slippage in projected target dates have been accounted for with the main reason being days lost due to weather and minor changes due to slight amendments to the build specification.</p> <p>Last Updated: 30-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.3M03 The number of properties managed by NEW Homes	61	63	↑	83	 AMBER
<p><b>Lead Officer:</b> Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager  <b>Reporting Officer:</b> Denise Naylor - Housing Programmes Support Manager</p>					

**Aspirational Target:**

**Progress Comment:** As at the end of March 2018 the number of homes managed by NEW Homes reached 116. The development of new homes at The Walks site through the Strategic Housing and Regeneration Programme (SHARP) has seen an increase with 40 units being handed over in the current year and the remaining 22 to be completed by the end of April 2018. Any slippage in projected target dates has been accounted for with the main reason being days lost due to weather and minor changes due to slight amendments to the build specification.

Last Updated: 30-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.1.1M01 The percentage of landlords and letting agents compliant with the Rent Smart Code of Practice	No Data	80.35	<b>N/A</b>	65	 GREEN

**Lead Officer:** Lynne Fensome - Support Manager Environment

**Reporting Officer:** Lynne Fensome - Support Manager Environment

**Aspirational Target:**

**Progress Comment:** We are pro-actively encouraging landlords to register. Where there is deliberate non-compliance we are taking appropriate enforcement action either through direct action or referral to Rent Smart Wales

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.1.2M02 The percentage of landlords that have complied with improvement notices	No Data	71	<b>N/A</b>	80	 AMBER


**Lead Officer:** Lynne Fensome - Support Manager Environment

**Reporting Officer:** Jenny Prendergast - Team Manager - Health & Safety Enforcement


**Aspirational Target:**


**Progress Comment:** The overall figure for the 12 month period is 71% with 38 improvement notices due to be complied with and 27 being complied with in the requisite period.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.1.3M03 The percentage of tenants protected from unsuitable living	No Data	100	<b>N/A</b>	100	 GREEN


conditions					
<p><b>Lead Officer:</b> Lynne Fensome - Support Manager Environment  <b>Reporting Officer:</b> Jenny Prendergast - Team Manager - Health &amp; Safety Enforcement  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Officers investigated 67 service requests in relation to complaints about living conditions. All cases were investigated and appropriate action taken. 381 service request were received and investigated over the 12 month reporting period.</p> <p>Last Updated: 20-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.2.1M01 The number of new affordable homes provided through the planning system	42	186	↑	50	 GREEN
<p><b>Lead Officer:</b> Andrew Farrow - Chief Officer - Planning, Environment and Economy  <b>Reporting Officer:</b> Lynne Fensome - Support Manager Environment  <b>Aspirational Target:</b>  <b>Progress Comment:</b> The following affordable housing applications were approved in 2017/18:  Health Centre Buckley 24; Halkyn Road, Holywell 44; Ystadd Goffa, Flint 19; Holywell Extra Care 55; Allied Bakery Site, Saltney 13; Hoel y Goron, Leeswood 5; Maes y Meillion, Leeswood 8; Melrose Centre, Connah's Quay 9; Northop Hall 3; The Dairy Site, Connah's Quay 6.</p> <p>Last Updated: 01-May-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.2.2M02 The number of additional affordable units provided through the SHG Programme	24	226	↑	193	 GREEN
<p><b>Lead Officer:</b> Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager  <b>Reporting Officer:</b> Denise Naylor - Housing Programmes Support Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> This is an on-going target for the programme which was set at 193 at the beginning of the year to deliver over a three year period up to 2021. Additional funding has been awarded and the three year target has increased to 226 over the period.</p> <p>Last Updated: 09-Apr-2018</p>					

KPI Title	Previous Year	Actual	Performance	Target	Performance
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	Actual		Indicator Trend		RAG
IP1.2.2.3M03 (PAM/014) The number of new homes created as a result of bringing empty properties back into use	38	293	↑	220	 GREEN
<p><b>Lead Officer:</b> Niall Waller - Enterprise and Regeneration Manager  <b>Reporting Officer:</b> Joseph Muxlow - Regeneration Programme Lead  <b>Aspirational Target:</b>  <b>Progress Comment:</b> The changes to empty properties Council Tax charges, as agreed in April 2017, have encouraged owners to bring the properties back into use. This policy had a large positive impact during the initial 6 months of the year with a reduced impact in the second 6 months. The changes in charges are expected to continue to contribution to bringing empty properties back into use.</p> <p>Last Updated: 20-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.3.1M01 (PAM/015) Average number of calendar days taken to deliver a DFG	248	281.44	↓	240	 AMBER
<p><b>Lead Officer:</b> Niall Waller - Enterprise and Regeneration Manager  <b>Reporting Officer:</b> Joseph Muxlow - Regeneration Programme Lead  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Due to high level of demand for Disabled Facilities Grants (DFGs) the Council instigated tight budget controls to manage expenditure. This has slowed progress in delivering some less urgent DFG works. The performance in achieving the DFG target is subject to considerable volatility especially in cases for children which are extremely complex to deliver. Over time, the average combined time taken for adult and child DFGs has tended to be in the 280 – 320 day range. To assist with this a more comprehensive monitoring programme has been put in place to identify and, wherever possible, address blockages in the system. A number of other measures, including a faster approach to commissioning work, have already been put in place this year.</p> <p>Last Updated: 01-May-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.3.2M02 The number of Flint Extra Care (Llys Raddington) units created	0	0	↔	70	 AMBER
<p><b>Lead Officer:</b> Carol Dove - SPoA Project Manager  <b>Reporting Officer:</b> Jacque Slee - Performance Lead – Social Services  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Llys Raddington will provide 73 units for Extra Care. Completion was originally planned for Spring 2018 however the construction programme has experienced</p>					

delays due to poor weather throughout the winter coupled with an industry wide shortage of bricklayers. The facility is now due to open in September 2018 and there is a high level of confidence in meeting this revised completion date. Social Services teams have adapted the plans for recruitment, allocation and mobilisation to align to the revised programme schedule

Last Updated: 14-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.3.3M03 The number of Extra Care units provided across Flintshire	111	111	↔	180	 AMBER

**Lead Officer:** Neil Ayling - Chief Officer - Social Services


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

**Aspirational Target:**

**Progress Comment:** The deficit at the end of March reflects delays in the opening of Llys Raddington. Llys Raddington will provide 73 units for Extra Care. Completion was originally planned for Spring 2018 however the construction programme has experienced delays due to poor weather throughout the winter coupled with an industry wide shortage of bricklayers. The facility is now due to open in September 2018 and there is a high level of confidence in meeting this revised completion date. Social Services teams have adapted the plans for recruitment, allocation and mobilisation to align to the revised programme schedule.

Last Updated: 14-May-2018

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.1.1M01 Number of days to process new housing benefit claims	20	17.56	↑	20	 GREEN


**Lead Officer:** Jen Griffiths - Benefits Manager

**Reporting Officer:** Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment

**Aspirational Target:**


**Progress Comment:** The service performance target for 2017/18 has been reached.

Last Updated: 13-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.1.2M02 Number of days to process change of circumstances for housing benefit	32	24.33	↑	32	 GREEN


**Lead Officer:** Jen Griffiths - Benefits Manager  
**Reporting Officer:** Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment  
**Aspirational Target:**  
**Progress Comment:** The service performance target for 2017/18 has been reached.

Last Updated: 13-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.1.3M03 The amount of additional income paid to Flintshire residents as a result of the work undertaken by the Council (£)	1500000	1404005.53	↓	1500000	 AMBER

**Lead Officer:** Jen Griffiths - Benefits Manager  
**Reporting Officer:** Jen Griffiths - Benefits Manager  
**Aspirational Target:**  
**Progress Comment:** Additional Income gained for residents of Flintshire through Social Security Benefits is measured using the work completed by the Welfare Rights Service and the Supporting People Service. During 2017/18 the contract from Macmillan was reallocated to Wrexham Citizen's Advice, so this information is not included here which accounts for the final outturn being below what was expected. For 2018/19 we are expecting to be able to bring this information back into the report.


Last Updated: 23-Apr-2018


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.2.1M01 (PAM/012) Percentage of households successfully prevented from becoming homeless	81.59	70.47	↓	89	 AMBER


**Lead Officer:** Katie Clubb - Community Support Services Manager  
**Reporting Officer:** Suzanne Mazzone - Supporting People Manager  
**Aspirational Target:**  
**Progress Comment:** Flintshire has achieved positive outcomes for 70.47% of customers over the year. Whilst this is below the target set at 89% it is within the variance set. There have been some significant challenges this year for homeless prevention. Welfare reform changes and the availability of suitable properties within the private rented sector has limited the options available for customers. The service is continuing to develop new and innovative working practices to assist with early intervention and prevention of homelessness.


Last Updated: 09-May-2018


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
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IP1.3.2.2M02 The number of people on UC that have received personal budgeting support	No Data	424	N/A	590	 AMBER
<p><b>Lead Officer:</b> Jen Griffiths - Benefits Manager  <b>Reporting Officer:</b> Dawn Barnes - Training Officer  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Our Personal Budgeting &amp; Support looks at a range of options to help customers become more financially independent by creating and maintaining manageable household budgets. It enables early identification of customers who require immediate support (including Discretionary Assistance Fund, foodbank vouchers and signposting for specialist support). Additional elements include discussions about the changes to the benefits system and moving from weekly to monthly payments, applying for alternative payment arrangements, and contacting the Universal Credit Service Centre to arrange payment of the housing element directly to where there is a risk of eviction. The provision of personal budgeting support for customers in receipt of Universal Credit was expanded during 2017/18 and the service was delivered in more locations across the County. In order to increase uptake in 2018/19, new approaches to reminding and encouraging customers to attend their appointments will be put into place in conjunction with colleagues in the Job Centre.</p> <p>Last Updated: 14-May-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.2.3M03 The number of people on UC that have received digital support	No Data	2162	N/A	640	 GREEN
<p><b>Lead Officer:</b> Jen Griffiths - Benefits Manager  <b>Reporting Officer:</b> Dawn Barnes - Training Officer  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Assisted Digital Support is delivered by Flintshire Connects and the demand for this service has far exceeded expectations. The level of support required varies considerably for each customer from basic support to more complicated application and claim management assistance.</p> <p>Last Updated: 13-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.3.1M01 Number of people completing programmes commissioned by the Council which deliver job and training outcomes	323	628	↑	400	 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> Three programmes are included within this out-turn figure; Communities First, Communities 4 Work, and LIFT all of which are funded by Welsh Government. The programmes provide a mixture of one to one mentoring, employer engagement, work-focussed training, confidence building, and encouragement for enterprise.</p> <p>Last Updated: 20-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.1M01 Annual reduction of domestic fuel bills for residents of Flintshire (£)	288000	97303	↓	140000	 RED
<p><b>Lead Officer:</b> Niall Waller - Enterprise and Regeneration Manager  <b>Reporting Officer:</b> Shelley Webber - Project Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Funding to support households has been greatly reduced by external funders this year and has contributed to the low annual figures.</p> <p>Last Updated: 16-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.2M02 The number of residents supported to lower their energy tariff	No Data	124	N/A	150	 AMBER
<p><b>Lead Officer:</b> Niall Waller - Enterprise and Regeneration Manager  <b>Reporting Officer:</b> Shelley Webber - Project Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Average savings achieved for households April 2017 to December 2017 was £213, January 2018 was £104, February 2018 was £194 and March 2018 £223. Service is demand-led so numbers of households supported tends to fluctuate.</p> <p>Last Updated: 17-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.3M03 The number of people receiving the warm home discount	No Data	108	N/A	50	 GREEN
<p><b>Lead Officer:</b> Niall Waller - Enterprise and Regeneration Manager  <b>Reporting Officer:</b> Shelley Webber - Project Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> The approach is now based on a more holistic assessment of households needs and cross referral between agencies.</p> <p>Last Updated: 20-Apr-2018</p>					





KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.4M04 The number of private sector homes receiving efficiency measures	227	196	↓	140	 GREEN
<p><b>Lead Officer:</b> Niall Waller - Enterprise and Regeneration Manager  <b>Reporting Officer:</b> Shelley Webber - Project Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> The majority of the efficiency measures were installations of boilers, full heating systems, and insulation through the Affordable Warmth Crisis Fund, with match funding for additional systems brought in through ECO and Nest.</p> <p>Last Updated: 15-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.5M05 The number of people who receive a full healthy homes healthy people / affordable warmth / HHSRS home visit and tailored service	No Data	547	N/A	500	 GREEN
<p><b>Lead Officer:</b> Niall Waller - Enterprise and Regeneration Manager  <b>Reporting Officer:</b> Shelley Webber - Project Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Following the launch of Warm Homes Fund, home visits have significantly increased.</p> <p>Last Updated: 20-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.6M06 The number of Council homes receiving energy efficiency measures	650	105	↓	300	 RED
<p><b>Lead Officer:</b> Niall Waller - Enterprise and Regeneration Manager  <b>Reporting Officer:</b> Shelley Webber - Project Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Targets have not been met due to Welsh Government funding not being available which would have match funded External Wall Insulation (EWI) schemes. This has limited the number of Council homes benefiting from energy efficiency measures.</p> <p>Last Updated: 14-May-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.1M01 The number of care homes who have implemented the new Progress for Providers Programme	No Data	20	N/A	20	 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>  <b>Progress Comment:</b> 'Progress for Providers' enables care homes to assess themselves against the Flintshire bronze, silver and gold standards in person-centred care. There is a programme of tools, documentation and training that care homes work through to achieve each standard, with the objective of improving the quality of life and outcomes for people living in residential care. Flintshire have been nominated for a Social Care Accolade for this programme. Our annual target was to enroll 20 homes on the programme this year; we have achieved this, although one care home subsequently closed, leaving 19 active participants.</p> <p>Last Updated: 23-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.2M02 The percentage of care homes registered on the programme that have achieved the bronze standard for Progress for Providers	No Data	52.6	N/A	50	 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>  <b>Progress Comment:</b> 10 out of the 19 care homes currently enrolled on Progress for Providers have achieved the bronze standard certification. This is a medium term programme, and homes are at different stages. The other 9 homes will continue to work towards the bronze standard in 2018/19.</p> <p>Last Updated: 12-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.3M03 The percentage of care homes that have achieved bronze standard who have also achieved silver standard for Progress for Providers	No Data	0	N/A	25	 RED
<p><b>Lead Officer:</b> Nicki Kenealy - Contracts Team Manager  <b>Reporting Officer:</b> Jacque Slee - Performance Lead – Social Services  <b>Aspirational Target:</b>  <b>Progress Comment:</b> 10 care homes are working towards the silver standard, and although none have yet achieved this ambitious target, we would expect some of these homes to achieve silver by March 2019. This will continue to be monitored into the 2018/19 Council Plan.</p>					

Last Updated: 14-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.4M04 Sustaining existing care homes within Flintshire	No Data	26	N/A	26	 GREEN


**Lead Officer:** Dawn Holt - Commissioning Manager  
**Reporting Officer:** Jacque Slee - Performance Lead – Social Services  
**Aspirational Target:**  
**Progress Comment:** There are currently 26 care homes for adults (includes residential, EMI and nursing) in Flintshire. We are sustaining the number of homes in despite the pressures in the market, by concentrated input. However, the market remains volatile.

Last Updated: 10-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.5M05 The percentage occupancy within Flintshire care homes	No Data	95.3	N/A	95	 GREEN

**Lead Officer:** Dawn Holt - Commissioning Manager  
**Reporting Officer:** Jacque Slee - Performance Lead – Social Services  
**Aspirational Target:**  
**Progress Comment:** This is based on vacancy rate in the last week of the quarter. Both the number of residential homes and the occupancy rate have remained stable to date over 2017/18.

Last Updated: 10-Apr-2018


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.2.1M01 (PAM/024) Percentage of adults satisfied with their care and support	82	No Data	N/A	85	

**Lead Officer:** Susie Lunt - Senior Manager, Integrated Services  
**Reporting Officer:** Jacque Slee - Performance Lead – Social Services  
**Aspirational Target:**

**Progress Comment:** The national outcomes framework is for all people who need care and support and carers who need support, their families and friends, and for all services undertaking social services functions under the Act; e.g. local authorities, social enterprises, co-operatives, user led services, the third sector and the independent sector. As part of the National Outcomes Framework, Welsh Government have developed a series of questionnaires which ask people who receive care and support how they feel about their wellbeing.

Data was collected by local authorities for 2016/17, but because of issues in the first year of collection, Welsh Government decided not to publish. Local Authorities are now in the process of collecting data for 2017/18, with the expectation that the national data will be published in Autumn 2018.

Last Updated: 27-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.2.2M02 The number of extra hours provided for advice and support through the Single Point of Access	40	50	↑	47	 GREEN


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

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

**Aspirational Target:**

**Progress Comment:** Further planned increases to SPOA opening times for weekends will require a relocation of the service.

Last Updated: 19-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.2.3M03 The percentage of employees trained in Person Centred Care in line with the Social Services and Well-being act (Wales) 2014	20	100	↑	25	 GREEN


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

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


**Aspirational Target:**


**Progress Comment:** We are currently in phase 2 of the programme for Person-Centred Care practice and personal outcomes, as it is rolled out across Wales.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.3.2M02 (PAM/029) Percentage of children in care who had to move 2 or	12.9	9.33	↑	10	 GREEN

more times					
<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> 14 children have moved more than twice since April of this year. For most of these children, moves were in accordance with the child's plan. It is a priority to place children in stable placements wherever possible.</p> <p>Last Updated: 16-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.3.3M03 Percentage of children assessed by CAMHS within 28 days by BCUHB	No Data	100	N/A	95	
<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> No data has been provided by Child &amp; Adolescent Mental Health Service at the year-end point. The last position from the Betsi Cadwaladr University Health Board was that there was no waiting list and the end of December 2017.</p> <p>Last Updated: 27-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.1.1M01 Number of adult carers identified.	867	1185	↑	900	
<p><b>Lead Officer:</b> Dawn Holt - Commissioning Manager  <b>Reporting Officer:</b> Jacque Slee - Performance Lead – Social Services  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Many people who need care and support prefer to be cared for by someone close to them, rather than a paid carer. It is critical that we support unpaid carers, without whom many people would be unable to remain in their own homes through later life. All carers identified are offered an assessment of their needs in their own right, as distinct from the needs of the person they care for, either with ourselves or with one of our commissioned services, according to their preference.</p> <p>Last Updated: 19-Apr-2018</p>					

KPI Title	Previous Year	Actual	Performance	Target	Performance
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	Actual		Indicator Trend		RAG
IP1.5.1.2M02 (PAM/026) Percentage of carers that feel supported	67	No Data	N/A	75	

**Lead Officer:** Dawn Holt - Commissioning Manager

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

**Aspirational Target:**

**Progress Comment:** The national outcomes framework is for all people who need care and support and carers who need support, their families and friends, and for all services undertaking social services functions under the Act; e.g. local authorities, social enterprises, co-operatives, user led services, the third sector and the independent sector. As part of the National Outcomes Framework, Welsh Government have developed a series of questionnaires which ask people who receive care and support how they feel about their wellbeing.

Data was collected by local authorities for 2016/17, but because of issues in the first year of collection, Welsh Government decided not to publish. Local Authorities are now in the process of collecting data for 2017/18, with the expectation that the national data will be published in Autumn 2018.

Last Updated: 27-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.2.1M01 (PAM/025) Number of people kept in hospital while waiting for social care per 1,000 population aged 75+	3.01	1.89		1.78	 AMBER

**Lead Officer:** Janet Bellis - Localities Manager

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

**Aspirational Target:** 1.78

**Progress Comment:** The Council and the Betsi Cadwaladr University Health Board (BCUHB) work together on a case by case basis to ensure prompt discharge. The target rate is equivalent to 24 delays in the year. There were 25 delays last year, the longest wait being 29 days, the average being 8 days, and the shortest wait being 1 day.

Last Updated: 23-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.3.1M01 Percentage of child protection referrals that result in "no further action".	37.6	30		35	 GREEN

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


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

**Aspirational Target:** 30.00

**Progress Comment:** Early analysis of the impact of the Early Help Hub on our rate of children's referrals where "No Further Action" was taken indicates that our rate of child protection

referrals resulting in no further action has reduced from 55% to 30%. This suggests that the Early Help Hub is providing support to those families that do not meet the threshold for statutory intervention. A more detailed evaluation of the impact of the Early Help Hub has been commissioned for the forthcoming year.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.4.1M01 The number of dementia cafes in Flintshire	3	10	↑	6	 GREEN

**Lead Officer:** Dawn Holt - Commissioning Manager


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

**Aspirational Target:** 6.00

**Progress Comment:** Flintshire has 10 dementia cafes (Mold, Buckley, Connahs Quay, Sealand and Queensferry, Saltney, Holywell, Mostyn, Flint) and there is one Alzheimer's Society lead cafe in Broughton. Leeswood has also started a Memory Café.

Last Updated: 13-Apr-2018

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.4.2M02 The number of dementia friendly communities in Flintshire	2	4	↑	3	 GREEN


**Lead Officer:** Dawn Holt - Commissioning Manager

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

**Aspirational Target:** 6.00

**Progress Comment:** There are four accredited Dementia Friendly Communities in Fliintshire (Mold, Flint, Buckley and Saltney) and five more are working towards accreditation (Alyn Villages, Holywell, Connahs Quay, Sealand and Ysciefiog).

Last Updated: 23-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.1.1M01 Increased referral rates from services other than Social Services	6	14	↑	30	 AMBER


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


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


**Aspirational Target:** 30.00

**Progress Comment:** 14 referrals have been received from other portfolio areas this year. This represents a 57% increase on last year, but has not met our ambitious target. As the action to increase safeguarding awareness is rolled out across the Authority we should see a rise in the number of referrals received from areas outside of Social Services. This total for 2017/18 does not include referrals from Youth Justice to Children's Services.

Last Updated: 14-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.1.2M02 The number of officers who have completed the specialist 'AFTA Thought' safeguarding awareness training.	0	437	↑	350	 GREEN
<b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services <b>Reporting Officer:</b> Fiona Mocko - Policy Advisor (Equalities and Cohesion) <b>Aspirational Target:</b> 700.00 <b>Progress Comment:</b> Two AFTA Thought workshops were delivered in January 2018. A total of 437 employees attended this training during 2017/18, exceeding the original target of 350.					
Last Updated: 12-Apr-2018					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.2.1M01 Percentage of adult protection enquiries completed within 7 days	75.61	84.32	↑	78	 GREEN
<b>Lead Officer:</b> Jayne Belton - Team Manager - Safeguarding <b>Reporting Officer:</b> Jacque Slee - Performance Lead – Social Services <b>Aspirational Target:</b> <b>Progress Comment:</b> Enquiries completed outside the 7 days are those that are not straightforward and are waiting for additional information. New, tighter processes are in place so that less complex enquires are dealt with within the timescale.					
Last Updated: 20-Apr-2018					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.2.2M02 Percentage of initial child protection conferences due in the year and held within timescales	74	91.06	↑	95	 AMBER




**Lead Officer:** Jayne Belton - Team Manager - Safeguarding

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

**Aspirational Target:**

**Progress Comment:** The Safeguarding Unit make every effort to schedule conferences within timescales. Seven families in the year had their initial conference delayed, either because of family commitments or because of delays in receiving agency reports.

Last Updated: 16-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.2.3M03 Percentage of reviews of children on the child protection register due in the year and held within timescales	98.1	98.26	↑	98	 GREEN

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

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

**Aspirational Target:** 98.00

**Progress Comment:** The Safeguarding Unit make every effort to schedule conferences within timescales when capacity allows. Three families in the year had reviews rescheduled to fit in with court commitments or arrangements for unborn children. One family's conference was due in the Christmas period and was scheduled in early January.

Last Updated: 16-Apr-2018

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.3.1M01 The percentage of portfolio senior management teams that have viewed the North Wales Police CSE information videos	No Data	100	N/A	25	 GREEN


**Lead Officer:** Fiona Mocko - Policy Advisor (Equalities and Cohesion)

**Reporting Officer:** Fiona Mocko - Policy Advisor (Equalities and Cohesion)

**Aspirational Target:** 100.00

**Progress Comment:** All Senior Management Teams have now viewed the videos.

Last Updated: 12-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.4.1M01 Percentage of employees who have completed the level 1 e-	No Data	11.59	N/A	25	 RED

learning training package to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework


**Lead Officer:** Sian Jones - Public Protection Manager

**Reporting Officer:** Heather Johnson - Learning and Development Adviser

**Aspirational Target:** 50.00

**Progress Comment:** Total number of employees who completed the Welsh Government approved training is 676 . As 60% of employees do not have access to a P.C. or laptop alternative delivery methods such as face-to-face sessions, Chrome and possibly Audio book sessions will continue to be offered. We will continue to promote completion of the e-learning module whenever possible.

Last Updated: 30-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.4.2M02 The number of reported incidents of Domestic Abuse and Sexual Violence	1502	2926	↑	0	 GREEN


**Lead Officer:** Sian Jones - Public Protection Manager

**Reporting Officer:** Sian Jones - Public Protection Manager

**Aspirational Target:**

**Progress Comment:** Changes to improve the integrity of crime recording processes has led to recording more crime from the same number of public calls, and that other routes for recording crime have improved in their effectiveness, including identifying additional crimes within existing incidents, recording historical offences and third party reports. These changes have affected domestic related crime more than overall victim based crime, with increased amounts of manually created and historical crime being evident. National trends indicate that increases are not isolated to Flintshire but are part of a national picture. This improvement in crime recording and the continuation of dealing effectively with what is recorded should be seen as directly supporting the Police and Crime Commissioner's Police and Crime Plan in wanting greater confidence for victims of domestic abuse in reporting crime, and easier methods of doing so.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.4.3M03 The number of domestic abuse incidents reported to North Wales Police	1101	2483	↑	0	 GREEN

**Lead Officer:** Sian Jones - Public Protection Manager


**Reporting Officer:** Sian Jones - Public Protection Manager

**Aspirational Target:**

**Progress Comment:** Changes to improve the integrity of crime recording processes has led to recording more crime from the same number of public calls, and that other routes for recording crime have improved in their effectiveness, including identifying additional crimes within existing incidents, recording historical offences and third party reports. These changes have affected domestic related crime more than overall victim based crime, with increased amounts of manually created and historical crime being evident. National trends

indicate that increases are not isolated to Flintshire but are part of a national picture. This improvement in crime recording and the continuation of dealing effectively with what is recorded should be seen as directly supporting the Police and Crime Commissioner's Police and Crime Plan in wanting greater confidence for victims of domestic abuse in reporting crime, and easier methods of doing so.




Last Updated: 20-Apr-2018




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.4.4M04 The number of incidents of sexual assaults reported to North Wales Police	400	443	↑	0	 GREEN
<p><b>Lead Officer:</b> Sian Jones - Public Protection Manager  <b>Reporting Officer:</b> Sian Jones - Public Protection Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Changes to improve the integrity of crime recording processes has led to recording more crime from the same number of public calls, and that other routes for recording crime have improved in their effectiveness, including identifying additional crimes within existing incidents, recording historical offences and third party reports. These changes have affected domestic related crime more than overall victim based crime, with increased amounts of manually created and historical crime being evident. National trends indicate that increases are not isolated to Flintshire but are part of a national picture. This improvement in crime recording and the continuation of dealing effectively with what is recorded should be seen as directly supporting the Police and Crime Commissioner's Police and Crime Plan in wanting greater confidence for victims of domestic abuse in reporting crime, and easier methods of doing so.</p>					
<p>Last Updated: 20-Apr-2018</p>					

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## 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					Open
<p><b>Potential Effect:</b> Homelessness remains an area of risk. The lack of suitable, settled accommodation for those on welfare benefits has caused delays in being able to achieve positive outcomes for customers.</p> <p><b>Management Controls:</b> The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector. We have also been awarded funding to develop a night shelter during the winter months.</p> <p><b>Progress Comment:</b> Homelessness remains a risk as a result of a number of factors. The introduction of welfare reforms and Universal Credit has created additional barriers to being able to successfully discharge duties to customers. The number of people presenting to the authority for help has increased during each quarter. Vacant posts in the team have been filled and new staff have been fully trained within their roles. This should see more outcomes achieved. Additional funding has been granted to develop Landlord incentives within the private rented sector and also to consider a Housing First pilot.</p> <p>Last Updated: 23-Apr-2018</p>						

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	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Denise Naylor - Housing Programmes Support Manager				Open
<p><b>Potential Effect:</b> i) Increase in homelessness ii) Increased pressure on the Housing Options Team iii) Increase in people sleeping rough</p> <p><b>Management Controls:</b> A Housing Strategy Manager is in post to monitor and manage Section 106 and Social Housing Grant programmes. There are robust programme management arrangements for the Strategic Housing and Regeneration Programme (SHARP)</p> <p><b>Progress Comment:</b> The Housing Strategy Manager works in partnership with the RSLs (Registered Social Landlords), the SHARP (Strategic Housing and Regeneration Programme) team and developers to inform the type and tenure of any: new build; acquisitions and ultimately identify gaps for future investment. This is achieved through a process of pulling together information from the SARTH (Single Access Route to Housing), the affordable housing register and the Homelessness team, ensuring the demand informs supply. There is a shortfall in affordable housing as identified in the Local Housing Market Assessment, but the housing which is being provided is focused on meeting the needs of those in urgent housing need.</p>						

Last Updated: 18-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing	Jenni Griffith - Flintshire Connects Manager	Denise Naylor - Housing Programmes Support Manager, Suzanne Mazzone - Supporting People Manager	Amber	Amber	↓	Open

**Potential Effect:** Increased homelessness

**Management Controls:** Developing innovative housing schemes that will aim to provide housing at a cost that under 35's can meet. The Common Housing Register recognises affordability as a housing need and gives priority to those who are suffering financial hardship in terms of housing costs due to the impacts of welfare reforms

**Progress Comment:** Applicants who are affected by bedroom tax are given urgent priority for rehousing to more affordable accommodation.

The proposed property for the shared housing pilot received full planning permission and work has been undertaken to establish demand. Due to Government changes and the withdrawal of plans to introduce shared room rate for under 35s the demand in social housing for shared accommodation has lessened. Applicants contacted expressed a preference for self contained properties and we were unable to establish demand for the shared housing pilot. This will of course have an effect on the demand for affordable one bedroom properties.

Last Updated: 30-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of land supply for council housing construction	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Denise Naylor - Housing Programmes Support Manager	Amber	Green	↓	Closed




**Potential Effect:** i) Reduction in number of units delivered




**Management Controls:** On-going work to maximise the use of Council land and other publically owned land. Privately owned sites are reviewed for their potential use and purchase.




**Progress Comment:** Potential land for development of housing through the Strategic Housing and Regeneration Programme (SHARP) has been identified which, if viable, could reach the target of 500 new social and affordable houses by 2021.




Last Updated: 20-Apr-2018

Updated 357




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Capital borrowing limits for council housing	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Denise Naylor - Housing Programmes Support Manager				Open
<p><b>Potential Effect:</b> A reduction in the construction and delivery of Council houses</p> <p><b>Management Controls:</b> i) Seek unallocated borrowing approvals by Welsh Government            ii) seek underspent borrowing approval held by other councils            iii) seek increase in borrowing cap with the UK Government through the Growth Deal</p> <p><b>Progress Comment:</b> Discussions are in progress between the Council and Welsh Government to secure additional borrowing approval. Welsh Government has unallocated borrowing head room for council owned properties. There has been a Welsh Government consultation on the approach to lifting the borrowing cap. Further information will be available in the Summer 2018. For affordable rental properties the NEW Homes Business Plan will explore funding opportunities.</p> <p>Last Updated: 18-Apr-2018</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through Disabled Facilities Grants (DFGs) may not be met due to competing demands on resources	Niall Waller - Enterprise and Regeneration Manager					Open
<p><b>Potential Effect:</b> There will be a reputational risk to the Council if adaptations fail to meet the expectations of customers. This is increased because of the national ranking of performance by Welsh Government.</p> <p><b>Management Controls:</b> i) Monitoring and management of adaptation cases.            ii) Ongoing process review.            iii) Continually seek ways to further increase cost-efficiency            iv) Increase in budget allocation to meet demand</p> <p><b>Progress Comment:</b> The performance on DFG timescales has been an area of challenge over time. There are projects underway to improve performance including rolling out use of the new adaptations procurement framework and further process improvements. However, demand upon the DFG budget required a slow down of the least urgent cases in the latter part of 2017/2018 which will impact upon average time scales for DFGs.</p> <p>Last Updated: 16-Apr-2018</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Availability of sufficient funding to resource key priorities	Niall Waller - Enterprise and Regeneration Manager	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager				Open
<p><b>Potential Effect:</b> Customers will wait longer to receive adaptation work in their homes</p> <p><b>Management Controls:</b> Monthly monitoring of adaptations budgets and consideration of the business case for an increased budget allocation.</p> <p><b>Progress Comment:</b> All budgets are monitored monthly to ensure there is sufficient availability for funding key priorities. However, as demography and expectations change with reduced resources the Council is continually reviewing opportunities to meet requirements. The Council was forced to delay the least urgent Disabled facilities Grant (DFG) cases in the latter part of 2017/18 due to demand on the service.</p> <p>Last Updated: 23-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Universal Credit Full Service roll out - negative impact upon Council services	Jen Griffiths - Benefits Manager	Dawn Barnes - Training Officer				Open
<p><b>Potential Effect:</b> Potential increased in rent arrears and decrease of Council Tax collection. Potential increased risk of homelessness and need for accommodation. Increased demand in existing support services</p> <p><b>Management Controls:</b> Welfare Reform is undoubtedly impacting services and this is being monitored via the UC Operational Board. Rent Arrears have increased and there is work on-going to identify the reason for this, i.e. is it due to delays in payments or tenants not paying their rent out of their UC money. We are focusing on early identification and intervention and have increased communication across the teams and portfolios to support this work. Council Tax Collection is under pressure, we are unable to directly link this to UC or welfare reform, however, welfare reform will undoubtedly contribute to this. We are currently reviewing the claims process for Council Tax Reduction Scheme to make the process easier and quicker. We have not seen a direct link between presentations for homelessness at this stage, however, this remains a risk and we will continue to provide early intervention to prevent this and monitor the situation closely. In addition, Flintshire's Universal Credit Operational Board is established to bring together all FCC support services that may be impacted to co-ordinate a response and review current practices to maximise support by reducing duplication.</p> <p><b>Progress Comment:</b> During 2017/18 rent arrears increased and there is work on-going to identify the reason for this. During 2018/19 focus will be on early identification and intervention to prevent the problem from escalating. Council Tax Collection has been under pressure, however, collection rates in 2017/18 have not been impacted. Work will continue to closely monitor Universal Credit impacts on Council Services.</p> <p>Last Updated: 20-Apr-2018</p>						

RISK	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK	CURRENT RISK	TREND	RISK
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TITLE			RATING	RATING	ARROW	STATUS
Demand for advice and support services will not be met	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Supporting People Manager				Open
<p><b>Potential Effect:</b> The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner.</p> <p><b>Management Controls:</b> 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 far as possible.</p> <p><b>Progress Comment:</b> During 2017/18 demand has continued to increase for advice and support services within the County. The development of the Welfare Response Team has assisted with the implementation of Universal Credit. Referrals to wider support services increased during the year and increasing numbers of residents are presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits are continuing to work together to develop early intervention strategies.</p> <p>Last Updated: 13-Apr-2018</p>						

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 or council tax	Jen Griffiths - Benefits Manager	Sheila Martin - Income Team Leader				Open
<p><b>Potential Effect:</b> With the introduction of universal credit and reduction in benefits being paid it is anticipated that tenants will struggle to maintain their payments increasing the level of debts owed to the Council for Rent and Council Tax.</p> <p><b>Management Controls:</b> Reviews of procedures are being carried out to try and mitigate the impact however a full estimate of impact cannot yet be confirmed.</p> <p><b>Progress Comment:</b> The first year of Universal Credit full service has resulted in an increase in rent arrears for our tenants. Council Tax collection rates, however, appear to be unaffected at this stage. Work will continue in 2018/19 to target early intervention for tenants claiming Universal Credit to tackle rent arrears and to encourage payment of rent to avoid new or escalating arrears in order to ensure that homelessness is prevented wherever possible and rent collection is maximised.</p> <p>Last Updated: 20-Apr-2018</p>						

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	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Supporting People Manager				Open
<p><b>Potential Effect:</b> Local economy will suffer as people can only just afford to spend on essential items</p> <p><b>Management Controls:</b> The council is continuing to support residents to access advice and support to enable them to better manage their financial situation.</p> <p><b>Progress Comment:</b> Welfare Rights and Supporting People teams worked with residents during the year to explore areas of income maximisation for residents of the county.</p>						






Last Updated: 13-Apr-2018




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Delivery of social care is insufficient to meet increasing demand	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Performance Lead – Social Services	Amber	Yellow	↓	Open
<p><b>Potential Effect:</b> People would be likely to experience increased waiting times or be unable to access services, with a resulting negative impact on the reputation of the Council.</p> <p><b>Management Controls:</b> Developing the market for residential and nursing care            Extending the opening hours for single point of access            Implementing Community Resouce Team            Developing community resilience            Implementing an Early Help Hub for children and families</p> <p><b>Progress Comment:</b> Recommendations have been approved to explore the extension of Marleyfield (32 beds for intermediate care and discharge to assess). This expansion will also help to support the medium term development of the nursing sector. The Single Point of Access has already extended the time the service is available from in the mornings and work is near completion to extend the closing time and introduce weekend working. The multi agency Early Help Hub for children and families is in operation.</p>						
Last Updated: 23-Apr-2018						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand outstrips supply for residential and nursing home care bed availability	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Performance Lead – Social Services	Red	Red	↔	Open
<p><b>Potential Effect:</b> Increase in hospital admissions and delayed transfers. Increased pressure on primary care services leading to deteriorating relationship with local partners.</p> <p><b>Management Controls:</b> Working with Corporate colleagues to use capital investment to support the development of our in-house provision.            Outcomes from the 'Invest to Save' Project Manager made available together with a short, medium and long term plan to support the care sector.            Quick wins from the 'Invest to Save' Project Manager to be implemented.            Increase bed and extra care capacity for dementia/ learning disabilities.            Develop specialist respite for Early Onset Dementia.            Identify and create market change and dynamics, generate more competition, new providers for all ages including children and LD.            Assist with local housing (subsidised?) for specified employees in social care i.e. direct care staff.            Joint marketing and recruitment campaign, including portals, sharing of candidates, shared approach.</p> <p><b>Progress Comment:</b> The expansion of Marleyfield to support the medium term development of the nursing sector is ongoing. The re-phasing of Integrated Care Fund capital to fit in with our capital programme has been agreed by Welsh Government. There are several active workstreams, including the development of resources to support the sector, diagnostic</p>						




reviews for providers and a Care Conference which was held in February hosted by Business Wales. A ministerial visit is scheduled for May 2018.




Last Updated: 30-Apr-2018


RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Annual allocation of the Integrated Care Fund (ICF) - Short term funding may undermine medium term service delivery	Susie Lunt - Senior Manager, Integrated Services	Jacque Slee - Performance Lead – Social Services				Open
<p><b>Potential Effect:</b> Insufficient funding to sustain medium term service delivery.</p> <p><b>Management Controls:</b> Seeking agreement from partners on allocation of funds to deliver medium term services</p> <p><b>Progress Comment:</b> The re-phasing of agreed Integrated Care Fund (ICF) capital funding has been agreed to fit with our capital programme. Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects. The Chair of the North Wales Regional Partnership Board and the Chief Executive of the Betsi Cadwaladr University Health Board (BCUHB) have created an agreement around the allocation of funds to support delivery of medium term services.</p>						
Last Updated: 20-Apr-2018						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Early Help Hub cannot deliver effective outcomes	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Performance Lead – Social Services				Closed
<p><b>Potential Effect:</b> Children and families who do not meet the threshold for a statutory services will not be appropriately directed to alternative services.</p> <p><b>Management Controls:</b> Agreed information sharing protocol in place Activity data in place and scrutinised Steering body to meet regularly to ensure that resources are being appropriately deployed</p> <p><b>Progress Comment:</b> The Early Help Hub now accepts direct referrals from partner agencies and professionals. The Children's Commissioner for Wales has formally agreed to launch the Early Help Hub on June 2018. A positive initial evaluation of the Early Help Hub has been received and it will be presented to the Strategic Board on the 26th April 2018. The evaluation included interviews with families to gain insight on their experience of the Early Help Hub and the outcomes secured for them.</p>						
Last Updated: 23-Apr-2018						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Rate of increase of adult safeguarding referrals will outstrip current resources	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Performance Lead – Social Services				Open
<p><b>Potential Effect:</b> National timescales for processing safeguarding enquiries will not be met, resulting in potential delays for people requiring safeguarding interventions and impact on reputation of the Council.</p> <p><b>Management Controls:</b> Realign response to front door referrals by utilising resources within First Contact and Intake, in order to free up time to allow the Safeguarding Managers to effectively delegate tasks.</p> <p><b>Progress Comment:</b> Responsibilities within Adult Safeguarding and First Contact and Intake have been realigned, with no additional resource. Safeguarding Managers are able to effectively delegate tasks for high priority cases; this ensures that those enquiries that do not meet timescales are of a lower priority.</p> <p>Last Updated: 13-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Deprivation of Liberty Safeguarding (DoLS) assessment waiting list increases	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Performance Lead – Social Services				Open
<p><b>Potential Effect:</b> Increased waiting times for DoLS assessments and impact on reputation of the Council.</p> <p><b>Management Controls:</b> Realignment of responsibilities in the teams to meet increasing demand.</p> <p><b>Progress Comment:</b> Actions taken to realign the responsibilities of the teams to meet the demands of the increase in adult safeguarding enquiries may have the unwanted effect of increasing the waiting list for DoLS assessments. Work has recently been undertaken to review the individuals awaiting a DoLS assessment. In addition, work is being undertaken to review community DoLS applications and incorporate these within the existing waiting list, and DoLS for children needs to be considered. In due course this will have an impact on the number of cases on the waiting list. The waiting list continues to be actively managed, with urgent and review authorisations being prioritised.</p> <p>Last Updated: 19-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Knowledge and awareness of safeguarding not sufficiently developed in all portfolios	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	Jane M Davies - Senior Manager, Safeguarding & Commissioning				Open
<p><b>Potential Effect:</b> Employees will not recognise when adults and children are at risk and will not take appropriate action.</p> <p><b>Management Controls:</b> Safeguarding workshops were held during Safeguarding Week in November 2017 and in January 2018; a safeguarding awareness training programme is now in place ensuring regular training opportunities are available to employees. Safeguarding is also included as part of the induction process.</p> <p><b>Progress Comment:</b> Safeguarding is included within the corporate induction procedures, ensuring new employees can recognise the signs and know how to make a report. Safeguarding awareness workshops were delivered during National Safeguarding Week in November 2017 and further training was delivered in January 2018. A safeguarding page is</p>						



available on the intranet providing resources to support employees and managers.

Last Updated: 12-Apr-2018



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to implement safeguarding training may impact on cases not being recognised at an early stage.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)		Red	Red	↔	Open
<p><b>Potential Effect:</b> Employees will not identify potential safeguarding issues. Referrals will not be made through the right channels which may delay investigation or result in evidence being contaminated.</p> <p><b>Management Controls:</b> Safeguarding training is included in induction programme ensuring all new employees receive training. Attendance on safeguarding training is a standing agenda item on the Corporate Safeguarding Panel.</p> <p><b>Progress Comment:</b> Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding training is provided regularly ensuring employees have the opportunity to access appropriate training. Types of safeguarding training provided and attendance by Portfolio are monitored at the Corporate Safeguarding Panel.</p> <p>Last Updated: 19-Apr-2018</p>						



## 2 Ambitious Council

### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 The Regional Economic Growth Deal will be submitted to UK and Welsh Governments this year and will set out the main priorities for economic development across North Wales	Niall Waller - Enterprise and Regeneration Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      The Council is playing a major role in the development of the Growth Deal for North Wales. The Economic Ambition Board has established working groups to develop each element of the bid including; skills and employment, infrastructure and housing, business growth and transport improvements. Outline business cases for all projects are currently being prepared for submission to both Governments in April 2018.</p> <p>Last Updated: 16-Apr-2018</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site, ensuring developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal.	Niall Waller - Enterprise and Regeneration Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      The Council is represented on the Deeside Enterprise Zone Board and has provided a supporting function to the Board as required and to businesses in the Enterprise Zone. The Council has provided a responsive support service to potential investors both in the Enterprise Zone and outside. The Council has actively worked with the two landowners for the Northern Gateway site to encourage development to come forward and to steer development towards those investments which offer the greatest value to the economy of Flintshire. Welsh Government have recently announced investment of £20m in the development of the North Wales Advanced Manufacturing Institute which will be located on two campuses in Deeside.</p> <p>Last Updated: 16-Apr-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Develop a long term strategic approach to Council's economic estate/land	Neal Cockerton - Chief Officer - Housing and Assets	Ongoing	01-Apr-2017	31-Mar-2018	-	 GREEN	 AMBER

**ACTION PROGRESS COMMENTS:**

This work stream relates to the need to undertake a strategic review of our industrial and commercial estate to ensure it is fit for purpose, provides key economic drivers, supports the aspirations of the council and supports local business. Work has been commissioned through specialist property advisers and a draft report has been submitted and reviewed by Officers. The final report is being concluded and will be issued to Officers by the end of May 2018. Activity flowing from this report will be considered fully and an action plan developed to manage follow through on key aspects of the report which support and have key linkage to the Councils wider strategic aims and objectives as defined in the Council Plan and Medium Term Financial Strategy.



Last Updated: 30-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.4 Expand the scale and quality of apprenticeships both regionally and locally.	Denise Naylor - Housing Programmes Support Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Council has produced and distributed a film which encourages people to consider an apprenticeship in a STEM (Science, Technology, Engineering, Maths) field. This has been distributed widely within the county to reach as many young people as possible and has been viewed over 1,791 times via the online link. Building on this success a new film is being produced which focusses on the care services and encourages young people to consider an apprenticeship and future career in this sector. To promote apprenticeships in the construction industry, the Council has been working closely with Wates, the Strategic Housing and Regeneration Programme (SHARP) development partner to recruit apprentices in this sector. Monitoring of apprenticeship numbers attached to the major construction projects continues (Welsh Housing Quality Standards (WHQS) and SHARP) and the Council is engaged with the local college over the provision of learning attached to apprenticeships.



Last Updated: 23-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.5 Develop a new approach to supporting town centre vitality and regeneration that maximises their role as shop windows for the County.	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2017	31-Mar-2018	60.00%	 AMBER	 AMBER

**ACTION PROGRESS COMMENTS:**

Initial scoping work is underway to look at options for the town centres in Flintshire including learning from other areas. This will continue into 2018/19 as resources are identified for more detailed development work.

Last Updated: 23-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.6 Ensure that the development of regional and local transport strategy initiatives maximises the potential for economic benefits and improve access to employment and tourism destinations.	Niall Waller - Enterprise and Regeneration Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Council developed the Deeside Plan early in 2017 which sets out ambitions for a transport infrastructure that will maximise the potential for economic growth. The Council, in partnership with Welsh Government, is assessing the viability of different options to improve the infrastructure for cars, rail passengers and cyclists. Welsh Government have recently announced investment in the transport infrastructure in Deeside to improve the public transport infrastructure and to develop a new strategic route to link the A494 to the A55.							
Last Updated: 18-Apr-2018							

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## Performance Indicators

No KPIs available






# RISKS




## Strategic Risk

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	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	↓	Open
<p><b>Potential Effect:</b> Infrastructure is essential to facilitating economic growth in Flintshire. If infrastructure is not improved then investment opportunities will be jeopardised and new jobs will not be created. Overloaded infrastructure will also increase the likelihood of business investment being lost to better serviced areas.</p> <p><b>Management Controls:</b> i) The Council will play a leading role in regional structures promoting economic growth. ii) The Council will set out a clear plan for local infrastructure to meet regional and local needs.</p> <p><b>Progress Comment:</b> The North Wales Growth Deal will include a package of strategic infrastructure investment projects. At the local level the Deeside Plan sets out a strategy for transport investment to maximise the benefit of economic growth. Welsh Government has already announced major investment in strategic road infrastructure and in public transport to help deliver this strategy.</p> <p>Last Updated: 23-Apr-2018</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Businesses feed back that they highly value the service provided by the Council to help them to navigate wider support and overcome barriers to growth. Business networking activity delivered by the Council also assist businesses to work and trade together. Reduction of this support may make the County less successful as a location for business.</p> <p><b>Management Controls:</b> i) The Council will continue to engage businesses and help them to access support. ii) The Council will provide opportunities for businesses to network and support one another.</p> <p><b>Progress Comment:</b> The business development service in Flintshire remains responsive to business needs. The Council works closely alongside Welsh Government and other agencies to provide a co-ordinated service.</p> <p>Last Updated: 17-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The stability of local and sub-regional economies	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Enterprise and Regeneration Manager				Open
<p><b>Potential Effect:</b> Instability in the local and regional economies would lead to reduced business investment and significant job losses.</p> <p><b>Management Controls:</b> Maintain an intelligence base on potential risks and mitigation measures.</p> <p><b>Progress Comment:</b> The Council continues to monitor changes and trends in the UK and regional economies that may have an impact on Flintshire's economy. The main area of uncertainty, Brexit, remains difficult to predict and quantify whilst the negotiated settlement with the European Union remains unknown.</p> <p>Last Updated: 17-Apr-2018</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Enterprise and Regeneration Manager				Open
<p><b>Potential Effect:</b> Decisions are taken on national and regional economic issues, infrastructure investment or other programmes which do not meet the needs of the Flintshire economy.</p> <p><b>Management Controls:</b> Play a major role in the North Wales Economic Ambition Board, Mersey Dee Alliance and the Rail Task Force.</p> <p><b>Progress Comment:</b> The Council has a lead role in developing the role and functions of the North Wales Economic Ambition Board and is closely involved in the work of the Mersey Dee Alliance. The Council also represents the region on the Rail Task Force and supports the All Party Parliamentary Group on transport. The Council is closely involved in the development of the outline projects for the regional Growth Deal and both the Leader of the Council and Chief Executive play a leading role in the development of the new shadow Joint Committee for North Wales.</p> <p>Last Updated: 23-Apr-2018</p>						

### 3 Learning Council



#### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Develop Education and Integrated Youth Services	Vicky Barlow - Interim Senior Manager - School Improvement	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      The Education and Youth Portfolio has continued to work in partnership with the Regional School Improvement Service (GwE) to achieve the best possible educational outcomes for all learners. The Interim Senior Manager for School Improvement has worked collaboratively with the GwE Core Leads for Primary, Special and Secondary schools to provide targeted support for schools. Priorities have been focused on improving wellbeing and standards by developing curriculum and assessment, improving teaching and learning and building leadership capacity. Flintshire schools have had access to an increased professional development offer through GwE which also now includes a regional offer for the development of digital competency.</p> <p>Last Updated: 17-Apr-2018</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Enhance skills to improve employment opportunities	Jeanette Rock - Principal Education Officer Inclusion	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 AMBER	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      Welsh Government has developed a Digital Competency Framework (DCF) and a working group has been established to support improved outcomes for more able and talented pupils. The group has focused on skill development and offers sessions to support the improvement and development of areas such as communication skills. A suite of vocational options has been offered to Key Stage 4 pupils across Flintshire schools. These offer accredited courses along with qualifications in Teamwork, Personal Development in the Community and Employability Skills. Welsh Government are promoting an initiative called the Junior Apprenticeship. This enables young people in Key Stage 4 to access a full vocational programme with a view to continuing onto a formal apprenticeship in the field of study. Flintshire schools have also engaged in a range of free vocational workshops through the 'Have a Go' initiative. These provide the opportunity for learners to engage in a range of practical activities. Coleg Cambria are running a Construction Academy which offers young people between the ages of 16 and 18 a chance to gain skills and experience in the construction industry. Local construction companies are engaged in this initiative and will provide work experience.</p> <p>Last Updated: 25-Apr-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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3.1.1.3 Implementing the Welsh Government pilot of the 30 hour childcare offer.	Gail Bennett - Early Intervention Services Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
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**ACTION PROGRESS COMMENTS:**

The initial Early Implementation Schedule is complete. Weekly, monthly and termly monitoring reports are sent to Welsh Government. There are three grants; Administration, Childcare Settings, and Special Educational Needs. The application process is electronic and can only be accessed if the child is living at an address in an eligible area. Since September 2017 payments to Settings have been processed in a timely manner. Expansion has been made into other areas. Requests have been made to Welsh Government for full expansion to cover all of Flintshire from April 2018. Welsh Government have acknowledged Flintshire's effective implementation of this pilot.

Last Updated: 18-Apr-2018


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.4 Families First Collaborative Programme	Ann Roberts - Families First Lead / Youth Services Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN


**ACTION PROGRESS COMMENTS:**


For 2017/18 the portfolio's aim was to achieve Welsh Government Funding to enable the Council to re-commission a full Families First Programme. The funding (approx £1.6 million) is now achieved and fully commissioned for an April 2018 start in line with Welsh Government's agreed transition time. The third sector has been key to delivery and has been engaged in all development and provision. This includes utilising third sector buildings and producing efficiencies for the Council. The programme has ensured that the new provision is a resource for the Early Help Hub, which is an innovative multi-agency approach to deliver on the Well-being Act. The programme will add value to other provision and will offer early intervention and targeted support.

Last Updated: 18-Apr-2018

## Performance Indicators


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP 3.1.1.10 M10 (PAM/008) Percentage of pupil attendance in secondary schools	94.3	93.9	↓	94.9	 AMBER
<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> Levels of authorised absence have increased across secondary schools. There has been an increase in the levels of individuals accessing specialist intervention who struggle to engage and also an increase in the levels of exclusion across schools. These factors combined with illness and holidays has resulted in the overall reduction in attendance.</p> <p>Last Updated: 17-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.11M11 (PAM/009) Percentage of year 11 leavers not in education, training, or employment.	1.1	1.7	↓	1.1	 AMBER
<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> Levels of Year 11 leavers not in education, training or employment (NEET) remain low. There is a slight increase compared with last year (six individuals) who were not in an outcome; the majority of these were Tier 2 - Individuals who were unable to engage.</p> <p>Last Updated: 18-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.12 M12 Percentage reduction in first time entrance to the youth justice system	3	25	↑	15	 GREEN
<p><b>Lead Officer:</b> James Warr - Youth Justice Manager  <b>Reporting Officer:</b> Louisa Greenly - Performance Management &amp; Information Officer  <b>Aspirational Target:</b> 20.00  <b>Progress Comment:</b> There were six First Time Entrants in this period. This was the same as in the previous reporting period and a small reduction from the same period in 2016/17</p>					

which saw eight First Time Entrants. The reduction equates to 25% due to the small numbers in the cohort. The Bureau process together with collaboration with the Early Help Hub has maintained the focus on identifying and assessing those young people most at risk of offending, and diverting them away from the criminal justice system through interventions and family support. Interventions may include looking at diversion away from anti-social behaviour, anger management, looking at the consequences of crime and victim empathy sessions.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.13 M13 The percentage of young people under 16 years old in the youth justice system offered education, training or employment.	71	79	↑	80	 AMBER


**Lead Officer:** James Warr - Youth Justice Manager

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

**Aspirational Target:**

**Progress Comment:** 79% of the young people of statutory school age who had open programmes (prevention and statutory) were in receipt of 25 hours Education, Training and Employment (ETE). The service maintains close links with colleagues in Education and quickly identifies through assessment where ETE provision may be an issue. The Youth Justice System will work towards securing education and training placements according to the individual needs of the child, acknowledging that in some cases, 25 hours is not appropriate.

Last Updated: 19-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.14 M14 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	14.5	51	↑	60	 AMBER

**Lead Officer:** James Warr - Youth Justice Manager


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


**Aspirational Target:** 80.00


**Progress Comment:** It is always a challenge to facilitate a return to education in those young people above statutory school age, particularly those in the Youth Justice arena. The service has developed links with education providers and colleges across the region. The Youth Justice Service encourages these young people back into training and education by offering alternatives to mainstream school or college. For example, those young people completing unpaid work programmes are able to complete vocational qualifications in Health and Safety, Construction etc. as well as completing CV's and application forms, with the aim of improving their employability and therefore, deterring them from future offending.


Last Updated: 19-Apr-2018


KPI Title	Previous Year Actual	Actual	Performance Indicator	Target	Performance RAG
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			Trend		
IP3.1.1.15 M15 The percentage of attendance across the portfolio PRU	64	68.1	↑	70	 AMBER
<p><b>Lead Officer:</b> Chris Shaw - Head Teacher - PRU  <b>Reporting Officer:</b> Chris Shaw - Head Teacher - PRU  <b>Aspirational Target:</b> 75.00  <b>Progress Comment:</b> There was an overall increase in the attendance across the Portfolio of Pupil Referral Units (PPRU) in 2016/17 as compared with the previous academic year. Despite not reaching the target, this is a positive outcome as the pupils attending the provision have a range of complex needs which can impact on their ability to sustain engagement with academic provision. As in previous years, the lowest attendance rates remain within the secondary sector of the PPRU and work has been undertaken to implement a revised curriculum to support increased engagement in 2017/18.</p> <p>Last Updated: 23-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.16M16 The percentage of year 13 learners who complete level three courses in Maths within Flintshire Schools	27	No Data	N/A	29	
<p><b>Lead Officer:</b> Vicky Barlow - Interim Senior Manager - School Improvement  <b>Reporting Officer:</b> Vicky Barlow - Interim Senior Manager - School Improvement  <b>Aspirational Target:</b> 30.00  <b>Progress Comment:</b> This was a new performance measure introduced during the current cycle. The percentage of year 13 learners who completed level 3 in 2017 was used as the baseline data to set the target. The outcome data for this performance indicator will not be available until August 2018.</p> <p>Last Updated: 25-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.17M17 The percentage of year 13 learners who complete level three courses in Science within Flintshire Schools	16	No Data	N/A	18	
<p><b>Lead Officer:</b> Vicky Barlow - Interim Senior Manager - School Improvement  <b>Reporting Officer:</b> Vicky Barlow - Interim Senior Manager - School Improvement  <b>Aspirational Target:</b> 20.00  <b>Progress Comment:</b> This was a new performance measure introduced during the current cycle. The percentage of year 13 learners who completed level 3 in 2017 was used as the baseline data to set the target. The outcome data for this performance indicator will not be available until August 2018</p> <p>Last Updated: 25-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.1M01 (PAM/003) Percentage of pupils achieving the expected outcome at the end of the Foundation Phase (FPOI)	86.9	89.5	↑	89.9	 GREEN
<p><b>Lead Officer:</b> Vicky Barlow - Interim Senior Manager - School Improvement  <b>Reporting Officer:</b> Vicky Barlow - Interim Senior Manager - School Improvement  <b>Aspirational Target:</b> 90.80  <b>Progress Comment:</b> Outcomes in the Foundation Phase made good progress in 2017 in all indicators at the expected level. The performance of Flintshire schools was 2.2% above the 2017 national average for Wales. Flintshire's ranked position was 5th out of the 22 Local Authorities, with an improvement of eight ranked places from 2016.</p> <p>Last Updated: 30-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.2M02 Percentage of pupils who receive free school meals, achieving the expected outcome at the end of the Foundation Phase (FPOI)	71.5	75.7	↑	78.7	 AMBER
<p><b>Lead Officer:</b> Vicky Barlow - Interim Senior Manager - School Improvement  <b>Reporting Officer:</b> Vicky Barlow - Interim Senior Manager - School Improvement  <b>Aspirational Target:</b>  <b>Progress Comment:</b> The performance of pupils entitled to free school meals improved by 4.2% on 2016. This remains a key focus area for improvement in order to further reduce the gap between the performance of pupils entitled to free school meals and those who are not.</p> <p>Last Updated: 12-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.3M03 (PAM/004) Percentage of pupils achieving the expected outcome at the end of key stage 2. (CSI)	90.1	91	↑	91.3	 GREEN
<p><b>Lead Officer:</b> Vicky Barlow - Interim Senior Manager - School Improvement  <b>Reporting Officer:</b> Vicky Barlow - Interim Senior Manager - School Improvement  <b>Aspirational Target:</b> 93.10  <b>Progress Comment:</b> Outcomes in key stage 2 made good progress in 2017 at the expected level. Performance in 2017 has improved by 3.1% from 2015. This is equal to the expected benchmarked position nationally.</p>					



Last Updated: 12-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.4M04 Percentage of pupils who receive free school meals, achieving the expected outcome at the end of key stage 2. (CSI)	82.3	77.9	↓	74.7	 GREEN
<p><b>Lead Officer:</b> Vicky Barlow - Interim Senior Manager - School Improvement  <b>Reporting Officer:</b> Vicky Barlow - Interim Senior Manager - School Improvement  <b>Aspirational Target:</b> 93.10  <b>Progress Comment:</b> The performance of pupils entitled to free school meals is lower than in the previous year but is above the target set for this cohort. This remains a key focus area for improvement in order to further reduce the gap between the performance of pupils entitled to free school meals and those who are not.</p>					
Last Updated: 24-Apr-2018					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.5M05 (PAM/005) Percentage of pupils achieving the expected outcome at the end of key stage 3. (CSI)	88.27	89.5	↑	90.9	 AMBER
<p><b>Lead Officer:</b> Vicky Barlow - Interim Senior Manager - School Improvement  <b>Reporting Officer:</b> Vicky Barlow - Interim Senior Manager - School Improvement  <b>Aspirational Target:</b> 93.30  <b>Progress Comment:</b> Outcomes in key stage 3 made good progress in 2017 at the expected level. Flintshire's ranked position was 5th out of the 22 Local Authorities with an improvement of one place from 2016.</p>					
Last Updated: 12-Apr-2018					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.6M06 Percentage of pupils who receive free school meals achieving the expected outcome at the end of key stage 3.	76.2	71.7	↓	80.2	 AMBER
<p><b>Lead Officer:</b> Vicky Barlow - Interim Senior Manager - School Improvement  <b>Reporting Officer:</b> Vicky Barlow - Interim Senior Manager - School Improvement</p>					

**Aspirational Target:** 82.10

**Progress Comment:** The gap between pupils entitled to free school meals and those who are not achieving the expected outcome at Key Stage 3 had been closing steadily over the last five years however, the performance of pupils entitled to free school meals has fallen by 4.5% on 2016. This remains a key focus area for improvement.

Last Updated: 19-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.7M07 (PAM/006) Percentage of pupils achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths	61.5*	57	↓	59.9*	 AMBER

**Lead Officer:** Vicky Barlow - Interim Senior Manager - School Improvement


**Reporting Officer:** Vicky Barlow - Interim Senior Manager - School Improvement

**Aspirational Target:** 86.00

**Progress Comment:** Performance for this key indicator at Key Stage 4 placed Flintshire 9th across Wales. Changes in the content, structure and assessment methodology of some GCSE examinations, including English, Welsh and mathematics, which are being reported for the first time this year, have impacted on the overall results across Wales for 2017. These changes make it difficult to make meaningful comparisons to the results from 2016.

Last Updated: 12-Apr-2018

\* These figures differ from data contained in the 'How we measure' document to rectify an error in the original data

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.8M08 Percentage of pupils who receive free school meals achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths	33.1	25.2	↓	38.6	 RED

**Lead Officer:** Vicky Barlow - Interim Senior Manager - School Improvement


**Reporting Officer:** Vicky Barlow - Interim Senior Manager - School Improvement


**Aspirational Target:**


**Progress Comment:** Pupils entitled to free school meals achieved below the Wales average in 2017 for this indicator at Key Stage 4. This remains a key focus area for improvement.


Last Updated: 12-Apr-2018


KPI Title	Previous Year Actual	Actual	Performance Indicator	Target	Performance RAG
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			Trend		
IP3.1.1.9 M09 (PAM/007) Percentage of pupil attendance in primary schools	94.7	94.8	↑	95.3	 AMBER
<p><b>Lead Officer:</b> Vicky Barlow - Interim Senior Manager - School Improvement  <b>Reporting Officer:</b> Vicky Barlow - Interim Senior Manager - School Improvement  <b>Aspirational Target:</b>  <b>Progress Comment:</b> There has been a slight increase in attendance across the Primary sector as compared with last year. The key reasons for absence remain pupil illness and holidays.</p> <p>Last Updated: 17-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2.1M01 The number of training opportunities created through major capital programmes	32	20	↓	9	 GREEN
<p><b>Lead Officer:</b> Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager  <b>Reporting Officer:</b> Denise Naylor - Housing Programmes Support Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> A variety of work experience opportunities and placements have been generated through the Strategic Housing and Regeneration Programme (SHARP) throughout the year providing construction site experience. A Building Futures programme which ran in partnership with Wates and Flintshire Communities First provided work skills and construction site experience leading to successful employment outcomes for all participants. Construction site experience is coming to an end for two further trainees and through a joined up approach support is being provided to help gain permanent employment.</p> <p>Last Updated: 24-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2.2M02 The number of apprenticeships started during 2017/18 through major capital programmes	15	13	↓	10	 GREEN
<p><b>Lead Officer:</b> Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager  <b>Reporting Officer:</b> Denise Naylor - Housing Programmes Support Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> The number of apprenticeships started through the Strategic Housing and Regeneration Programme (SHARP) and Welsh Housing quality Standards (WHQS) major capital schemes during 2017/18 reached 13. All apprenticeships relate to the construction industry Levels 2 and 3 in a range of subjects including Joinery, Brickwork, Scaffolding and Electrical. Overall, 43 construction apprenticeships have been generated since SHARP and WHQS started.</p> <p>Last Updated: 24-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.3.1M01 The number of registered settings to deliver the Childcare offer	No Data	163	N/A	122	 GREEN
<p><b>Lead Officer:</b> Gail Bennett - Early Intervention Services Manager  <b>Reporting Officer:</b> Gail Bennett - Early Intervention Services Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> 163 early years childcare providers are registered for the Offer, with a mixed economy of private day nurseries, playgroups and child-minders. Approximately 50% are active as all settings interested have been advised to register in preparation for full roll out. Work is being carried out with the providers to ensure their retention and sufficiency in the Sector.</p> <p>Last Updated: 24-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.3.2M02 The number of children accessing the Childcare offer	No Data	564	N/A	748	 AMBER
<p><b>Lead Officer:</b> Gail Bennett - Early Intervention Services Manager  <b>Reporting Officer:</b> Gail Bennett - Early Intervention Services Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> As an Early Implementer Authority, one of seven in Wales, Flintshire has had a phased rollout, with each electoral ward being approved by Welsh Government and Cabinet (initial areas, plus two expansions in November and January). The aspirational target of 748 was established by Welsh Government using a predictive take-up formulae, which was unknown due to the number of variables. The Flintshire calculated target was 441 based upon the electoral wards approved by Welsh Government for 2017/18. The number of applications received from September to March 2018 was 564 digital applications – this is the highest single authority figure for Wales. Of the 564 applications received, 514 applications were approved; 7 deemed ineligible; and 43 pending awaiting further information from parents. Families have benefited in financial terms by £622,134, with a further £29,576 funding special education needs. In March, £140 972 was paid to the childcare sector for eligible families. Due to the success of early implementation in Flintshire, the Childcare Offer will be available across the whole Authority effective 1 May 2018.</p> <p>Last Updated: 14-May-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.4.1M01 The number of people accessing the Families First programme	7700	5554		6200	 AMBER



**Lead Officer:** Ann Roberts - Families First Lead / Youth Services Manager

**Reporting Officer:** Ann Roberts - Families First Lead / Youth Services Manager




**Aspirational Target:**




**Progress Comment:** The Families First Programme came to the end of its initial five year cycle at the end of 2017/18. A new programme has been re-commissioned and refocuses projects to engage with the three service areas of Parenting, Services to Young People, and Disability. Projects were required to go through a competitive procurement process on a new consortia basis to retain an interest in working with Families First. The drop in interventions in the final quarter was mainly due to a nil return from one provider due to staffing changes but was also affected by projects undertaking either exit strategy tasks or using time & resources to re-shape / re-imagine provision in readiness for the new Families First programme commencing in April 2018.

Last Updated: 18-Apr-2018

## RISKS

### Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Those schools who do not recognise their need for improvement and external support	Vicky Barlow - Interim Senior Manager - School Improvement	Jeanette Rock - Principal Education Officer Inclusion				Open
<p><b>Potential Effect:</b> Downturn in school performance and under achievement . Increase in the number of schools in Estyn category of concern/need of significant improvement</p> <p><b>Management Controls:</b> The Council will work with schools through the Schools Standards Monitoring Group. Challenge and support will be provided through the regional school improvement partner GwE</p> <p><b>Progress Comment:</b> The Council has a Service Level Agreement in place with GwE - the regional school improvement service. Fortnightly Quality Board meetings are in place between the Senior Manager for School Improvement and GwE Core Leads for primary and secondary. There is also a half -termly Local Authority Standards Board. The Council is represented at the regional Quality Board for standards and the GwE Management Board. Annual review of categorisation process for all schools has been completed with no appeals from schools in the local authority. Business plans are reviewed regularly.</p> <p>Last Updated: 19-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Leadership capacity does not match school needs	Vicky Barlow - Interim Senior Manager - School Improvement	Jeanette Rock - Principal Education Officer Inclusion				Open
<p><b>Potential Effect:</b> Reduced stakeholder confidence in Education services. Downturn in school performance and under achievement . Increase in the number of schools in Estyn category of concern/need of significant improvement</p> <p><b>Management Controls:</b> The Council will work with schools through the Schools Standards Monitoring Group. Leadership development will be provided through the regional school improvement partner GwE for leadership across the system at all levels. School Governor development programme. Schools collaborate and federate Bespoke Leadership development programme in place for schools through the Regional School Improvement Service - for current and aspiring leaders at all levels.</p> <p><b>Progress Comment:</b> Each primary, secondary and special school has support through a designated Supporting Improvement Adviser. The Regional School Improvement Service (GwE) leadership development programme is being further developed for across the region and with bespoke programme developing for Flintshire schools which is being offered during the spring term. This is for current and aspiring leaders at all levels. Focused professional development has been offered during 2017 - 2018 for Deputy Headteachers and Acting Headteachers. New and Acting Headteachers are also engaged in the regional development programme for new headteachers. Support is provided to Governing Bodies through Local Authority / GwE partnership protocol for recruitment to senior leadership posts.</p>						

Last Updated: 19-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Impact of Additional Learning Needs reforms	Jeanette Rock - Principal Education Officer Inclusion	Vicky Barlow - Interim Senior Manager - School Improvement				Open

**Potential Effect:** Schools and the Local Authority are unable to meet the requirements placed on them by the forthcoming Additional Learning Needs and Education Tribunal (Wales) Bill resulting in the need for additional resource in terms of specialist services and provision.

**Management Controls:** Portfolio Strategy 2016/17 to map out progress of the legislative reforms and facilitate a timely response.

Use of Welsh Government Innovation Project funding to develop awareness and skills of key school-based staff and Local Authority Officers ahead of the implementation of the Bill.

**Progress Comment:** Following a halt in the progress of the Additional Learning Needs (ALN) and Education Tribunal (Wales) Bill before the Summer break, this is now progressing and Stage 2 of the legislative process has been completed. The Bill will now move into Stage 3 for detailed consideration by all Assembly Members. Work continues on the Draft Code of Practice alongside the progression of the Bill and four ALN Transformation Leads have recently been appointed to support Local Authorities, schools and other agencies to be ready for the reforms. The anticipated implementation date is 2019 and as a result the potential financial risk associated with the reforms is low for 2017/18 but careful monitoring needs to continue given the possible future implications.

The Bill received Royal Assent in January 2018 and became the Additional Learning Needs and Education Tribunal (Wales) Act 2018. The implementation date has been revised to September 2020, with 2019 being the publication date for the draft Code of Practice. Four regional ALN Transformational Leads have been appointed to oversee and support the implementation of the Act and they took up post in March. An audit tool has been generated for local authorities to complete; this will give greater insight into the risks posed by the Act across the intervening two year period prior to implementation in 2020.

Last Updated: 23-Apr-2018

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	Vicky Barlow - Interim Senior Manager - School Improvement	Niall Waller - Enterprise and Regeneration Manager				Open

**Potential Effect:** Employers will increasingly struggle to fill vacancies and may leave the area. Young people will not be able to benefit from the growth of the local economy and may need to move away to secure employment that matches their skills. If the skills base fails to match employer needs in the future then the area will struggle to compete for investment.

**Management Controls:** Encourage links between schools and local companies. Develop initiatives both locally and regionally to reduce the gap between young peoples' aspirations and the labour market, especially in Science, Technology, Engineering & Maths (STEM) topics and enterprise.

**Progress Comment:** In addition to current work to link schools, learners and employers there are a number of proposals for further work being developed as part of the North Wales Growth Deal including an enhanced careers offer and further STEM support for schools. In addition, learning provision is guided by the Regional Skills Strategy which sets out the needs of the economy.

Last Updated: 16-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sustainability of funding streams	Claire Homard - Senior Manager - School Improvement	Vicky Barlow - Interim Senior Manager - School Improvement	Red	Red	↔	Open

**Potential Effect:** Reduced capacity to deliver targeted support to schools.

**Management Controls:** Intelligence on grant regime

**Progress Comment:** The sustainability of grant funding remains a major and live risk. The Council has received notification of an 7.69% cut to the Education Improvement Grant, resulting in a real terms reduction of approximately quarter of a million pounds. This grant funds a range of posts within schools e.g. Foundation Phase Support Staff and central service delivery within the portfolio. There is limited guidance available at the current time from Welsh Government (WG) to be able to strategically plan for the implementation of this cut. Additionally, other grants e.g. Small and Rural School grant which was made available this year do not appear on the grant schedule for 2018/19. The School Uniform Grant for yr 7 pupils entitled to Free School Meals has also been withdrawn without prior notification, leaving a potential cost pressure for the Council or schools to absorb. There remains considerable concern about the future of the Minority Ethnic Achievement Grant (MEAG) as Welsh Government advised it had been transferred into the Revenue Support Grant. The Welsh Local Government Association (WLGA) have challenged this and discussions at the highest level at WG are continuing. Currently only £7.5m of the original £12.5m grant for all Local Authorities in Wales has been confirmed. A cut in funding will result in reduced service delivery in the portfolio, where demand for pupil support is increasing.

Last Updated: 09-May-2018

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	Vicky Barlow - Interim Senior Manager - School Improvement	Red	Red	↔	Open

**Potential Effect:** Higher teacher ratios, unfilled places, backlog maintenance pressures, inefficient estate

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

**Progress Comment:** 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.

Last Updated: 12-Apr-2018



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	Vicky Barlow - Interim Senior Manager - School Improvement	Red	Red	↔	Open

**Potential Effect:** The fabric of Education and Youth buildings will continue to decline



**Management Controls:** Continuation of School Modernisation Programme, Continuation of Repairs & Maintenance planned maintenance programme, Capital Business Cases for School improvement, implementation of Band A and Band B 21st Century Schools programmes



**Progress Comment:** Continuation of 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 will be submitted through the Council process to supplement the 21st Century Schools investment programme.



Last Updated: 12-Apr-2018

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## 4 Green Council Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Improve, protect and enhance the built environment	Lynne Fensome - Support Manager Environment	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 AMBER	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b> The Draft Flintshire Built Heritage Strategy was presented to the Planning Strategy Group in March 2018 where it was endorsed and agreed for further development of the strategy to prepare it for wider stakeholder and public consultation.</p> <p>Last Updated: 20-Apr-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals.	Lynne Fensome - Support Manager Environment	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> We have completed all projects set out within the Environment and Sustainable Development grant application, including flood defence, biodiversity duty and green-space enhancement. The allocation of the grant is also being used to deliver Flintshire's Greenspace Strategy, improve green-space facilities to encourage access, enjoyment and well-being and to facilitate engagement through arts in the community.</p> <p>Last Updated: 13-Apr-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Maximising the potential of Council assets for energy efficiency: Control/reduction of Council energy consumption and thereby cost.	Sadie Smith - Energy Conservation Engineer	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> The battery storage system at Ysgol Abermorddu is due to be completed by the end of April 2018. It will be operational for the peak generation period across the summer. The</p>							

potential for battery storage at Brookhill and Standard solar farms/landfills is being explored. A contractor has been appointed to carry out lighting upgrades to seven schools and Wepre Park Visitors Centre which will be completed during the summer. The lighting project at Westwood Primary School was completed and has been converted to LED. To facilitate better control of heating and hot water a number of sites can now gain remote access to the heating systems. This also allows Officers to check that heating systems are turned off during school holidays. Heating control systems have been upgraded in Bryn Garth CP School, Northop Hall CP School, Westwood CP School and Aston Family Centre. The business case and financial modelling for solar PV at Flint Landfill and Crumps Yard is in progress and the final business cases will be presented to Cabinet in June 2018.

Last Updated: 27-Apr-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.	Harvey Mitchell - Waste and Ancillary Services Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 AMBER	 AMBER

**ACTION PROGRESS COMMENTS:**

Ongoing recycling awareness campaigns and an interim residual waste treatment contract have ensured that Council remains committed to maximising recovery opportunities and diversion from landfill where possible.

Last Updated: 02-May-2018


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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.5 Strengthen regional air quality collaboration to help promote better health and well-being outcomes	Sian Jones - Public Protection Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

A regional air quality assessment on behalf of the North Wales local authorities has been undertaken which meets our statutory requirements by submitting the report to Welsh Government by 30th September 2017. The need to develop a local strategy has been highlighted by the Public Services Board, and work is underway to identify how Flintshire can further improve air quality. The Environment theme has now been adopted as a priority for the Public Services Board and the Flintshire Well-being Plan is due to be published in May 2018.

Last Updated: 25-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.6 Identification of the Local Development Plan preferred strategy	Lynne Fensome - Support Manager Environment	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	



**ACTION PROGRESS COMMENTS:**

The preferred strategy for the Local Development Plan (LDP) was approved and published for consultation for a six week period between November and December 2017. Consultation responses were presented to the Planning Strategy Group in February 2018 and minor amendments were approved. The Preferred Strategy provides a firm basis for more detailed work which will feed into the Deposit LDP.

Last Updated: 25-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.1 Access and use available grant funding to support Council priorities for accessing employment, health and leisure and education.	Katie Wilby - Transportation and Logistics Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%		

**ACTION PROGRESS COMMENTS:**

All work for 2017/18 has been completed in line with grant funding awarded for the Local Transport Fund and Local Transport Network Fund; active travel scheme designs (cycling/walking) on Zone 3; traffic modelling, business case development and outline scheme designs for B5129 bus corridor; Quality Bus Partnership workshops and development; public transport infrastructure and vehicle procurement in Deeside. Additional funding is required for 2018/19 to undertake additional schemes and complete work on existing schemes.



Last Updated: 02-May-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.2 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.	Barry Wilkinson - Highways Networks Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%		

**ACTION PROGRESS COMMENTS:**


The highway network has been reviewed and assessed for investment need and repairs. The capital programme for preventative maintenance has been developed, tendered and implemented across the network.


Last Updated: 15-Jan-2018


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.3 Work closely with the communities to develop innovative and sustainable community based transport schemes.	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2018	85.00%	 AMBER	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b> Pilot schemes are underway in Higher Kinnerton-Broughton; Penyffordd-Buckley; Northop Hall-Connah's Quay and Treuddyn-Llanfynydd. Work is ongoing with the Town/Community Councils in Holywell, Trelawnyd, Carmel, and Whitford to develop the remaining pilot schemes. Next steps to develop the strategic core bus network and longer term local transport arrangements to be agreed during 2018/19.</p> <p>Last Updated: 02-May-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.4 Deliver a compliant, safe and integrated transport service	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2018	80.00%	 AMBER	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b> The Integrated Transport Unit (ITU) has administered a transformational review of the Council's passenger transport services over the last 2 years to ensure that all routes are compliant. The service has moved to a new method of procurement known as a Dynamic Purchasing System (DPS), allowing new suppliers to apply to join at any point during its lifetime. Work is underway with Procurement team to develop Proactis system as a contract management tool to monitor contractor performance, health and safety compliance, risk assessments, driver DBS (criminal records) checks, and insurance checks. Further work is required during 2018/19 for re-procurement of college transport routes (Coleg Cambria) and mandatory training for operators, drivers, and passenger assistants.</p> <p>Last Updated: 02-May-2018</p>							

## Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.3.1M01 Percentage of environmentally efficient front line operational vehicles to Euro 6 standard.	No Data	89.35	N/A	80	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Support Manager Environment  <b>Reporting Officer:</b> Barry Wilkinson - Highways Networks Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> A schedule is in place to re-new the majority of vehicles to Euro 6 Standard. The size of the fleet will reduce over time due to more efficient utilisation of the current fleet providing efficiencies for the Council.</p> <p>Last Updated: 01-May-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.3.2M02 Number of street furniture and street light units replaced with LED lighting.	No Data	10799	N/A	6000	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Support Manager Environment  <b>Reporting Officer:</b> Darell Jones - Operations Manager (North and Streetlighting)  <b>Aspirational Target:</b> 6000.00  <b>Progress Comment:</b> The total number of lanterns replaced over the year is 10,799. The number of lanterns changed has exceeded target and will allow the project to be delivered within the projected timeframe the final amount of lanterns will be installed during April and May 2018. Energy and CO2 savings are being realised as reported by our energy supplier with savings in real terms being made as predicted. A 16% increase in base energy costs has been placed upon the service by the energy supplier which is effecting the actual amount saved yet the kWhrs savings is being seen. Phase two of the lantern replacement programme will commence shortly with a view to change a further 6,500 LED Lanterns.</p> <p>Last Updated: 25-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.3.3M03 Reduce our carbon footprint across our Council buildings (non housing)	3.69	34.48	↑	4	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Support Manager Environment  <b>Reporting Officer:</b> Sadie Smith - Energy Conservation Engineer</p>					

**Aspirational Target:**

**Progress Comment:** figures are weather correct and represent a whole year saving (April 17-March 18). The percentage reduction can be attributed to:

- i) The transfer of leisure centres and libraries to Aura who were historically high consumers of energy.
- ii) The transfer of heating fuel at Ysgol Terrig and Ysgol Parc y Llan from LPG to natural gas has contributed to the reduction as LPG has a higher carbon emission factor than gas.
- iii) The general reduction in the number of assets has had a positive effect, for example, the closure of two schools and community asset transfers.
- iv) the transfer of a number of social services sites to another organisation
- v) ongoing savings from energy efficiency and renewable energy technologies
- vi) the colder weather in February and March has meant that the weather correction factor for 17/18 was higher than the baseline figure in 2007/08. This has not been the case for the last few years where winters have been mild; so weather correction has had no effect on the heating consumption data.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.4.1M01 (PAM/030) Percentage of waste reused, recycled or composted	68.13	69.12	↑	68	 GREEN


**Lead Officer:** Lynne Fensome - Support Manager Environment

**Reporting Officer:** Harvey Mitchell - Waste and Ancillary Services Manager

**Aspirational Target:**

**Progress Comment:** Data for year-end is not yet available as it will not be validated by Welsh Government until June 2018. Data that has been entered is indicative based on past trends.

Last Updated: 02-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.4.2M02 Average recycling rate across all HRC sites	77	77.52	↑	80	 AMBER

**Lead Officer:** Lynne Fensome - Support Manager Environment


**Reporting Officer:** Harvey Mitchell - Waste and Ancillary Services Manager


**Aspirational Target:**


**Progress Comment:** Data for year-end is not yet available as it will not be validated by Welsh Government until June 2018. Data that has been entered is indicative based on past trends.

Last Updated: 02-May-2018

KPI Title	Previous Year	Actual	Performance	Target	Performance
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	Actual		Indicator Trend		RAG
IP4.2.1.1M01 The number of projects and services delivered through national grant funded schemes	No Data	6	N/A	6	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Support Manager Environment  <b>Reporting Officer:</b> Lee Shone - Road Safety Officer  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Of the 5 Welsh Government funded schemes two were funded through 'Safe Routes In Communities' and three were funded through the Road Safety Grant. An additional Safer Routes scheme was provided through Slippage funding which was awarded late in the financial year.</p> <p>Last Updated: 27-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.1M01 (PAM/020) Percentage of A roads in overall poor condition	1.5	1.3	↑	5	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Support Manager Environment  <b>Reporting Officer:</b> Steven Parry - Technical Officer  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Scanner Surveys of road conditions took place in October 2017 and findings made available to the Council in November 2017. These results show a slight improvement overall on the previous year.</p> <p>Last Updated: 02-May-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.2M02 (PAM/021) Percentage of B roads in overall poor condition	1.3	1.1	↑	5	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Support Manager Environment  <b>Reporting Officer:</b> Steven Parry - Technical Officer  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Scanner Surveys of road conditions took place in October 2017 and findings made available to the Council in November 2017. These results show a slight improvement overall on the previous year.</p> <p>Last Updated: 02-May-2018</p>					




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.3M03 (PAM/022) Percentage of C roads in overall poor condition	5	5.3	↓	7	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Support Manager Environment  <b>Reporting Officer:</b> Steven Parry - Technical Officer  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Scanner Surveys of road conditions took place in October 2017 and findings made available to the Council in November 2017. These results show a slight increase in C roads in poor condition from the previous year.</p> <p>Last Updated: 02-May-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.4M04 Percentage of inspections undertaken to ensure reinstatements meet the required standards	14.25	17.59	↑	14	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Support Manager Environment  <b>Reporting Officer:</b> Lynne Fensome - Support Manager Environment  <b>Aspirational Target:</b>  <b>Progress Comment:</b> These inspections are undertaken while roadworks are taking place to ensure satisfactory completion. Any non-conformities are identified and rectified while the initial works take place, reducing the need for remedial works in the future. The percentage of inspections undertaken during quarter 4 have increased, this is because of the number of major utility schemes currently taking place and significant utility activity on our highway network . Resources have been allocated to this task to ensure roadworks taking place are carried out to specification.</p> <p>Last Updated: 25-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.3.1M01 The number of community based transport schemes developed against plan	1	4	↑	5	 AMBER
<p><b>Lead Officer:</b> Lynne Fensome - Support Manager Environment  <b>Reporting Officer:</b> Ceri Hansom - Integrated Transport Unit Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Four of the five community transport schemes are now operational and established. They are; Higher Kinnerton to Broughton Retail Park (commenced February 2017); Northop Hall to Connahs Quay (commenced August 2017); Penyffordd to Buckley (commenced October 2017); Cymau to Broughton Retail Park (commenced November 2017).</p>					

The fifth scheme, to serve the rural communities in the Holywell area, is designed and has been agreed with Holywell Town Council and is set to begin in May/June 2018. The scheme was put on hold until the delivery of the Council's own minibuses purchased with a grant from the Rural Communities Development Fund.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.4.1M01 Percentage of contracts awarded that are financially compliant	No Data	86.95	N/A	100	 AMBER


**Lead Officer:** Lynne Fensome - Support Manager Environment

**Reporting Officer:** Ceri Hansom - Integrated Transport Unit Manager

**Aspirational Target:**

**Progress Comment:** 278 routes (school, adult social care, local bus routes) have been through a compliant tendering exercise.

Last Updated: 27-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.4.2M02 The percentage of safety compliant checks delivered	No Data	75.68	N/A	100	 AMBER

**Lead Officer:** Lynne Fensome - Support Manager Environment

**Reporting Officer:** Ceri Hansom - Integrated Transport Unit Manager



**Aspirational Target:**



**Progress Comment:** 75.68% of safety compliant checks have now been completed. Daily monitoring and compliance checks are taking place on site at schools and day care centres.

Last Updated: 27-Apr-2018




# RISKS




## Strategic Risk



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of the Single Environment Grant	Tom Woodall - Access and Natural Environment Manager	Lynne Fensome - Support Manager Environment			↔	Open
<p><b>Potential Effect:</b> Income targets not met Potential reduction could impact staffing resource to maintain service delivery</p> <p><b>Management Controls:</b> Raised as a pressure for 2017/18.</p> <p><b>Progress Comment:</b> Welsh Government have reduced the Environmental and Sustainable Development grant by £110k for 2017/18. This was better than the forecasted expectation therefore the allocations across the two portfolios have been maintained and projects continue to be delivered. However this remains a risk in that the quality of the bid submissions needs to be maintained to ensure full draw down of the grant. Further reductions for 2018/19 will again lead to a potential reduction in services that can be delivered. We await the notification of the grant for 2018/19.</p> <p>For 2018/19 waste and flood allocations are to be removed from the Single Revenue Grant (SRG) . Resources will be allocated to support Local Environment Quality (LEQ) and Natural Resources Management (NRM) through the existing SRG mechanism .</p> <p>Last Updated: 13-Apr-2018</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	Sadie Smith - Energy Conservation Engineer	Lynne Fensome - Support Manager Environment			↔	Open
<p><b>Potential Effect:</b> Failure to meet Carbon Reduction target</p> <p><b>Management Controls:</b> Continue to review the availability of sites</p> <p><b>Progress Comment:</b> We are continuing with an ongoing review of the available sites, particularly in terms of the agricultural estate and the viability of these sites. Two sites have been prioritised as the most suitable sites and grid connection offers accepted. We have developed a good working relationship with Scottish Power Energy Networks which has allowed for informal discussions to take place ahead of formal plans being submitted. This helps in workload capacity of the team and in moving forward with the prioritised sites. Alternatives to grid connections are also considered as part of the process to provide more innovative solutions. This includes selling to a large user which may be a more financially viable option given the costs of connecting to the grid and ultimately delivers both greater financial savings and greater income opportunities.</p> <p>Last Updated: 25-Apr-2018</p>						

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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	Ruairi Barry - Senior Engineer	Lynne Fensome - Support Manager Environment				Open
<p><b>Potential Effect:</b> Flooding of homes and businesses across the county Potential homelessness</p> <p><b>Management Controls:</b> Review our approach to funding capital projects</p> <p><b>Progress Comment:</b> Measure 10 of Flintshire's Local Risk Management Strategy is to "identify projects and programmes which are affordable, maximising capital funding from internal and external sources". The Flood Risk Management Team continues to identify and secure funding for priority flood alleviation schemes. It is recognised that skills and resources within the Team need to be developed to ensure the programme of local prioritised schemes and improvement works can be sustainably funded and delivered. A service review is intended to create a more effective approach/structure that balances the ability to secure funding for flood alleviation works with the delivery of statutory duties under the Flood and Water Management Act.</p> <p>Last Updated: 19-Apr-2018</p>						

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	Ruairi Barry - Senior Engineer	Lynne Fensome - Support Manager Environment				Open
<p><b>Potential Effect:</b> Reduced public confidence to effectively manage flood risk</p> <p><b>Management Controls:</b> Review our approach to funding capital projects</p> <p><b>Progress Comment:</b> The Council has powers under Section 14 of the Land Drainage Act 1991 to undertake works "so far as may be necessary for the purpose of preventing flooding or mitigating the damage caused by flooding in their area". A programme of local schemes has been developed in line with national guidance and transparent risk based priority criteria. The programme is to be continually updated and will be communicated via published Flood Risk Management Plans (FRMPs) to assist in managing customer expectations around the delivery of schemes. Skills and resources within the Team will be developed and focused to ensure the programme is deliverable. A service review will identify a more effective approach/structure that balances the delivery of flood alleviation works with undertaking statutory duties under the Flood and Water Management Act.</p> <p>Last Updated: 19-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of holistic air quality data across the region leading to on cost for the Council to manage its own review	Dave L Jones - Pollution Control Officer	Lynne Fensome - Support Manager Environment				Closed

**Potential Effect:** Knock on effect for capacity within the team to manage own review

**Management Controls:** Full engagement with the regional project

**Progress Comment:** All six North Wales authorities have now contributed to the regional report and the findings have been accepted by Welsh Government.

Last Updated: 25-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open

**Potential Effect:** Deterioration of the condition of highways in Flintshire

**Management Controls:** Focussed investment through the funding of schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.

Road Safety Scheme identification for improvement to routes through available funding.

Maximize funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.

**Progress Comment:** 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 available funding. Priority is given to the areas of the network that require the investment whilst considering the local infrastructure. The service area intends to make best use of available funds and apply them to the areas of the network that requires the investment whilst considering the surrounding local infrastructure.

Last Updated: 25-Apr-2018

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.	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Support Manager Environment	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:** Withdrawal of subsidies could affect viability of some marginal commercial bus services impacting on people with disabilities, younger people, people employed on low wages, who are unable to drive, and those who may have no alternative choice of travel. There is also a potential impact on rural communities, where no alternative transport services exist and there is heavy reliance on private cars for travel.

Last Updated: 20-Apr-2018

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Supply chain resilience	Katie Wilby - Transportation and Logistics Manager	Lynne Fensome - Support Manager Environment				Open
<p><b>Potential Effect:</b> Transport services cannot be provided</p> <p><b>Management Controls:</b> i) Management of safety compliance checks. ii) Management of financially compliant contracts</p> <p><b>Progress Comment:</b> The control measures have been put in place to mitigate against another major transport services provider going into administration or not able to meet the required operating standards. New processes have been established and officers are carrying out both safety compliance checks and also finance compliance checks on contractors</p> <p>Last Updated: 02-May-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Adverse weather conditions on the highway network	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Support Manager Environment				Open
<p><b>Potential Effect:</b> Increase in cost to future planned repairs as network deteriorates beyond that can be rectified by planned maintenance Increase in insurance claims</p> <p><b>Management Controls:</b> Targeting funding on those schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.</p> <p><b>Progress Comment:</b> The risk trend has increased due to the severity of the winter increasing the likelihood of the risk occurring. Road conditions throughout the County are detrimentally affected following poor winter weather and, given the severity of this winter period, the local network has been adversely affected by road surface defects and potholes. Repairing the Council's roads is a priority for the service and resources were provided to identify and then prioritise the roads in need of repair. Additional funds, resources and contractors were deployed across the county over several weeks in efforts to repair the network as the defect were if identified. Schemes for the resurfacing and permanent patching contracts have been prioritised for the summer period, which will commence in June 2018. This more expensive and permanent repair to the road surface is part of the annually planned maintenance regime.</p> <p>Last Updated: 01-May-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of community support for transport options	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Support Manager Environment				Open

**Potential Effect:** i) Planned programme of community transport hubs not delivered. iii) Decreased passenger numbers on bus services.

iii) Increase in individual car usage



**Management Controls:** Realistic deliverable programme for 2017/18 of 4 Community Transport Hubs that have been supported by the local communities and Town and Community Councils



**Progress Comment:** Community based transport services can play an important part in an integrated passenger transport provision and transport network. Community Benefit clauses included in all new transport routes awarded (except local bus). This is a free service provided by the successful tenderer as a Community Benefit. A minimum of 1.5% of mileage per annum is required from each tenderer (capped at 150 miles per annum). Delivery is dependent on the ability and willingness of the local communities and transport operators to support and deliver sustainable transport arrangements.

Last Updated: 20-Apr-2018



## 5 Connected Council

### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Build stronger social enterprises with the sector itself leading development of the sector	Ian Bancroft - Chief Officer - Strategic Programmes	In Progress	01-Apr-2017	31-Mar-2018	60.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            To help grow the sector and sustain itself specific contracts and community benefits work is being targeted at the sector. The development of a range of tools such as Community Shares is underway that enable existing social enterprises to grow and develop. Projects that are applicable for Community Shares have been identified and a business case format for these has been developed. Social enterprises attended the Flintshire Business awards and for the first time won a significant award. Wider plans for developing tools for the social enterprise sector have been shared with the Public Services Board and is forming part of their Community Resilience Action Plan. Funding has been secured for extending the post of the Social Enterprise Officer and work is currently taking place to develop an action plan for the next 12 months.</p> <p>Last Updated: 25-Apr-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Grow the capacity of the social enterprise sector and Alternative delivery Models (ADMs) to become more self-sustaining.	Ian Bancroft - Chief Officer - Strategic Programmes	In Progress	01-Apr-2017	31-Mar-2018	85.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            Work has taken place with key social enterprises to strengthen their business plans. This includes establishing two new social enterprises of a significant scale operating in Flintshire through the Alternative Delivery Models (ADMs) and Community Asset Transfer Programme. Aura Leisure and Libraries and Holywell Leisure Centre were established and have been operating from the 1st September and 1st April respectively. Meetings have been held with organisations who had had asset transfers between 2015 -2017 and first year reports have been provided on community benefits. Second Year Review Meetings were held in March 2018. With the establishment of the Home Farms Trust contract (HFT) which began on 1st February 2018, three Alternative Delivery Models (ADM's) have been established to operate council services in the past 12 months. These are Aura Leisure and Libraries and NEWydd Catering and Cleaning. To ensure the organisations become more sustaining, regular review meetings are taking place including formal partnership boards. A number of meetings and reviews have now been completed with the remainder to be completed by the summer.</p> <p>Last Updated: 25-Apr-2018</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.3 Implement the Digital Strategy and resources to meet future customer needs	Richard Ashley - IT Business Relationship Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The first year of the five year Digital Strategy programme of work has concluded. Progress remains steady across all six work streams to identify those projects that can and should be progressed as a matter of priority, and a number have already identified their priorities for inclusion in the action plan. The Digital Customer work stream has been the subject of much work and this is to be the primary focus for the Digital Strategy going forward due to the opportunities it brings to the public and potential for savings to be made.



Last Updated: 20-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Ian Bancroft - Chief Officer - Strategic Programmes	In Progress	01-Apr-2017	31-Mar-2018	80.00%	 GREEN	 AMBER

**ACTION PROGRESS COMMENTS:**

The Council has developed a new Community Benefits Strategy which was approved by Cabinet in October 2017. A new Community Benefits Delivery Plan template has been developed which will assist the service commissioners to identify and target relevant Community Benefits. A new Commissioning Form has also been developed which requires Commissioners to complete for all contracts above £25,000 and the completed form is scrutinized by the Corporate Procurement Service for Community Benefits inclusion. During Quarter 4 14 projects under £1m were procured of which 5 projects included Community Benefits which represents 36% of the total contracts procured under £1m. Due to reporting difficulties we are not able to quantify figures prior to Quarter 4. Considerable progress has been made in delivering social value for contracts below £1m and we expect this momentum to continue in the 2018/19 Financial Year as the use of the Delivery Plan template is used more widely.



Last Updated: 27-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.5 Enabling the third sector to maximise their contribution.	Ian Bancroft - Chief Officer - Strategic Programmes	In Progress	01-Apr-2017	31-Mar-2018	80.00%	 GREEN	 AMBER

**ACTION PROGRESS COMMENTS:**

Community Benefits Strategy developed with specific social objectives that enable the social sector to show their unique delivery and value against. Flintshire Local Voluntary Council (FLVC) and the Communities First Social Enterprise Officer are delivering specific support to the sector including supporting the establishment of community asset transfers. As part of the Resilience theme for the Public Services Board, work involving key organisations in the areas of Holywell, Shotton, and Flint is being prioritised and showcased. Work is continuing to enable commissioners to procure to the third sector.



Last Updated: 16-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.6 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-2017	31-Mar-2018	75.00%	 GREEN	 AMBER

**ACTION PROGRESS COMMENTS:**

The partnership group driving the work of Flintshire's Armed Forces Covenant forward has made good progress over the year. Developments and achievements within the Council include; a new policy for Reservists in the Council to be supported with an additional two weeks annual leave to attend services-related training; revision of the Council's Recruitment Policy to include a guaranteed interview to all veterans meeting the essential criteria; an agreement is now in place to capture data from schools about pupils from serving or veteran families in order to understand the scale of support needed and to plan support, including funding; co-ordination and support of Covenant funding applications within local communities. In addition North Wales Fire and Rescue Services signed up to Flintshire's Covenant in 2017/18 and the first Annual report was endorsed by full County Council. The two Armed Forces Liaison Officers appointed for regional co-ordination of the 6 County Covenants have positively impacted on the good progress made. The outcomes of the progress made this year have still to be determined, hence the Amber 'Outcome' rating.

Last Updated: 25-Apr-2018


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.7 Getting Flintshire active through partnership objectives via the Public Services Board	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 AMBER


**ACTION PROGRESS COMMENTS:**


The Public Services Board's (PSB) Well-being Plan has five priority areas of work: Community Resilience, Healthy and Independent Living, Environment, Community Safety, and Economy and Skills. The Community Resilience priority has a number of work-streams, one of which is 'Getting Flintshire moving'. This priority area is led by Public Health Wales with two specific activities around reducing sedentary behaviour; one of which is focused on the scale of impact that could be made across the public sector as a major employer and within specific community areas (as pilots). A list of key drivers to support this activity has been developed and will be worked through with Public Services Board (PSB) partners. This is a longer term project which has not shown immediate impact in-year, hence the amber rating for outcome.

Last Updated: 25-Apr-2018

## Performance Indicators


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.1M01 The monetary value of efficiency supported by ADMs (£M)	No Data	0.44	N/A	0.5	 AMBER
<p><b>Lead Officer:</b> Ian Bancroft - Chief Officer - Strategic Programmes  <b>Reporting Officer:</b> Ian Bancroft - Chief Officer - Strategic Programmes  <b>Aspirational Target:</b>  <b>Progress Comment:</b> This relates to the savings made by NEWydd and Aura since their transfer on 1 May 2017. For 2019/20 full year savings will be achieved.</p> <p>Last Updated: 27-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.2M02 The number of primary school meals provided each financial year through the ADM Newydd Catering and Cleaning	5350	5647	↑	5403	 GREEN
<p><b>Lead Officer:</b> Ian Bancroft - Chief Officer - Strategic Programmes  <b>Reporting Officer:</b> Ian Bancroft - Chief Officer - Strategic Programmes  <b>Aspirational Target:</b>  <b>Progress Comment:</b> A total of 1,039,115 meals were provided to primary schools during 2017/18. This equates to an average of 5,647 meals per trading day based on the maximum of 184 available days in year.</p> <p>Last Updated: 25-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.3M03 The number of secondary school meals provided each financial year through the ADM Newydd Catering and Cleaning	5029	4531	↓	5129	 AMBER
<p><b>Lead Officer:</b> Ian Bancroft - Chief Officer - Strategic Programmes  <b>Reporting Officer:</b> Ian Bancroft - Chief Officer - Strategic Programmes  <b>Aspirational Target:</b>  <b>Progress Comment:</b> A total of 833,709 meals were provided to secondary schools during 2017/18. This equates to an average of 4,531 meals per trading day based on the maximum of</p>					

184 available days in the year.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.4M04 The number of leisure centres and libraries sustained through the community benefits society	11	11	↔	11	 GREEN
<p><b>Lead Officer:</b> Ian Bancroft - Chief Officer - Strategic Programmes  <b>Reporting Officer:</b> Paul Jones - Leisure Manager Business Improvement  <b>Aspirational Target:</b>  <b>Progress Comment:</b> From 1 September 2017, Aura Leisure &amp; Libraries Limited is responsible for the direct management of 11 leisure centres and libraries. Aura Leisure and Libraries Limited is registered under the Cooperative and Community Benefit Societies Act 2014 (Registration No. 7610).</p>					
Last Updated: 23-Oct-2017					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.5M05 The number of key community asset transfers sustained by new social enterprises, Connah's Quay Swimming Pool, Holywell Leisure Centre and, Mynydd Isa Community Centre Library	3	3	↔	3	 GREEN
<p><b>Lead Officer:</b> Ian Bancroft - Chief Officer - Strategic Programmes  <b>Reporting Officer:</b> Ian Bancroft - Chief Officer - Strategic Programmes  <b>Aspirational Target:</b>  <b>Progress Comment:</b> All three social enterprises are continuing to operate and detailed review meetings and reviews have been held with each.</p>					
Last Updated: 27-Apr-2018					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.4.1M01 Percentage of community benefit clauses in new procurement contracts above £1M	100	100	↔	100	 GREEN

**Lead Officer:** Gareth Owens - Chief Officer - Governance


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

**Aspirational Target:**

**Progress Comment:** During the Q4 reporting period, 2 procurement projects above £1m has been procured and both have Community Benefits included.

In total 10 procurement projects above £1m have been procured during the full reporting year and all 10 projects contained Community Benefits as per the requirement under the Welsh Procurement Policy Statement. There is ongoing discussion taking place to determine how the Community Benefits on individual projects will be collated for tracking and performance monitoring.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.4.2M02 Percentage of community benefit clauses in new procurement contracts under £1M	No Data	35.71	N/A	100	 RED


**Lead Officer:** Gareth Owens - Chief Officer - Governance

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

**Aspirational Target:**

**Progress Comment:** The Council has developed a new Community Benefits Strategy which was approved by Cabinet in October 2017. This is accompanied by a new Community Benefits Delivery Plan template which will assist the service commissioners to identify and target relevant Community Benefits. In addition a new Commissioning Form requires commissioners to complete for all contracts above £25,000 and the completed form is scrutinised by the Corporate Procurement Service. During Quarter 4 14 projects under £1m were procured of which 5 projects included Community Benefits which represents 36% of the total contracts procured under £1m. Due to reporting difficulties we are not able to quantify figures prior to Quarter 4. Considerable progress has been made in delivering social value for contracts below £1m and we expect this momentum to continue into 2018/19 as the use of the Delivery Plan template is used more widely.

Last Updated: 30-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.1M01 (PAM/016) Number of visits to libraries per 1000 population	3935	4568	↑	4014	 GREEN

**Lead Officer:** Ian Bancroft - Chief Officer - Strategic Programmes


**Reporting Officer:** Kate Leonard - Principal Librarian

**Aspirational Target:**

**Progress Comment:** Libraries have seen an increase in physical visits this year, co-location of some services within libraries will account for this as will the enhanced service development work we have initiated. Virtual visits are included in this return and we have also seen an substantial increase in usage of online services. This has offset an dip in web

visits, due to the transfer of website/homepage from Flintshire to Aura.

Last Updated: 23-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.2M02 (PAM/017) Number of visits to leisure centres per 1000 population	8740	7159.79	↓	7296	 AMBER

**Lead Officer:** Ian Bancroft - Chief Officer - Strategic Programmes


**Reporting Officer:** Paul Jones - Leisure Manager Business Improvement

**Aspirational Target:**

**Progress Comment:** During 2017/18, leisure centres were managed directly by Flintshire County Council for the five month period from April - August 2017 and by Aura Leisure & Libraries Limited for the remaining seven months of the financial year. The following factors explain the rationale for a reduction in the number of visits recorded by the Council and Aura in 2017/18:

- 1) Holywell Leisure Centre was transferred to the community as part of the CAT programme effective from April 2017. Holywell's participation figures are not included as part of this submission.
- 2) With effect from July 2017, in readiness for the transfer to Aura, the management of grass sports pitches on non-school sites, sports changing facilities, bowling greens and allotments transferred to Streetscene/Assets. Participation figures for these areas are not included post July 2017 in this submission.
- 3) Artificial Turf Pitches at Mold, Buckley and Hope have endured significant periods of closure during 2017/18 due to maintenance & renovation works and inclement weather.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.3M03 Number of visits to the theatre	167000	197853	↑	175000	 GREEN


**Lead Officer:** Ian Bancroft - Chief Officer - Strategic Programmes


**Reporting Officer:** Ian Bancroft - Chief Officer - Strategic Programmes

**Aspirational Target:**

**Progress Comment:** Attendance this year has exceeded target with a total of 197,853 people engaging with events at Theatr Clwyd. This is due to a stronger marketing message, more varied events, a better quality programme of work and an ever building relationship with the communities we serve. 61,000 people saw a Theatr Clwyd made production here in Mold, 57,000 people watched our visiting work, 32,000 people watched films at our cinema and over 40,000 members of our community engaged with workshops, outreach activities and Arts and Health sessions. Over 6,000 people attended the Ice Rink. It is worth noting that these figures do not include visits to the Gallery as it is currently hard to quantify. They also don't include the 29,196 people who saw a Theatr Clwyd production elsewhere in the UK.

Last Updated: 25-Apr-2018




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.4M04 The number of leisure and cultural assets that are cooperatively supported by a range of partners ensuring they remain accessible to their local communities	2	14	↑	11	 GREEN
<p><b>Lead Officer:</b> Ian Bancroft - Chief Officer - Strategic Programmes  <b>Reporting Officer:</b> Ian Bancroft - Chief Officer - Strategic Programmes  <b>Aspirational Target:</b>  <b>Progress Comment:</b> This shows the number of libraries and leisure centres supported by the Council and Aura as well as the three major asset transfers. All are operating successfully.            Last Updated: 27-Apr-2018</p>					




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.5M05 Let two Council Contracts that are targeted for third sector/social enterprises; Housing Voids and Household Recycling Centres	0	2	↑	2	 GREEN
<p><b>Lead Officer:</b> Ian Bancroft - Chief Officer - Strategic Programmes  <b>Reporting Officer:</b> Ian Bancroft - Chief Officer - Strategic Programmes  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Two contracts went out during 2017/18.            Last Updated: 27-Apr-2018</p>					

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# 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 - Strategic Programmes	Ian Bancroft - Chief Officer - Strategic Programmes				Open
<p><b>Potential Effect:</b> Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models</p> <p><b>Management Controls:</b> Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.</p> <p><b>Progress Comment:</b> Sustained progress on growth of the social sector with development of new Community Asset Transfers and Alternative Delivery Models. The emphasis will now be on sustaining this delivery and maximising its impact. Regular review meetings and partnership board meetings are in place.</p> <p>Last Updated: 16-Apr-2018</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and Trade Unions to embrace change	Ian Bancroft - Chief Officer - Strategic Programmes	Ian Bancroft - Chief Officer - Strategic Programmes				Open
<p><b>Potential Effect:</b> Lack of capacity of staff to work with and enable social sector organisations to grow and develop</p> <p><b>Management Controls:</b> Early engagement and co-design in change projects with employees and trade unions</p> <p><b>Progress Comment:</b> This is a key priority of the Community Resilience priority of the Public Services Board working with all public service staff to support growth of the social sector. As a result a leadership programme will be run by Glyndwr University for public service practitioners who are working with communities enabling them to support communities to increase resilience. A taster session for this programme was provided for 50 people across public sector agencies and over 25 have expressed an interest to do the formal leadership programme</p> <p>Last Updated: 16-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Market conditions which the new alternative delivery models face	Ian Bancroft - Chief Officer - Strategic Programmes	Ian Bancroft - Chief Officer - Strategic Programmes				Open
<p><b>Potential Effect:</b> More competition from other agencies or decreasing use of the services means they are in the future unsustainable</p> <p><b>Management Controls:</b> Continue to work with the ADM's to grow their entrepreneurial skills and meet with them annually at least to review progress</p> <p><b>Progress Comment:</b> Established reviews are planned with each of the Alternative Delivery Models. Two reviews have taken place with Aura Leisure and Libraries and concluded that the first year business plan is being delivered and agreed subject to cabinet approval the second year business plan.</p> <p>Last Updated: 16-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models	Ian Bancroft - Chief Officer - Strategic Programmes	Ian Bancroft - Chief Officer - Strategic Programmes				Open
<p><b>Potential Effect:</b> Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities</p> <p><b>Management Controls:</b> Support to ADM's to ensure their financial plans are resilient if public funding decreases</p> <p><b>Progress Comment:</b> Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate. Draft Business Plans for 2018/19 are currently being prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable. These plans show funding levels for organisations moving forward into 2018/19 are sustainable.</p> <p>Last Updated: 16-Apr-2018</p>						



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	Ian Bancroft - Chief Officer - Strategic Programmes	Ian Bancroft - Chief Officer - Strategic Programmes				Open
<p><b>Potential Effect:</b> Social and third sector organisation not able to grow through the winning of new contracts</p> <p><b>Management Controls:</b> Work with procurement and commissioning teams to identify the most effective way of working with the community and third sectors.</p> <p><b>Progress Comment:</b> Draft Community Benefits Strategy agreed by Cabinet and workshop held with the procurement team to start implementation of this strategy. Engagement with the community and third sector on the strategy is now being planned. Small working group have developed and are delivering a plan to help council staff commission in a way that delivers community benefits.</p> <p>Last Updated: 16-Apr-2018</p>						



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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Ian Bancroft - Chief Officer - Strategic Programmes	Ian Bancroft - Chief Officer - Strategic Programmes				Open
<p><b>Potential Effect:</b></p> <p><b>Management Controls:</b> Open book accounting by key social enterprises with the council and where issues identified cooperative work to resolve these.</p> <p><b>Progress Comment:</b> Review meetings have been held with all Community Asset Transfers (CATs) that transferred 2015-17. The second year review meetings are now complete as are the first reviews for organisations that took on Community Asset Transfers after 1 April 2017.</p> <p>Last Updated: 27-Apr-2018</p>						

## 6. Serving Council

### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new Council.	Sara Dulson - Finance Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 AMBER	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b> The financial forecast for 2018/19 has been completed and the budget set. Although it is challenging to provide a Medium Term Financial Strategy (MTFS) for a 5 year period with such uncertainty over future national funding levels a strategy for 2019/20 to 2021/22 is currently in development. The medium term forecast is being reviewed and concentration is on 2019/20. A report on the initial forecast will be considered by Cabinet in April 2018.</p> <p>Last Updated: 30-Apr-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Through the People Strategy we aim to operate effectively as a smaller organisation.	Sharon Carney - Lead Business Partner	In Progress	01-Apr-2017	31-Mar-2018	85.00%	 GREEN	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b> We have made good progress in delivering the key priority areas of the People Strategy established to date. Our employees continue to face significant change as a result of further funding cuts, service reviews and the loss of 82 colleagues as a result of both voluntary and compulsory redundancies. Despite all of the challenges faced we are pleased to report that the sickness absence out-turn for 2017/18 is 8.89 days per Full Time Employee (FTE) which exceeds our target of 9.00 days per FTE. The top three reasons for absence are stress / depression / anxiety, infections and musculoskeletal. We have taken a pro-active approach to helping managers and staff identify stress/anxiety in themselves and others and how to access the various options of support provided by the Council. The organisation remains focussed on understanding and meeting customer needs but it will be leaner, intent on reducing costs, whilst at the same time sustaining high performance. To support services plan for the future taking into account the ongoing demands faced high level workforce and succession plans have been completed by all portfolios. Our learning and development offer has been reviewed and enhanced, at its heart is the development of coaching principles to support the introduction of a coaching management style and culture to improve performance management and build resilience across the management hierarchy. Supporting the transition into alternative delivery models remains a priority as does the continued development of the following work streams; Reward, Recognition and Well-being - a number of initiatives under this theme have been delivered, most notably the introduction of an Employee Assistance Programme (EAP) via CareFirst which provides access to professionally qualified Counsellors and Information Specialists, experienced in helping people to deal with all kinds of practical and emotional issues such as well-being, family matters, relationships, debt management, workplace issues 24/7, 365 days a year.</p> <p>Last Updated: 01-May-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.3 Maximise benefits from spending power through optimising purchasing efficiencies by exploiting technology and making efficient use of local, regional and national procurement arrangements.	Arwel Staples - Strategic Procurement Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The joint procurement service between Flintshire and Denbighshire continues to identify opportunities for collaborative working to maximise economies of scale. Currently 10 collaborative projects have been procured jointly across both Councils, with another 10 projects identified. Use of national collaborative arrangements through the National Procurement Service has meant that a total spend of £4.8m was utilised across the Council and Flintshire Schools resulting in £114,000 of actual and cost avoidance efficiency savings. The take up of framework agreements and efficiency savings arising from the National Procurement Service is lower than anticipated due to the fact that the framework agreements that have been awarded do not always provide value for money and occasionally their use would be detrimental to local supply chains. In order to address the general dissatisfaction across the Welsh public sector with the National Procurement Service Welsh Government has recently commissioned a review of the National Procurement Service with the aim of developing a new Target Delivery Model. The review is scheduled to be completed by September 2018. The PROACTIS electronic tendering and contract management system continues to be rolled out across the Council, with 200 officers having now been trained to use the system. The system is expected to provide process efficiencies as part of the tendering process, reducing timescales and ensuring compliance with the regulatory procurement framework. This in turn will negate the risk of receiving any supplier legal challenges due to potential procurement procedures not being followed.

Last Updated: 24-Apr-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.4 Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts	Arwel Staples - Strategic Procurement Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

As part of delivering a programme of activity to support local businesses to respond to Council contracts, extensive research has undertaken to identify best practice recommendations across multiple government and industry reports such as from the Federation of Small Businesses (FSB) which has outlined what Councils should do to make their procurement processes more supplier friendly. A total of 62 best practice recommendations were identified from the research of which 39 recommendations (100%) have been completed in Year 1 as part of a 3 year Local Supplier Development Implementation Action Plan. The Corporate Procurement Service is continuing to work in partnership with colleagues from the Economic & Business Development Team in order to promote joint working in order to facilitate more support for local suppliers to compete for Council contracts. A joint workshop was held last October between Procurement and Economic Development which resulted in closer working relationships being formed and joint initiatives commenced such as reviewing the amount of procurement spend across various spend categories that is spent outside Flintshire and North Wales, which could be procured potentially from local suppliers. During the last quarter three Joint Procurement Taster Session workshops have been held in conjunction with Flintshire Local Voluntary Council (FLVC) to provide advice and guidance to the local Third Sector on various procurement policies as well as assessing the support needed for the Third Sector to compete for Council and public sector contracts. The Corporate Procurement Service continues to have regular dialogue / meetings with Business Wales in order to provide tendering support to suppliers on individual tender projects. This approach has been very well

received by suppliers and contractors generally since it has provided local suppliers with an opportunity to access support on how to register and navigate on the PROACTIS e-tendering portal and allows the opportunity for suppliers to “walk through” the tender documentation in order to provide clarity on the tender response required as well as accessing direct support from Business Wales consultants with respect to updating or developing various policy documents required as part of the tender process. During this last quarter reporting period work has also been undertaken with streamlining our current procurement processes to make it easier for suppliers to bid. A comprehensive review of our processes has been finalised and the procurement templates on the PROACTIS e-tendering portal has been amended to allow suppliers to self-certify that they have various policies in place and that they have technical capacity and capability to undertake the contract. This new approach will ease the administrative burden on suppliers when responding to tender opportunities.



Last Updated: 18-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.5 Delivery of key annualised objectives from the Digital Strategy and Customer Strategies	Rebecca Jones - Customer Services Team Leader	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Council agreed a strategic approach to developing Customer Services and enhancing our use of digital technology in March 2017. A significant volume of work has been undertaken to review how customers contact the Council now, and opportunities to enhance access in the future. The Customer Service and Digital Flintshire strategies are being managed as a transformation programme and a report was approved by Cabinet on 20 February, 2018 that outlined how the Customer Service (and Digital Flintshire) strategy will be delivered. Delivery of our objectives is an on-going transformation programme and moving forward an action plan has been approved by Cabinet to deliver in three phases. A significant milestone was the launch of a Customer Account in March 2018 which will be extended to members of the public in June following a period of review internally. The merge of two Contact Centres in January 2018 also demonstrates our commitment to improving the way telephone contact is managed.

Last Updated: 25-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.6 Delivery of key annual objectives from the Capital and Asset Management Strategy	Neal Cockerton - Chief Officer - Housing and Assets	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 AMBER

**ACTION PROGRESS COMMENTS:**


The refresh of the Capital and Asset Management Strategy has been placed on hold pending release of guidance from CIPFA which will need to be reflected in any revised strategy document. There are no risks or issues to the Council in adopting this approach as the contents of the current strategy are still relevant.


Last Updated: 15-Apr-2018


Tudalen 413





## Performance Indicators


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.1M01 The amount of efficiency targets achieved (£)	9557000	7970000	↓	8433000	 AMBER
<p><b>Lead Officer:</b> Gary Ferguson - Corporate Finance Manager  <b>Reporting Officer:</b> Sara Dulson - Finance Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Revenue budget monitoring at month 11 reports efficiencies of £7,970,000. This is the latest position for the year to date</p> <p>Last Updated: 18-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.2M02 The percentage of planned efficiencies achieved	91	95	↑	95	 GREEN
<p><b>Lead Officer:</b> Gary Ferguson - Corporate Finance Manager  <b>Reporting Officer:</b> Sara Dulson - Finance Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Revenue budget monitoring at month 11 is reporting 95% of efficiencies achieved to date. Further updates are provided as part of the budget monitoring reports.</p> <p>Last Updated: 18-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.3M03 The percentage variance between the revenue budget out-turn and the budget set	0.81	0.04	↑	0.5	 GREEN
<p><b>Lead Officer:</b> Gary Ferguson - Corporate Finance Manager  <b>Reporting Officer:</b> Sara Dulson - Finance Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Revenue budget monitoring report at month 11 shows the variance between outturn and budget set at 0.04% (£0.109m).</p> <p>Last Updated: 30-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.1M01 (PAM/001) The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	19.64	8.89	↑	9	 GREEN
<p><b>Lead Officer:</b> Sharon Carney - Lead Business Partner  <b>Reporting Officer:</b> Andrew Adams - Business Information and Compliance Adviser  <b>Aspirational Target:</b>  <b>Progress Comment:</b> The full time equivalent (FTE) days lost for the Council during quarter four is 2.57, which equates to 8.89 days lost for 2017/18 and achieving our aspirational target of 9.00. This has meant a further improvement when compared to 2016/17 where Flintshire were ranked 7th best performer in Wales.</p> <p>Last Updated: 30-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.2M02 Percentage of eligible employees receiving an annual appraisal	65	86.34*	↑	100	 AMBER
<p><b>Lead Officer:</b> Sharon Carney - Lead Business Partner  <b>Reporting Officer:</b> Andrew Adams - Business Information and Compliance Adviser  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Commitment was given by Chief Officers to ensure that all appraisals were carried out for eligible employees by the end of March 2018. Human Resources provided ongoing support and regular progress reports to managers to follow-up actions required for missing appraisals and improve performance.</p> <p>Last Updated: 23-Apr-2018</p> <p>* Originally reported as 78.58%. Increase due to appraisals which had been carried out within the year but had not been updated in iTrent.</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.3M03 Percentage of Managers completing stress related programmes	No Data	60.32	N/A	100	 RED
<p><b>Lead Officer:</b> Sharon Carney - Lead Business Partner  <b>Reporting Officer:</b> Andrew Adams - Business Information and Compliance Adviser  <b>Aspirational Target:</b>  <b>Progress Comment:</b> The programme is designed to help managers identify signs of stress in themselves and their teams and to deal with it at the earliest opportunity, with help and</p>					



support from Human Resources (including Occupational Health) when required. Raising awareness of mental health in the workplace is expected to increase the attendance of stress related programmes in the coming months.

Last Updated: 19-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.4M04 Percentage of employees completing stress related programmes	No Data	0.5	<b>N/A</b>	25	 RED

**Lead Officer:** Sharon Carney - Lead Business Partner


**Reporting Officer:** Andrew Adams - Business Information and Compliance Adviser

**Aspirational Target:**

**Progress Comment:** The take-up from employees is lower than expected for the first year of this programme of support. However, we will be targeting specific portfolios and service areas who are most likely to benefit.

Last Updated: 20-Apr-2018

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.5M05 Percentage of apprentices securing employment with Flintshire Council	No Data	63	<b>N/A</b>	65	 AMBER

**Lead Officer:** Sharon Carney - Lead Business Partner


**Reporting Officer:** Andrew Adams - Business Information and Compliance Adviser


**Aspirational Target:**


**Progress Comment:** The Flintshire apprentice model has been adopted as good practice by private organisations in Flintshire and Wrexham. A key outcome of our programme is our success rate. Not only do our Apprentices obtain employment internally, others also progress into other employment outside of the Authority, or go onto Higher Education. The small number who do not progress are supported to consider their next steps, whether to go to College or to find employment. Not only do we deliver our apprenticeship programmes to the highest standard, we focus on developing the skills needed to be a successful and employable person, rather than just achieving the qualification. Consequently, every apprentice that achieves with FCC has acquired skills fit for future employability, as demonstrated in the high success rates. The programme was short listed for a National Training Award and was one of 6 finalists.

Last Updated: 20-Apr-2018


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
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IP6.1.3.1M01 The percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)	No Data	2.72	N/A	8	 RED
<p><b>Lead Officer:</b> Gareth Owens - Chief Officer - Governance  <b>Reporting Officer:</b> Arwel Staples - Strategic Procurement Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> A total of £4.8m of annual spend was procured through various framework agreements that were put in place by the National Procurement Service (NPS). The use of the NPS arrangements has resulted in £114,000 of total efficiency savings. The amount of take up of framework agreements is much lower than anticipated due to the fact that the various framework agreements awarded are not deemed to provide value for money, and the use of some of these framework agreements would be detrimental to local supply chains. As a result of local and regional procurement exercises, local suppliers have an opportunity to compete for Council contracts and are deemed more competitive. As a result Welsh Government has recently commissioned a review of the National Procurement Service with the aim of developing a new Target Delivery Model.</p> <p>Last Updated: 30-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.3.2M02 The percentage of Council spend with Welsh businesses	12	50	↑	50	 GREEN
<p><b>Lead Officer:</b> Gareth Owens - Chief Officer - Governance  <b>Reporting Officer:</b> Arwel Staples - Strategic Procurement Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Against a total annual procurement spend of £178m 50% of this spend was procured with Welsh businesses which was £87m in value. Within Quarter 4 the total amount spent with Welsh businesses was £24.8m. Although the target of 50% has been achieved, there is additional spend taking place with Welsh based suppliers but the spend is not included in the figures because the actual payment are being made to their headquarters address which is outside Wales and this value cannot be easily quantified. Therefore we are confident that in reality the target has been exceeded.</p> <p>Last Updated: 25-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.3.3M03 The percentage of Council spend with Flintshire businesses	6.5	29.25	↑	28	 GREEN
<p><b>Lead Officer:</b> Gareth Owens - Chief Officer - Governance  <b>Reporting Officer:</b> Arwel Staples - Strategic Procurement Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> The target of 28% has been exceeded by 1.25%, but there is additional spend taking place with Flintshire based suppliers but the spend is not included in the figures because the actual payment is being made to the supplier headquarters address which is outside Flintshire and this value cannot be easily quantified. Therefore we are confident that in reality the target has been exceeded by a greater margin compared to the reported figures..</p>					

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.3.4M04 The percentage of Council spend with businesses within the MDA	8	36.5	↑	32	 GREEN


**Lead Officer:** Gareth Owens - Chief Officer - Governance

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

**Aspirational Target:**

**Progress Comment:** The target of 32% has been exceeded by 4.5%, but there is additional spend taking place with Mersey Dee Alliance (MDA) based suppliers but the spend is not included in the reported figures because the actual payment is being made to the supplier headquarters address which is outside the MDA area and this value cannot be easily quantified. Therefore we are confident that in reality the target has been exceeded by a greater margin compared to the reported figures.

Last Updated: 18-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.5.1M01 The number of services available online and via the Flintshire App	31	126	↑	149	 AMBER


**Lead Officer:** Rebecca Jones - Customer Services Team Leader

**Reporting Officer:** Rebecca Jones - Customer Services Team Leader

**Aspirational Target:**

**Progress Comment:** At the end of 2017/18 the Council offers 126 online services (via the Council website and mobile app) to enable customers to interact with Council services digitally. The number of services available online and via the Flintshire App are short of the annual target by 23 due to a reduction in the number of eforms available on the Council's website. Following a review of eforms in the final quarter of 2017/18 in conjunction with preparation work around GDPR and privacy notices, a number of eforms were found to be invalid and/or no longer required (e.g. consultations, services have closed or transferred outside of the LA) and subsequently removed. This has impacted on our annual target.


Last Updated: 27-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.5.2M02 The number of completed transactions using online services	6587.5	38517	↑	31620	 GREEN

**Lead Officer:** Rebecca Jones - Customer Services Team Leader  
**Reporting Officer:** Rebecca Jones - Customer Services Team Leader  
**Aspirational Target:**

**Progress Comment:** The Council received a high volume of online transactions in Q4 which is largely due to service changes in Streetscene. 38,517 online transactions were completed via the website and mobile app. Over 20,000 online transactions were made by customers subscribing to the new Garden Waste service which demonstrates customer willingness to self serve online which can be extended on as the Customer Service and Digital Flintshire transformation programme continues.


Last Updated: 13-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.6.1M01 The percentage of major capital projects which are completed on time	100	100	↔	100	 GREEN

**Lead Officer:** Neal Cockerton - Chief Officer - Housing and Assets  
**Reporting Officer:** Ian Edwards - Senior Quantity Surveyor  
**Aspirational Target:**

**Progress Comment:** The threshold for major as defined in Contract Procedure Rules is £250k. In this context the threshold has been lowered for building construction projects (Corporate Property estate) so as to capture a wider number of larger scale projects.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.6.2M02 The percentage of major capital projects which are completed within budget	100	100	↔	100	 GREEN




**Lead Officer:** Neal Cockerton - Chief Officer - Housing and Assets  
**Reporting Officer:** Ian Edwards - Senior Quantity Surveyor  
**Aspirational Target:**




**Progress Comment:** The threshold for major as defined in Contract Procedure Rules is £250k. In this context the threshold has been lowered for building construction projects (Corporate Property estate) so as to capture a wider number of projects.

Last Updated: 18-Apr-2018

## RISKS

### Strategic Risk

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> Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.</p> <p><b>Management Controls:</b> Production of a revised Medium Term Financial Strategy (MTFS) was published in Autumn 2017 which will be updated on an ongoing basis alongside the 2018/19 budget and beyond. The strategy to be reviewed to forecast the financial resources to be available to the Council during the period based on the best available intelligence and identification of solutions available.</p> <p><b>Progress Comment:</b> The impact of the Final settlement for Flintshire was a decrease in funding of 0.9%. The Final settlement reduced the decrease in funding to 0.2%. Stage 1 budget options were approved in November 2017 and Stage 2 options were considered and agreed in principle with Council in December 2017 with a couple of areas being referred to specific scrutiny committees for further consideration. Final Budget options were agreed in February 2018. An initial forecast for 2019/20 will be considered by Cabinet in April 2018.</p> <p>Last Updated: 18-Apr-2018</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 from the Digital Strategy.	Gareth Owens - Chief Officer - Governance	Richard Ashley - IT Business Relationship Manager				Open
<p><b>Potential Effect:</b> That projects agreed as part of the Digital Strategy will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes</p> <p><b>Management Controls:</b> Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed</p> <p><b>Progress Comment:</b> There is no overall change to this risk at this time. Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed.</p> <p>Last Updated: 20-Apr-2018</p>						



## PUBLIC ACCOUNTABILITY MEASURES

Indicator	Outturn 2015/16	Outturn 2016/17	Quartile 2016/17	Outturn 2017/18
<b>Organisational Change</b>				
PAM/016: The number of visits to Public Libraries during the year, per 1,000 population	4,535	4,562	3	4,568
PAM/017: The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	9,501	8,740	2	7,160
<b>Housing</b>				
PAM/013: Percentage of empty private properties brought back into use	8.8%	9.05%	2	33.30%
PAM/014: Number of new homes created as a result of bringing empty properties back into use	N/A	38.00%	N/A	293
PAM/015: Average number of calendar days taken to deliver a Disabled Facilities Grant	307.74	248	4	281
<b>Planning, Environment and Economic Development</b>				
PAM/023: Percentage of food establishments which are 'broadly compliant' with Food Hygiene standards	96.5%	96.55%	1	97.36%
<b>Streetscene &amp; Transportation</b>				
PAM/030: Percentage of municipal waste collected by local authorities and prepared for reuse and/or recycling	58.5%	68.20%	1	TBC - Not available until June 2018
PAM/010: Percentage of streets that are clean	93.2%	94.40%	4	text to follow
PAM/011: Percentage of fly tipping incidents cleared in 5 days	97.8%	96.50%	3	text to follow
PAM/020: Percentage of principal (A) roads in poor condition	text to follow	1.50%	1	1.30%
PAM/021: Percentage of non-principal (B) roads in poor condition	text to follow	1.30%	1	1.10%
PAM/022: Percentage of non-principal (C) roads in poor condition	text to follow	5.00%	1	5.30%
<b>People &amp; Resources</b>				
PAM/001: Number of working days lost due to sickness absence per employee	10.5	9.87	2	8.89
<b>Education &amp; Youth</b>				

PAM/003: Percentage of pupils achieving the expected outcome at the end of the Foundation Phase (FPOI)	N/A	86.90%	text to follow	89.50%
PAM/004: Percentage of pupils achieving the expected outcome at the end of key stage 2. (CSI)	N/A	90.10%	1	91.00%
PAM/005: Percentage of pupils achieving the expected outcome at the end of key stage 3. (CSI)	N/A	88.27%	1	89.50%
PAM/006: Percentage of pupils achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths	N/A	61.50%	text to follow	57.00%
PAM/007: Percentage of pupil attendance in primary schools	94.7%	94.70%	4	94.80%
PAM/008: Percentage of pupil attendance in secondary schools	94.2%	94.30%	2	93.90%
PAM/009: Percentage of year 11 leavers not in education, training, or employment.	text to follow	1.10%	text to follow	1.70%
<b>Indicator</b>	<b>Outturn 2015/16</b>	<b>Outturn 2016/17</b>	<b>Quartile 2016/17</b>	<b>Outturn 2017/18</b>

\*Outturns for education are always from the previous academic year as results are not available



Indicative Quartile position 2017/18	Target 2017/18	RAG against target 2017/18	Performance Trend 2017/18
3	4,014	G	Improved
3	7,296	A	Downturned
1	N/A	N/A	Improved
	220	G	Improved
4	241	A	Downturned
<b>omy</b>			
1	N/A	N/A	Improved
	68.00%	TBC	TBC
text to follow	N/A	N/A	TBC
text to follow	N/A	N/A	TBC
1	5.00%	G	Improved
1	5.00%	G	Improved
1	7.00%	G	Downturned
1	9.00	G	Improved

text to follow	89.90%	<b>G</b>	Improved
<b>1</b>	91.30%	<b>G</b>	Improved
<b>1</b>	90.90%	<b>A</b>	Improved
text to follow	59.90%	<b>A</b>	Downturned
<b>3</b>	95.30%	<b>A</b>	Improved
<b>3</b>	94.90%	<b>A</b>	Improved
text to follow	1.10%	<b>A</b>	Downturned
<b>Indicative Quartile position 2017/18</b>	<b>Target 2017/18</b>	<b>RAG against target 2017/18</b>	<b>Performance Trend 2017/18</b>

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# Eitem ar gyfer y Rhaglen 12



## CABINET

<b>Date of Meeting</b>	Tuesday, 19 <sup>th</sup> June 2018
<b>Report Subject</b>	Communal Heating Charges 2018/19
<b>Cabinet Member</b>	Deputy Leader of the Council and Cabinet Member for Housing
<b>Report Author</b>	Chief Officer (Housing & Assets)
<b>Type of Report</b>	Operational

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## EXECUTIVE SUMMARY

To outline and seek the agreement of Cabinet for the proposed heating charges in Council properties with communal heating systems for 2018/19 and 2019/20.

## RECOMMENDATIONS

1	To approve changes to the current heating charges at council properties with communal heating schemes as outlined in the table 1, paragraph 1.07 of this report. All changes will take effect from 1 <sup>st</sup> August 2018.
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## REPORT DETAILS

1.00	EXPLAINING COMMUNAL HEATING RECHARGES
1.01	<p>The Housing &amp; Assets Portfolio currently operates 9 communal heating schemes within Flintshire. The Council negotiates fuel costs in advance and tenants benefit from the Council's Industrial and Commercial Contract rate. The cost of fuel used within these schemes is paid for initially by the Authority through a heating reserve account and then collected from tenants in addition to their weekly rent.</p>
1.02	<p>New communal heating charges are implemented in the summer each year to enable an accurate picture to be gathered on the previous year's costs and any corresponding surplus or deficit on the heating reserve account.</p>
1.03	<p>Any proposed changes to charges are intended to ensure that each communal heating scheme recovers the full energy cost charged in respect of each scheme.</p>
1.04	<p>The Council charges tenants for the energy consumed within each block. This is a basic flat rate charge irrespective of individual usage. The method of applying tenants heating charges is to apply increases or decreases to tenants each year, based on previous year's usage plus energy rate costs.</p>
1.05	<p><u>2017/18</u> The cost of gas increased by an average of 32% per Kwh in 2017/18 due to the Council's contract expiring. As the price increased so significantly, Cabinet (July 2017) approved a three year stepped increase to the weekly heating charge across six of the nine communal heating schemes from September 2017.</p> <p>This proposal was caveated as there was a possibility of prices or usage increasing. In the event of an increase, a revised proposal would be brought back to Cabinet.</p>
1.06	<p><u>2018/19</u> Although a 4% reduction was previously expected in April 2018, the average price increase was 10%. The colder winter has also meant that the majority of schemes have seen a small increase in usage. The stepped increase proposal has now been revised to incorporate these changes to avoid an increasing deficit on the heating reserve account.</p>
1.07	<p>The table below sets out recommended heating charges based on actual usage in 2017/18, the assumption that costs increase by 8% in 2019/20 and usage remains at the same level for the next 2 years.</p> <p>Revised charges will be introduced in August to help spread the increased cost to tenants over a longer period.</p> <p>N.B. Please note, this is an average charge and each property will actually receive a charge relevant to its size.</p>

**Table 1**

Communal Area	Avg. Weekly Charge 2017/18	Avg. Increase 2018/19	Proposed Avg. Weekly Charge 2018/19 (from Aug 2018)	Avg. Increase 2019/20	Proposed Avg. Weekly Charge 2019/20 (from Aug 2019)
Bolingbroke Heights, Flint	£ 4.50	£ 0.37	£ 4.87	£ 0.40	£ 5.27
Richard Heights, Flint	£ 4.50	£ 0.37	£ 4.87	£ 0.40	£ 5.27
Castle Heights, Flint	£ 5.10	£ 0.68	£ 5.78	£ 0.79	£ 6.57
Llwyn Beuno, Holywell	£ 7.53	£ 1.80	£ 9.33	£ 1.72	£ 11.05
Llwyn Aled, Holywell	£ 8.48	£ 1.41	£ 9.90	£ 1.41	£ 11.31
Panton Place, Holywell	£ 5.38	£ 1.56	£ 6.94	£ 1.51	£ 8.45
Acacia Close, Mold	£ 8.17	£ 1.30	£ 9.47	£ 1.25	£ 10.72
Glan-y-Morfa Court, Connahs Quay	£ 6.57	£ 1.07	£ 7.64	£ 1.12	£ 8.76
Chapel Court, Connah's Quay	£ 6.81	£ 1.16	£ 7.97	£ 1.16	£ 9.13

1.08

In addition to the above, over the years a number of communal schemes have had their systems upgraded resulting in highly efficient, high performing, and energy efficient installation. However further work is needed and this is an ongoing programme of work being delivered through the Welsh Housing Quality Standard. Two schemes which are currently moving through the work planning phase are the communal systems at Panton Place, Holywell and Glan y Morfa Court, Connah's Quay. Upgrade work on these installations is proposed to commence during the current financial year.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As identified above.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	No formal consultation required.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Tenants cannot claim Housing Benefit for the cost of domestic heating.
4.02	Estimates have been based on energy usage during 2017/18. A severe winter could lead to higher costs which could lead to an increased charge during 2019/20.
4.03	Proposals have been made assuming energy prices increase by 8% in 2019/20. If rates increase further, revised proposals may be required for recovering costs and a further report will be presented to Cabinet.

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

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None. <b>Contact Officer:</b> Sian H Jones, Accountant <b>Telephone:</b> 01352704080 <b>E-mail:</b> <a href="mailto:sianhjones@flintshire.gov.uk">sianhjones@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Housing Revenue Account:</b> records all revenue expenditure and income relating to the provision of council dwellings and related services.</p> <p><b>Tenant:</b> a person who occupies land or property rented from a landlord (in this instance Flintshire County Council).</p> <p><b>Heating Reserve Account:</b> the account which records all expenditure on communal heating and all income from tenants.</p>

# Eitem ar gyfer y Rhaglen 13



## CABINET

<b>Date of Meeting</b>	Tuesday, 19 <sup>th</sup> June 2018
<b>Report Subject</b>	Flint Foreshore Regeneration
<b>Cabinet Member</b>	Cabinet Member for Economic Development Cabinet Member for Education
<b>Report Author</b>	Chief Officer (Strategic Programmes)
<b>Type of Report</b>	Operational

## EXECUTIVE SUMMARY

Further to the work led by Welsh Government on a masterplan for Flint Foreshore and the proposals for a piece of public art at Flint Castle, Flintshire County Council and Flint Town Council jointly entered into a Memorandum of Understanding (MOU) with Welsh Government to ensure that the next stage of any proposals were developed with full local ownership.

The results of this work are a Flint Foreshore Feasibility Study and a Flint Castle Art Research and Development Report. The former includes detailed work on a joint facility and visitor centre adjacent to the castle and shared and operated by the Royal National Lifeboat Institute (RNLI), Flint Rugby Club and Flint Football Club. The art report after research and engagement with local residents and schools identifies key themes for a major piece of public art sited at or around Flint Castle.

The original Memorandum of Understanding proposed funding from Welsh Government in 2018/19 to take both pieces of work to a next stage of development including work on detailed design and development of the joint facility, and installation of a major piece of public art at Flint Castle. This report recommends progress on both these pieces of work with a recognition that the Council is only one partner in this work, and that progress will be subject to the other partners' agreement.

## RECOMMENDATIONS

1	To accept the findings of the feasibility report on the regeneration of the Flint Foreshore and to progress to more detailed work including: detailed design and development; development of the capital funding package; detailed business planning.
2	To accept the findings of Flint Castle Art Research and Development report and to progress to development of a major piece of public art sited at or around Flint Castle.

## **REPORT DETAILS**

<b>1.00</b>	<b>EXPLAINING THE FLINT FORESHORE REGENERATION</b>
1.01	<p>The Flint Foreshore Feasibility Study develops the proposals for a joint visitor centre for the castle, lifeboat station, and sports and social facility for the local rugby and football clubs. It considers in detail the needs, constraints and consents of the site, concept proposals, a landscape masterplan, outline capital costs and funding, headline income and expenditure estimates, deliverability and governance, and the overall business case and next steps. This work has been overseen by a stakeholder group including: Welsh Government (CADW); Flintshire County Council; Flint Town Council; Flint RNLI; Flint Football Club; Flint Rugby Club.</p>
1.02	<p>The main findings and conclusions from the feasibility report are summarised as follows. That the facility fits with the needs of local people, current visitors, and local, regional and national strategic plans. Connectivity of the key elements of the building including the lifeboat station, visitor centre, sports and social facility, work together but present challenges in terms of the size of the building required to accommodate all the space requirements.</p> <p>The estimated costs for the larger facility that all partners are satisfied with is £6.3m (exclusive of VAT). The potential funding sources at this stage are estimated to be in the region of £3.9m. There is a gap in the capital funding package and this needs to be addressed through either/or reducing the scale of the facility or reducing the capital costs of the design or identifying additional capital funding sources.</p> <p>Partners have identified that in terms of governing and managing the facility that the preferred legal model is a new co-operative company/charity made up of the three key delivery organisations and that individual partners lead the operation of individual elements of the site. Revenue costs and income have been identified for an operating model including full time staff and that this shows at present an annual operating deficit of between £0.007m and £0.02m. There is a gap in the revenue finance and this needs to be addressed through either/or reducing expenditure or increasing income.</p> <p>The next key stages of work to address the risk and issues are to review in detail the design of the larger scheme and a potential smaller scheme, undertake detailed business planning work and develop funding applications.</p>
1.03	<p>The Flint Castle Art Research and Development report details the engagement and consultation activities and findings, outlining the strongest foreshore stories that have emerged and key themes for any major public art development in the future. The level of engagement and consultation has been significant with 760 people visiting the ‘Story Shop’ on the high street, 250 pupils from 6 schools taking part in drama workshops acting out scenes from the town’s history, 52 people visiting a market stall to talk about the role and potential of public art, over 70 people being engaged through workshops with local organisations.</p>
1.04	<p>The main findings and conclusions from the report can be summarised as follows. Local people are proud of the town’s history, there is a desire to see Flint ‘put on</p>



	<p>the map', and an art installation could help achieve this. The overarching theme that links the stories of the foreshore together has been the River Dee which has always been and continues to be the lifeblood of the town, underneath this the strongest foreshore stories are of Flint as:</p> <ul style="list-style-type: none"> <li>(1) A Place to Live and Work - Fish and Fishing, Below the Line – A Lost Community, Shipping; Soldiers and Royal Welsh Fusiliers; Flint Royal National Lifeboat Institute (RNLI).</li> <li>(2) A Place to Play – Children, Sport, Walking and Cycling.</li> <li>(3) A Place to be Proud of and Cherish – Castle, Birdlife, Tranquil and Peaceful Riverside</li> </ul> <p>Key findings in relation to the idea of public art are that people want to be included in any large-scale public art process; it needs to be used as a way of bringing people together and be inclusive; humour subversion and play should be part of any artwork; the stories of the foreshore should be the basis for the public art; and the use of foreshore shapes and sounds should be included in any piece of public art.</p> <p>As part of this piece of work three benches or story seats will be created and placed on the foreshore each with a carved character that will represent a story from the work.</p> <p>Momentum from this work is key and the next steps should include an exhibition in the library of the work and the stories; presentation of the plays at the Flint Festival; commissioning of the major public art work based on the stories identified in this report.</p>
1.05	As part of the MOU Welsh Government committed to finding funding in 2018/19 to fund the next stage of both pieces of work. Therefore it is proposed to proceed with the way forward in both reports.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
4.01	No implications at this stage

<b>5.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
5.01	Detailed consultation with partners and the community as identified in this report.

<b>6.00</b>	<b>RISK MANAGEMENT</b>
6.01	<p>Key Risks and Mitigation are:</p> <ul style="list-style-type: none"> <li>1. Lack of public ownership of the joint facility development and the public art – the detailed engagement and consultation already undertaken will continue in the next stage of work.</li> <li>2. The joint facility is too expensive or is not sustainable to be developed and</li> </ul>

	<p>operated – the next stage of work will ensure that this consideration is assessed in detail and at the end of this work further work will only take place if this risk has been addressed.</p> <p>3. The major piece of public art work will be controversial and will damage the reputation of partners involved – the public art will be based on the foreshore stories which have been identified by the local community and will therefore have local support.</p>
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<b>7.00</b>	<b>APPENDICES</b>
7.01	None.

<b>8.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
8.01	<p>Flint Foreshore Feasibility Study          Flint Castle Art Research and Development Report</p> <p><b>Contact Officers:</b> Ian Bancroft  <b>Telephone:</b> 01352 704511  <b>E-mail:</b> <a href="mailto:ian.bancroft@flintshire.gov.uk">ian.bancroft@flintshire.gov.uk</a></p>

<b>9.00</b>	<b>GLOSSARY OF TERMS</b>
9.01	<p><b>Public Art</b> - A piece of art work placed in a public space.</p> <p><b>Memorandum of Understanding</b> – A none binding agreement setting out principles for joint working</p>

# Eitem ar gyfer y Rhaglen 14



## CABINET

<b>Date of Meeting</b>	Tuesday, 19 <sup>th</sup> June 2018
<b>Report Subject</b>	Repairing Potholes and Preparing the Annual Carriageway Resurfacing Programme
<b>Cabinet Member</b>	Cabinet Member for Streetscene & Countryside
<b>Report Author</b>	Chief Officer (Streetscene & Transportation)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

This report provides details on capital expenditure and investment levels relating to the highway network, the cost benefit of temporary pot holes repairs and the reasoning behind the need for repeated repairs on some road surfaces, due to the same pot holes reappearing.

The report also seeks Cabinet approval of the proposed carriageway resurfacing programmes for 2018/19.

### RECOMMENDATIONS

1	That Cabinet approves the programmes of highway resurfacing works contained within this report.
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## REPORT DETAILS

<b>1.00</b>	<b>BACKGROUND OF WINTER IMPACT ON HIGHWAY MAINTENANCE AND EMERGENCY REPAIRS</b>
1.01	During the winter of 2017/18, the County was affected by four significant periods of severe wintery weather; one in early December, one over the Christmas and New Year period, one towards the end of February and finally an extended period of snowfall and low temperatures at the end of March which lasted through to the beginning of April.
1.02	The winter weather will always have a detrimental effect on the highway network, with periods of frost and freezing conditions causing the road structure to heave and create defects in the surface which in turn allow more water ingress which will again freeze during the next period of cold temperatures. This results in potholes, and untreated potholes are exacerbated by traffic movements which cause further damage.
1.03	Road and weather conditions determine whether it is cost-effective for pothole repairs to be permanent i.e. sealed and carried out in a prolonged and more permanent manner or a temporary fill to remove the immediate danger caused by the pothole. The weather forecast, availability of resources and condition of the network are all considered when planning the appropriate response to defect repairs each week during the winter period.
1.04	Temporary filling of potholes is the cheapest option to quickly remove defects and provide a defence against any claims with the work funded through maintenance (revenue) budgets. The costs comprise mainly of labour (FCC employees) and a small amount of materials used to fill the potholes.
1.05	Pothole repairs are an effective option to immediately deal with defects on the network and they are undertaken to remove the hazard in the most expedient manner. This reduces the risk of damage and injury to third parties and protects the Authority against litigation and damages. Whilst the repair often fails, this is due to the weather conditions and more expensive permanent repairs would also fail in these circumstances. Whilst repeated temporary repairs are frustrating for motorists it remains the only option to immediately remove the risk from the network in most circumstances.
1.06	The Council is required to respond to defects reported on the network either following the Area Coordinator safety inspections or reports from members of the public. This requirement demands that maintenance (revenue) budgets remain available for reactive works of this nature.
1.07	Asset management is a strategic approach to highway maintenance that identifies the optimal allocation of resources for the management, operation, preservation and enhancement of the highway infrastructure to meet the needs of current and future customers.

1.08	<p>Ideally the Authority would like to achieve a continuance of the current condition level – this is known as “Steady State”.</p> <p>The level of Capital investment required to achieve this position, which was calculated in 2016, was £2,745,680 per year. This level of investment would simply maintain the condition of the carriageways at the current level and few Councils in Wales achieve investment at this level. Every effort is made then to maximise the available funding and to ensure it is used to repair the roads most in need of attention.</p>
1.09	FCC’s allocation of Welsh Government funding for road maintenance schemes together with the Council’s capital allocation are therefore carefully allocated to provide maximum benefits. All roads are surveyed to develop the programmes for resurfacing which are shown on <b>Appendix 1</b> .
1.10	In response to the initial periods of poor weather during December, Streetscene increased the resources allocated to defect repairs throughout January to supplement the existing internal resources allocated. This was funded by reallocating capital funding that is usually held back until the Spring, in response to winter defects.
1.11	With the weather not relenting throughout January to April, these additional resources were extended to four dedicated crews treating defects on the network, and this work continue throughout the remaining winter period, where the weather allowed, and continue until the end of May in this financial year. This has created a small financial pressure on the service.
1.12	All roads across the network have been re-inspected and a condition score recorded following the winter of 2017/18, and these scores were collated and prioritised to prepare the resurfacing programmes. Those highest ranking roads, as measured by the formal adopted ranking matrix, were then inspected by Technical Officers to ensure consistency prior to the programme being planned for the summer of 2018.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
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2.01	<p>Capital Budgets for Planned Maintenance activities - £600k</p> <p>Additional Welsh Government Funding support for resurfacing works - £1.427m</p> <p>2018-19 financial pressure from addition temporary repairs is approximately £60k</p>
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<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
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3.01	With local Member on scheme commencement.
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<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	The highway maintenance service has undertaken risk assessments on the provision of road surface treatments.
4.02	Good highway asset management aligns with the principles of the Future Generation and Well Being Act.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Programme of Highways Works

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None.</p> <p><b>Contact Officer:</b> Stephen O Jones – Chief Officer – Streetscene &amp; Transportation  <b>Telephone:</b> 01352 704700  <b>E-mail:</b> <a href="mailto:Stephen.o.jones@flintshire.gov.uk">Stephen.o.jones@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Financial Year (FY):</b> the period of 12 months commencing on 1 April.</p> <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>HAMP:</b> Highway Asset Management Plan.</p>

**FLINTSHIRE COUNTY COUNCIL**

**Programme of Highway Works - Carriageway Resurfacing Schemes - 2018/19**

Road No.	Location
C55	STATION ROAD (PHASE 2), TALACRE
B5125	VILLAGE ROAD, NORTHOP HALL
	KINGS ROAD, PEN Y LLAN, CONNAH'S QUAY
B5122	NORTH STREET, CAERWYS
B5127	LIVERPOOL ROAD, BUCKLEY/EWLOE
B5128	CHURCH ROAD, BUCKLEY
	FFORDD NEWYDD, CONNAH'S QUAY
A5119	CHURCH STREET CROSSROADS, FLINT
C501	VOUNOG HILL, PENYFFORDD
C53/C77	WHITFORD VILLAGE ROAD, WHITFORD
C89	PEN Y MAES ROAD (part), HOLYWELL
C58	LLINEGAR HILL, FFYNNONGROYW
B5126	B5126 MOLD ROAD (near school), CONNAH'S QUAY
B5129	B5129 O/S SALTNEY FERRY PRIMARY SCHOOL, SALTNEY FERRY
C56	GRONANT HILL, GRONANT
B5125	B5125 MANOR LANE ROUNDABOUT TOWARDS BROUGHTON, HAWARDEN
A550	DOBSHILL INTERCHANGE RBT, DOBSHILL
	ABER ROAD LINK ROAD, FLINT
B5102	LLAY ROAD, LLAY
C95	BANNEL LANE (part), BUCKLEY
	HENFFORDD, MOLD
A549	WYLFA HILL, MYNYDD ISA
B5129	CHESTER ROAD, SANDYCROFT
A548	CHESTER ROAD, FLINT
C108	FFORDD MAESHAFN, MAESHAFN
	ISGLAN ROAD, GREENFIELD (PART)
C54	SARN, TRELAWNYD
	TY DRAW, LLANASA
C115	BLACK MOUNTAIN (RIVER BRIDGE TO SCOTLAND FARM), TREUDDYN
C117	PLAS YN MWOHYS, TREUDDYN
	RACECOURSE LANE, BABELL
	Woodfield Avenue, Flint
	Claremont Avenue, Sealand
	Leete Avenue, Rhydymwyn
	Hafod Park Loop, Mold
	Abbotts Lane, Penyffordd
	Strand Crescent, Holywell
	Rhos Lan, Holywell
	Bryn Teg, Holywell
	Maes yr Afon, Holywell
	Allt y Golch (part), Carmel
	Llwyni Drive (part), Connah's Quay
	Maes Lygan, Pentre Halkyn
	The Links/High Park (part), Gwernaffield
	Gala Close/Bracken Close, Broughton
	Fieldside, Hawarden
	Allt Golch, Flint
	Bod Offa Estate (part), Buckley





# Eitem ar gyfer y Rhaglen 15



## CABINET

<b>Date of Meeting</b>	Tuesday 19 <sup>th</sup> June, 2018
<b>Report Subject</b>	Social Services Annual Report
<b>Cabinet Member</b>	Cabinet Member for Social Services
<b>Report Author</b>	Chief Officer for Social Services
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Statutory Director of Social Services is required to produce an annual report summarising their view of the local authority's social care functions and priorities for improvement as legislated in the Social Services and Wellbeing (Wales) Act 2014 and the Regulations and Inspections Act (Wales) 2015.

The purpose of the Social Services Annual Report is to set out the improvement journey and evaluate Social Services' performance in providing services to people that promote their wellbeing and support them to achieve their personal outcomes.

### RECOMMENDATIONS

1	Cabinet is asked to review and consider whether the draft report provides an accurate and clear account of Social Services for Children and Adults in Flintshire.
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## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE SOCIAL SERVICES DIRECTOR'S ANNUAL REPORT</b>
1.01	This is the second year of a new format for the Social Services Annual Report which is prepared under the requirements of the Social Services and Well-being (Wales) Act 2014 and the Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA).
1.02	The new format is closely aligned to the National Outcomes Framework and demonstrates our performance in meeting the wellbeing outcomes of the people of Flintshire.
1.03	<p>All improvement priorities set sit under one of the six National Quality Standards (NQS) and everyone's personal wellbeing outcomes will relate to one of these, they are:</p> <ul style="list-style-type: none"><li>NQS 1 Working with people to define &amp; co-produce personal well-being outcomes that people wish to achieve</li><li>NQS 2 Working with people and partners to protect and promote people's physical and mental health and emotional well-being</li><li>NQS 3 Taking steps to protect and safeguard people from abuse, neglect or harm</li><li>NQS 4 Encouraging and supporting people to learn, develop and participate in society</li><li>NQS 5 Supporting people to safely develop and maintain healthy domestic, family and personal relationships</li><li>NQS 6 Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs</li></ul>
1.04	The draft Social Services Annual Report for 2017/2018 is attached as Appendix 1. The report is intended to provide the public, the regulator and wider stakeholders with an honest picture of services in Flintshire and to demonstrate a clear understanding of the strengths and challenges faced.
1.05	The report will form an integral part of Care Inspectorate Wales' (CIW) performance evaluation of Flintshire Social Services. The evaluation also informs the Wales Audit Office's assessment of Flintshire County Council as part of the annual improvement report.
1.06	The Social Services Annual Report has been prepared following an in-depth review of current performance by the Social Services Senior Management Team, Service Managers and Performance Officers. The improvement priorities contained within the report are aligned to the priorities contained within our Portfolio Business Plan, the Council's Improvement Plan and associated efficiency plans.
1.07	Members of the Social and Health Overview and Scrutiny Committee have been given a prior opportunity to provide comments and feedback on the draft report which has shaped the key messages and priorities contained within this final draft.

1.08	The style of the 2016/17 report will be adopted again this year, and the report will be produced in an electronic friendly style by Double Click. The report will also be translated into Welsh and be made available on the Flintshire website by the 31 <sup>st</sup> July, 2018.
1.09	During 2017/18 we have been streamlining services and achieving the best outcomes within the budget constraints that we as a Council have to work to. Processes and service delivery methods have been reviewed to ensure they are as efficient and effective as possible, whilst continuing to deliver good quality outcomes and support to the people of Flintshire. An example of this is the new partnership with Hft for the provision of learning disability day services and work opportunities.
1.10	<p>The draft Annual Report also outlines the improvement priorities identified for 2018/2019 which includes:</p> <ul style="list-style-type: none"> <li>• Continue with our work to prepare for the implementation of RISCA.</li> <li>• Make the information on our website more meaningful for individuals to help them find the right information to support their well-being.</li> <li>• Improve the emotional well-being and mental health of care leavers, including a commitment to helping them be ready for work.</li> <li>• Recommission an integrated disability community support service with the community sector.</li> <li>• Implement the recommendations within the Carers Strategy.</li> <li>• Holding events to share the learning from reviews with frontline practitioners and managers.</li> <li>• To review and improve the current out of county offer within both adults and children's services. To review commissioning and purchasing processes including direct payments, spot purchases, frameworks and contracts.</li> <li>• To improve employment opportunities for care leavers.</li> <li>• Focus on by taking a family based approach to our practice and using trauma informed practice to build resilience in families.</li> <li>• Continue with our work for the Flint and Holywell Extra Care projects.</li> <li>• Work to develop the new Glanrafon day service will continue, with the build currently being planned and a completion date of May '19.</li> <li>• Develop proposals for the expansion of the Council owned Marleyfield House Care Home.</li> </ul>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The priorities identified within the report are aimed at delivering service improvements, improving outcomes and meeting local needs within the context of achieving challenging financial efficiencies and value for money. The improvement priorities contained within the report have been identified for delivery within existing resources.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	The views of Scrutiny Members were sought at a workshop where the proposed content of the report was discussed. Members also gave feedback on the key developments over during 2017/18 which should be included together with priorities for 2018/19. This workshop took place on the 29 <sup>th</sup> March, 2018.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	The Social Services Annual Report is required to be published by the authority no later than the 31 <sup>st</sup> July, 2018.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Social Services Annual Report 2017/18

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<b>Contact Officer:</b> Jane Davies – Senior Manager Safeguarding and Commissioning <b>Telephone:</b> 01352 702503 <b>E-mail:</b> <a href="mailto:jane.m.davies@flintshire.gov.uk">jane.m.davies@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>(1) CIW</b> - Care Inspectorate Wales ensure that services meet the standards the public expect. They register, inspect and take action to improve the quality and safety of services for the well-being of the people of Wales. The regulator was formally known as CSSIW (Care and Social Services Inspectorate Wales)

# Social Services Annual Report

Tudalenn 445  
2017/18



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If you are reading this report online there are links in the last section that give you further information about our services, initiatives and key documents. There is also a glossary at the back that may help explain unfamiliar words and terms.

The report sets out our improvement journey in 2017/18 and demonstrates how we have promoted well-being through our services. If you receive a service from us please let us know if you think this report is a fair reflection of your experiences over the past 12 months. We welcome any comments you have and your views are crucial if we are to continue to improve services to achieve your outcomes. You can contact us as follows:

Neil Ayling (Chief Officer)  
Social Services  
1st Floor  
Phase 1  
County Hall  
MOLD  
Flintshire  
CH7 6NN  
Email: [neil.j.ayling@flintshire.gov.uk](mailto:neil.j.ayling@flintshire.gov.uk)

# Section 1: Introduction

**This is our second Social Services Annual Report as prepared under the requirements of the Social Services and Well-being (Wales) Act 2014 (SSWB Act) and Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA), both of which place a statutory requirement on the Council to report annually on its social services functions.**

The new legislative framework has transformed social services in Wales. Councils are now required to support people in meeting their personal outcomes by focussing on well-being, choice and prevention. This report describes how we in Flintshire are developing our services to support people improve their own well-being and achieving their personal outcomes.

2017/18 has been a year of streamlining services and achieving the best outcomes within the budget constraints of the Council. Processes and service delivery methods have been reviewed to ensure they are as efficient and effective as possible, whilst continuing to deliver good quality outcomes and support to the people of Flintshire. An example of this is the new partnership with Hft for the provision of learning disability day services and work opportunities. You can find out more about this in Section 4. The coming twelve months will be a 'year of practice', giving us the opportunity to embed these new ways of working, and concentrating on the delivery of high quality practice across services.

This report provides our stakeholders with a picture of how we have performed and improved over the last year. It highlights any challenges we have faced, what we have learnt and how our services are continuing to be shaped to meet the well-being outcomes of people in Flintshire. These stakeholders include the individuals and families using our services, our staff, councillors, the general public, our partners, regulators and Welsh Government. Engaging with stakeholders informs the development of our services and the areas we want to prioritise, which are highlighted throughout this report.

In the report we evaluate our performance against last year's improvement priorities. These priorities focus on well-being and are linked to the six National Outcomes Standards, which are: -

**NQS 1: Working with people to define and co-produce personal well-being outcomes that people wish to achieve**

**NQS 2: Working with people and partners to protect and promote people's physical and mental health and emotional well-being**

**NQS 3: Taking steps to protect and safeguard people from abuse, neglect or harm**

**NQS 4: Encouraging and supporting people to learn, develop and participate in society**

**NQS 5: Supporting people to safely develop and maintain healthy domestic, family and personal relationships**

**NQS 6: Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs**

# Section 2: Director's Summary of Performance

**Welcome to the seventh annual report for social services in Flintshire and our second under the requirements of the Social Services and Well-being (Wales) Act 2014 and the Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA). The report has two purposes, to report on how we have performed in the last year and to highlight our direction and priority action for the year ahead. It allows us to reflect on the hard work and achievements of the staff working with partners in supporting adults, children, families and carers across Flintshire.**

Despite the very real financial and capacity pressures, teams have continued to maintain and improve the support we give to our most vulnerable citizens. We have continued to build upon our positive relationships working with partners in the statutory, independent and third sectors on our journey to greater collaboration and integration.

I'm pleased to report that good progress has been made across all of our services, which is illustrated throughout the report and is demonstrated by evidence that we are improving outcomes for our citizens and communities. There has been a great deal of focus on RISCA both as an authority and supporting Flintshire providers to have their voices heard through the

consultation processes and moving into support for the implementation of the changes that are required.

To help us understand the challenges facing the care sector in more detail we instigated a strategic review in partnership with our stakeholders and have identified a number of initiatives that can be developed further to support and strengthen the sector. An example includes the development of the Care@Flintshire website which supports providers in recruitment and retention, training, advertising events, sharing good practice and networking with each other.

This year has seen us enter into a partnership with Hft, a national charity specialising in supporting adults with learning disabilities to deliver day and work opportunities services across Flintshire. The service puts people at the centre of everything it does with Hft's fusion model based on Person-Centred Active Support. The new contract which started in February will help transform services to allow people to experience greater levels of inclusion, independence and choice. In addition we have committed to invest £4 million of our capital programme in a new community based learning disability centre which will replace the aging Glanrafon day centre in Queensferry. The new centre will be located very close to the existing one so as to minimise impact on the service and will provide a flagship community facility locally.

Last year saw the establishment of a multi-agency Early Help Hub in Flintshire. The Hub has been designed to enable the delivery of more timely and appropriate early intervention and support for families with greater needs. Support from the Hub is targeted to families with two or more ACEs (Adverse Childhood Experiences). In essence ACEs are traumatic experiences that occur before the age of 18 and are remembered throughout adulthood. These experiences range from suffering verbal, mental, sexual and physical abuse, to being raised in a household where domestic violence, alcohol abuse, parental separation, parental



## Section 2: Director's Summary of Performance

incarceration, mental ill health or drug abuse is present. Following a soft launch phase where over 300 families who did not meet the threshold for a statutory service received information, advice or support through one or more agencies in the Hub, we will be continuing to develop the service and provide the essential early intervention that is required. This approach has positive outcomes for families and reduces demand for statutory services. It supports families to maintain the relationships that matter to them and to protect them from harm in ways that take into account their own views as well as those of the professional staff involved.

Flintshire was successful in a bid to pilot the Welsh Government funded Childcare Offer. The scheme gives eligible working parents of children aged 3 and 4 up to 30 hours of free childcare/education a week. Early feedback indicates that the scheme supports people back into work, reduces the risk of poverty and supports the well-being of children by enabling them to have richer and more positive childhood experiences.

Our priorities for next year are to continue to safeguard and provide support to the most vulnerable members of our community. The Senior Management Team is committed to ensuring that on-going budget pressures do not place either our service users or staff at risk. The challenge will be to continue to manage demand, to do more with less and we will explore further opportunities for collaboration where that adds value to citizens and improves service efficiency.

During 2018/19 our approach will be family-based and we will focus on the opportunities available for care leavers. We will make sure we are giving people the right information to support their own well-being, review our commissioning and purchasing processes and continue with our capital

investment. The coming year will be a 'year of practice' when we build on assessment processes, invest in staff development and develop our succession planning.

There continue to be challenges ahead, not least in terms of budgetary pressures but also the changing complexity and demand for social care requires a fresh approach and different ways of working to make sure that they are sustainable for the future. We look forward to the year ahead and on behalf of our Cabinet Member for Social Services, Councillor Christine Jones and I, our thanks go to all the staff for their contribution in supporting vulnerable people in Flintshire.

We would like to thank all the individuals who have allowed us to share their stories to help bring to life the difference that all the hard work is making to people's lives and well-being.



**Neil Ayling**  
Chief Officer  
Social Services



**Councillor  
Christine Jones**  
Cabinet Member for  
Social Services

# Section 3: How are People Shaping our Services?

**It's important that people living in Flintshire have the services they need. For this we need to know what's working well, what needs improving and what people hope to see happening in the future. Here is a flavour of how we are making sure that people shape the services we provide.**

## How we listen

We use a range of methods to listen. Surveys are useful and this year again we have responded to the Welsh Government's request to collect data about the well-being of people using our services. Here is a broad summary of what the responses to our 2017/18 Citizen's Survey have told us:-

## What's working well for adults:

- The care, support and dedication of social care staff
- Access to community activities and volunteering
- Direct Payments scheme
- Being consulted and involved in decisions
- Being supported to live independently
- Being shown dignity and respect
- Receiving the right information and advice
- Supported accommodation enhancing quality of life

- Home adaptations
- Care and repair schemes

## What's working well for young people:

- Overall satisfaction with the quality of care and support
- Overall happiness about their lives with loving and supportive carers
- Overall satisfaction with the areas in which they live
- Praise for supportive and dedicated social workers
- Feeling safe and looked after
- Overall satisfaction with information and advice from social workers and carers
- Feeling respected

## What's working well for carers:

- Appropriate support for the carer and user of services
- Feeling involved in decisions
- Good adaptations to properties
- Feeling safe
- Good support from disability equipment provider NEWCES
- Good advice and information
- Having supportive families

## What needs improving for adults:

- Requests for more adaptations
- Dissatisfaction with charges for services
- Issues with communication, especially internal coordination of information
- Dissatisfaction with waiting times or eligibility for services
- Disagreement with social services decisions about how care is provided

## Section 3: How are People Shaping our Services?

- Better consistency of support workers for ongoing visits

### What needs improving for young people:

- Better social inclusion and more activities for young people and young people with disabilities
- Less frequent changes in allocated social workers
- Better contact arrangements

### What needs improving for carers:

- Better follow up checks as caring roles progress
- Better carer support once support packages end
- Better respite services for cared for people
- Improved accessibility outdoors
- More social interaction and involvement in activities for carers

Our next step is to review what people have told us and during 2018/19 we will identify the action we need to take to develop our services and approach in response to the feedback we have been given.

People are involved in shaping our services in a number of ways. We use surveys across Council services on an ongoing basis to find out what people have to say and an example of this is the North East Wales Community Equipment Service (NEWCES) survey. We are happy to inform that NEWCES currently surpasses national performance indicators for community equipment services in Wales. The vast majority of returns were positive this year and as a result no direct changes to this service have been made, our focus therefore is on sustaining excellent performance.

However, we work hard to make the changes that people do want. For example, a user of our mental health support services shared an idea to work with us to develop a small business where people could earn real wages in a supportive environment. This resulted in the designer of this report, Double Click Design and Print, becoming a social enterprise independent of the Council. People using the service began research into how Double Click could offer realistic opportunities whilst supporting people through their recovery journey. The model of a social firm was selected, combining market opportunity and a social mission, and all profits are generated back into developing the business.

Our commitment to improving outcomes for young people means that we need to find out how they feel about their support, the people they know, their rights and their opportunities. To achieve this we are working with Coram Voice and the University of Bristol on a programme called Bright Spots. This aims to improve the well-being of children and young people in care by promoting practices that have a positive influence on them. Funded by the Children's Commissioner for Wales, it involves distributing a survey called 'Your Life, Your Care' to looked after children aged 4-18 years. Our survey was run between February and March 2018 and, once the results are in, we will act on the views of our children and young people.

## Section 3: How are People Shaping our Services?



Alongside this work, the recent appointment of a Participation Officer for looked after children means that we are continuing to listen directly to them. Our well established children's forum, where young people meet with Elected Members, has been instrumental in making several changes to services. These include changing the format for children's reviews and improving hot meal provision in schools. This forum also influenced the appointment of the Participation Officer who holds fortnightly meetings with a participation group of young people. Topics discussed include proposed changes to assessment tools and national consultations. The participation group has already helped develop a Corporate Parenting Strategy and supported the Council's responses to the Population Needs Assessment Plan. Young people have also given feedback about the pathway plan document that looked after children will receive when they become care leavers, ensuring that the information recorded on this matters to them.

### How we work

So gathering feedback and acting on it is an important part of our improvement journey. Equally important is the development of working

practices that enhance quality through participation. Our Early Years and Family Support Service uses the Family Partnership Model, giving parents and practitioners a joint opportunity to evaluate the effectiveness of the service and make shared decisions about next steps.

In learning disability services there is a strategic planning group which includes users of services, parents and third sector representatives. People with a learning disability have committees within their supported work placements and are helped by advocacy groups to share their views. Their feedback is then brought to the planning group and used to inform future developments. An example of this is people who wanted to develop their leadership skills who were supported to chair rather than co-chair these planning meetings. Users of services are also involved in recruitment, and in mental health services this is achieved using the Involve Project. Supported by Unllais, a third sector organisation, individuals and their carers are trained to participate meaningfully in recruitment processes. This included interviewing for the County manager post that leads our Integrated Community Mental Health Teams (CMHT).

Flintshire has taken a lead in developing a new Integrated Autism Service (IAS), and from the onset this has been developed with people who have autism and their parents/carers. They have worked with us on everything, including recruitment (full panel members), staff training, pathways and procedures. People have defined their expectations and they work on both the operational and steering groups with officers, sharing in all the decisions made regarding IAS. Whilst we are in the early stages of operating this service and yet to confirm the difference it makes, the benefits of meaningful involvement in our early work has been positively noted by people with Autism Spectrum Disorder. One volunteer who works with us said: -

*'I found it very interesting that so much hard work is being done to help people like me'.*

## Section 3: How are People Shaping our Services?

In older people's services, the views of The Older People's Commissioner for Wales have been key in driving some of the changes we have made. One of the expectations of the Commissioner, as highlighted in her 2014 review 'A Place to Call Home', was that Councils should have effective ways in which the views of people living in care homes and their families are sought and used to support continuous improvement. The ambitious programme, 'Creating a Place Called Home...Delivering what Matters', stemmed from this. Our Contract & Commissioning Team has supported care providers in using a range of person-centred tools that help staff change the way they work, enabling people receiving care and support to have more choice and control in their lives. Since the programme began last year ten residential homes have achieved an accreditation in person-centred practice. Other homes are working towards this and the programme will now be extended to domiciliary and nursing care services. The Older People's Commissioner recently praised this approach, saying:-

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*"I am really pleased to see that Flintshire is taking such active steps in promoting quality of life issues across care homes in the area, through its 'Creating a Place Called Home and its Delivering What Matters' initiatives. There is evidence that this is being achieved on a true partnership basis, and actively involving care home staff and residents"*

### Planning with Partners

We continue to work hard with our third sector partners to support quality care provision. An example is with our carers services, where we used the expertise of the Carers Strategy Group to review these services and introduce changes. These include ensuring fairer access to carers grants and a commitment to improving support for carers of those with alcohol and substance misuse issues.

In mental health services we regularly review our service level agreements with third sector partners. We do this by meeting with them, users of the services and their carers. The extension of our Step Up Step Out volunteering programme is an example of a change that was made following a review. The feedback told us how popular this programme is and as a result we used an available grant to extend it to include people with Autism Spectrum Disorder. This is now in operation. A carer of one user of this service told us how her child has grown in confidence and enjoyed the social aspect of the programme. She said:-

*'It provides a valuable means of support for a vulnerable group of adults who often feel isolated and unsupported'.*



# Section 4: Promoting and Improving the Well-Being of Those We Help

**Since the SSWB Act was introduced on 6th April 2016 the Council has developed a different approach within social services. The Act sets out the Welsh Government's commitment to improving the well-being of people receiving care and support services in Wales. We now want to know what matters to people living in Flintshire so that their decisions shape the care and support they receive. This is about giving people choice and control and enabling them, with the support of our services, to achieve their own well-being outcomes.**

In this section, we will give a summary of how well we have performed during 2017/18, celebrating our improvements but also highlighting any challenges we have faced. We will focus on the priorities that we identified last year but will also comment on other relevant activities, all of which are aligned to one of the six National Quality Standards.

**NQS 1: Working with people to define and co-produce personal well-being outcomes that people wish to achieve.**

## Preparing for the Act

Last year we said that one of our priorities for 2017/18 would be to ensure compliance with the SSWB Act through our policies and procedures and we have worked to develop regional policies that support its key themes. These include assessment and eligibility, direct payments, complaints, advocacy and service user engagement. In both adults and children's services a full set of new assessment, support planning and review documentation has been produced. Our Workforce Development Team is working hard to support staff with these changes, as we explain in section 5.

We also committed to continue to develop our working practices and the way we involve the people who use our services. Within adult services our Single Point of Access (SPOA) team continues to have the 'What Matters' conversation with people seeking information, advice and assistance (IAA), focussing on people's strengths, prevention and early intervention. A Third Sector Co-ordinator post is now embedded within SPOA, providing expertise on the opportunities available to meet the needs of citizens through use of community assets and support offered through the third sector. In a twelve month period 3,400 adults received IAA services in Flintshire and, of these, 72% did not contact these services again.

In children's services we have established a First Contact Team which brings together a newly formed, multi-agency Early Help Hub, our Team Around the Family, our children's front door. The team is co-located with

## Section 4: Promoting and Improving the Well-Being of Those We Help

our Family Information Service (FIS) which provides timely and extensive information and advice about the support available to families in Flintshire. In a twelve month period 16,000 people contacted the FIS by telephone with many others accessing information via the Flintshire website. Where children and families needed assistance and support we were able to complete 70% of assessments within statutory timescales. During 2018/19 we want to see improved timeliness of assessment for children and families and this will be an area we will review through our performance management arrangements.

The majority of people who took part in our 2017/18 Citizens Survey said that they were provided with the right information and advice, felt consulted and involved in decisions, and were shown dignity and respect by our services. Building on this, we have developed our client information system 'Paris' so that we are now recording outcomes in people's own words. This means that we are getting better at reflecting on the real impact of our work on everyday lives.



This extract, recorded in an application for reablement support to our resource panel, gives an example of this:-

*“The problem is I have been lying around in hospital ...and that I believe has taken away my ability, if you don't use it you lose it. Out of 10 I am currently 1, I am aiming for 6 or 7, that would translate into improving my upper body strength and transferring to my scooter as I usually would, I was preparing meals and drinks from that before”.*

## Being RISCA ready

There has been much focus over the past year on The Regulation & Inspection of Social Care (Wales) Act 2016 (RISCA), which reflects the changing world of social care and its focus on quality and improvement. There are five main areas of change under the Act:

- The Act establishes Social Care Wales
- Regulation of the social care workforce
- Regulation of social care service providers
- New approach to inspection of local authorities and how they report
- Requirements for local authorities and Welsh Ministers in terms of market stability and oversight.

Throughout the development of the regulations to accompany RISCA we have worked with all providers of residential, nursing and domiciliary care services in Flintshire to make sure that their voices are heard. The Phase 2 consultation on the implementation of RISCA opened in early May 2017 and we hosted two workshops with these care providers to obtain their feedback on the regulations proposed. These consultations have influenced some of the actions of our Workforce Development Team this year, particularly the work done to support the domiciliary workforce to prepare for registration with Social Care Wales, and the support given to care providers in improving the knowledge required for the new enhanced role of Responsible Individual.

RISCA has placed more emphasis and accountability on the role of the Responsible Individual and the requirements for thorough and regular monitoring and reporting within all care services. We recognised this and have reviewed our own senior management structure, establishing a new management role within adult services to ensure we fully meet the requirements as detailed in the legislation.

## Section 4: Promoting and Improving the Well-Being of Those We Help

Our in-house services are preparing for the implementation of the Act with all documentation, including the Statement of Purpose, being reviewed and updated. We are also developing our quality assurance process so that it captures well-being outcomes for people, a task that poses challenges here and throughout our service developments. Physical improvements, by their very nature, are easier to measure than improvements in emotional well-being, however, the focus of our work continues to be on measuring the real impact that our services are having on people's emotional as well as physical well-being. The examples we describe against NQS2 demonstrate this.

### Priorities for 2018/19

**Continue with our work to prepare for the implementation of RISCA.**

**Make the information on our website more meaningful for individuals to help them find the right information to support their well-being.**

**Further develop our quality assessment and care planning processes across social work teams.**

**NQS2: Working with people and partners to protect and promote people's physical and mental health and emotional well-being**

## Care Closer to Home

Good health and healthy lifestyles are important for well-being. We have been working with other Council services, partner organisations and groups of people living in Flintshire to develop cost-effective services that benefit the people using them.

We remain committed to providing 'step up, step down beds' within our in-house and independent care homes. This service is funded by the Integrated Care Fund and offers people a period of further assessment whilst trying to keep people out of hospital and closer to home. In the financial year 2017/18, a total of 219 admissions were made into these beds. Of these, 79 were step up (admissions from the community) and 140 were step down (admissions from hospital). Until 1st April, those who had been admitted in the year had spent a total of 5,864 nights within the beds provided. Of those who had been discharged within the year, 93 went home, 16 went into hospital, 69 went into long term care and 25 received further assessment.

The average age of adults entering residential care homes on a permanent basis in Flintshire for 2017/18 was 86 years. Our rate of delayed transfers of care (of people aged over 74 years) for social care reasons was 0.189%. This compares favorably with the Welsh average of 0.49% and translates to 25 older people in Flintshire remaining in hospital for longer than necessary in 2017/18.





## Section 4: Promoting and Improving the Well-Being of Those We Help

We are ensuring that our looked after children have access to primary health care by registering them all with a local GP, our aim being to register each child within 10 days of the start of their placement. In terms of support from Child and Adolescent Mental Health Services (CAMHS) we are advised that all looked after children who are appropriately referred to the service will be seen within 28 days. This marks a significant improvement for this cohort of children and young people which is welcomed. The timescales for supporting children and young people with neurological/behavioral needs is an area we will be reviewing with health to ensure that children and young people can be supported whilst they wait for an assessment. We also know that further work is needed by our health colleagues to ensure that there are timely health assessments for our looked after children.

With its focus on partnership and prevention the SSWB Act has shaped another of our key priorities this year, which is to continue to work in an integrated way with health services so that people are treated in the right place with the right skills. Research has proven that providing short periods of intensive support in people's own homes can improve patient care, reduce the likelihood of expensive hospital admissions and decrease the number of delayed hospital discharges. The Community Resource Team (CRT) is a partnership between the Council and Betsi Cadwaladr University Health Board (the Health Board). It is a crucial part of what we are doing to implement the 'Care Closer to Home' agenda, a priority for the Health Board and Public Service Board. Nurses, therapists and social care workers work together to support people in their own homes. The CRT offers a seven-day service and access to this support is available to anyone over 18 with multiple health and social needs who is at risk of hospitalization or would benefit from an expedited

hospital discharge. In 2017/18 the team estimated that is prevented over 2,500 bed nights in hospital through this support. This figure is set to increase with further expansion of the team in 2018/19. The CRT has been integrated within SPOA which is now accessible to both the public and professionals via a single contact telephone number, **01352 804443**. Opening hours have been extended and are:

General public: 8.30 am – 5 pm, Monday to Friday.  
Health referrals: 8 am – 5.45 pm, Monday to Friday  
(watch this space for expansion into weekends).

**The impact that the Community Resource Team is having in terms of outcomes for people is illustrated by the case study in Appendix 1.**

In children's services we have entered into the first year of our Repatriation and Prevention (RAP) project. This service is a partnership between Flintshire Council, the Health Board, Action for Children and Wrexham Council. The service provides targeted intensive therapeutic support for young people who are at risk of their placement breaking down. Support is provided to sustain community, foster, residential and adoption placements.

### What matters for carers

As well as our responsibilities towards the people living in Flintshire requiring care and support, we also have to make sure that people who provide unpaid care and support, mainly family and friends, receive the help they need.

This year we have worked on simplifying processes that identify carers and give them access to advice and support. Our referral process from SPOA through to the North East Wales Carers Information Service (NEWCIS) has been streamlined and now enables carers to be given information and

## Section 4: Promoting and Improving the Well-Being of Those We Help

advice when making initial contact with us, receiving a direct referral to NEWCIS should they choose. Using the 'What Matters' conversation, an assessment is carried out with the carer, either alone or jointly with the person they care for. The assessment is proportionate, centres on the carer's strengths and supports them to participate fully in the decisions that affect them. In 2017/18 1,885 carers in Flintshire were identified through SPOA and referred to NEWCIS.

Our Young Carers Service aims to improve the confidence and emotional resilience of our young people aged between five and eighteen years who provide care and support. It gives them a secure environment where they can draw on the support of their peers and also provides access to community groups to help them sustain their caring responsibilities in the long term. Once discharged, they are able to be re-referred into the service if circumstances become difficult or they need more intensive support. We want to help make sure that carers services across the region are fair and are continuing to contribute to the North Wales review of carers' services by exploring opportunities for working and sharing good practice with neighboring Councils.

Locally, our Carers Strategy Action Plan has been updated with refreshed actions for us, including an outcome-focused approach in evaluating the effectiveness of our carer services. The introduction of new carer service performance outcomes will tell us whether or not the things that matter to carers are being achieved and we will be providing evidence of this next year. What we do know, based on our existing performance data, is that overall our carers services are working well. Our 2017/18 Citizens Survey told us that carers in Flintshire feel supported, involved and safe. Some

carers, however, expressed concerns about feeling isolated once a support package has ended, difficulties in accessing outdoors and having to give up hobbies and activities because of caring responsibilities. We will tell you more in this section about some of our initiatives that are trying to address these concerns.

### Your Council, your services

We want to make sure that people living in Flintshire can contribute to the development of services that might benefit them. Our Older People's Engagement Worker project gives opportunities for older people's groups to contribute to the planning, development and evaluation of services. This project has developed a network of more than 50 older people's forums and groups in the county and provides support to the Flintshire 50+ Action Group, helping to raise its profile amongst older people through the production and distribution of its quarterly newsletter 'Codger's Quarterly', and planning events like the International Day for Older People celebration. Opportunities for members of the Action Group to represent the views of people aged 50+ in the county are provided through representation on committees and involvement in consultations about services, with recent opportunities including the Older People's Commissioner's 'Accessing GP services' consultation and the Health Board survey 'Living healthier, staying well: building a plan for older people.'

As well as social services, the Council as a whole continues to promote healthy lifestyles through developing initiatives that help people to be active and stay connected to others. Here are a few examples:

### Being age-friendly, being resilient

In October 2016 Leeswood & Pontblyddyn Community Council made a commitment to becoming age-friendly with support from Flintshire's

## Section 4: Promoting and Improving the Well-Being of Those We Help

Older People's Strategy Co-ordinator and Older People's Engagement Worker. This initiative, which is supported by several Big Lottery funded projects, explores the impact of community-based activities that are led by older people living in rural areas, gathering information from a range of engagement activities with local groups. This information has been used to identify the priorities for the community that will enable people living within it to age well and is highlighting the local skills, expertise and resources needed to support other communities through the age-friendly process.

In times of great change, living in communities that have the capacity to respond to economic, social or environmental challenges is important. 'Inspiring Resilient Communities' is one of the identified priorities of Flintshire's Public Services Board, as high levels of resilience have been proven to enable a community to prosper in the face of challenge. A working group is developing a framework for how community resilience work in Flintshire can be led and co-ordinated and we hope that the project outcomes will bring measurable improvements to community resilience in environmental, health, economic, social and cultural terms.

### Community transport: staying connected

Community transport is safe, accessible, cost-effective and flexible. It is being developed in Flintshire to directly address gaps in public transport provision and is of particular value to people who do not have access to a car or public transport. We believe that our Community Transport Scheme can help to reduce social isolation for people living in both our rural and urban areas.

Five broad areas that would benefit from the scheme have been identified, looking at gaps in current provision and potential future shortfalls. A range of schemes are being developed that addresses these gaps. One example is the Taxi-Bus scheme, which is a regular public bus service run by a licensed Hackney carriage or private hire operator, using a taxi or private hire vehicle. Just like a regular bus service it runs along a fixed route and to a scheduled timetable. Users can just turn up, usually at designated stopping places, and pay a fare similar to a regular bus fare. Passengers can also use their concessionary bus passes. Also recently introduced is the Flintshire Ring and Ride Service. This is a door-to-door service using cars or minibuses for people who need to travel to their GP surgery or other health-related appointments and find it difficult to use mainstream transport. Grant funding has also been secured through the Rural Community Development Fund to buy two minibuses for development of a community bus scheme in the Mold and Holywell areas. The schemes can either be run as demand-responsive or fixed route transport services to published timetables, available to the general public just as a local bus service would be.

### Well-being and the arts

We are very fortunate in Flintshire to have a regional arts centre, Theatr Clwyd, which is based in Mold. As well as hosting in-house and visiting theatre companies, the theatre is now developing projects that create experiences to enhance the health and well-being of people participating in them. Two examples are Cwmni55 and Arts from the Armchair.

Established in September 2017, Cwmni55 provides a weekly session exploring different aspects of creative theatre. It now has 32 members aged 55+ and offers a 'pay what you can scheme', making it financially accessible. We have received very positive feedback from group members telling us about the impact that participation is having on them. These comments include:

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*“A precious time which is just for me, away from caring responsibilities - exploring drama with like-minded people, and having fun!”*

*“Company 55 has been so enjoyable giving me a chance after being almost housebound for 5 years to get out and meet people with similar interest and to have fun and learn something, it also made me use my memory in a way I had not done since I retired. WONDERFUL!!!!”*

Arts from the Armchair (AFTA) is another group that meets weekly at Theatr Clwyd. This is a partnership between the theatre and Health Board, and participants are clinically referred via the Mold Community Hospital Memory Clinic. The group, which is led by a creative producer, invites actors, musicians, costume makers, scene painters and lighting and sound technicians along to actively encourage involvement from participants. One member of AFTA told us:

*“We imagine, plan, decide, think, choose and find. By doing these important processes we reconnect with these important functions. We need to stop disconnecting from them.”*

Our Flintshire Sounds service continues to offer music therapy to people over the age of 65 who have memory problems or dementia. They are encouraged to sing, play simple percussion instruments and move and dance wherever possible. This service gives people a chance to enjoy a shared reminiscence experience with carers, families and friends, and an opportunity to make new friends. Three sessions are held every week in Mold, Shotton and Holywell.

## Libraries and leisure: community benefits

We are working to make sure that Council services are community-focussed and are protected where budget pressures could result in the possible loss or reduction of these services. To maintain its library and leisure facilities the Council has worked with staff to develop an alternative delivery model that will be sustainable for Flintshire residents and rewarding for staff. This has led to the creation of Aura, a not-for-profit, community benefit society, which took on the management of leisure, libraries and heritage services in the county from 1 September 2017.

Aura aims to improve the quality of life for customers through providing popular culture and leisure opportunities that improve mental health and physical well-being. It offers a bespoke library delivery service to our housebound residents and to the people living in our residential care homes. It also provides a selection of innovative products and services specifically designed to support those living with dementia within our communities, for example dementia friendly reading collections, reminiscence ‘pop up pods’ and reminiscence boxes.

Aura leisure delivers the Flintshire National Exercise Referral Scheme (NERS), which provides a targeted and preventative approach to enable people who have health problems or who are at significant risk of developing disease to receive support in becoming more active. The support the scheme provides makes a world of difference in enabling people to participate in physical activity they would not otherwise do. Activities range from gentle circuit classes, strength and balance classes, back care, cardiac health activities, Tai Chi, walking football, indoor bowls, walking, swimming and gym based activity. This variety reaches a wide range of older adults providing them with safe and supported physical activity in an environment where they can socialise and have a regular routine of physical activity. For many, greater independence and social contact means a better quality of life.

## Section 4: Promoting and Improving the Well-Being of Those We Help

### Priorities for 2018/19

Improve the emotional well-being and mental health of care leavers, including a commitment to helping them be ready for work.

Ensure all care leavers continue to have an allocated Personal Advisor to provide them with practical support and advice to help them live independently.

Recommission an integrated disability community support service with the community sector.

Supplement the recommendations within the Carers Strategy.

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**NQS3: Taking steps to protect and safeguard people from abuse, neglect or harm**

### Safeguarding: what we do

We have a responsibility for ensuring that the right care and support is arranged for people living in Flintshire who are subject to or at risk of abuse and neglect, and for working with them to improve their well-being.

Operationally the Flintshire Safeguarding Unit continues to give information, advice, guidance and support to our internal teams, independent and public sector organisations and the public. In extreme cases, the prevention and management of risk requires the Unit to follow processes that result in punitive actions being taken against individuals, social care workers or organisations who have been proven to cause harm to adults or children.

This year we have seen an increase of 40% in adult protection enquiries because of the impact of the SSWB Act which re-defines the term 'Adult at Risk' and broadens its implications. Our response has been to realign the resources in our Safeguarding Unit, the result being that 84% of adult safeguarding enquiries are now being processed within the statutory requirement of seven days. Those referrals processed outside of this timescale are of a complex nature and are awaiting further information from a practitioner or agency. Safeguarding managers are able to effectively delegate tasks for high priority cases, meaning those enquiries that do not meet the national timescales are of a lower priority in terms of potential risk to the safety and well-being of those concerned.

The Unit is also actively managing the waiting list for Deprivation of Liberty Safeguards (DoLS) assessments. Urgent and review authorisations are being prioritised and new work is being done to review community DoLS applications.

For children, 91% of all initial child protection conferences take place within timescales compared with 74% last year. The timeliness of review conferences is stable at 98%, although demand has increased due to the recent increase in the numbers of children on the child protection register. In the last six months, there have been only three repeat registrations of children on our child protection register, suggesting that we are de-registering children appropriately. This is further evidenced by the average time that children spend on the register, which is ten months.

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### Safeguarding: a team effort

We recognise the vital contribution that other Council services like transport, education and leisure have in promoting well-being and a priority for us this year has been the development of a joined-up approach to safeguarding across all Council departments. This is being steered by the Corporate Safeguarding Panel. All areas within the Council now understand their safeguarding responsibilities and each has a safeguarding lead person with representation at the Panel, as do elected members. The Panel is co-chaired by the Chief Officer for Social Services and the Chief Officer for Education and Youth, an arrangement that facilitates cohesion between these two service areas. Information regarding the Corporate Parenting Strategy, for example, was recently included in a presentation to Elected Members, one of many steps that are helping us to improve links between safeguarding and other Council priorities.

The focus of the Panel this year has been the development of a new Corporate Safeguarding Policy and we are pleased to inform that this was signed off by elected members in October 2017. This policy is supported by a Corporate Safeguarding Communication Plan which is regularly updated by the Panel and actively used.

To achieve our aims a number of key activities have happened over the last twelve months which include:

- The introduction of a safeguarding section on the Council's website and internal internet that make it easier to find information and resources. [flintshire.gov.uk/safeguarding](http://flintshire.gov.uk/safeguarding)
- A presentation made by members of the Corporate Safeguarding Panel to 'Change Exchange', a forum where managers come together to share and learn. This raised awareness of safeguarding and highlighted some of the actions being taken by our Streetscene, Transportation and Community and Enterprise services to make safeguarding an integral part of the way they work.
- Awareness sessions have been delivered to both the Health and Social Care Overview and Scrutiny Committee and the Education and Youth Overview and Scrutiny Committee. The sessions gave Members an overview of the diversity of safeguarding and their role in keeping adults and children safe, providing an opportunity for a question and answer session at each meeting.
- Contracts with transport providers in Flintshire now include a safeguarding clause ensuring they attend appropriate training. The procurement team has also worked with our in-house legal services to develop safeguarding statements and clauses for all services to use within the procurement process.
- To make staff training more flexible and accessible, and to complement existing training that the Council provides, two safeguarding e-learning modules have been developed and made available on the Flintshire Academi Learning Pool website. The modules cover the different signs of abuse, how to raise concerns and how to keep adults and children safe. All employees are encouraged to complete the modules and they are now compulsory for new starters and apprentices.

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- AFTA Thought, an organisation specialising in training through drama, delivered six safeguarding training sessions during the year and a total of 389 employees attended from Community and Enterprise, Corporate Services, Governance, Planning and Environment, Education and Youth, Streetscene and Social Services. These sessions crafted scenarios that got to the heart of safeguarding, using the medium of drama to provoke thought and discussion.



**The real value of our safeguarding work can be measured by the impact that it is having on outcomes for vulnerable people. One example is given in the case study in Appendix 2.**

## Priorities for 2018/19

Embed learning from the child practice reviews, adult practice reviews and domestic homicide reviews. This will be actioned by:-

- **Holding events to share the learning from reviews with frontline practitioners and managers.**
- **Changing practice based on recommendations and action plans from reviews.**

**Develop advocacy to ensure we are compliant with legislative requirements.**

**NQS4: Encouraging and supporting people to learn, develop and participate in society.**

## Participation through learning

Learning and developing are important aspects of well-being and can help us thrive and flourish. The focus of our work continues to be on resilience and supporting people to participate in the things that matter to them, and none more so than in mental health services.

The Learning for Recovery and Well-being programme is now in its fifth year and has given over 500 people access to learning opportunities this year. The programme, which is a partnership between social services, the third sector and health, is open to people experiencing mental health issues and their carers. This year we are enhancing the programme by making links with GP surgeries and other community facilities. This is because we want to assist even more people to manage their own mental well-being and prevent them from needing the support of other mental health services.

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The Next Steps team gives people opportunities to learn, develop and participate in paid employment, voluntary work and educational training. Of the 157 individuals who used this service between April and November 2017, 28 received support to find or retain employment, 33 were supported to access a volunteering position and 47 were assisted to access either community based or further education. This year an accredited volunteer training course was developed which, as well as covering the practical aspects of volunteering like confidentiality and managing difficult situations, is designed to increase the confidence and self-esteem of those participating.

One person describes the impact that Next Steps has had on her well-being as follows:-

*“It gave me hope in hopelessness, belief in myself and the structured support that was necessary to make a path to a life where I can live positively with my mental health problems”.*

### Quality for children

As we said in our introduction, 2017/18 has been a year for reviewing services so that they not only continue to improve in achieving good outcomes for people, but are also as efficient and effective as possible.

The educational attainments of our looked after children are important to us and in 2017/18, 40% achieved the core subject indicator at key stages 2 and 4. During the year to 31 March 2018, 12% of looked after children experienced one or more changes in school during periods of being looked

after that were not due to transitional arrangements. We remain committed to safely reducing the number of looked-after children who are placed in residential care both inside and outside of Flintshire. There is no single response that can achieve this and a range of targeted and complementary approaches are needed to build family resilience and prevent needs from escalating. This includes enhancing services that provide support for stepping up and down from residential care, such as enhanced foster care, as well as strengthening early input in education services and developing the skills and expertise of staff within our schools.

We are pleased to share that in October 2017 the Council won a Fostering Excellence Award. The award was presented by the Fostering Network, the national charity for foster care, and Flintshire won the category ‘Fostering Friendly Employer of the Year’. Flintshire Council was the first Local Authority in Wales to become one of the Fostering Network’s fostering friendly employers.



However, there will always be a small minority of children who need highly specialist residential care and support, and last year we said that one of our priorities would be to ensure that processes for high cost children’s residential placements are well managed. We have developed a single process for sourcing these specialist placements. The Contract and Commissioning Team within our social services now provides a central point where key information is provided when sourcing and matching appropriate placements to children. Placements are reviewed by a multi-agency panel



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made up of operational and senior managers, an approach which oversees the efficiency of the process and scrutiny of decision-making. This new process ensures quality of care underpinned by robust financial scrutiny and contractual overview.

### Working parents: making a difference

Many of the examples given in this report demonstrate the importance of participation and we are continuing to progress services that enable people to contribute to society economically as well as socially. In 2016, we were one of seven Councils in Wales who successfully bid to pilot and become early implementers of the Welsh Government funded Childcare Offer (The Offer). This scheme gives eligible working parents of children aged 3 and 4 years a combined funded childcare and education offer of up to 30 hours a week. This is available for up to 48 weeks of the year inclusive of 9 weeks within school holiday periods. The scheme aims to support families with quality, flexible and affordable care and, by doing so, positively impacts on local economic regeneration by helping parents to participate in the workplace. Reducing a family's risk of poverty also supports the well-being of children by enabling them to have richer and more positive childhood experiences.

The development and delivery of The Offer has been led by social services. April 2017 saw the development of a bespoke system for eligibility checking and automated applications, enabling parents to register on-line and self-select registered childcare providers. By 31 January 2018 over 160 providers and just under 500 children were registered, with this figure increasing daily.

The pilot has highlighted some early challenges which have informed how we work to expand the scheme to other areas. Feedback we have received has been positive. One parent told us: -

*'I really appreciate it as I had no idea about the additional hours. This will make a difference to our family.'*

A childcare provider said:-

*'This is an example of this scheme really working as it has enabled the parent to seek work and actually get back into the workplace.'*

Information is available from the Family Information Service on **01352 703500** or email: **fisf@flintshire.gov.uk** and on-line at **www.flintshire.gov.uk/childcareoffer**.



### Potential with progression

Partnerships and multi-agency ways of working feature strongly in social services and this is particularly so with our Progression Model, which we continue to develop across our supported living services for people with learning disabilities.

We know that our traditional model of 24-hour care for people with learning disabilities, although successful in keeping people safe, can prevent some from taking positive risks and developing the skills needed to reach their full potential. The Progression Model was introduced in learning disability services in 2016. It is a partnership between citizens and their

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families, social services, the Health Board, independent care and support providers, an independent trainer and a community arts charity.

The good practice example already in place in Flintshire, Orchard Way, demonstrates how co-producing services that focus on people's strengths can help them to develop life skills and be more independent. This year we have worked with four more care providers to develop this approach. With funding from the Integrated Care Fund, the progression team has been strengthened with the introduction of a full-time social worker and a part time physiotherapist and occupational therapist. Their role is to take the learning and good practice from learning disability services and broaden this out to all services. They currently focus on supported living in learning and physical disability services, enabling individuals, family members and practitioners to achieve their personal outcomes and reducing their reliance on paid support.

To help with this we developed a Shared Approach to Positive Risk Taking policy which has helped change staff attitude towards risk, and sourced positive risk training for independent care provider managers and front-line staff, which has also supported changes in attitude and practice. There has been further investment in supportive technology and a range of tools designed to support, measure and monitor individual and service progression have been developed and introduced.

Progression is driven by a genuine desire to improve outcomes for people, however we recognise that this approach does reduce dependency on statutory services and that this helps us to be more efficient. An example is a reduction in support for three tenants of one supported living house from 107 hours to 70 hours per week.

## Learning Disability Services: doing things differently

Last year we began to work with users of services, families and staff to consider alternative delivery models for day services and work opportunities for adults with learning disabilities. These services provide respite and support for carers, as well as giving participants purposeful activities that enhance their skills and independence. This challenging work has continued to be a priority for us as we modernise our services whilst delivering financial efficiencies.

In March 2017, following a full and inclusive procurement process, Cabinet approved the appointment of a recommended provider, Hft, to deliver and transform Flintshire's learning disability day and work opportunities services. Hft, a national charity supporting adults with learning disabilities,



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brings a wealth of experience and proven track record as a high quality and progressive social care provider and shares our vision for transformation of these important and valued services. A contract was agreed in November 2017, for an initial 5 years with an option for 2 additional years. The service, which includes Glanrafon Day Centre, the work opportunities businesses and the work options job coaching team, successfully transferred on 1st February 2018.

### Priorities for 2018/19

To achieve good residential placements locally and develop independent living skills.

To review and improve the current out of county offer within both adults and children's services. To review commissioning and purchasing processes including direct payments, spot purchases, frameworks and contracts.

To improve employment opportunities for care leavers through the actions of:-

- Implementing the BOOST Project, a programme of work experience using Council services to provide structured work experience opportunities and mentoring to care leavers, and actively providing corporate parent support.
- Promoting the Council's apprenticeship scheme to support care leavers.

## NQS5: Supporting people to safely develop and maintain healthy domestic, family and personal relationship.

Councils in Wales have a responsibility to support people to safely develop and maintain healthy domestic, family and personal relationships. We have told you about some of the work that we are doing to help people stay connected to their families and the communities they live in. In the financial year 2017/18 we helped support 63% of our children to remain living with their families and 10% of our looked after children returned home from care. Up to 31 March 2018, 9% of looked after children had three or more placements during the year.

### Family support: an early response

The SSWB Act supports a shift towards early intervention and prevention. This means that we need to support families living in Flintshire to access the right care and support services before their needs escalate to crisis point.

Research shows that investment in early help services can prevent children entering the social care system, and can help to manage needs within families to avoid them intensifying. Families often achieve the best outcomes when we get involved early to provide advice and direct them to the appropriate services. A large proportion of the referrals we receive about children and families are not eligible for a statutory service, but benefit from support to access the wider range of services available. Last year we recognised the potential in creating an Early Help Hub located within children's services. Working with representatives from children

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and adult services, youth and education, housing, the police and health services, we laid the foundations for its implementation, sharing the wealth of knowledge and experience that this multi-agency approach offers. The Flintshire Early Help Hub brings statutory and non-statutory agencies together to share information about families and coordinate an early response before relatively simple problems escalate and become complex. Screening for the Early Help Hub is based on families who exhibit Adverse Childhood Experiences (ACEs), which are an indicator of needing early intervention. The Flintshire Early Help Hub was implemented in May 2017. Following a soft launch phase where over 300 families who did not meet the threshold for a statutory service received information, advice or support through one or more agencies in the Hub, we will be having a public launch of the Early Help Hub.

This approach reduces demand for statutory services and has positive outcomes for families. **Please read the case studies in Appendix 3 to find out more about how the Early Help Hub is supporting families to maintain the relationships that matter to them and to protect them from harm in ways that take into account their own views as well as those of the professional staff involved.**

### Family support: parenting programmes

The Flintshire Parenting Framework (2018) outlines a structure for further development of formal and informal parenting programmes and forms part of our wider strategy for early intervention and prevention. The aim is to develop a comprehensive range of parenting programmes that meet the needs of all parents and carers, matching support to individual

circumstances using the 'What Matters' conversation and allowing each individual to achieve their personal outcomes. Staff use child and family development models to build confidence in families, reduce isolation and promote positive family experiences in line with Welsh Government Guidance 'Parenting in Wales' and the Flintshire Framework. Parents using these programmes have told us that they come away feeling more confident, have stronger relationships with their children and know how to access further information, advice and support.

### Priorities for 2018/19

**Focus on taking a family based approach to our practice and using trauma informed practice to build resilience in families.**

**NQS6: Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs.**

### Our homes, our assets

Last year we said that we were going to use capital investment to develop our building assets so that people in Flintshire have good places to live within communities where they can socialise, be active and remain independent.

## Section 4: Promoting and Improving the Well-Being of Those We Help

We know that living in suitable accommodation is fundamental to well-being. Our Strategic Housing and Regeneration Programme demonstrates our commitment to building more affordable council houses and we plan to build 500 new homes in Flintshire by 2021 in response to increasing demand.

This programme will benefit the regeneration of our towns and communities because our focus continues to be on supporting people to access accommodation that meets their needs both now and in the future, building homes for life where possible. Our 2017/18 Citizens Survey told us that having suitably adapted homes remains a concern for some people. The new homes we have built include design features such as adjustable work surfaces and walk in showers that allow for independent living, and also allow consideration for future adaptations that may be needed. Flint is an example of community regeneration in Flintshire, with 92 new affordable council homes, a new health centre and an extra care scheme in the process of being built.

### Independent living with Extra Care

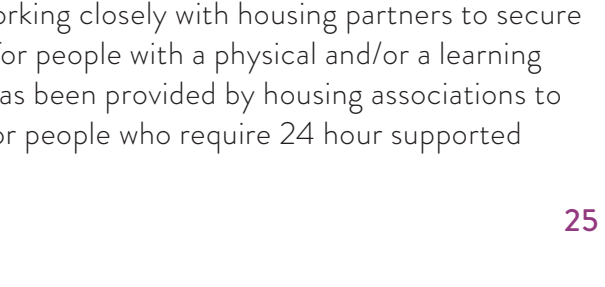
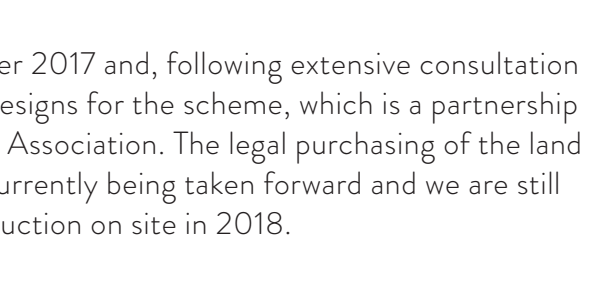
Independent living is a key priority for us and we are continuing to work with our housing association partners to develop two further Extra Care schemes in Flintshire, using what we have learnt from the schemes we have already developed in Shotton (Llys Eleanor) and Mold (Llys Jasmine).

We are pleased to report that the development of Llys Raddington Extra Care in Flint town centre, a partnership with Ty Glas Housing Association, is nearing the end of its construction phase and the building is becoming a

clear landmark in the town. The operational planning has been the focus of our work during the last 12 months to ensure that the housing and care services will be ready and in place for its opening, which is expected in summer 2018. The scheme, as expected, has been extremely popular and we have received a high level of interest from potential residents. We are looking forward to opening the doors to our third and largest extra care scheme which will give older people more independent housing choice.

Our Holywell Extra Care scheme received full planning permission in October 2017 and, following extensive consultation we have agreed the detailed designs for the scheme, which is a partnership with Wales and West Housing Association. The legal purchasing of the land and site preparatory work is currently being taken forward and we are still on track to commence construction on site in 2018.

In disability services we are working closely with housing partners to secure appropriate accommodation for people with a physical and/or a learning disability. Specialist housing has been provided by housing associations to meet individual needs, both for people who require 24 hour supported



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accommodation and also others who can live more independently with pop-in or tenancy support.

### Learning Disability Services: community benefits

Despite unprecedented financial pressures we continue to invest in our capital programme and £4 million has been allocated for the construction of a brand-new learning disability day services facility which will replace the ageing Glanrafon day centre in Queensferry. The new centre, which will be located on the site of the former John Summers High School, will provide a flagship community facility.

The project is in the design phase, and a service working group meets regularly to discuss plans. Membership includes users of the service, their family members, staff from the Council, Hft staff and health colleagues such as nurses and occupational therapists. The group is working to produce a building design that allows for the development of skills, independence and social interaction, providing modern facilities and equipment to meet the care and support needs of adults with multiple and profound disabilities. Work has included gathering requirements using discussions and questionnaires and site visits to other centres, and we are now moving on to finalising more of the detailed material and equipment finished.

Planning permission was approved in February 2018, with construction starting on site early in the summer. It is anticipated that building work will be finished by Spring 2019.

## Children: being social, staying local

We want people living in Flintshire to have stability and a good quality of life, both economically and socially. This includes young people with disabilities and in our Council Plan for 2017-23 we make a commitment to improving outcomes for our young people through stable, local care placements.

Action for Children has been working in Flintshire for twenty years and since 2012 has operated from Arosfa in Mold. The property, which is owned by the Council, is currently a three-bed unit and is adapted with specialist equipment. It offers short breaks for children with profound disabilities in a safe and secure environment, enabling them to strengthen their independent living skills and socialise. The service is open for 324 nights a year and in the last three years 25 young people have used it.

We continually consult with stakeholders to understand their views on our services, and recent feedback told us that there is concern about the lack of available help to care for children during school holidays and when carers become unwell. Carers have told us that the pressures of juggling work and the physical and emotional demands of caring for children with disabilities can affect their own well-being. Young people themselves have said they would like a greater range of activities to do outside school and there is a real risk of



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social isolation for both them and their carers. The results of our 2017/18 Citizens Survey confirmed these views, with some young people expressing dissatisfaction at a lack of social interaction and activity. Again this is an area we will need to address in the coming year.

### Strengthening our care sector

We are working hard to strengthen partnerships and support people to live independently through our building assets. However, supporting people to live independent lives, whether in their own homes or in residential placements, also requires a strong care sector.

A comprehensive review of the residential care market in Flintshire was completed in 2016. The review included involvement with the Older People's Commissioner for Wales, Care Inspectorate Wales, Welsh Government, Care Forum Wales and the Health Board. It concluded that the current market is fragile. In residential care, bed occupancy levels are consistently at or near full capacity, meaning there is limited resilience to mitigate the impact of temporary or permanent closure of homes or beds or deal with winter pressures. The review also identified the need for a significant number of additional beds by 2020.

Many health and social care services are interdependent, therefore an integrated approach is required to find solutions to problems and overcome challenges. Through joint strategic working in Flintshire, the Council and Health Board have regularly discussed the challenges that are being faced across the health and social care system and our priorities for meeting those challenges. As well as the increased complexity of needs of people

living in residential care and projected increase in demand for services we face other significant challenges. These include delayed transfers of care (hospital discharges) and re-admissions to acute hospitals, unscheduled care and its impact on primary and secondary care services, the need to adopt a Discharge to Assess model to improve outcomes and reduce risk of increasing dependency on services, the delivery of care closer to home and the fragility of the care home and domiciliary service sector.

This year we decided to focus on one of these challenges and take a detailed look at the issues impacting on the fragility of the care home and domiciliary service sector. We wanted to identify the key factors affecting our local providers of care and support so that we could develop a plan to help them.

We set up a steering group that included our staff and representatives from local care and voluntary organisations. The work done, which has included participation in business reviews, has given us an understanding of the key issues broadly impacting our locality. The recruitment and retention of direct care staff has been raised as a particular concern, and research has shown that this is also a significant national challenge. We have also been working hard to support our care providers in preparing for the implications of RISCA by hosting several consultation workshops. These gave managers and owners an opportunity to ask questions and discuss the issues and changes affecting them.

Working in partnership with local organisations in this way means that, where possible, we can take the actions that they want. One notable success is the development of the Care@Flintshire website, which includes information on working in care, local job and training opportunities, community events and important changes within the care sector.

## Section 4: Promoting and Improving the Well-Being of Those We Help



One provider told us:

*'This is an excellent idea to improve communication between the providers, Flintshire County Council and the community.'*

We still have issues that we need to overcome, including the need to improve our capacity to provide care and support in rural areas and through the medium of Welsh. We are exploring options to address these challenges. For example, we have successfully applied to become part of the rural development agency Cadwyn Clwyd's 'Leader' programme. Through this we will explore the feasibility of setting up micro-care organisations. These operate on a small scale, usually employing five or less people, and focus on a small group of clients. This model could be an advantage to the rural areas in Flintshire and offers potential for providing greater accessibility to culturally appropriate support.

Also, whilst a significant level of support and activity is ongoing to strengthen the independent sector, evidence also suggests that to stabilise and strengthen care provision we need to increase capacity in our Council (in-house) services.

## Priorities for 2018/19

Continue with our work for the Flint and Holywell Extra Care projects.

Work to develop the new Glanrafon day service will continue, with the build currently being planned and a completion date of May 19 planned. As part of the preparation for the new building asset the disability service will be working with those who use the service and their families to prepare for the move.

Develop proposals for the expansion of the Council owned Marleyfield House Care Home.

Work with the third sector to ensure people can assess a greater range of activities for children with disabilities outside of school.



# Section 5: How We Do What We Do

## Our Workforce and How We Support their Professional Roles

### A regional view

We are committed to the North Wales Workforce Strategy which has a joined up approach to the workforce challenges and opportunities across the care sector in our region. The Strategy supports embedding the principles of the SSWB Act and is aligned to the North Wales Regional Partnership Board Priorities. Our commitment to this regional view is evident by the way that we continue to work hard to make sure that our workforce is suitably knowledgeable, skilled and competent to operate within the legal and cultural expectations of the new social care legislation in Wales.

### Social Work: a clear approach

We have been helped by the development of a clear approach that ensures effective social work practice across Wales. In January 2017 the Care and Social Services Inspectorate Wales or CSSIW (now Care Inspectorate Wales or CIW) and the Care Council for Wales (now Social Care Wales) published a new framework called 'The first three

years in practice. A framework for social workers induction into qualified practice and continuing professional education & learning'. This has three stages: induction to professional social work, growing in competence and confidence and a consolidation programme. Use of the framework in Flintshire has assisted us to make sure that social workers renewing their registrations are practicing confidently and helped us support 32 newly qualified social workers in their first 3 years of practice.

### Nurturing our leaders

Last year we highlighted some of the preparation work we did with our staff, including outcome-focussed training and events tailored for staff working within both adults and children's services. This year we have recognised the importance of developing the people who need to steer the changes we have been describing. With this in mind we have supported access to national programmes that develop our managers and those with management potential. These programmes include Step Up to Management, Social Services Practitioner, Middle Manager Development and Team Manager Development.

### Knowing what matters: frontline staff

We have stressed that our focus is on knowing what matters to people so that their decisions shape the care and support they receive. This can't be achieved without the vital contribution of our frontline care staff and the launch of a new induction framework for staff who provide direct care and support is a regional priority for Workforce Development Teams. Locally this has impacted on the structure of the Qualifications and Credit Framework (QCF) and our assessors have been involved in regional peer group sessions and workshops to prepare them for these changes. In total this year they have supported 52 social care staff members to achieve a

## Section 5: How We Do What We Do

level 2 to 5 QCF qualification in subjects that include health and social care, dementia care, mental health and autism.

For Flintshire Social Services staff a new induction guide “Inform Me” was introduced in March 2018. This supports new staff to understand local, regional and national priorities, and sets out expectations for social services roles. The Learning Outcomes Training Framework (LOFT) has also been developed, giving our Workforce Development Team a framework that further helps with the measurement of learning outcomes for training delivered by us and by local and regional training providers. A new training database has been rolled out, and the LOFT will be incorporated within this system to produce outcomes- based reporting on training.

### Working with partners

We have told you about the ways the Council is working with independent care providers and in-house services to help get them ready for RISCA. Our Workforce Development Team’s role is crucial in this and has included supporting the domiciliary care workforce to prepare for registration and improving the knowledge required for the role of Responsible Individual. This remains a priority area for us locally and regionally. Early this year, for example, workforce surveys were distributed and initial briefing sessions were delivered so that we could find out where there are risks and decide what the regional priority areas on registration requirements are, an example being qualification rates for domiciliary care.

### Looking ahead: what next?

If we are to continue on our improvement journey we need good staff. This

means we also have to think about the future. Succession planning has been important for us this year and we have carried out a scoping exercise to develop and retain our talented staff. Phase one has focused on the experiences of current managers to find out what support would enhance their capabilities and has identified a number of business critical roles that will need to be filled by new staff in the near future.

In developing a succession plan we want to make sure that it is outcomes-based, driven by our senior managers but inspired by all of our staff. Our aim is to create opportunities for talented staff to explore hidden potential within their own service areas and also to support them to build their capability and adaptability in taking on additional roles. Ways we will do this include developing a mentoring network across social services, building a library resource of staff career journeys and maps to inspire others, and introducing role profiling.

## Our Financial Resources and How We Plan For the Future

### Budgets: getting organised

This year we have worked closely with our finance team so that we can realign budgets to reflect our financial position. Budgets are closely monitored through individual service managers meeting with their finance officers, senior managers reviewing their service areas with finance managers and the social services accountant producing and presenting a detailed finance monitoring report for the Social Services Management Team on a monthly basis. In addition, efficiencies and the Medium Term Financial Strategy are reviewed at the Social Services Programme Board

## Section 5: How We Do What We Do

(which meets every 2 months) and a paper on overspend budget areas has been presented at the Health & Social Care Overview and Scrutiny Committee for review and challenge.

### Budgets: being resourceful

We are an active member in the North Wales Pooled Budget Group, working with colleagues to develop a non-risk sharing pooled budget agreement in line with all other regions in Wales. In addition, the North Wales Pooled Budget Group had created an Integration Agreement which sets out the governance processes for any future pooled budgets between two or more of the seven partner agencies in North Wales. A pooled budget remains a consideration as part of the proposed expansion of residential care at Marleyfield House, Buckley.

### Looking ahead: what next?

We will continue to work to ensure that revenue budgets are aligned and balanced, our income is maximised and pooled budgets are supported. For children's services there is a need to develop the local care market to reduce spending on out of county placements but investing in foster care services and the development of the local market. In adult services we will continue to look at other methods of delivering care for traditional high cost/low volume placements, again focussing on local services that provide quality outcomes and value for money. We want to ensure we have a cost-effective way to meet identified needs using commissioned contracts to achieve best outcomes and efficiencies/value for money. We intend to undertake a pilot exercise to align budget monitoring with performance data to better predict in year financial outturn.

## Our Partnership Working, Political and Corporate Leadership, Governance and Accountability

### Who we are and how we make decisions

Elected Members, otherwise known as Councillors, have an important part to play in our governance. By this we mean the establishment of our policies and priorities and ensuring our continuous improvement. Flintshire Council has 70 elected members who represent their ward interests and participate in full Council meetings to oversee its performance. One member is elected to represent each portfolio area, such as social services, and each is known as a Cabinet Member. Together with the Leader and Deputy Leader, Chief Executive Officer and Chief Officers, Cabinet Members form the Council's cabinet. They are supported by Overview and Scrutiny Committees, and for social services this is the Health and Social Care Overview and Scrutiny Committee. Scrutiny committees work jointly to examine cross-portfolio issues. The joint Health and Social Care and Education and Youth Scrutiny Committee meetings, for example, discuss services for children and young people that cut across both social services and education.

Members are also involved in the governance and scrutiny of social services' programme of work through the Social Services Programme Board. This is attended by the Leader and Deputy Leader, the Cabinet Member for Social Services, Chief Executive and senior officers. The board challenges the financial controls around service delivery and gives direction to services to support their decision making.

## Section 5: How We Do What We Do

The officers of the Council are led by the Chief Executive Officer who is supported by Chief Officers responsible for each of the portfolio areas. The Chief Officer for Social Services has the statutory “Director of Social Services” role. The Council’s structural arrangements for both members and officers are clearly laid out. The constitution details how the Council operates, how decisions are made and the procedures that are followed to make sure that these decisions are efficient, transparent and accountable to local people. To support this the Code of Corporate Governance is the system by which Council’s direct and control their functions and relate to their communities

As part of the Council’s own internal governance arrangements we are required to maintain an effective system of internal audit. Our internal audit team undertakes a programme of planned audits throughout the year looking specifically at account records and the systems of internal control. It also does consultation work to support services and audits of special interest when arising issues need further investigation. The work of the internal audit team is overviewed by the Council’s audit committee.

### Prioritising and improving

As with previous years the Council’s priorities for improvement are contained within the Corporate Improvement Plan. In 2017/18 the plan was amended to reflect progress made in previous years, and new areas for concentrated effort in 2017/18. The Corporate Improvement Plan covers all the Council’s activities and is broken down into eight priority areas. Our priorities in social services are part of the “Living Well” category whose key

themes are independent living and integrated community, social and health services. You will have seen in the many examples we have given that these themes underpin all of our service developments and help us to promote the well-being of people living in Flintshire.

This diagram illustrates the Council’s priorities for 2017/18:



## Section 5: How We Do What We Do

### Supporting partnerships

To fulfil our commitment to work in an integrated way we have to build effective relationships with other people and bodies and, as this report has highlighted, partnership working is happening across all levels of the Council.

The Flintshire Public Service Board was established under the Well-being of Future Generations (Wales) Act 2015 and is at the heart of promoting a positive culture of working together. It concentrates energy, effort and resources on providing efficient and effective services to our local communities and part of its work is to build resilience and skills, some of which we told you about in Section 4.

Flintshire Social Services and the Health Board continue to work closely together with strategic meetings between the chief executives and leaders taking place bi-annually. Many joint operational meetings happen throughout the year including a six-monthly special scrutiny meeting where health colleagues are invited to attend and take questions from elected members. Ours is the largest of the six North Wales Councils and our social services teams are actively engaged in regional partnership working. Monthly leadership and heads of service meetings take place where strategic decisions that affect social services across north Wales are discussed. Flintshire Social Services is also actively engaged in the North Wales Regional Commissioning Board, the North Wales Regional Workforce Board and the North Wales More Than Just Words Forum (which promotes the use of the Welsh language in Health and Social Care). Our Chief Officer and Cabinet Member for Social Services attend the North Wales Regional Partnership Board which was established to improve

outcomes and well-being for all people in North Wales. This involves delivering care in a joined up way, helping people to live independently for longer and investing in preventative models of good care.

### Being co-productive

As we have stressed, co-producing our services with the people using them is important to us. In children's services we have a well-established forum where elected members hear directly from young people about their experiences and the things that matter to them. Recent issues brought to light have included:

- The views of young people about looked after reviews. They felt that they were too long, with questions that could be asked outside of the review meeting, and challenged why some questions were asked at all. Our independent reviewing officers then came to talk to the young people about the reviews and how they could be improved.
- The appointment of a Participation Officer. Young people set out what a good appointment would look like and developed questions for the interview process.
- The views of young people about school meals. They told us that the offer of a hot meal for free school meals is too narrow and as a result more choice will be available on the menu at a price that is within the free school meal allocation.

### Safeguarding and complaints

In Section 4 we told you about the work that our dedicated safeguarding unit does to protect adults and children. We are an active member of the North Wales Safeguarding Boards, adults and children, and their sub-groups, and in 2015 we established a Corporate Safeguarding Panel.

## Section 5: How We Do What We Do

We have given you examples of the actions we have taken over the past twelve months to ensure a joined-up approach in meeting our corporate safeguarding responsibilities as set out in the SSWB Act (2014). Both this Act and the Social Services Complaints Procedure Regulations 2014 require Councils to maintain a representations and complaints procedure for social services functions. The Welsh Government expects each Council to report annually on its operation of the procedure. In Flintshire this is done through an annual report to our scrutiny committee which provides details of the numbers of complaints received over a twelve month period together with a summary of issues raised and their outcomes.

Of the 4,099 adults who received care and support during 2017-18 from Social Services for Adults, 80 individuals complained about the service they received (2%). Of the 1,926 children and families who received care and support from Social Services for Children, 49 individuals complained about the service they received (2.5%). The number of complaints received across both service areas are consistent with previous years.

# Section 6: Accessing Further Information and Key Documents

## Flintshire County Council's - Key Strategic Documents:

Council Plan 2017/18

Annual Performance Report 2016/17

Medium Term Financial Plan

## Social Care Legislation & Information:

A Place to Call Home: A Review into the Quality of Life and Care of Older People Living in Care Homes in Wales

Code of Practice in relation to measuring social services performance

TEWIS Cymru

National Outcomes Framework

Regulation and Inspection of Social Care (Wales) Act 2016

The Social Services and Well-being (Wales) Act 2014

Well-being of Future Generation (Wales) Act 2015

## Glossary of Terms

**Adverse Childhood Experiences (ACEs)** A term used to describe a wide range of stressful or traumatic experiences that children can be exposed to when growing up. ACE's range from experiences that directly harm a child to those that effect the environment in which a child grows up.

**Advocacy** The act of speaking on the behalf of or in support of another person.

**Deprivation of Liberty Safeguards** Provide a legal framework that protects people living in care homes or hospitals who are vulnerable because of mental disorder and who lack the mental capacity to make decisions about their own accommodation and care needs.

**Direct Payments** Give users money directly to pay for their own care, rather than the traditional route of a Local Government Authority providing care for them.

**Integrated Care Fund (ICF)** A funded stream from Welsh Government fund that "aims to drive and enable integrated working between Social Services, Health, Housing, the third and independent sectors..

**Looked After Children** A child is looked after by a local authority if a court has granted a care order to place a child in care, or a council's children's services department has cared for the child for more than 24 hours.

**Outcome-focused** The definition of outcomes is the impact or end results of services on a person's life. Outcome-focused services and support therefore aim to achieve the aspirations, goals and priorities identified by service users (and carers) – in contrast to services whose content and/or form of delivery are standardised or determined solely by those who deliver them.

**Person-centred Care** An approach that moves away from professionals deciding what is best for a patient or service user, and places the person at the centre, as an expert in their own experience. The person, and their family where appropriate, becomes an equal partner in the planning of their care and support, ensuring it meets their needs, goals and outcomes.

**Reablement** Supports a service focus on independence and harnesses the joint input of health and social services.

**Responsible Individual** Someone in charge of providing the service at an organisation or local authority. This may be the owner or someone with a senior role.

**Safeguarding** A term used to denote measures to protect the health, well-being and human rights of individuals, which allow people to live free from abuse, harm and neglect

**Service Level Agreement** A commitment between a service provider and a client. Particular aspects of the service – quality, availability, responsibilities – are agreed between the service provider and the service user.

**Social Enterprise** An organisation that applies commercial strategies to maximise improvements in human and environmental well-being – this may include maximising social impact alongside profits for external stakeholders.

**Statement of Purpose** A key document which sets out the vision for the service and its aspirations for meeting the needs of the people receiving care and support.

**Third Sector** The part of an economy or society comprising non-governmental and non-profit making organisations or associations, including charities, voluntary and community groups, co-operations etc

**Well-being** The state of being comfortable, healthy or happy.



## Appendix 1: Community Resource Team Case Study

Mrs. Swallow was referred to the CRT following a home visit by her GP, who was concerned that she had taken to her bed and wasn't eating or drinking. That day the CRT nurse and occupational therapist called to assess and found Mrs. Swallow upstairs in her bedroom. She lived in a cottage with very narrow, steep stairs and all her facilities (toilet, bathroom and kitchen) were downstairs.

Mrs. Swallow was observed transferring independently from her bed to a standing position, she already had a zimmer frame and was assessed as safe to mobilise with supervision. It was decided that Mrs. Swallow required carer support to assist with personal care, toileting and all meals and drinks. However, it was deemed unsafe for carers to be carrying food and drinks and hot bowls of water up and down the stairs. Following discussion, it was decided that Mrs. Swallow would go downstairs and live on the ground floor where all her facilities were. With close supervision from both the occupational therapist and nurse Mrs. Swallow was able to descend the stairs very slowly but quite safely and was made comfortable on a large sofa bed in the lounge.

Care calls commenced that evening and a package was set up consisting of four calls daily to support Mrs. Swallow with her personal care and to encourage diet and fluids. Mrs. Swallow received nurse visits daily to check her progress, monitor her observations and dietary and fluid intake. Bloods were also taken and close contact kept with the GP to arrange meal supplement drinks and a review of her medication.

Without this assessment and support Mrs. Swallow would have certainly been admitted to hospital.

## Appendix 2: Safeguarding Case Study

Baby X was born to a mother with additional needs and a diagnosis of autism. Baby X became known to child protection services due to the mother being in a domestically abusive relationship with the baby's father, who was known to mental health and drug and alcohol services. Initial concerns were that the mother did not have the capacity to look after the baby and that baby should be removed from her care. A person-centred approach was adopted and a multi-agency child protection plan reflected the needs highlighted within assessments made. Health services were asked to work in a slightly different way with the baby's mother, using visual aids and a picture story board for instructions. All professionals were asked to take a paced approach which included short sessions, these were then repeated until the mother felt confident and able to process the information shared with her. Throughout the child protection process the mother developed good relationships with professionals. At the third review Baby X's name was removed from the child protection register and ongoing support was placed with universal services. This example demonstrates that, when there is a clear and structured person-centred plan of care that directs multi-agencies towards outcome-focussed tasks, the results can be positive.

## Appendix 3: Early Help Hub Case Studies

### Referral 1

This referral was passed on to the Early Help Hub by children's services in August 2017 and this is an update on the outcomes of the EHH involvement for this family.

The initial referral was sent to children's services by the out of hours emergency duty team. Based on the information in the referrals Children's Services decision was for "no further action" and to pass to the EHH.

The referral relates to an incident where the mother had contacted the ambulance service after returning home to find her partner heavily intoxicated in a pool of vomit. She had been out of the family home for a short while and had left her partner caring for their young children. Within the referral it stated that the husband suffered from post-traumatic stress disorder. Further information obtained by the EHH members suggested that there had been previous incidents connected to the father's mental health.

There were concerns from EHH members regarding the safeguarding of the children not only in relation to this incident but future incidents, but the group's aim from the outset was to find a way to support the family to maintain its relationships in a manner that was also consistent with these safeguarding concerns.

EHH members were able to identify numerous sources of support that could be available to the family. The health visitor undertook a home visit and discussed the latest incident and the options for support for the family. The family was in agreement for support and subsequently a referral to the team around the family (TAF) service was made. The family was allocated a team around the family officer who has worked with them for the past 7 months.

The impact that having this support has had can be considered as positive. The outcomes measured within TAF indicated that there have been positive improvements in the family's circumstances and without the involvement of the EHH this could have been a very different scenario. Further incidents could have led to safeguarding concerns and possible statutory intervention.

## Referral 2

This referral was passed to the Early Help Hub from children's services very recently. It was a CID16 police referral that did not meet the threshold for statutory intervention. Ordinarily the decision on this referral would have been for "no further action" but having the EHH in place meant that it could be passed on for support to be considered.

The referral itself relates to a domestic incident within the family home. The referral contained information that suggested there may be some relationship issues between the family members and some physical and mental health difficulties. It also contained information that a family member was currently suffering from an illness. There appeared to be a number of issues within the family and it was clear that they could benefit from support.

Information regarding the family was requested from other agencies. It became apparent that this family were not known to other agencies. However there had been a previous referral to children's services in 2014. The referrer felt that the family needed support. The decision in 2014 was "no further action". There was no Early Help Hub to pass on to at that time and this referral was not shared or followed up by other agencies.

What this highlighted to the Early Help Hub members is that this family could and should have been offered support at the time that this referral was made in 2014. If the Early Help Hub was not currently in place this latest referral would also have received "no further action" and this family would yet again be offered no support.

# Eitem ar gyfer y Rhaglen 16



## CABINET

<b>Date of Meeting</b>	Tuesday 19 <sup>th</sup> June 2018
<b>Report Subject</b>	Housing Asset Management, Capital Works – Joint procurement with Wrexham County Borough Council and Denbighshire County Council for Licensed Asbestos Removal & Remedial works
<b>Cabinet Member</b>	Deputy Leader of the Council and Cabinet Member for Housing
<b>Report Author</b>	Housing Capital Works Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The report seeks approval from Cabinet to enter into a Joint procurement arrangement with Wrexham County Borough Council and Denbighshire County Council to procure Licensed Asbestos Removal (LAR) contractors, through the Proactis Procurement process, to undertake the following:

- Licensed asbestos removal works (ASB5) HSE Notification.
- Notifiable Non-Licensed asbestos removal works (ASB1NNLW1)
- Non-Licensed asbestos removal works
- Removal of Fly Tipped asbestos containing material.
- Asbestos removal, encapsulation, repair, treatment work to domestic void and occupied properties (Housing)
- Asbestos removal, encapsulation, repair, treatment work to non-domestic properties, including but not limited to: schools, communal blocks, farms, industrial units etc. (Corporate)
- Collection of asbestos waste at any location throughout the client County.
- Remediation of fly tipped asbestos at any location throughout the client County.
- Providing general advice on asbestos remediation.
- Full emergency decontamination response service.
- Out of hours emergency response call out service.

- Remediation of asbestos contaminated: land, soil, run-off water, aggregate and construction & demolition materials.
- Enabling works involving other allied trades, where required.

## RECOMMENDATIONS

1	Cabinet approve the joint procurement of Licensed Asbestos Removal Contractors, with Wrexham County Borough Council and Denbighshire County Council, to procure a Framework of contractors to carry out all asbestos related activities.
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## REPORT DETAILS

<b>1.00</b>	<b>BACKGROUND &amp; OVERVIEW</b>
1.01	Wrexham County Borough Council, Denbighshire County Council and Flintshire County Council wish to procure a framework of suitably qualified, accredited and licensed asbestos removal contractors to carry out work to its portfolio. The agreement will run for two years with an additional two years extension being granted, based on performance.
1.02	The contractor in first place on each 'lot' will be given the majority of the work with the second and third place contractor being utilised as workload dictates. Each contractor appointed to the framework 'lots' will be given the opportunity to price for bespoke projects that may arise during the contract term, in the respective area. The contractor who secures first place on each 'lot' must be able to respond to emergencies during normal working hours, evenings, weekends and bank holidays, (additional rates applicable for out of hours). There will be a maximum of three nominated contractors for each of the three lots and tenderers are welcome to bid for, and may be appointed to, one or more 'lots'. Submitted rates must remain open for consideration for not less than 16 weeks from the date fixed for return of tenders.
1.03	The tender will be split into three geographical 'lots', based on each Council's location and one General Lot covering all three locations.
1.04	Evaluation of all tenders will be based on the Most Economically Advantageous Tender (MEAT) considering the following factors, in order of priority: - Price 70% and Quality 30%.
1.05	The Council will evaluate tenders as detailed above, and enter into a JCT framework agreement with the three most favourable, and compliant, contractors on each lot providing quality scores are over the 55% minimum

	pass threshold.
1.06	The most economically advantageous tenderer on each 'lot', based on price and quality will be allocated work as first choice and this will continue unless the financial limit or number of outstanding jobs, assessed by the client and based on the tenderer's financial appraisal is exceeded. The second most economically advantageous tenderer will then be allocated work, and the same rules will apply. The third most economically advantageous tenderer will then be allocated work on the same principal. Should any authority have bespoke situations that are beyond the scope of the schedule of rates, they will carry out a mini-tendering exercise between all the contractors appointed to their respective lot.
1.07	The Articles of Agreement will be the binding JCT Framework Agreement 2016 (FA) issued by the Joint Contracts Tribunal under the sanction of the Royal Institute of British Architects, the Building Employers Confederation and other interested parties.
1.08	Each Council has been set a particular area of work to tender; to ensure the workload is allocated evenly over the three areas.
1.09	Flintshire and Denbighshire County Councils have been tasked with completing the Asbestos removal section of the procurement.
1.10	Wrexham County Borough Council have been tasked with completing the Analytical and Surveying section of the procurement.
1.11	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 is approved by Cabinet via recording on a Cabinet Report with an accompanying Procurement Commissioning Form detailed in CPR 2.5 (attached as appendix A).

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	Officers from all three councils will be involved in the procurement process.
2.02	Annual budgets are set and approved by Cabinet.
2.03	Spend on asbestos removal for Flintshire County Council in 2017/18 was approximately £540,000. Projected spend for 2018/19 is £630,000 onwards. Over a four year contract (two year + Optional two year) this contract value will be estimated at £2.52 m.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
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3.01	As this item relates to property compliance, no consultation with tenants is required.
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<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Asbestos is classified as a category 1 carcinogen, with asbestos related disease causing around 5,000 deaths every year in the UK. Work with asbestos requires a high degree of regulatory control and the purpose of licensing is to achieve this and as such all invited Contractors will hold a HSE licence.

<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	None  <b>Contact Officer</b> – Sean O'Donnell <b>Job Title</b> – Capital Works Team Manager <b>Telephone</b> - 01352 701642 <b>Email</b> – <a href="mailto:sean.o'donnell@flintshire.gov.uk">sean.o'donnell@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	Framework – a Contract Framework is an agreement between one or more contracting authorities and one or more economic operators. These frameworks have Contractors, Consultants and Suppliers that have been successful in joining the specific work categories. The Council often uses these frameworks to procure works that have already gone through a tender process in line with OJEU and can be utilised to procure works or services.

# 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>	Asbestos Consultancy and Analytical Works Tender	<b>PROCUREMENT TEAM USE ONLY</b>	
<b>Head of Service:</b>	Neal Cockerton	<b>Officer</b>	<input type="text"/>
<b>Manager:</b>	Sean O'Donnell	<b>Priority</b>	<input type="text"/>
<b>Report Completed by:</b>	Vikki Savage	<b>Category</b>	<input type="text"/>
<b>Date:</b>	23/05/2018	<b>Received</b>	<input type="text"/>
<b>Total Estimated Value:</b>	Approx £2 Million across three counties.	<b>Complete by</b>	<input type="text"/>
		<b>Est Hrs Required</b>	<input type="text"/>

<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"/>
Light Touch Regime: 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 <input type="checkbox"/> No <input checked="" type="checkbox"/>	
If Yes, has the Monitoring Officer (Legal) been consulted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
<i>If Yes state the Monitoring Officer's advice. If No, state why not:</i>		
<input type="text"/>		
Does the proposal include Information & Communication Technology, property or works?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
If Yes, has the relevant council service been involved?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
<i>If Yes state the services' involvement. If No, state why not:</i>		
<input type="text"/>		
<b>Procurement Level</b>	<i>Copy and paste:</i>	<input checked="" type="checkbox"/>
Intermediate Value: £25,000 to OJEU threshold*		<input type="checkbox"/>
High Value: above relevant OJEU threshold*		<input checked="" type="checkbox"/>
*OJEU limit Goods/ Services: £181,302 *OJEU limit works: £4,551,413 *OJEU limit light touch regime: £615,278, concession agreements: £4,551,413		

## 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:

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?

## Timescales

Date	Milestone
17/05/2018	Authorisation of Commissioning Form
15/06/2018	Final contract terms, specification & evaluation methodology agreed by Procurement/Legal
02/07/2018	Tender advertised
01/08/2018	Tender closed to responses, start evaluation
20/08/2018	Evaluation finalised (start of 10 day standstill period)
31/09/2018	Contract award
01/10/2018	Contract start

## Outline

Briefly describe the proposal

We propose to enter into a procurement process with Denbighshire County Council and Wrexham County Borough Council to provide a specialist asbestos removal service.



## Price / Quality Weighting

Please state the percentage weightings being given to price and quality in your tender evaluation:-

Price

60%

Quality

40%

## 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:*

Shared procurement.

## Collaborative Procurement

Copy and paste:

Has a collaborative procurement with Denbighshire/Flintshire County Council been considered?

Yes

No

*If yes please give details, if no please state reason:*

Collaborative procurement with Denbighshire County Council and Wrexham County Borough Council.

## Cross Service Procurement

Copy and paste:

Has a procurement across another Council Service been considered if there is the same or similar need for the works/goods/services?

Yes

No

*If yes please give details:*

## Existing Council Contracts

Copy and paste:

Is there an existing Council contract that covers the same or similar works, goods or services which can be utilised?

Yes

No

*If yes please give details:*

## Safeguarding

Safeguarding includes everything a Council can do to keep people safe, including minimising the risk of harm and accidents, taking action to tackle safety concerns and ensuring people grow up and live in safe circumstances. Safeguarding covers physical, sexual, psychological and financial abuse, neglect, modern slavery and radicalisation.

Does the works, goods or services include any elements that raise safeguarding concerns or requirements?

Copy and paste:

Yes

No

*If yes please give details:*

## Data Protection

Does the works, goods or services include any elements that involve the processing or sharing of personal data of living individuals?

Copy and paste:

Yes

No

*If yes please give details:*

We are in the process of arranging a meeting with Alun Kime, the Information Governance Manager, to ensure we comply with GDPR.

If Yes, has the Information Governance Team been consulted?

Yes

No

If No, state why not:

## Grant Funding

Is grant funding being used in whole or in part to fund the procurement?

Copy and paste:   
Yes  No

If yes please give details and please state whether there is a grant agreement:

## 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 determined contract management & information requirements?

Yes  No  N/A

Have you determined whether to use lots (e.g. to encourage SMEs)?

Yes  No  N/A

Could you reserve the contract for public mutuals or social enterprises?

Yes  No  N/A

Have you drafted 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

Will you need to arrange interviews, presentations, site visits etc.?

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:

Andy Argyle will be instructing the legal team to develop contract terms as the procurement officer.

## Finance

Grant Funding Source	Amount
	£ N/A
	£ N/A
<b>Total Grant Funding:</b>	£ N/A

Capital Funding Source	Amount
	£ 2,000,000.00
	£
<b>Total Capital Funding:</b>	£ 2,000,000.00

Revenue Funding Source	Amount
	£ N/A
	£ N/A
<b>Total Revenue Funding:</b>	£ N/A

<b>Estimated Total Value:</b>	£ 2,000,000.00
<b>Estimated Annual Value</b>	£ 2,000,000.00

<b>Cost Code</b>	ZHH314
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If the contract is a collaboration with external partners the figures quoted should include the total contract value not just the Local Authority element.

## Contract

Provide basic details of any contract to be awarded

Type of Contract:	
Form of Contract for Works (eg JCT or NEC)	JCT
Proposed Start date:	01/10/18
Proposed End date:	30/09/20
Proposed options for extension (if any):	+2 Years
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

Note that it is mandatory to include community benefits for all contracts for the value of £1,000,000 and over.

Some of the community benefits being considered are as follows:-

Donations of equipment and materials

Donations of in-kind labour

Provision of work experience placements

Landscaping and building services support to regenerate communal areas

Sponsorship and cash donations to organisations / charities

## 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.

We will be insisting the winning contractor present a community benefits proposal with their tender.

### Risk Assessment

What is the total estimated value of the proposal?	£250K to £2m
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

### Risk Mitigation

For risks which have a medium or high risk, state steps to be taken to minimise the risk:

Only licensed asbestos removal contractors will be invited to tender, therefore minimising the risk.

### Consultation with Members

Please confirm that relevant members have been informed where the decision has implications for a particular locality.

Copy and paste:

Yes       No

If Yes, please list member's names below and details of any feedback incorporated.

## AUTHORISATION

The undersigned authorise the commissioning proposal described

**TEAM MANAGER:** (if within spend authorisation limit)

Signature

NA

Date

**HEAD OF SERVICE/CHIEF OFFICER:** (Mandatory)  
(or Service Manager if within their spend authorisation limit)

Signature

Ned Cadogan

Date

27/05/2018

**MANAGER OF BUSINESS TRANSFORMATION & ICT** (Mandatory or all ICT Contracts)

Signature

NA

Date

**SECTION 151 OFFICER (Finance):** (Mandatory for all contracts above £250,000)

Signature

S. Jery

Date

30/5/18

**MONITORING OFFICER (Legal):** (Mandatory for all contracts above £250,000)

Signature

Date

30/5/18

**LEAD CABINET MEMBER:** (Mandatory for all contracts above £1,000,000)

Signature

J B Attridge

Date

06/06/18

**N.B:** Contracts over £2,000,000 also require Cabinet approval and the completion of a Cabinet report.

### PROCUREMENT TEAM ASSESSMENT

*This section to be completed by the Procurement Team following receipt of an appropriately completed commissioning form.*

**PROPOSED START DATE**

**TARGET END DATE**

**RECOMMENDATIONS:**

**PROCUREMENT  
OFFICER**

**DATE**



# Eitem ar gyfer y Rhaglen 17



## CABINET

<b>Date of Meeting</b>	Tuesday, 19 <sup>th</sup> June 2018
<b>Report Subject</b>	Approval of Costs for Maes Gwern, Mold, Strategic Housing and Regeneration Programme (SHARP) Scheme
<b>Cabinet Member</b>	Deputy Leader of the Council and Cabinet Member for Housing
<b>Report Author</b>	Chief Officer (Housing & Assets)
<b>Type of Report</b>	Strategic

## EXECUTIVE SUMMARY

This report seeks Cabinet approval to progress the next key stages of the Council's Strategic Housing And Regeneration Programme (SHARP) and sets out proposals to develop 48 new social, affordable rent and shared equity homes at Maes Gwern, Mold.

The development of the site is a strategic priority for the Council and is pre-agreed for inclusion within the SHARP. This will bring the total number of properties completed approved in principle or approved by the Council to 293.

This report provides detailed information on the proposed scheme, including location, proposed property types, design and layout and projected build costs.

The report also identifies the preferred funding options and details the Development Scheme Assumptions against which the viability of the scheme will be measured and assessed.

## RECOMMENDATIONS

1	That Cabinet approve the development of 48 new social, affordable rent and shared equity schemes at Maes Gwern, Mold.
2	Approve funding through Prudential Borrowing to the value of £0.431m (subject to final approval and verification) is used to fund the proposed development of the new Council homes.

3	Approve the use of shared equity reserves of £0.270m for the affordable element of this scheme.
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## **REPORT DETAILS**

<b>1.00</b>	<b>BACKGROUND</b>			
1.01	At Cabinet in June 2015, approval was given to appoint Wates Residential North 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.			
1.02	The Walks scheme at Flint with the construction of 92 new homes, was completed at the beginning of May 2018. Thirty of these new homes will be managed by the Council through the Housing Revenue Account (HRA). The remaining 62 Affordable properties will be managed by NEW Homes, the Council's wholly-owned housing company.			
1.03	In addition, the construction of a further 49 new Council properties on five sites at Connah's Quay, Mold and Leeswood have now been completed and the properties let.			
1.04	Construction work on at the former Dairy site, Mold Road Connah's Quay commenced in November 2017, whilst the re-development of the former Melrose Centre, Shotton is scheduled to begin in March 2018. In total, these schemes will see the delivery of 15 new homes.			
1.05	At the Cabinet meeting in March 2018 approval was given for a further 92 social and affordable rent properties at Nant y Gro, Gronant, Former Council Depot, Dobshell and Llys Dewi, Penyffordd, Holywell.			
1.06	The table below details the number of Council Social Rent and Affordable units completed, approved in principle or approved by Cabinet to date.			
	<b>Scheme</b>	<b>Council Units</b>	<b>Affordable Units</b>	<b>Status</b>
	<b>Custom House, Connah's Quay</b>	12	0	Completed
	<b>The Walks, Flint</b>	30 (24 completed)	62 (44 completed)	Completed
	<b>Redhall, St Mark's Connah's Quay</b>	5	0	Completed
	<b>Heol y Goron, Leeswood</b>	5	0	Completed

	<b>Maes y Meillion, Leeswood</b>	8	0	Completed
	<b>Ysgol Delyn, Mold</b>	16	0	Completed
	<b>Former Dairy, Connah's Quay</b>	6	0	On-site.
	<b>Former Melrose Centre, Shotton</b>	9	0	On-site.
	<b>Maes Gwern, Mold</b>	4	44	Cabinet June 2018
	<b>Nant y Gro, Gronant</b>	37	4	Cabinet approval March 2018
	<b>Former Council Depot, Dobshell</b>	15	9	Cabinet approval March 2018
	<b>Llys Dewi, Penyffordd, Nr Holywell</b>	23	4	Cabinet approval March 2018
	<b>Sub Total</b>	<b>170</b>	<b>123</b>	
	<b>Total</b>	<b>293</b>		
1.07	<b>Scheme Design and Layout</b>			
1.08	<p>Cabinet approval was given in July 2017 for the sale of land at Maes Gwern, Mold to Wates Residential at the agreed independent open market valuation. The proposed scheme, detailed at Appendix 1, will see the development of 160 new residential dwellings as houses, apartments and bungalows. This will be a mixed scheme comprising of 112 properties (70%) sold for open market sales, alongside a 48 (30%) affordable housing provision which will consist of Council, Affordable Rent and Affordable purchase properties in accordance with the Council's affordable planning policies and guidelines.</p>			

1.09	<p>The proposed scheme has been designed to reflect a “<i>garden village</i>” theme, with emphasis on the interaction between public and private space and with excellent pedestrian and cycle connectivity to Mold Town Centre. The proposed pedestrian and cycle routes through the site have been developed following detailed lengthy consultation with local stakeholder interest groups, and have been considered on the basis of where people will be moving to and from within and through the development.</p>																																							
1.10	<p>There are areas of public open space proposed within the development which totals 0.86 acres. It is also proposed that approximately 4.72 acres of public open space will be provided outside the development boundary within the land ownership boundary to the south (as outlined on the site plan in blue). This area will be subject to clearing and restoration of the landscape as it has become overgrown and unusable.</p>																																							
1.11	<p><b>Proposed Housing Mix</b></p>																																							
1.12	<p>The proposed scheme will deliver 48 new Council, Affordable Rent and Shared Equity homes on the scheme. The breakdown of the proposed housing mix for the scheme is as follows:</p> <table border="1" data-bbox="343 898 1332 1870"> <thead> <tr> <th data-bbox="343 898 676 972">Tenure</th> <th data-bbox="676 898 1066 972">Type</th> <th data-bbox="1066 898 1332 972">No.</th> </tr> </thead> <tbody> <tr> <td data-bbox="343 972 676 1046">Council</td> <td data-bbox="676 972 1066 1046">2 Bed Bungalows</td> <td data-bbox="1066 972 1332 1046">2</td> </tr> <tr> <td data-bbox="343 1046 676 1120">Council</td> <td data-bbox="676 1046 1066 1120">1 Bed Apartment</td> <td data-bbox="1066 1046 1332 1120">2</td> </tr> <tr> <td data-bbox="343 1120 676 1193">Affordable Rent</td> <td data-bbox="676 1120 1066 1193">1 Bed Apartment</td> <td data-bbox="1066 1120 1332 1193">4</td> </tr> <tr> <td data-bbox="343 1193 676 1267">Affordable Rent</td> <td data-bbox="676 1193 1066 1267">2 Bed House</td> <td data-bbox="1066 1193 1332 1267">14</td> </tr> <tr> <td data-bbox="343 1267 676 1341">Affordable Rent</td> <td data-bbox="676 1267 1066 1341">3 Bed House</td> <td data-bbox="1066 1267 1332 1341">4</td> </tr> <tr> <td data-bbox="343 1341 676 1415">Shared Equity</td> <td data-bbox="676 1341 1066 1415">2 Bed House</td> <td data-bbox="1066 1341 1332 1415">10</td> </tr> <tr> <td data-bbox="343 1415 676 1489">Shared Equity</td> <td data-bbox="676 1415 1066 1489">3 Bed House</td> <td data-bbox="1066 1415 1332 1489">12</td> </tr> <tr> <td data-bbox="343 1489 676 1563">Open Market Sales</td> <td data-bbox="676 1489 1066 1563">2 Bed House</td> <td data-bbox="1066 1489 1332 1563">19</td> </tr> <tr> <td data-bbox="343 1563 676 1637">Open Market Sales</td> <td data-bbox="676 1563 1066 1637">2 Bed Apartment</td> <td data-bbox="1066 1563 1332 1637">18</td> </tr> <tr> <td data-bbox="343 1637 676 1711">Open Market Sales</td> <td data-bbox="676 1637 1066 1711">3 Bed House</td> <td data-bbox="1066 1637 1332 1711">38</td> </tr> <tr> <td data-bbox="343 1711 676 1785">Open Market Sales</td> <td data-bbox="676 1711 1066 1785">4 Bed House</td> <td data-bbox="1066 1711 1332 1785">37</td> </tr> <tr> <td data-bbox="343 1785 676 1859"><b>Total</b></td> <td data-bbox="676 1785 1066 1859"></td> <td data-bbox="1066 1785 1332 1859"><b>160</b></td> </tr> </tbody> </table>	Tenure	Type	No.	Council	2 Bed Bungalows	2	Council	1 Bed Apartment	2	Affordable Rent	1 Bed Apartment	4	Affordable Rent	2 Bed House	14	Affordable Rent	3 Bed House	4	Shared Equity	2 Bed House	10	Shared Equity	3 Bed House	12	Open Market Sales	2 Bed House	19	Open Market Sales	2 Bed Apartment	18	Open Market Sales	3 Bed House	38	Open Market Sales	4 Bed House	37	<b>Total</b>		<b>160</b>
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1.13	<p><b>Council Properties</b></p>																																							

1.14	The proposed Council properties will house applicants from its Single Access Route to Housing (SARTH) Register and managed within the Housing Revenue Account (HRA). These properties will be transferred at nil land value and purchased from Wates Residential at the projected build costs.
1.15	<b>Affordable Rent Properties</b>
1.16	It is also proposed that the Affordable Rent properties will be bought and managed by NEW Homes, the Council's Housing Company from Wates Residential. These properties will be transferred at nil land value and bought at the projected build costs. The terms and conditions relating to the development of 22 NEW Homes properties was agreed in principle at the NEW Homes Board meeting on the 14 <sup>th</sup> of May 2018 subject to the most profitable mix of properties being put forward subject to further financial modelling.
1.17	<b>Low-cost Home Ownership Properties (Shared Equity)</b>
1.18	The scheme will also provide shared equity properties which are designed to assist local people who wish to purchase a property but are unable to afford it at full market value. Through this scheme properties are sold at 70% of market value with the remaining 30% equity being retained by the Council. The purchaser requires a 5% deposit of the discounted value.
1.19	The developer is obliged through the S106 to work with the Council's Nominated Agent – Grwp Cynefin Housing Association to manage the nominations for the shared equity properties. The properties will also be marketed to people on the Flintshire Affordable Housing Register by Grwp Cynefin HA who are also responsible for assessing people's eligibility, including affordability checks, and nominating eligible people for the shared equity properties within the statutory 16 week period.
1.20	<b>Affordable Housing Need</b>
1.21	The Council utilises housing need data from a number of different sources to ensure that the proposed tenure and property mix accurately reflects housing need within each community. The principle data sources are the following: <ul style="list-style-type: none"> <li>• Single Access Route to Housing (SARTH) - lists the number of applicants for social housing in Flintshire.</li> <li>• Flintshire Affordable Housing Register – list the number of applicants interested in affordable rent and low-cost home ownership schemes;</li> <li>• NEW Homes Housing Register – lists the number of applicants registered with the Council's housing company;</li> <li>• Specialist Housing Register- lists the number of applicants registered with the Council who require adapted or specialist housing.</li> </ul>
1.22	In terms of evidence of need the Local Housing Market Assessment (LHMA) for Flintshire identifies an annual shortfall of 246 affordable units. The LHMA has identified a need for primarily 1 bed (14%), 2 bed (31.6%), and 3 bed

	(28.5%), split relatively evenly between Social rented (56.2%) and intermediate (43.8%) tenures.
1.23	In addition to the proposed mix of Council, Affordable Rent and Shared Equity homes at Maes Gwern, the Council is also currently on-site at the former Ysgol Delyn site on Alexandra Road, Mold where 16 new Council properties are being developed. This will ensure there are equal opportunities for people living in Mold to access both Council, Affordable Rent and Shared Equity properties in the town.
1.24	There is demand for both affordable rent and ownership products in Mold on both the Flintshire's Affordable Housing Register and NEW Homes Register. In total, 226 people are registered on both registers for affordable rent, primarily for 2 bed properties; and 73 people registered for 2 and 3 bed affordable home ownership properties.
1.25	<b>Local Lettings Policy</b>
1.26	A Local Lettings Policy will be developed by the Council for each of the proposed schemes.
1.27	<b>Affordable Homes Funding</b>
1.28	Currently NEW Homes is unable to bid for Affordable Housing Grant under the existing Welsh Government funding regime. However, Welsh Government are minded to review this moving forward to enable companies such as NEW Homes to deliver more affordable housing in Flintshire. NEW Homes will work with the Council to assess the borrowing options available to it to develop the proposed homes it will own and manage in Batch 3 of the current SHARP programme. This will include options such as market lending, borrowing from the Council and borrowing against its existing asset base.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	Prudential borrowing of £0.431m required and use of £0.270m shared equity balances.
2.02	All schemes continue to be reviewed in order to achieve best value for the Council and NEW Homes. Detailed Financial Appraisals have been undertaken for both the HRA (Appendix 2a) and Affordable Rent units (Appendix 2b). Please refer to the confidential appendix within this agenda regarding the financial appraisals referred to above.
2.03	<b>Council Tax Yield</b>
2.04	The table below provides a breakdown of the annual Council Tax Yield which the proposed scheme will generate for the Council.
2.05	

<b>Tenure</b>	<b>Type</b>	<b>No.</b>	<b>Total Council Tax Yield (per annum)</b>
Council	Bungalows	2	£2,510
Council	1 Bed Apartment	2	£2,196
Affordable Rent	1 Bed Apartment	4	£4,393
Affordable Rent	2 Bed House	14	£16,318
Affordable Rent	3 Bed House	4	£7,060
Shared Equity	2 Bed House	10	£12,552
Shared Equity	3 Bed House	12	£16,946
Open Market Sales	2 Bed House	19	£23,850
Open Market Sales	2 Bed Apartment	18	£22,595
Open Market Sales	3 Bed House	38	£53,663
Open Market Sales	4 Bed House	37	£75,473
<b>Total</b>		160	£237,556

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Each of the schemes have been discussed in depth with planners, highways officers and local elected members which have informed the current proposal.
3.02	The proposed scheme was subject to a further community consultation on Monday 13th February at the Daniel Owen Community Association from 3pm till 7pm. For the event Wates Residential provided 12 information boards on the proposal. The consultation was attended by members of Wates Residential and Halliday Clark Architects. A register was taken with 37 names signed. Consultation comments (in English and Welsh) have been submitted along with the presentation and register as part of the planning application.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	The Operational Risk Register is in place for the SHARP Housing Programme which is regularly updated in relation to emerging and changing risks. This is in addition to Project specific Risks and Strategic Risks.
4.02	The SHARP team continues to develop a framework for managing risk and opportunities the programme generates. Further work is on-going in order to

	improve the robustness in risk identification and management as part of the new CAMMS system which will contain Development Framework procedures.
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<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 - Site Plan Maes Gwern
5.02	Appendix 2a – Financial Appraisal Proposal Housing Revenue Account (HRA) Units (refer to confidential appendix)
5.03	Appendix 2b – Financial Feasibility Proposal Affordable Rent Housing Units (refer to confidential appendix)

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<b>Contact Office: Melville Evans</b> <b>Job Title: Housing Programmes Manager</b> <b>Telephone: 01352 701436</b> <b>E-mail: <a href="mailto:melville.evans@flintshire.gov.uk">melville.evans@flintshire.gov.uk</a></b>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Strategic Housing And Regeneration Programme (SHARP)</b> – Flintshire County Council House Building Programme which will build 500 new homes (200 Council) and 300 (affordable).</p> <p><b>Welsh Housing Quality Standard (WHQS)</b> - Flintshire County Council will be spending £111 million over six years on a major refurbishment and maintenance programme of works bring its 7,200 Council homes up to the Welsh Government’s Welsh Housing Quality Standard (WHQS) new properties across the Council during the next five years.</p> <p><b>Standard Development Scheme Assumptions</b> - agreed allowances for voids; maintenance costs; rental income levels (including CPI etc.) and will be used to assess all potential future development schemes to determine Scheme feasibility and viability.</p> <p><b>Affordable Housing Grant</b> - The Welsh Government (WG) has made available additional revenue grant funding of approximately £8 million each year, over a 28/29 year period. For this second phase of the funding, delivery partners have now been extended to not only include Registered Social Landlords but also Local Housing Authorities due to the recent exit of the Housing Revenue Account System.</p>







**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS  
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY  
1 June 2018 TO 30 November 2018**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
June					
Corporate Resources Overview & Scrutiny Committee	4/06/18	Chief Executive's	<b>Council Plan 2018/19</b> To receive a presentation on the draft Council Plan (to follow the all member workshop held on 29 May) for the Committee to be able to advise Cabinet on the final content.	Operational	
Corporate Resources Overview & Scrutiny Committee	4/06/18	Chief Executive's	<b>Performance Out-turn 2017/18</b> To note the areas of corporate and service under-performance against the Council Plan and the performance measures set for 2017/18, and to await an action plan from Cabinet with proposals for performance improvement in 2018/19.	Operational	Cabinet Member for Corporate Management and Assets

Tudalen 507

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<b>COMMITTEE</b>	<b>MEETING DATE</b>	<b>CHIEF OFFICER PORTFOLIO</b>	<b>AGENDA ITEM &amp; PURPOSE OF REPORT</b>	<b>REPORT TYPE (Strategic or Operational) (Cabinet only)</b>	<b>PORTFOLIO (Cabinet only)</b>
Audit Committee	6/06/18	Governance	<b>Internal Audit Progress Report</b> To present to the Committee an update on the progress of the Internal Audit Department.	Operational	
Audit Committee	6/06/18	Governance	<b>Follow Up Report Planning Enforcement</b> To present to the Committee the results of a follow up review of the Planning Enforcement.	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	6/06/18	Governance	<b>Approval of Clwyd Pension Fund Statement of Accounts</b> To agree that the Clwyd Pension Fund will sign off its own Annual Accounts prior to external audit.	Strategic	Cabinet Member for Corporate Management and Assets
Audit Committee	6/06/18	Governance	<b>Internal Audit Annual Report</b> To inform members of the outcome of all audit work carried out during 2017/18 and to give the annual Internal Audit opinion on the standard of internal control, risk management and governance within the Council.	Operational	Cabinet Member for Corporate Management and Assets

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Audit Committee	6/06/18	Governance	<b>Action Tracking</b> To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.	Operational	
Audit Committee	6/06/18	Governance	<b>Forward Work Programme</b> To consider the Forward Work Programme of the Internal Audit Department.	Operational	
Audit Committee	6/06/18	Chief Executive's	<b>Draft Annual Governance Statement</b> To receive for endorsement the annual revision of the Annual Governance Statement	Strategic	Cabinet Member for Corporate Management and Assets
Environment Overview & Scrutiny Committee	12/06/18	Streetscene and Transportation	<b>Review of Highway and Car Park Safety Inspection and Intervention Level and Response to Policy</b> To review the above policy in line with the revised national guidelines	Operational	Cabinet Member for Streetscene and Countryside

Tudalen 509

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	12/06/18	Overview and Scrutiny	<b>Year-end Council Plan 2017/18 Monitoring Report</b> To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18	Operational	Cabinet Member for Planning and Public Protection, Cabinet Member for Streetscene and Countryside
Corporate Resources Overview & Scrutiny Committee	14/06/18	People and Resources	<b>Workforce Information Report – Quarter 4</b> To consider the Workforce Information Report for Quarter 4 of 2017/18.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	14/06/18	Chief Executive's	<b>Welsh Language Annual Monitoring Report and Strategic Equality Plan annual report.</b> Approve the Council's final Welsh Language Standards Annual Report 2017/18 and Strategic Equality Plan Annual Report 16/18 prior to publication.	Strategic	

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Corporate Resources Overview & Scrutiny Committee	14/06/18	Governance	<b>Shared Procurement Service</b> That Cabinet agrees to enter a further 3 year service level agreement with Denbighshire County Council for the delivery of procurement services.	Strategic	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	14/06/18	Overview and Scrutiny	<b>Forward Work Programme</b> To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	
Social & Health Care Overview & Scrutiny Committee	14/06/18	Overview and Scrutiny	<b>Betsi Cadwaladr University Health Board</b> To maintain regular meetings and promote partnership working.	Operational	Not Applicable
Social & Health Care Overview & Scrutiny Committee	14/06/18	Social Services	<b>Regional Mental Health Strategy</b> To consider and support the Regional Strategy	Strategic	Cabinet Member for Social Services

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Social & Health Care Overview & Scrutiny Committee	14/06/18	Overview and Scrutiny	<b>Year-end Council Plan 2017/18 Monitoring Report</b> To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	14/06/18	Overview and Scrutiny	<b>Forward Work Programme (Social &amp; Health Care)</b> To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
Cabinet	19/06/18	Governance	<b>Code of Ethical Employment in Supply Chains</b> To commit to the principles of the Code of Practice on Ethical Employment in Supply Chains and work with Welsh Government to secure appropriate levels of funding to support any consequential cost increases.	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	19/06/18	Governance	<b>North Wales Growth Board</b> To agree the governance arrangements for the North Wales Growth Board.	Strategic	Cabinet Member for Corporate Management and Assets



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Cabinet	19/06/18	Education and Youth	<b>Home to School Transport-Policy Review</b> To consider options for discretionary transport provision.	Strategic	Cabinet Member for Education
Cabinet	19/06/18	Education and Youth	<b>School Modernisation – School Standards and Organisation Act 2013 – Brynford and Lixwm Area School Review</b> To inform of the responses from the statutory consultation period for the Brynford and Lixwm Area school review.	Strategic	Cabinet Member for Education
Cabinet	19/06/18	Chief Executive's	<b>2017/18 Performance Overview</b> To review areas of underperformance during 2017/18 and agree actions to improve performance.	Operational	Cabinet Member for Corporate Management and Assets

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Cabinet	19/06/18	Planning, Environment and Economy	<p><b>Crumps Yard and Flint Landfill Solar Farms</b> To seek approval to establish a project board, submit the planning applications, procure and appoint a contractor and to agree funding for the project.</p>	Strategic	Cabinet Member for Planning and Public Protection
Cabinet	19/06/18	Housing and Assets	<p><b>Approval of Costs for Maes Gwern, Mold, Strategic Housing and Regeneration Programme (SHARP) Scheme</b> To seek approval of Costs for Maes Gwern, Mold, Strategic Housing and Regeneration Programme (SHARP) Scheme.</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	19/06/18	Social Services	<p><b>Social Services Annual Report</b> To consider whether the report is an accurate reflection of social care in Flintshire.</p>	Operational	Cabinet Member for Social Services

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Cabinet	19/06/18	Housing and Assets	<b>Communal Heating Charges 2018/19</b> To seek approval for the proposed heating charges in Council properties with communal heating systems for 2018/19 and 2019/20.	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	19/06/18	Chief Executive's	<b>Theatr Clwyd Capital Project</b> To provide progress update on discussions regarding funding with Welsh Government and Arts Council for Wales.	Operational	Cabinet Member for Education, Cabinet Member for Economic Development
Cabinet	19/06/18	Chief Executive's	<b>Council Plan 2018-23</b> To endorse the Council Plan 2018-23 acknowledging the in-year ambitions and objectives to be achieved prior to County Council adoption.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	19/06/18	Governance	<b>Procurement of a New Agency Contract</b> To appoint the Preferred Supplier	Strategic	Cabinet Member for Corporate Management and Assets

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Cabinet	19/06/18	Strategic Programmes	<p><b>Flint Foreshore Regeneration</b> To detail progress on the development of plans for the regeneration of Flint Foreshore and propose to progress to the next stage of work with no financial implications for Flintshire County Council.</p>	Operational	Cabinet Member for Economic Development, Cabinet Member for Education
Cabinet	19/06/18	Governance	<p><b>Shared Procurement Service</b> To renew the Joint Procurement Service with Denbighshire County Council following expiry of the current Service Level Agreement (SLA).</p>	Strategic	Cabinet Member for Corporate Management and Assets
Flintshire County Council	19/06/18	Governance	<p><b>North Wales Growth Board</b> To agree the governance arrangements for the North Wales Growth Board</p>		
Flintshire County Council	19/06/18	Governance	<p><b>Approval of Clwyd Pension Fund Statement of Accounts</b> To agree that the Clwyd Pension Fund will sign off its own Annual Accounts prior to external audit.</p>		

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Flintshire County Council	19/06/18	Chief Executive's	<b>Council Plan 2018-23</b> To adopt the Council Plan 2018-23 acknowledging the in-year ambitions and objectives to be achieved.		
Flintshire County Council	19/06/18	Governance	<b>Schedule of Remuneration for 2018/19</b> For Council to approve the schedule of remuneration for elected and co-opted Members for 2018/19 for publication, now all appointments have been made		
Flintshire County Council	19/06/18	Strategic Programmes	<b>Council Tax Care Leavers Discount Scheme</b> To consider implementing a Care Leavers Discount Scheme		
Organisational Change Overview & Scrutiny Committee	25/06/18	Overview and Scrutiny	<b>Forward Work Programme (Organisational Change)</b> To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable

<b>COMMITTEE</b>	<b>MEETING DATE</b>	<b>CHIEF OFFICER PORTFOLIO</b>	<b>AGENDA ITEM &amp; PURPOSE OF REPORT</b>	<b>REPORT TYPE (Strategic or Operational) (Cabinet only)</b>	<b>PORTFOLIO (Cabinet only)</b>
Community and Enterprise Overview & Scrutiny Committee	27/06/18	Housing and Assets	<b>Food Poverty Strategy</b> To share the Food Poverty Strategy and provide an update on some of the Food Poverty work currently ongoing	Operational	Cabinet Member for Corporate Management and Assets
Community and Enterprise Overview & Scrutiny Committee	27/06/18	Housing and Assets	<b>Welfare Reform Update – Universal Credit Roll Out</b> To provide an update on the impact of Welfare Reform on Flintshire residents	Operational	Cabinet Member for Corporate Management and Assets
Community and Enterprise Overview & Scrutiny Committee	27/06/18	Housing and Assets	<b>Disabled Facilities Grant Internal Audit Report 2017</b> To outline the findings of the 2017 scheduled Internal Audit review of the Disabled Facilities Programme and to discuss the control measures developed in response	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	27/06/18	Overview and Scrutiny	<b>Forward Work Programme</b> To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	28/06/18	Education and Youth	<b>Regional School Effectiveness and Improvement Service (GwE)</b> To receive an update on progress with the development of the regional school effectiveness and improvement service, and update on how the new model is being received and embedded.	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	28/06/18	Education and Youth	<b>School Modernisation</b> To update Members on the progress made with School Modernisation	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	28/06/18	Overview and Scrutiny	<b>Year-end Council Plan 2017/18 Monitoring Report</b> To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18	Operational	Cabinet Member for Education

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<b>COMMITTEE</b>	<b>MEETING DATE</b>	<b>CHIEF OFFICER PORTFOLIO</b>	<b>AGENDA ITEM &amp; PURPOSE OF REPORT</b>	<b>REPORT TYPE (Strategic or Operational) (Cabinet only)</b>	<b>PORTFOLIO (Cabinet only)</b>
Education and Youth Overview & Scrutiny Committee	28/06/18	Overview and Scrutiny	<b>Forward Work Programme (Education &amp; Youth)</b> To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
July					
Corporate Resources Overview & Scrutiny Committee	12/07/18	Governance	<b>Procurement of a New Agency Contract</b> To appoint the Preferred Supplier	Strategic	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	20/09/18	Chief Executive's	<b>Diversity and Equality Policy</b> To approve the Council's updated Diversity and Equality Policy.	Strategic	



COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	12/07/18	Governance	<p><b>Code of Practice on Ethical Employment in Supply Chains</b> That Cabinet commits to the principles of the Code of Practice on Ethical Employment in Supply Chains and works with Welsh Government to secure appropriate levels of funding to support any consequential cost increases.</p>	Strategic	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	12/07/18	Overview and Scrutiny	<p><b>Forward Work Programme (Corporate Resources)</b> To consider the Forward Work Programme of the Corporate Resources Overview &amp; Scrutiny Committee</p>	Operational	Not Applicable

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COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17/07/18	Chief Executive's	<p><b>Welsh Language Annual Monitoring Report and Strategic Equality Plan Annual Report</b></p> <p>To seek approval of the Council's final Welsh Language Standards Annual Report 2017/18 and Strategic Equality Plan Annual Report 2016/18 prior to publication.</p>	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	17/07/18	Strategic Programmes	<p><b>Council Tax Care Leavers Discount Scheme</b></p> <p>To consider implementing a Care Leavers Discount Scheme.</p>	Operational	
Cabinet	17/07/18	Education and Youth	<p><b>Self-Evaluation of Education Services</b></p> <p>To receive an update on overall service performance and the new Estyn framework for the inspection of Local Government and Education Services.</p>	Strategic	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17/07/18	Finance	<b>Revenue Budget Monitoring 2017/18 (OUTTURN)</b> This regular monthly report provides the latest revenue budget monitoring position for 2017/18 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	17/07/18	Chief Executive's	<b>Capital Programme 2017/18 (Outturn)</b> To receive the outturn capital programme information for 2017/18.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	17/07/18	Chief Executive's	<b>Prudential Indicators - Actual 2017/18</b> To provide the 2017/18 (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)
Cabinet	17/07/18	Planning, Environment and Economy	<b>Food Service Plan 2018-19 for Flintshire County Council</b> To approve the Food Service Plan 2018-19	Strategic	Cabinet Member for Planning and Public Protection
Cabinet	17/07/18	Housing and Assets	<b>Collection of Water Rates as part of Council Rents</b> The report sets out the ongoing legal issues, at a national level, around collection on water rates as part of Council/Housing Association Rents, together with an assessment of the Council's own legal advice in relation to the nature of the Flintshire contract with Welsh Water.	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	17/07/18	Chief Executive's	<b>Diversity and Equality Policy</b> To seek approval of the Council's updated Diversity and Equality Policy.	Strategic	Cabinet Member for Corporate Management and Assets
August					
September					

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	4/09/18	Planning, Environment and Economy	<p><b>Tourism promotion and destination management</b> To provide an update to Members on the current and emerging approaches to visitor promotion between the Countryside and Tourism Services and to discuss future approaches to destination management and the role of each service.</p>	Operational	Cabinet Member for Economic Development
Audit Committee	12/09/18	Chief Executive's	<p><b>Annual Improvement Report of the Auditor General for Wales</b> To receive the Annual Improvement Report from the Auditor General for Wales and note the Council's response.</p>	Strategic	

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COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	12/09/18	Governance	<p><b>Audit Committee Self-Assessment</b> To inform Members of the results of the Audit Committee self-assessment which will feed into the preparation of the Annual Governance Statement 2017/18. It will also form the basis for the provision of any further training required by the committee.</p>	Operational	Cabinet Member for Corporate Management and Assets
Flintshire County Council	12/09/18	Governance	<p><b>Call In During the Budget Process</b> To consider whether to impose any limitations on the use of call in during the budget setting process.</p>		
Cabinet	25/09/18	Housing and Assets	<p><b>Welfare Rights</b> To provide an update on collaboration service delivery and performance.</p>	Operational	Cabinet Member for Corporate Management and Assets
October					
November					

# Eitem ar gyfer y Rhaglen 17a

Yn rhinwedd paragraff(au) 14 of Part 4 of Schedule 12A  
o Ddeddf Llywodraeth Leol 1972.

Dogfen Gyfyngedig - Ni ddylid ei chyhoeddi





Yn rhinwedd paragraff(au) 14 of Part 4 of Schedule 12A  
o Ddeddf Llywodraeth Leol 1972.

Dogfen Gyfyngedig - Ni ddylid ei chyhoeddi



Yn rhinwedd paragraff(au) 14 of Part 4 of Schedule 12A  
o Ddeddf Llywodraeth Leol 1972.

Dogfen Gyfyngedig - Ni ddylid ei chyhoeddi



# Eitem ar gyfer y Rhaglen 18

Yn rhinwedd paragraff(au) 14 of Part 4 of Schedule 12A  
o Ddeddf Llywodraeth Leol 1972.

Dogfen Gyfyngedig - Ni ddylid ei chyhoeddi



# Eitem ar gyfer y Rhaglen 19

Yn rhinwedd paragraff(au) 14 of Part 4 of Schedule 12A  
o Ddeddf Llywodraeth Leol 1972.

Dogfen Gyfyngedig - Ni ddylid ei chyhoeddi

