

**TO: Councillor: Arnold Woolley  
(Chairman)**

Councillors: Helen Brown, Carol Ellis, Dennis Hutchinson,  
Nancy Matthews, Neville Phillips OBE, Tony Sharps,  
Nigel Steele-Mortimer, Matt Wright

Your Ref /  
Eich Cyf

ur Ref / Ein Cyf <sup>ST</sup> O

Date / Dyddiad 18/01/2012

Ask for / Gofynner am Nicola Gittins

Direct Dial / Rhif Union 01352 702345

Fax / Ffacs

Dear Sir / Madam,

A meeting of the **EXECUTIVE** will be held in the **CLWYD COMMITTEE ROOM,**  
**COUNTY HALL, MOLD** on **TUESDAY, 24 JANUARY 2012** at **09:30** to consider the  
following items.

Yours faithfully



Democracy and Governance Manager

**AGENDA**

1. APOLOGIES

2. MINUTES

To confirm as a correct record the minutes of the meetings held on  
13 December 2011 and 20 December 2011 (copies enclosed).

3. DECLARATIONS OF INTEREST

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4. IMPROVEMENT PRIORITIES MID YEAR REVIEW

Report of the Chief Executive - Portfolio of the Executive Member  
for Corporate Management

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5. STRATEGIC PARTNERSHIP PERFORMANCE - MID YEAR REVIEW  
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
6. WELFARE REFORMS - MANAGING THE IMPACT  
Report of the Head of Finance and Head of Housing - Portfolio of the Leader and Executive Member for Finance and Asset Management and Executive Member for Housing
7. HOUSING REVENUE ACCOUNT 2012/13 AND CAPITAL PROGRAMME 2012/13  
Report of the Head of Finance and Chief Executive and Director of Community Services and Head of Housing - Portfolio of the Leader and Executive Member for Finance and Asset Management and Executive Member for Housing

#### OPERATIONAL REPORTS

8. OUTCOME AGREEMENT - 2010/11 PERFORMANCE  
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management

#### STRATEGIC REPORTS

9. CAPITAL PROGRAMME - SUPPORTING ACCESS TO HOME OWNERSHIP  
Report of the Head of Housing and Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management and Executive Member for Housing

#### OPERATIONAL REPORTS

10. REVIEW OF IMPROVEMENT TARGETS  
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Management
11. REVENUE BUDGET MONITORING 2011/12 (MONTH 7)  
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management
12. PROCUREMENT UPDATE  
Report of the Head of ICT and Customer Services - Portfolio of the Executive Member for Corporate Management
13. FLINTSHIRE BUSINESS WEEK 2011 EVALUATION REPORT  
Report of the Director of Environment - Portfolio of the Executive Member for Regeneration and Tourism
14. FLINTSHIRE COUNTY COUNCIL FLEET STRATEGY

Report of the Director of Environment - Portfolio of the Deputy Leader and Executive Member for Environment

15. DOG FOULING ON SCHOOL PREMISES - UPDATE REPORT  
Report of the Director of Environment - Portfolio of the Executive Member for Leisure Services and Public Protection
16. CHILDREN'S FIXED PLAY AREAS - RESPONSE TO EXECUTIVE TO THE REPORT OF THE LIFELONG LEARNING OVERVIEW AND SCRUTINY COMMITTEE'S PLAY AREA TASK & FINISH GROUP  
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Leisure Services and Public Protection
17. BUCKLEY COMMON BYELAWS  
Report of the Head of Legal and Democratic Services - Portfolio of the Leader of the Council
18. EXERCISE OF DELEGATED POWERS  
Report of the Chief Executive enclosed
19. FORWARD WORK PROGRAMME  
A copy of the Executive Forward Work Programme (January 2012 to April 2012) is enclosed

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

The following item is considered to be exempt by virtue of Paragraph(s) 12, 15 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

20. FINANCE FUNCTION REVIEW UPDATE  
Report of the Head of Finance - Portfolio of the Leader and Executive Member for Finance and Asset Management

**EXECUTIVE**  
**13 DECEMBER 2011**

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 13 December 2011

**PRESENT: Councillor A. Woolley (Chairman)**

Councillors: H. Brown, H. D. Hutchinson, N. M. Matthews, N. Phillips, L. A. Sharps, N. Steele-Mortimer and M. G. Wright

**ALSO PRESENT:** Councillors: J. B. Attridge, B. Dunn, D. I. Mackie and C. A. Thomas

**IN ATTENDANCE:** Chief Executive, Director of Community Services, Director of Lifelong Learning, Head of Finance, Head of Human Resources & Organisational Development, Interim Head of Legal and Democratic Services, Head of Planning and Team Manager – Committee Services

**APOLOGY:** Councillor C. A. Ellis

**161. MINUTES**

The minutes of the meetings held on 15 November 2011 were confirmed as a correct record.

The Chief Executive provided an update on minute number 158 – Housing Ballot: Choices Consultation Document and Leaseholder Consultation Document. Both documents had been approved by the Minister and were currently being translated in preparation for the consultation period in January 2012.

**162. DECLARATIONS OF INTEREST**

Councillors H. D. Hutchinson and N. Phillips declared a personal, non-prejudicial interest in agenda item number 12 – Outcome of Consultation on the Closure of the Applied Behavioural Analysis (ABA) Resource at Westwood Community School.

**163. CUSTOMER SERVICE STRATEGY 2010-2013 – PROGRESS REPORT**

The Executive Member for Corporate Management introduced the report which provided an update on the progress made towards the implementation of the Customer Service Strategy.

The Chief Executive provided information on a number of projects, details of which were contained within the report.

**RESOLVED:**

That the content of the report and the progress made in implementing the Customer Services Strategy be noted.

**164. FLINT MAISONNETTES**

The Executive Member for Housing introduced the report which sought approval to commence a phased decanting programme to empty Flint maisonettes and rehouse its tenants in preparation for a redevelopment scheme which would see new high quality modern homes provided as part of a package of measures to regenerate Flint town centre.

A positive meeting with tenants had taken place the previous week to discuss the practicalities of rehousing. It had been agreed that any areas for consultation would be discussed, in the first instance, with tenants.

The Chief Executive and the Director of Community Services agreed that this was a positive step forward following open communication with the tenants.

**RESOLVED:**

- (a) That the Flint maisonettes and the Council owned garages in the centre of Flint should not be relet and should be emptied to enable the sites to be redeveloped;
- (b) That the preparation of a phasing plan in conjunction with local Members to allow the programme to commence be approved; and
- (c) (Subject to an annual budget being set), that the Head of Housing be approved to make Home Loss and disturbance payments in accordance with Home Loss Payment (Prescribed Amounts) (Wales) Regulations 2008, to those residents who must vacate their home to enable the redevelopment of the maisonettes.

**165. FLINTSHIRE CONNECTS**

The Executive Member for Corporate Management introduced the report which provided an update on the overall progress for developing the vision for Flintshire Connects and explained the process which had identified Holywell as the first location where the County Council could deliver a Flintshire Connects Centre within the next eight months. The report also sought approval to proceed with key activities to progress Flintshire Connects.

The Chief Executive welcomed this report which was positive news for Holywell. The opening of other Flintshire Connects Centres would follow quickly and options for the remaining towns were being pursued, some of which could be developed as part of the Town Centre Masterplans.

The Executive Member for Education also welcomed the report and the concept of a rural “light” Connects Centre for rural areas.

The Chief Executive, Director of Community Services and Members thanked Clare Budden, Project Sponsor, and Mel Evans, Project Manager for their hard work on this project.

The Executive Member for Environment said there was a strong political will to improve the town of Holywell and asked that the Connects Centre in Holywell be opened as soon as possible. In response, the Chief Executive agreed but explained that it was important that the organisation, systems and skills were right and in place before opening.

**RESOLVED:**

- (a) That the first Flintshire Connects Centre be located on the site of the Old Town Hall, High Street, Holywell, opening to the public in June 2012;
- (b) That lead officers be authorised to conclude negotiations with the landlord for a 10 year lease for the Old Town Hall, High Street, Holywell in partnership with North Wales Police;
- (c) That lead officers be authorised to conclude negotiations with North Wales Police, Deeside College, Communities First and Holywell Town Council as subleases on the understanding that the accommodation requirements for each partner are met;
- (d) That up to £275,000 capital investment resources be made available from the 2011/12 Capital Programme budget to deliver the first Flintshire Connects Centre in Holywell as set out in section 5 of the report;
- (e) That the final scoping of services to be delivered from the Flintshire Connects Centre in Holywell as identified in the report be undertaken with relevant Heads of Service;
- (f) That lead officers be authorised to undertake a consultation period with the local community and stakeholders on proposals for the establishment of a Flintshire Connects Centre in Holywell; and
- (g) That lead officers be authorised to further develop the concept of a rural “light” Connects Centre, and to develop firm proposals for a second Flintshire Connects Centre to be opened in 2012/13.

**166. REVIEW OF OLD MINERAL AND MINING PLANNING PERMISSIONS**

The Executive Member for Environment introduced the report which provided information on the requirements and progress with the review of old mineral and mining planning permissions (“mineral reviews”). Endorsement

was also sought on the approach and delegated authority to use order making powers to suspend or prohibit further mineral working, and implement restoration conditions, where necessary.

**RESOLVED:**

That the report be noted and the approach taken to the principle of determining applications for mineral reviews be endorsed, and delegated authority be given to the Head of Planning to approve the making, and serving, of suspension orders and prohibition orders in respect of mineral sites (or parts of mineral sites) which fail to meet the requirements of the Town and Country Planning (Environmental Impact Assessment) (Undetermined Reviews of Old Mineral Permissions) (Wales) Regulations 2009.

**167. QUARTER 2 PERFORMANCE REVIEW 2011/12**

The Executive Member for Corporate Management introduced the Quarter 2 service performance reports produced at the Head of Service/Divisional level under the adopted business model of the Council. The update of the Strategic Assessment of Risks and Challenges (SARC) summary was contained within the performance reports and a further updated summary was available and a copy had been placed in the Members' Library.

The Chief Executive explained that the Appendix to the report contained a schedule of all of the Improvement Targets which were reported on a quarterly basis.

He added that a decision was due, from the Welsh Government (WG), on how Flintshire County Council had performed against the Outcome Agreement; initial feedback had been positive.

The Director of Lifelong Learning provided an update on the high (red) risks, CD10a Leisure – Revenue Funding and CD20 School Buildings/School Modernisation.

**RESOLVED:**

- (a) That any specific issues outlined within the report be referred to the appropriate Overview and Scrutiny Committee for management action;
- (b) That the quarter end position of the Strategic Assessment of Risks and Challenges (SARC) contained within the performance report be noted; and
- (c) That the progress made against the Improvement Target Action Plans contained within the performance report be noted.

## **168. REVENUE BUDGET MONITORING 2011/12 (MONTH 6)**

The Leader and Executive Member for Finance and Asset Management presented the most up to date revenue budget monitoring information (Month 6) for the Council Fund and the Housing Revenue Account in 2011/12.

The Head of Finance explained that the projected year end position at 31/3/12 estimated as at Month 6 was:

- Council Fund – net overspend of £0.320M
- Housing Revenue Account (HRA) – net underspend of £0.208M

The significant in-year projected variances to date were detailed in the appendices to the report. The net overspend of £0.320M was made up of £0.625M overspend on services offset by a contribution of £0.305M from Central and Corporate Finance.

The budget for 2011/12 included base budget provision of £0.337M in respect of increased employers pension contributions and £0.150M relating to the review of relief staff. These amounts were being held centrally pending further detailed work. A further one-off contingency of £2.159M was also included in the 2011/12 budget relating to one-off exit costs associated with service modernisation. A full assessment of the one-off contingency was being finalised and would be reported in future monitoring reports.

The overall projected underspend of £0.208M on the HRA represented an increase of £0.207M on the position at Month 5. The HRA showed a projected closing balance at Period 6 of £1.328M which at 5.3% of total expenditure satisfied the prudent approach of ensuring a minimum level of 3%.

Details in the report had been discussed in full at the meeting of Corporate Resources Overview and Scrutiny Committee the previous week where Members were content with the position. The Chief Executive added that there was a need to identify areas of efficiencies in the current year and to also contribute to balancing the 2012/13 budget. In addition, the Corporate Resources Overview and Scrutiny Committee agreed that Streetscene should be included in the budget report as a financial risk. However, it was noted that the service provision of Streetscene outweighed the financial risk.

### **RESOLVED:**

- (a) That the report be noted;
- (b) That the projected Council Fund Contingency Sum available as at 31 March 2012 be noted; and
- (c) That the projected final level of balances on the Housing Revenue Account be noted.



#### **169. CAPITAL PROGRAMME 2011/12 (MONTH 6)**

The Leader and Executive Member for Finance & Asset Management introduced the report which provided the latest capital programme information for 2011/12.

The Head of Finance explained that the table in the report set out how the programme had changed during 2011/12. The previously reported programme total of £41.635M had decreased to £40.690M, by way of the inclusion of net increased Council Fund schemes of £0.202M, and reduced Housing Revenue Account (HRA) programme schemes of £1.147M.

Detailed cumulative information on each programme area was provided in Appendix A to the report and a summary of changes recorded during the reporting period, together with supporting narrative, was provided in Appendix B.

Recorded capital expenditure across the whole programme was £9.424M at Month 6, representing 23.16% of the revised budget total of £40.690M. Details were also provided of the cumulative expenditure against the cumulative profiled budget. The profiled budget total stood at £10.876M; recorded expenditure of £9.424M represented 86.65% of the profiled budget total, a net variance (underspend) of £1.452M.

Details of the report had been discussed at Corporate Resources Overview and Scrutiny Committee the previous week. It had previously been agreed that any schemes in the current Capital Programme not started by 31 March 2012 would be subject to fresh approval being sought. The Chief Executive thanked the Corporate Resources Overview and Scrutiny Committee for their assistance in supporting the work to improve the management of the Capital Programme which had been beneficial.

#### **RESOLVED:**

- (a) That the report be noted; and
- (b) That the Housing Revenue Account (HRA) funding adjustment of £0.596M be confirmed.

#### **170. BUSINESS RATES – WRITE OFFS**

The Executive Member for Finance introduced the report which sought authorisation to write off a single business rates debt to the value of £27,207.50.

There were no financial implications to the Council or to taxpayers since the Council collected Business Rates on behalf of the Welsh Government (WG) through the National Collection Pool for Wales. There

were provisions made within the National Collection Pool for the write off of debts.

**RESOLVED:**

That the write off of the debt, amounting to £27,207.50 be approved.

**171. OUTCOME OF CONSULTATION ON THE CLOSURE OF THE APPLIED BEHAVIOURAL ANALYSIS (ABA) RESOURCE AT WESTWOOD COMMUNITY SCHOOL**

The Executive Member for Education introduced the report which advised on the outcome of the consultation of the proposed closure of the Applied Behavioural Analysis (ABA) Resource at Westwood Community School.

He suggested an amendment to recommendation 4.02 in the report to add “at Westwood with ongoing provision for ABA to be transferred to Ysgol Pen Coch” which was agreed.

The Director of Lifelong Learning added that the main concerns raised through the consultation were detailed in the report. In each instance, a response from the Local Authority was provided.

**RESOLVED:**

- (a) That the responses to the consultation be received; and
- (b) That the statutory notices regarding the closure of the Resource at Westwood, with ongoing provision for ABA to be transferred to Ysgol Pen Coch, be published.

Councillors H. D. Hutchinson and N. Phillips left the room during discussion of this item.

**172. QUEEN ELIZABETH II CHALLENGE**

The Executive Member for Leisure Services and Public Protection introduced the report which sought approval for the nominations of the Public Open Spaces, detailed in Appendix 1 to the report, as ‘Queen Elizabeth II Fields’.

Following approval at Executive in March 2011, consultation was undertaken with all Town and Community Councils in Flintshire to identify candidate sites for consideration. This led to 32 sites for consideration which were then assessed against published criteria from Fields in Trust (FIT) which resulted in the identification of 28 sites which could potentially be nominated. The 28 identified sites did cause concern to the Corporate Asset Management Group. As a result, the list of public open spaces detailed within the report

was the proposed list of nominations to FIT for the Queen Elizabeth II Challenge.

The Director of Lifelong Learning added that nominations could still be put forward by other bodies in accordance with FIT guidance.

**RESOLVED:**

That the list of public open spaces nominated to Fields in Trust (FIT) in response to the Queen Elizabeth II Challenge be approved.

**173. NORTH EAST WALES PLAY COMMUNITY PROJECT**

The Executive Member for Leisure Services and Public Protection provided an update on North East Wales Play (NEW Play) on the hosting of the North East Wales Community Play Project (BIG Lottery Fund Childs Play Programme – Round 2).

The Director of Lifelong Learning said this was a major initiative across Wrexham, Denbighshire and Flintshire Counties representing multi-agency, collaborative working which was being hosted by Flintshire County Council through Culture and Leisure Services.

**RESOLVED:**

That the report be noted.

**174. GREENFIELD VALLEY TRUST LTD – ACCOUNT FOR 2010**

The Executive Member for Education introduced the report which provided details on the Greenfield Valley Trust Ltd for the period 1 January – 31 December 2010.

**RESOLVED:**

That the report be received.

**175. BUILDING MAINTENANCE TRADING ACCOUNT**

The Executive Member for Housing introduced the report which sought approval for ending of the current client/contractor accounting split for the Housing Repair and Maintenance service, and replacing it with a more appropriate modern framework for performance management.

The Director of Community Services said this was a positive move forward based on a good financial position. The Chief Executive added that In May 2011, the Housing Overview and Scrutiny Committee gave support for the abolition of the Repair and Maintenance Trading Account subject to robust performance indicators being developed to measure both the cost effectiveness and quality of service delivery. On 2 November 2011 the

Committee gave support to ending the current arrangements and to the proposed performance indicators which were attached as an appendix to the report.

**RESOLVED:**

- (a) That the current accounting arrangements for the housing repairs and maintenance service end, with effect from 1 April 2012; and
- (b) That the proposed KPI's be used to measure the cost and quality of service provision.

**176. EARLY RETIREMENT SUMMARY**

The Executive Member for Corporate Management introduced the report which provided a summary of Early Retirements approved and implemented for the period 1 April 2010 to 30 September 2011, including details of associated costs to the Council.

The Head of Human Resources and Organisational Development explained that, in future, reports on early retirement would be submitted on a quarterly basis.

**RESOLVED:**

That the report be received and the data relating to Early Retirements and the associated costs be noted.

**177. WORKFORCE INFORMATION REPORT**

The Executive Member for Corporate Management introduced an update on the workforce information for the second quarter of 2011/12.

The Head of Human Resources and Organisational Development provided details on the following areas:

- Establishment
- Headcount
- Agenda numbers
- Turnover
- Diversity
- Absence

In particular, she commented on the improving attendance record noting that 84% of employees had attained 100% attendance in the second quarter of 2011/12.

**RESOLVED:**

That the Workforce Information Report for the second quarter 2011/12 be noted.

**178. MEMBERSHIP OF THE CHILDREN'S FORUM**

The Leader and Executive Member for Finance and Asset Management introduced the report which sought consideration of expanding the membership of the Children's Forum to reflect a recommendation from the Constitution Committee.

The Executive Member for Education stressed the importance of the work of the Forum which was established following the inquiry by Lord Laming into the death of Victoria Climbié. The meetings were attended by young people in care representatives who appreciated Councillor and senior officer attendance at meetings.

**RESOLVED:**

That the formal membership of the Children's Forum be expanded to include a representative from the Betsi Cadwalader University Health Board, and that the Council is recommended to amend the Constitution to reflect the membership of the Forum as agreed by the Executive on 1 August 2006 to be updated to reflect current Executive portfolios.

**179. NINTH ANNUAL REPORT OF THE FLINTSHIRE LOCAL ACCESS FORUM**

The Executive Member for Environment introduced the report which sought approval of the ninth report of the Flintshire Local Access Forum, prepared in accordance with Regulation 16 of the Countryside Access (Local Access Forums) (Wales) Regulations 2001.

**RESOLVED:**

That the ninth Annual Report of the Flintshire Local Access Forum, for 2010/11, be noted and submitted to the Countryside Council for Wales for their records.

**180. SPECIAL COUNCIL MEETING – SCHOOL MODERNISATION CONSULTATION**

The Executive Member for Education introduced the report which sought to formally endorse the date of the proposed special Council meeting on Wednesday 14 December 2011 to consider the school modernisation consultation.

**RESOLVED:**

- (a) That the decision to hold the Special County Council meeting on the evening of Wednesday 14 December be endorsed; and

- (b) That the change from a Saturday morning to a Wednesday evening be reported to the next Council meeting enabling the 28 September 2011 Council decision to be rescinded under Council procedure rule 14.1.

**181. EXERCISE OF DELEGATED DECISIONS**

An information report on the actions taken under delegated powers was submitted.

The actions taken were as set out below:-

Finance	Write off Requests
Community Services	Creation of a Temporary Accommodation Support Officer Post
Lifelong Learning	Leisure Services Tariff 2012

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

**RESOLVED:**

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

**183. PROPOSED NEW HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT SERVICE STRUCTURE**

The Executive Member for Corporate Management introduced the report which sought endorsement to proceed with staff consultation and implementation of the new service model of the proposed new Human Resources and Organisational Development service structure.

The Head of Human Resources and Organisational Development explained the report in detail.

**RESOLVED:**

- (a) That the proposals for the new Human Resources and Organisational Development service model and new posts be endorsed and the plans for the next phase of consultation and implementation be supported; and
- (b) That the Head of Human Resources and Organisational Development be given delegated powers to make minor amendments to the proposed Human Resources and Organisational Development structure should this be necessary as the consultation process unfolds.

**184. DURATION OF MEETING**

The meeting commenced at 9.30 a.m. and ended at 11.05 a.m.

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

There were two members of the press in attendance.

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**Chairman**

**SUMMARY OF DECLARATIONS MADE BY MEMBERS**  
**IN ACCORDANCE WITH FLINTSHIRE COUNTY COUNCIL'S**  
**CODE OF CONDUCT**

<b>EXECUTIVE</b>	<b>DATE: 13 DECEMBER 2011</b>
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<b>MEMBER</b>	<b>ITEM</b>	<b>MIN. NO. REFERS</b>
Cllrs H. D. Hutchinson and N. Phillips	Outcome of Consultation on the closure of the ABA Resource At Westwood Community School	171



**EXECUTIVE**  
**20 DECEMBER 2011**

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Tuesday, 20 December 2011

**PRESENT: Councillor A. Woolley (Chairman)**

Councillors: H. Brown, C. A. Ellis, N. M. Matthews, N. Phillips, N. Steele-Mortimer and M. G. Wright

**ALSO PRESENT:**

Councillors: J. B. Attridge, V. Gay, R.G. Hampson, D. I. Mackie and A.P. Shotton

**IN ATTENDANCE:**

Chief Executive, Director of Community Services, Director of Environment, Director of Lifelong Learning, Head of Finance, Head of Human Resources & Organisational Development, Head of ICT & Customer Services, Interim Head of Legal and Democratic Services and Committee Officer

**APOLOGIES:**

Councillor H. D. Hutchinson and L. A. Sharps

**186. DECLARATIONS OF INTEREST**

The Leader of the Council declared a personal interest in both reports in his capacity as Vice-Chair of CAB Flintshire and Trustee of Welsh Border Community Transport.

**187. FINAL SETTLEMENT 2012/13 & COUNCIL FUND REVENUE BUDGET 2012/13**

The Chief Executive led the introduction of the report to advise of the Final Local Government Settlement for 2012/13 and the outcomes and implications for Flintshire; to seek endorsement of the Council's Medium Term Financial Strategy for 2011/15, Medium Term Financial Plan for 2012/15 and Budget Strategy for 2012/13 and to present the Council Fund Revenue Budget proposals for the 2012/13 budget.

The Head of Finance and Chief Executive provided Members with a detailed presentation which outlined the following areas:-

- Contents of the report
- Organisational & Financial Strategy
- Local Government Finance Settlement – Final
- Budget Proposals 2012/13
- Inflation
- Pressures
- Efficiencies

- Ongoing work to close the gap for 2012/13 and impacts on the Medium Term Financial Plan

The Chief Executive began by setting out that the Authority was aiming to modernise and reduce operating costs, improve services to the public and work collaboratively with other bodies. The Head of Finance spoke of the work undertaken on the Medium Term Financial Strategy which included fully integrating revenue and capital plans and maintaining Council Tax increases to affordable levels. The Chief Executive detailed the three types of pressures for the Authority which were inflation, demographic and economic and spoke of the public consultation on the budget which had been undertaken.

The Head of Finance explained that the current projected budget gap was £1.718M which included an ongoing base budget gap of £0.824M and one off pressures of £0.894M. Financing of the budget was made up of external funding from the Welsh Government (WG) of 80% with the remaining 20% being raised from Council Tax. The Chief Executive spoke of the assumptions which had been made, adding that no provision had been made for a pay award (pending national negotiations). There was no assumption of new fees and charges being introduced, but up to a 3% uplift on existing charges where the Council set the charge had been assumed.

Some examples of pressures which had been considered were detailed but the Head of Finance explained that further details would be provided at the Overview & Scrutiny budget meetings which were scheduled to be held in January 2012. The Chief Executive spoke of the approach which had been taken to compressing pressures and said that in year risk management was a reality of budget management. On the issue of efficiencies he spoke of the four programmes of Flintshire Futures which made up the efficiencies and included service reviews and finance led projects. The Head of Finance explained that a cross directorate expenditure review of core costs had been led by the Finance Team working with all departments and had identified a £2M saving.

The Chief Executive said that the aim was to reduce the budget gap with no major cuts to public services and to generate efficiencies through the ongoing budget strategy as part of the Council's Medium Term Financial Planning process.

The Head of Finance provided details of the dates of the Overview & Scrutiny, Executive and County Council meetings which were scheduled to be held to consider the budget.

#### **RESOLVED:**

- (a) That the Final Local Government Settlement for 2012/13 and the implications for Flintshire be noted;

- (b) That the Council's Medium Term Financial Strategy 2011/15, Medium Term Financial Plan 2012/15 and Budget Strategy for 2012/13 be endorsed; and
- (c) That the Council Fund Revenue Budget proposals which were in progress, and which would be subject to consideration by Overview and Scrutiny in January 2012 be endorsed.

**188. CAPITAL STRATEGY AND CAPITAL PROGRAMME 2012/13 TO 2021/22**

The Chief Executive and the Head of Finance introduced the report to set out the work that had been undertaken (and would continue), to develop a Council Fund Capital Strategy and 10 year capital programme for the Council.

The Head of Finance and Chief Executive provided a detailed presentation which covered the following areas:-

- Contents of the report
- Medium Term Financial Strategy
- Capital Strategy....to deliver
- Strategy....key components
- Sources of funding
- Indicative funding figures
- Proposed 2012/13 programme
- Core allocations
- New capital investment schemes
- What is unsupported borrowing?
- Impact for future years

The Chief Executive spoke of the long term view which needed to be taken for capital and said that it was critical to have priorities linked to investments. He highlighted the six theme areas which had been identified for investment which might be financed through unsupported (prudential) borrowing which included school modernisation, public/civic buildings, infrastructure/regeneration, leisure, energy and ICT. The Head of Finance explained that the proposed 2012/13 programme left a balance of £0.456M "headroom" remaining following the allocation of available funding to 'core' allocations and new investment schemes as set out in the report. She went on to set out the new investment schemes proposed to be met from unsupported borrowing. She added that unsupported borrowing needed to be affordable and sustainable and highlighted the impacts of the proposals for future years which included the cost of unsupported borrowing to the revenue budget which rose from £0.165M in 2012/13 to £1.987M in 2019/20.

The Leader of the Council thanked the Chief Executive and Head of Finance for their detailed presentations.

**RESOLVED:**

- (a) That the work which had been undertaken (and would continue) to develop a Council Fund Capital Strategy and 10 year capital programme be noted;
- (b) That the new schemes or programme areas which had been identified for inclusion in the programme and which would be the subject of Member consideration for 2012/13 onwards be noted;
- (c) That the capital element of the Local Government Finance Settlement for 2012/13, together with indicative allocations for financial years 2013/14 and 2014/15 be noted;
- (d) That the estimated capital funding available over the 10 year period 2012/13 to 2021/22 be noted;
- (e) That the projects in Section 7.10 of the report with prior approval/funding be noted; and
- (f) That the allocation of funding to the core capital programme in 2012/13 as shown in Appendix 3 (and note the indicative allocations for future years), and approve the potential new capital investment schemes (as set out in Section 7.04 of the report) subject to input by Overview & Scrutiny, excluding those projects with prior approval outlined in Section 7.10 be approved.

**189. DURATION OF MEETING**

The meeting commenced at 9.30 a.m. and ended at 10.45 a.m.

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

There were two members of the press in attendance.

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**Chairman**

**SUMMARY OF DECLARATIONS MADE BY MEMBERS**  
**IN ACCORDANCE WITH FLINTSHIRE COUNTY COUNCIL'S**  
**CODE OF CONDUCT**

<b>EXECUTIVE</b>	<b>DATE: 20 DECEMBER 2011</b>
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<b>MEMBER</b>	<b>ITEM</b>	<b>MIN. NO. REFERS</b>
Councillor A. Woolley	Final Settlement 2012/13 & Council Fund Revenue Budget 2012/13	187
	And	
	Capital Strategy and Capital Programme 2012/13 to 2021/22	188

## **FLINTSHIRE COUNTY COUNCIL**

### **AGENDA ITEM NUMBER: 4**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **24 JANUARY 2012**  
**REPORT BY:**      **CHIEF EXECUTIVE**  
**SUBJECT :**         **IMPROVEMENT PRIORITIES MID YEAR REVIEW**

#### **1.00 PURPOSE OF REPORT**

- 1.01 To present a mid year position of progress against our ten corporate Improvement Priorities .

#### **2.00 BACKGROUND**

- 2.01 It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and to publish an Improvement Plan.
- 2.02 The Improvement Objectives were endorsed as the set of Council Priorities within the Improvement Plan by Executive and County Council in June.

#### **3.00 CONSIDERATIONS**

- 3.01 The Improvement Plan builds upon the Council Priorities and the underlying Directorate priorities and presents them in a single document.
- 3.02 The ten primary priorities are supported by the more detailed secondary priorities set out in the three Directorate plans for Community Services, Environment and Lifelong Learning and in the corporate governance plans. The corporate governance plans are the Improvement Plan, the Strategic Assessment of Risks and Challenges (SARC) and the four business plans for the corporate resources of the Asset Plan, the ICT and Customer Services Strategies, the Medium Term Financial Strategy and Plan and the People Strategy.
- 3.03 The secondary priorities have high level actions, milestones and targets which can be monitored over time. This mid-year assessment provides an overview of progress against scheduled activity for each of the 66 secondary priorities. Progress has been categorised as:
- RED: Limited Progress - delay in scheduled activity; not on track
  - AMBER: Satisfactory Progress - some delay in scheduled activity, but broadly on track
  - GREEN: Good Progress - activities completed on schedule, on track

It also provides an assessment against our level of confidence at this point in time in achieving the outcome(s) for each secondary priority. Outcome has been categorised as:

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**Date: 18/01/2012**

- RED: Low - lower level of confidence in the achievement of the outcome(s)
- AMBER: Medium - uncertain level of confidence in the achievement of the outcome(s)
- GREEN: High - full confidence in the achievement of the outcome(s).

- 3.04 The table attached as Appendix 1 provides an overall RAG status for each of the ten priorities and identifies within the 66 secondary priorities the status and number of priorities for both progress and outcome. In summary our overall assessment against these secondary priorities is:-

Progress

- We are making good (green) progress in 31 (47%) of the priorities.
- We are making satisfactory (amber) progress in 35 (53%) of the priorities.

Outcome

- We have a good (green) level of confidence in the achievement of 51 (77%) of our priority outcomes.
- We have a medium (amber) level of confidence in the achievement of 15 (23%) of our priority outcomes.

Areas for continued attention to progress will continue to be monitored through the council's business planning processes.

- 3.05 The full assessment of the RAG statuses for progress and outcome against all the secondary priorities is attached as Appendix 2.
- 3.06 A fuller version with outcomes and details of future actions for each secondary priority has been considered by the Corporate Resources Overview and Scrutiny Committee at their meeting on 19 January.
- 3.07 When the Improvement Plan was published in June we invited feedback on the ten priorities with both the public and our strategic partners. The public were asked about the general content of the priorities and an indication of their top 3 priorities. The return response from the public was limited although there was positive indication that these were generally the right priorities. Top priorities were identified around the economy, being a modern and efficient organisation, safer communities and safeguarding and housing.
- Our strategic partners were asked to consider the 'strategic fit' of the priorities with their objectives and strategies. The response was that there was a good overall 'fit' with partners' plans and objectives.
- 3.08 These returns will be considered to inform a future review of the Improvement Priorities. In addition, further work is currently being undertaken by the Local Service Board to assess the outcomes of the Community Strategy. This in turn will contribute towards a future review of the priorities.

- 3.09 A further report will be provided in due course detailing the results of the Community Strategy review and any impact it may have on a refresh of the Improvement Priorities.

#### **4.00 RECOMMENDATIONS**

- 4.01 That Executive endorse the mid year assessment of the Improvement Priorities noting areas for continued attention .

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 None directly related to this report.

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

- 6.01 None directly related to this report.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None directly related to this report.

#### **8.00 EQUALITIES IMPACT**

- 8.01 None directly related to this report.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 None directly related to this report.

#### **10.00 CONSULTATION REQUIRED**

- 10.01 None

#### **11.00 CONSULTATION UNDERTAKEN**

- 11.01 The Improvement Plan and priorities have been available for public comment and feedback.

- 11.02 The Corporate Resources Overview and Scrutiny Committee (19 January 2012) have been provided with further information on the intended outcomes and future actions for each secondary priority.

#### **12.00 APPENDICES**

- 12.01 Appendix 1: Improvement Priorities mid year review summary  
Appendix 2: Improvement Priorities mid year review 2011/12 detail

#### **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**



**BACKGROUND DOCUMENTS**

Directorate Plans, SARC, Outcome Agreements

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IMPROVEMENT PRIORITIES MID YEAR REVIEW 2011/12								
Council Priority	PROGRESS	Secondary Priorities			OUTCOME	Secondary Priorities		
		GREEN (GOOD)	AMBER (SATIS- FACTORY)	RED (LIMITED)		GREEN (HIGH)	AMBER (MEDIUM)	RED (LOW)
1. To be a modern, efficient and cost effective public organisation through our four resource strategies - the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy - whilst ensuring our local taxes and fees and charges are fair and affordable	GOOD	3	3	0	HIGH	5	1	0
2. To achieve the greatest possible cost efficiencies through regional and sub-regional collaboration to reinvest in local public service	GOOD	2	0	0	MEDIUM	0	2	0
3. To be a modern, caring and flexible employer with fair and equal pay and terms and conditions of employment under a Single Status Agreement	SATIS- FACTORY	1	2	0	MEDIUM	1	2	0
4. To achieve the highest standards of customer services and care through our Customer Service Strategy	GOOD	3	0	0	HIGH	3	0	0
5. To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups	SATIS- FACTORY	5	7	0	HIGH	10	2	0
6. To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty	SATIS- FACTORY	4	7	0	HIGH	9	2	0
7. To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services	SATIS- FACTORY	3	6	0	HIGH	7	2	0
8. To meet housing need in the County and to work with partners to ensure a sufficient supply of quality and	SATIS-	3	3	0	HIGH	5	1	0

affordable homes and housing services in the social , mixed tenure and private sector housing markets	<b>FACTORY</b>							
9. To secure a modern and high performing range of learning, cultural, play and leisure opportunities for all ages with our schools, colleges and other partners	<b>SATIS-FACTORY</b>	4	4	0	<b>GOOD</b>	6	2	0
10. To protect, plan and develop sustainable natural and built environments	<b>SATIS-FACTORY</b>	3	3	0	<b>GOOD</b>	5	1	0
<b>TOTALS</b>	<b>PROGRESS</b>	<b>31</b>	<b>35</b>	<b>0</b>	<b>OUTCOME</b>	<b>51</b>	<b>15</b>	<b>0</b>
<b>%</b>		<b>47%</b>	<b>53%</b>	<b>0%</b>		<b>77%</b>	<b>23%</b>	<b>0%</b>

**IMPROVEMENT PLAN MONITORING REPORT - EXECUTIVE 24 JANUARY 2012**

**PROGRESS RAG Status Key**

<b>R</b>	<b>Limited Progress</b> - delay in scheduled activity; not on track
<b>A</b>	<b>Satisfactory Progress</b> - some delay in scheduled activity, but broadly on track
<b>G</b>	<b>Good Progress</b> - activities completed on schedule, on track

**OUTCOME RAG Status Key**

<b>R</b>	<b>Low</b> - lower level of confidence in the achievement of outcome(s)
<b>A</b>	<b>Medium</b> - uncertain level of confidence in the achievement of the outcome(s)
<b>G</b>	<b>High</b> - full confidence in the achievement of the outcome(s)

No.	Council Priority (Primary)	Council Priority (Secondary)	Completion Date (Revised*)	Directorate / Corporate Services	Primary Lead / HoS	PROGRESS RAG Status	OUTCOME RAG Status	Explanation of key issues
1	<b>To be a modern, efficient and cost effective public organisation through our four resource strategies - the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy - whilst ensuring our local taxes and fees and charges are fair and affordable</b>	1.1 To achieve the change and efficiency objectives of the Flintshire Futures Programme	On-going	Corporate Services	Colin Everett	A	G	
		1.2 To adopt an accurate forecasting model for finances and costs for the medium term	Sep-11	Corporate Services	Kerry Feather	G	G	
		1.3 To reduce asset costs and maximise income and receipts	On-going	Corporate Services	Neal Cockerton / Kerry Feather	A	G	
		1.4 To adopt a corporate fees and charges / income maximisation policy and undertake a review of fees and charges and maximise income	Mar- 12*	Corporate Services	Kerry Feather	A	A	Progress: Target completion date Dec 2011 will not be met; revised date to Mar 2012.
		1.5 To extend agile working within the workforce	Mar-12	Corporate Services	Neal Cockerton / Chris Guest	G	G	
		1.6 To improve procurement practice and efficiency with the implementation of a modern electronic system (Purchase to Pay) a priority	Dec-11	Corporate Services	Chris Guest	G	G	
2	<b>To achieve the greatest possible cost efficiencies through regional and sub-regional collaboration to reinvest in local public service</b>	2.1 To implement the adopted collaborative projects at regional and sub-regional level	On-going	Corporate Services	Colin Everett	G	A	
		2.2 To achieve the set efficiency targets from the collaborative projects	On-going	Corporate Services	Colin Everett	G	A	
3	<b>To be a modern, caring and flexible employer with fair and equal pay and terms and conditions of employment under a Single Status Agreement</b>	3.1 Achieve a legal, acceptable and affordable Single Status Agreement	Oct/Nov-12*	Corporate Services	Helen Stappleton	A	A	Progress: Target completion date March 2012 will not be met; revised action plan for completion autumn 2012.
		3.2 Negotiate an Equal Pay Settlement	Oct/Nov-12*	Corporate Services	Helen Stappleton	A	A	Outcome: No complete control over outcome.
		3.3 To complete the review of human resources policies as a modern employer	Jun-12	Corporate Services	Helen Stappleton	G	G	
4	<b>To achieve the highest standards of customer services and care through our Customer Service Strategy</b>	4.1 To introduce the first phase of the Flintshire Connects (Customer Access Points) programme	Dec-12	Corporate Services	Clare Budden	G	G	
		4.2 To shift more customers to self service forms of doing more business using new technology (Channel Shift)	Dec-11	Corporate Services	Chris Guest	G	G	
		4.3 To improve standards of customer service including the development and implementation of the Customer Contact Centre	Mar-12	Corporate Services	Chris Guest	G	G	

5	To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups	5.1.1 Develop robust commissioning arrangements for out of county placements	Mar-12	Community Services	Carol Salmon	A	G	
		5.1.2 Review our arrangements of Out of County Placements; ensure stability in resource planning; provide relevant children with the best possible start in life	Apr-12	Lifelong Learning	Elwyn Davies	G	G	Progress: assurance in progress: i.e. i) increased pool of foster carers ii) Arosta (residential short breaks) on target to be open by April 2012 iii) improved assessment and monitoring to maximise resources
		5.2 Ensure that the whole Council works positively as a Corporate Parent to support looked after children and care leavers to achieve positive outcomes in life	Dec-11	Lifelong Learning	Elwyn Davies	G	G	
		5.3 Further raise awareness and monitor safeguarding activity through the joint (with Wrexham) LSCB	TBC	Community Services	Carol Salmon	G	G	
		5.4 Review our arrangements for safeguarding vulnerable children (with Community Services and partners)	TBC	Lifelong Learning	Elwyn Davies	G	G	
		5.5 Implement the Integrated Family Support Services initiative (also 7)	Jun-11	Community Services	Carol Salmon	G	G	
		5.6 Introduce Civil Parking Enforcement (CPE)	TBC	Environment	Neal Cockerton	A	G	Progress: plans in place and preparatory works undertaken, but behind planned schedules.
		5.7 Introduce Customer Access Points (Flintshire Connects)	Dec-12	Community Services	Clare Budden	G	G	
		5.8 Introduce the Streetscene Customer Contact Centre and the Streetscene Service changes	Feb-12*	Environment	Steve Jones / Chris Guest	A	G	
		5.9 Implement recommendations of E-coli inquiry	On-going	Environment	Ian Vaughan Evans	G	A	Outcome: uncertain due to new Welsh Government recommendations
		5.10 Delivering sustainable modes of travel schemes (also 10)	Mar-16	Environment	Neal Cockerton	A	G	
		5.11 Review public conveniences provision	Apr-13*	Environment	Steve Jones	A	A	Outcome: uncertain as yet
6	To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty	6.1 Adoption of the UDP (also 5, 8 and 10)	Nov-11	Environment	Andrew Farrow	G	G	
		6.2 Regenerate Town Centres (also 5, 8 and 10)	TBC	Environment	Dave Heggarty	A	G	Progress: The process of developing long-term plans for each town is well underway (complete in 5 of the 8 towns) and the delivery of these plans has commenced in many cases; but behind planned activity in some areas.
		6.3 Support the Deeside Renewal Area Programme	Sep-12	Environment	Neal Cockerton / Dave Heggarty	G	G	
		6.4 Promote the development of the Northern Gateway	On-going	Environment	Dave Heggarty	G	G	Progress: well advanced: the developers have held public exhibitions on their proposals recently and the announcement of the Deeside Enterprise Zone by WG is a major step forward in the delivery.
		6.5 Rationalisation of property and land estate	On-going	Environment	Neal Cockerton	A	G	
		6.6 Complete TAITH work programmes (also 10)	Apr-12	Environment	Neal Cockerton	A	G	
		6.7 Development of skills to align with business needs	On-going	Environment	Dave Heggarty / Elwyn Davies	A	G	
		6.8 Encourage and retain business investment in Flintshire	On-going	Environment	Dave Heggarty	A	G	
		6.9 Implement the Families First initiative (also 5)	Mar-12	Community Services	Carol Salmon	G	G	
		6.10 Work on a North Wales approach to develop a shared methodology to determine Care Fees in the future	Jan-12	Community Services	Alan Butterworth	A	A	Outcome: The process of developing our methodology with Care Forum Wales is still ongoing; outcome uncertain
		6.11 Develop a strategy to manage the impacts of Welfare Reform	Apr-12	Community Services	Clare Budden / Kerry Feather	A	A	Outcome: Strategy will have been developed by due date, but impact uncertain due to other agencies, demographics etc.

7	To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services	7.1 Transform Social Services for Adults to promote independence and build community capacity	Mar- 13*	Community Services	Maureen Mullaney	A	G	
		7.2 Expand the Council's extra care housing provision (also 8)	Apr-13	Community Services	Alan Butterworth / Clare Budden	A	A	Outcome: Local schemes developed; however future Welsh Government funding uncertain
		7.3 Develop a range of temporary accommodation and independent living options for care leavers (also 8)	Dec-11	Community Services	Carol Salmon	G	G	
		7.4 Develop new Supporting People services to strengthen homeless prevention (also 8 and 5)	Mar-12	Community Services	Alan Butterworth	G	G	
		7.5 Review the Charging Policy for social services and housing related support (as part of the corporate fees and charging project) (also 8)	Apr-12	Community Services	Alan Butterworth	A	G	
		7.6 Modernise the warden service	Mar-12	Community Services	Clare Budden	G	G	
		7.7 To introduce locality working with Betsi Cadwaldr University Health Board in support of enhanced primary health care services	Jan-12	Community Services	Alan Butterworth	A	A	
		7.8 Complete the Inclusion Service Review and implement new arrangements to support children with Additional Learning Needs	Mar-13	Lifelong Learning	Elwyn Davies	A	G	
		7.9 Implement the 2011-14 Children and Young People's Plan including 'roll out' of Common Assessment and Integrated Family Support Teams	Apr-12*	Lifelong Learning	Tom Davies	A	G	
8	To meet housing need in the County and to work with partners to ensure a sufficient supply of quality and affordable homes and housing services in the social , mixed tenure and private sector housing markets	8.1 Lead the Deeside Housing Renewal Area programme (also 5)	On-going	Community Services	Clare Budden	G	G	
		8.2 Further improve the Council's housing management and housing repairs service	On-going	Community Services	Clare Budden	A	G	
		8.3 Increase the supply of affordable housing for first time buyers and people with special needs as a priority (also 7)	Mar-12	Community Services	Clare Budden	G	A	Outcome: Whilst the council is increasing its supply of affordable housing; other RSL's position is uncertain.
		8.4 Extend the range of options in private sector housing	Apr-12	Community Services	Clare Budden	G	G	
		8.5 Develop a regional housing register and common allocations policy	Apr-12	Community Services	Clare Budden	A	G	
		8.6 Implement Section 106 Funding Policy (also 5)	On-going	Environment	Andrew Farrow	A	G	
9	To secure a modern and high performing range of learning, cultural, play and leisure opportunities for all ages with our schools, colleges and other partners	9.1 Implement organisational change under the School Modernisation Strategy and the national 21st Century Schools programme	2012	Lifelong Learning	Tom Davies	A	A	
		9.2 Ensure all schools meet the requirements of the Learning and Skills measure	On-going	Lifelong Learning	Elwyn Davies	G	G	
		9.3 Complete reviews of the school funding formula and delegation of funding	Sep-13	Lifelong Learning	Tom Davies	A	G	
		9.4 Review the range of services offered to schools and issue a revised compendium of Service Level Agreements	TBC	Lifelong Learning	Elwyn Davies	A	G	
		9.5 Continue to implement the School Effectiveness Framework locally and regionally (also 7 and 5)	Sep-12	Lifelong Learning	Elwyn Davies	G	G	
		9.6 Implement the priorities of the Leisure Strategy including (1) new operational arrangements and (2) the Leisure Centre renewal programme (also 7 and 5)	On-going	Lifelong Learning	Lawrence Rawsthorne	G	G	
		9.7 Implement the priorities of the Libraries, Arts and Play Strategies (also 7 and 5)	On-going	Lifelong Learning	Lawrence Rawsthorne	G	G	
		9.8 Implement the Youth Strategy (also 7 and 5)	TBC	Lifelong Learning	Tom Davies	A	A	Progress: Some delay; date for completion incertain Outcome: staffing and service delivery outcome is positive, yet assets remains uncertain.

10	To protect, plan and develop sustainable natural and built environments	10.1 Develop a single integrated operational depot	Oct-12*	Environment	Steve Jones	G	G	Progress: revised plan incorporates amended timescales
		10.2 Introduce the new waste collection system for residual, food and recyclates (also 5)	Oct-11	Environment	Steve Jones	G	G	
		10.3 Manage energy consumption within Council buildings	On-going	Environment	Neal Cockerton	A	G	
		10.4 North Wales Residual Waste Treatment Project	Mar-13*	Environment	Steve Jones	A	A	
		10.5 Regional Food Waste Treatment Facility	Sep-12	Environment	Steve Jones	A	G	
		10.6 Further regeneration of rural areas in Flintshire	TBC	Environment	Dave Heggarty	G	G	

## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 5**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **24 JANUARY 2012**  
**REPORT BY:**      **CHIEF EXECUTIVE**  
**SUBJECT :**         **STRATEGIC PARTNERSHIP PERFORMANCE - MID YEAR REVIEW**

### **1.00 PURPOSE OF REPORT**

1.01 For Executive to receive a mid year overview of:

- the progress of the Strategic Partnerships and;
- the priorities for each of the Strategic Partnerships and the key milestones for the year ahead.

### **2.00 BACKGROUND**

2.01 The Local Service Board under its Terms of Reference has five principal roles:

1. Effective and trusting partnership relationships as a set of local leaders.
2. Discharging the responsibilities of an LSB - this includes producing a meaningful and fit for purpose Community Strategy.
3. Consistent and effective governance and performance of strategic partnerships, e.g., Children and Young People's Partnership, Community Safety Partnership, Health, Social Care and Well Being Partnership, Housing Partnership, Local Safeguarding Children Board, Regeneration Partnership and Youth Justice Service.
4. Identifying common issues as public bodies/employers.
5. Promoting collaboration in the design and provision of local public services and to make best economic use of local partner's resources, such as people, money, assets and technology.

2.02 Working alongside the Flintshire Local Service Board (LSB) are eight key Strategic Partnerships:

- Children & Young People's Partnership and 'Making a Positive Difference' Plan (2011 to 2014)
- Community Safety Partnership and Strategic Plan (2008 to 2011)
- Flintshire Housing Partnership
- Health, Social Care and Well-being Partnership and the Good Health, Good Care Strategy (2011 to 2014)

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**Date: 18/01/2012**



- Flintshire and Wrexham Local Safeguarding Children Board Strategic Plan (2011 to 2014)
- Regeneration Partnership
- Voluntary Sector Compact
- Youth Justice Plan and Board

Collectively, the LSB and these Strategic Partnerships are known as 'Flintshire in Partnership'. Flintshire's Strategic Partnerships are critically important in contributing towards the quality of life for the County of Flintshire. It is important that members are aware of each of the partnership priorities and work programmes.

2.03 The Strategic Partnerships exist for a number of reasons:

- Statutory provisions i.e. Children and Young People's Partnership; Community Safety Partnership; Health, Social Care and Well-being Partnership; Local Safeguarding Children Board, Youth Justice Service.
- National agreement e.g. Voluntary Sector Compact.
- Local agreement to ensure a more strategic and integrated approach, e.g. Regeneration Partnership, Housing Partnership.

2.04 The last summary on strategic partnership performance was reported to Executive in July 2011.

### **3.00 CONSIDERATIONS**

#### **3.01 Children & Young People's Partnership and 'Making a Positive Difference' Plan (2011 to 2014)**

##### Requirement for the Strategy

The Local Authority has a statutory duty to publish a plan setting out its strategy for discharging its functions for children and young people as required by Section 26 Children Act 2004.

##### How and When the Strategy will be Reviewed

The needs assessment has been updated to support the new 2011 to 2014 Plan and it will inform the priority work areas. A community needs assessment for the Families First plan was developed in October 2011.

The 2011 to 2014 Plan was approved by the CYPP Board, the Executive and BCUHB in May/June 2011. 'Making a Positive Difference' has now been adopted and was officially launched on the 19th June 2011.

The Plan is operational until 31st March 2014. It will be reviewed midterm on request from Welsh Government. Action areas within the plan will be measured to inform a review of progress annually. The CYPP Board is currently working to

devise a fit for purpose monitoring structure and system to enable effective monitoring and evaluation.

Current Key Priorities

- Children and Young People are cared for.
- Children and Young People are ready, able and encouraged to learn.
- Children and Young People have a healthy lifestyle.
- Children and Young People have time and space to play, and to participate in activities.
- Children and Young People are respected in all areas of their lives.
- Children and Young People are safe.
- Children, Young People and Families have the resources they need to maximise their opportunities.

Some of the above are recognised as joint priorities with other key strategies for Flintshire, e.g., joint priorities shared with the Health, Social Care and Well-Being Partnership ('Good Health, Good Care' Strategy).

Progress Made in the Last 6 Months

- a. The Families First Funding transition year is being managed by the CYPP. This is a significant area of work and has involved recruitment of a new team and development of the Families First Plan for 2012 to 2017 that was submitted to Welsh Government in October 2011.
- b. Work to map vulnerable families was undertaken in spring 2011. The work will inform the approach to the delivery of the Families First Programme.
- c. The Child-care Sufficiency Audit has been completed.
- d. The Family Information Service has continued to expand its service.
- e. The completion of the website for the CYP Partnership [www.youngflintshire.co.uk/fflintyrifanc.co.uk](http://www.youngflintshire.co.uk/fflintyrifanc.co.uk) and the development of the Families First website is ongoing.
- f. Parenting Strategy – work is being undertaken to build on the delivery of existing Parenting Programmes and workforce development. This includes the development of the National Occupational Standards accredited training programmes via the Parenting Strategy groups.
- g. Continued work to support child care provision and child care services including child care for disabled children.
- h. Workforce development approaches for the Team around the Family programme and collaborative approaches to develop our workforce plan in line with other strategies.
- i. Continued work to take forward the advocacy model for Flintshire in partnership with all six North Wales counties and utilising the Welsh Government Guidance and the National Advocacy project 'MEIC'.

- j. Engaging with the creating an 'Active Flintshire' Board.
- k. Regional developments of systems with Betsi Cadwaladr University Health Board (BCUHB), input to the locality working links and regional development will take place in January 2012.
- l. Assessing the CYP's equality commitments and application of this to the emerging CYP action areas for the CYP delivery plans.
- m. Further development of the 3rd sector Welsh language/bilingual youth support provision via Fflic/Menter Iaith and Urdd in Flintshire.
- n. Supported the work of "RESPECTFEST" respecting others work.

#### Key Milestones for the Year Ahead

- i. Continue to support the Team around the Family programme development and creation of bespoke posts to deliver the programme.
- ii. Continue to develop the Families First programme and recruit the remainder of the team.
- iii. Take forward the advocacy model for Flintshire in line with regional and national plans.
- iv. Obesity in children and young people – Public Health Wales (PHW) lead – continue to work to develop action plans.
- v. Support Respect fest 2012 and address all participation work for the CYP Plan which will include a review of approaches.
- vi. Develop robust systems to engage with BCUHB and engage in locality work and regional plans.
- vii. Workforce development – agree a workforce development plan in line with other strategies and partners needs and considerations for the Families First programme.
- viii. Further development of the Child-care Action Plan to build on existing notable practice, further delivery and development of the Parenting Strategy and work force element of this work.
- ix. Sustain strong effective links with Youth Service to support the review of Youth Service in Flintshire and re model the participation delivery.
- x. Assess the CYP's equality commitments together with the Councils race, gender and disability schemes and Welsh Language Scheme.
- xi. Introduce an outcomes focussed plan and performance management system for our future CYP Plan. Hold development sessions for the CYP Board and stakeholders to inform the commissioning of services for the Families First funding.
- xii. Build on the notable practice of working with the Welsh Medium Youth Service providers, e.g., develop the DVD for the CYP Plan.

### **3.02 Community Safety Partnership and Strategic Plan (2008 to 2011)**

#### Requirement for the Strategy

The Crime and Disorder Act 1998, and the subsequent amendments by the Police Reform Act 2002 and Police and Justice Act 2006, place a statutory duty on the local authority, police authority, police service, primary health service, probation and fire service to work together to address the community safety agenda.

Collectively, these bodies make up the Community Safety Partnership (CSP), and each year they are required to produce a Strategic Assessment, and a Strategic Plan which is formulated every three years.

#### How and When the Strategy will be Reviewed

The CSP's Strategic Plan spans a three year period, and is reviewed on an annual basis. A new Plan has recently been developed for 2011/ 2014. This is the first joint Community Safety Plan with Wrexham, and builds upon the joint Flintshire and Wrexham Strategic Assessment that was produced to cover the calendar year of 2010.

#### Current Key Priorities

The priorities of the Plan are jointly shared by both CSP's. They are:

- Reduce the levels of violent crime including domestic and sexual violence.
- Tackle anti-social behaviour.
- Reduce the levels of acquisitive crime.
- Reduce re-offending by supporting the agencies which actively manage offenders.
- Reduce the harm that substance misuse causes to communities, families and individuals.
- Tackle hate related crime and disorder and encourage reporting.
- Engage with the community to provide re-assurance and increase public confidence.

#### Progress Made in the Last 6 Months - Including Sub-regional and Regional Developments

- a. On behalf of the Regional Leadership Board, leading on the establishment of a North Wales Safer Communities Board.
- b. Convened two joint Community Safety Executive meeting with Wrexham CSP.
- c. Production of joint Strategic Assessment with Wrexham.
- d. Development of joint Community Safety Strategic Plan with Wrexham CSP.
- e. Formal approval of funding plans for 2011/12, specifically the Safer Communities Fund; Community Safety Fund; Substance Misuse Action Plan Fund and Community Cohesion Fund.

- f. Continued roll-out of community tension monitoring training for Flintshire County Council staff, and partner agencies.
- g. Facilitation of training for practitioners on the 'Safer Wales' Third Party reporting system.
- h. Review of key CSP delivery groups. This has resulted in: (i) Restructure of the Anti-Social Behaviour Forum (ii) Dissolution of the Joint Action Group, and formation of the Priority Crime Group and (iii) Restructuring and streamlining of the SMAT.
- i. Successful White Ribbon campaign during November.
- j. Successful Operation Gingerbread campaign which saw the Neighbourhood Wardens patrol all schools prone to vandalism and criminal damage during the school holidays.
- k. On-going delivery of training to multi agency groups around the use of the CAADA Dash Risk Assessment tool for Domestic Abuse.
- l. Successful reporting to Overview and Scrutiny regarding the CSP's performance over the past 12 months.
- m. Roll out of the 'DYN' training to practitioners, to raise awareness of the implications of domestic abuse on male victims.

#### Key Milestones for the Year Ahead

- i. Establishment of the North Wales Safer Communities Board, and the work associated with its establishment.
- ii. Continued collaborative work regionally and sub regionally.
- iii. Review the function of the CSP's supporting groups in light of the new Safer Communities Board.
- iv. Rolling out a substance misuse education programme in all secondary schools and PRU's in Flintshire.
- v. Enhancement of existing services to young people based on the recommendations of the Hidden Harm Inquiry and a local service mapping exercise.
- vi. Continue to work with Housing to look at the forthcoming requirement to implement the Wales Management Standard for Anti Social Behaviour.
- vii. Continue to support and promote the development of a Third Party Reporting System for Flintshire, to monitor incidences of hate crime within our communities.
- viii. Arrange a Member development session to provide a greater insight into the work of the Partnership.
- ix. Launch the CSP's Christmas campaign which will seek to reduce the incidence of violent crime.

### **3.03 Flintshire Housing Partnership**

Requirement for the Strategy

The Flintshire Housing Partnership (FHP) was established to provide a consultative forum for strategic housing matters and provide direction to the Flintshire Local Housing Strategy. The partnership provides opportunities for member organisations to work collectively on housing and related projects and to influence the Flintshire Local Housing Strategy accordingly.

How and When the Strategy will be Reviewed

The FHP meets quarterly to review progress on key priority projects and further develop its work programme.

Current Key Priorities & Progress Made in the Last 6 Months

In responding to the challenge of Welfare Reform joint landlord liaison posts have been established across North Wales. Flintshire and Wrexham posts are being currently being advertised internally and Denbighshire have made their appointment. All posts are for a duration of 12 months.

FCC Community Support Service are actively considering options for the establishment of a social lettings function.

The establishment of a database of adapted properties is progressing and it is intended to have a completed register of adapted social housing in April 2012.

Social Housing Grant (SHG) Programme: We are currently working very effectively with the RSLs on the management of the SHG programme. The transition to the new programme management arrangements has gone smoothly. The Programme Delivery Plan (PDP) is being maintained and Welsh Government are being provided with quarterly updates.

Opportunities are being explored in the Deeside housing renewal area to promote job creation, training and joint procurement. Further opportunities are also being considered as part of the proposed Flint regeneration scheme.

Glyndwr University was engaged jointly by Flintshire and Wrexham Councils to update the North East Wales LHMA. This work is currently on going and initial outputs are being used to inform the emerging LHS project. The project is scheduled to be complete early in 2012.

There are at present several schemes where we are developing intermediate rent housing. Five intermediate rental homes will be built on the Aston Mead site, provided through the WG land release protocol arrangements (in partnership with Pennaf). A further 16 will be provided through the planning system utilising homes that have been gifted to FCC.

A shared project officer has been appointed to the Common Housing Register (Common Access Routes to Housing (CARTH) Project) and will commence work in January. The post will be hosted by Wales & West Housing Association. The next

key deadline for this project will be the agreement of a draft common allocation policy by January 2012.

The above form the core of the FHP work programme and will continue to link to the review of the Flintshire Local Housing Strategy which is being carried out in collaboration with Wrexham CBC.

In addition a presentation was made to the Partnership in November 2011 by Arc4, on increasing housing delivery in the current housing market. This will be a key area for the Partnership to develop in 2012 due to the need to cultivate new mechanisms to support the provision of new housing in an increasingly challenging financial environment.

#### Key Milestones for the Year Ahead

- Database of adapted housing – April 2012
- Common Housing Register. Draft allocation policy – January 2012
- Local Housing Market Assessment: Initial outputs – January 2012
- Local Housing Strategy – April 2012

### 3.04 **Health, Social Care and Well-being Partnership and the Good Health, Good Care Strategy (2011 to 2014)**

#### Requirement for the Strategy

The Health, Social Care and Well-Being (HSCWB) Strategy is a statutory requirement in accordance with the 'Health, Social Care & Well-being Strategies (Wales) (Amendment) Regulations 2007' and associated guidance from the Welsh Assembly Government (WAG).

The guidance states that there is a statutory requirement for a partnership between the Local Authority and the Local Health Board to formulate a local Health, Social Care and Well-Being Strategy for their area. This includes collectively developing strategic approaches to improve the health, social care and well being of the local population in partnership with other organisations in the voluntary, private and public sector.

#### How and When the Strategy will be Reviewed

The current strategy is effective until 31<sup>st</sup> March 2014.

#### Current Key Priorities

The Strategy has 9 outcomes for the population of Flintshire:

- People do not smoke.
- People drink alcohol within recommended guidelines.
- People are a healthy weight for their height.

- Older people do not fall.
- People do not deliberately harm or injure themselves and that people do not die by suicide.
- Older frail people receiving health and social services are supported to remain at home and have options and influence over their lives.
- People with specific long term or chronic conditions receiving health and social services have options and influence over their lives and are supported to remain at home.
- Young disabled people receiving health and social care, going through transition into adulthood have choice/control and are supported to remain within their community where this is their choice.
- Informal carers have options and influence over their lives.

Progress Made in the Last 6 Months and Key Milestones for the Year Ahead

Work has started on a joint approach to the collection and analysis of monitoring information for both the HSCWB Partnership Board and Children and Young Peoples Partnership.

A self assessment of the Partnership Board took place in October 2011 as part of the LSB Governance Framework. In response to the findings of that assessment, a set of commitments have been agreed by all Members in order to strengthen the work of the Partnership Board and to strengthen the profile of the strategy.

Two priority areas for a regional approach to implementing the Obesity Pathway have been agreed following a North Wales workshop. These priorities are maternal obesity and people with cardiovascular risk.

Locality plans have been developed to include actions in support of the strategy with representatives attending meetings on behalf of the Partnership Board

Through the Well being Activity Grant from the Welsh Government, quality assured resources have been ordered for use in secondary schools to support health promotion activity relating to tobacco and alcohol.

Work on the Transforming Social Services for Adults (TSSA) continues and will particularly support two of the HSCWB priorities:

- Older frail people receiving health and social services are supported to remain at home and have options and influence over their lives.
- People with specific long term or chronic conditions receiving health and social services have options and influence over their lives and are supported to remain at home.

Plans are in place to develop a regional information strategy (to meet the forthcoming Carers Measure) Flintshire Carers Commissioning Strategy for 2012 -15 is in place



with an action plan. Plans are in place to commission carers services to meet the strategy requirements from 2012 – 2015, and to measure performance in a way that is meaningful for the HSCWB Strategy

Plans are in place for a new Transition team that will meet the Transition priority within the HSCWB Strategy

#### Regional or Sub-regional Developments

Proposals in line with the work being undertaken on Partnership and Plan rationalisation are being developed.

### 3.05 **Flintshire and Wrexham Local Safeguarding Children Board Strategic Plan (2011 to 2014)**

#### Requirement for the Strategy

The Children Act 2004 Section 31 requires every local authority to establish an LSCB to coordinate and ensure the effectiveness of what is done by each member agency for the purpose of safeguarding and promoting the welfare of children. The objectives and functions of LSCBs are described in Safeguarding Children: Working Together under the Children Act 2004 including that the LSCB should develop its own business plan to guide its work programme.

The Flintshire and Wrexham LSCB Strategic Plan 2011 to 2014 and Business Plan 2011 to 2012 are the first planning documents for the newly formed (April 2011) joint LSCB and have been developed by the multi-agency LSCB Merge Steering Group taking into account:

- the content of the previous Flintshire and Wrexham LSCB Business Plans.
- the findings of the LSCB Self Assessment which took place in each local authority area in 2010 (*prior to the merge*).
- the views of children and young people across Wrexham and Flintshire as collected by both Children and Young People's Partnerships to inform the Welsh Government Core Aim 3 (*All Children and Young People enjoy the best possible health, are free from abuse, victimisation and exploitation*) of the statutory Children and Young People Plans.
- comments on our strategic plan from the range of professionals represented on the FWLSCB and a number of other key statutory partnerships which exist across Flintshire and Wrexham.

#### How and When the Strategy will be Reviewed

The strategy for the FWLSCB covers a period of three years and will be reviewed annually in line with the review of the annual business plan.

Progress made on the actions within the business plan are reported to the FWLSCB Development Group on a quarterly basis using the 'Headline' document which employs 'red, amber, green' ratings to reflect performance. This performance reporting document is also shared with the FWLSCB Executive Board. The FWLSCB have developed a range of performance measures which aim to reflect how

well it is doing, how well member agencies are doing, and where possible identify the difference it is making in respect of its priorities and associated actions.

All performance measures in the business plan will be reported at the end of the calendar year and as such will inform the review of the strategy and development of the business plan for the following year.

The FWLSCB will undertake its annual self assessment using the Welsh Government LSCB Self assessment and improvement tool on the 24th January 2012. This assessment will support the Board in measuring its effectiveness and identifying areas for development for the year ahead. The Board will develop an annual report which will detail progress against each of the agreed measures and include the outcome of its annual self assessment.

#### Current Key Priorities & Progress Made in the Last 6 Months

The FWLSCB agreed a number of key functions based on those set out in statutory guidance - Safeguarding Children: Working Together under the Children Act 2004. In the development of the strategy these functions have been used as a framework for action with the Board setting its priorities 2011-14 against each function. See Appendix A.

#### Key Milestones for the Year Ahead

- i. Continue to progress the implementation of the LSCB Business Plan.
- ii. Continue to progress establishing formal links with all other partnerships through formal partnership agreements on communication and reporting in relation to safeguarding matters.
- iii. Continue to provide a range of training on child protection and safeguarding that meets local needs and ensure this is continually reviewed to ensure it is effective.
- iv. Provide the LSCB annual conference on safeguarding in a high-tech digital world to support local practitioners in this area of work.
- v. Continue to support professionals through the provision and accessibility to policy, procedure and guidance.
- vi. Continue to raise awareness of the LSCB, safeguarding information, policy and guidance, and how and who to contact if you are worried about a child in each local authority area.
- vii. Progress the establishment of a Junior LSCB.
- viii. Undertake case file audits in each area to in line with the newly developed standards and audit tool and report findings and recommendations to the Board.
- ix. Undertake the annual self assessment and improvement event for the LSCB and ensure that the findings from analysis, research and the views of practitioners, children and young people and parents and carers are included in the development of the plan of work for the year ahead.

- x. Continue to consider the future of the FWLSCB in light of recent communications from Welsh Government.
- xi. Agree the business plan for 2012/13 and member funding contributions.
- xii. Undertake a review of the merged arrangements and include this and findings from the self assessment and improvement event in the LSCB annual report.

### 3.06 **Regeneration Partnership**

#### Requirement for the Strategy

The Flintshire Regeneration Partnership was established in September 2005 to bring together the wide range of organisations and initiatives involved in regeneration in Flintshire, to ensure a more strategic and integrated approach. The preparation of a holistic approach to tackling the county's needs and for this to be set out in an agreed long-term strategy, were early recommendations of the Partnership.

The Flintshire Regeneration Strategy was produced in 2008/09 and subsequently approved by the Executive in October 2009, it is of particular importance at a time of economic uncertainty. It sets out those actions that will be taken to facilitate recovery, to ensure that Flintshire is prepared for the challenges to be faced as the economy emerges from recession and to ensure that a focused and coordinated approach brings together the actions and resources of all relevant partners for maximum local benefit.

#### How and When the Strategy will be Reviewed

Progress in delivering the Strategy is reported to the Regeneration Partnership on a quarterly basis and the Strategy itself is reviewed annually.

The Partnership held its first Economic Regeneration Conference on 11th February 2011 at Clwyd Theatr Cymru, when partners and stakeholders were able to review progress and identify priority actions for the next two to three years. An invited audience of 116 people attended the conference, representing local businesses, Town and Community Councils, Town Partnerships, the Voluntary Sector, Welsh Government, Mersey Dee Alliance and other key stakeholder partners.

The next Regeneration Conference is scheduled for 24 February 2012.

#### Current Key Priorities

The Regeneration Partnership is using the theme “Flintshire: Open for Business” to encompass its work and has created themes for regeneration in Flintshire – Business, Places and People.

The key priorities are:

- Improve rate of youth unemployment.
- Increase level of inward investment.
- Strengthen competitive position for manufacturing, especially advanced manufacturing.

- Improve availability of skilled workforce for large companies.
- Reduce vacancy rates and improved foot fall on High Streets.

#### Progress Made in the Last 6 Months

##### Business:

- i. A proposal for WG was developed for an Enterprise Zone in Deeside with a focus on advanced manufacturing. WG have subsequently announced this as one of the Enterprise Zones for Wales.
- ii. Support has been provided to businesses with job losses or seasonal lay-offs. FCC has worked with other businesses to find new employment for the staff affected.
- iii. Deeside Industrial Park (DIP) Business Forums have been held to establish needs, report on DIP developments, showcase new businesses, increase awareness of partner agencies and, most importantly, to provide networking opportunities for local businesses.
- iv. Flintshire Business Week was held in this period and continued to grow in popularity with businesses. 2576 delegates attended events and networking opportunities.

##### Places:

- i. The masterplan for Buckley is now complete and FCC and partners are now following up on developer interest created by the process to secure a high quality and sustainable development in the town.
- ii. The masterplan for Connah's Quay and Shotton now complete and being used to guide future investment in the town. The priority projects are being developed currently.
- iii. A business plan is now under development to set out how markets in Flintshire will be developed in the future and will play a greater role in town centre regeneration.
- iv. A Destination Management Partnership has been formed to lead the approach to the visitor economy in Flintshire. This approach is complementary to wider town centre management, rural development and business development activity, as well as to key service improvements such as the review of Streetscene services.
- v. A bid for approximately £4m from the European Regional Development Fund has been developed jointly with Wrexham County Borough Council for town centre regeneration and approval is expected imminently.

##### People:

- i. All Communities First (CF) area teams now provide Job Clubs weekly, some aimed at young people. Staff have developed and focused their skills into supporting the employability agenda for local people. At least 25

people a week are being supported by CF in job search, CV writing, job applications and training referrals. The CF role provides significant added value to employability needs, from confidence building, to education, skills, training, and work.

- ii. CF have also established a programme of Jobs Fairs in each area to help local people to meet employers and identify vacancies and support available. These have been very well attended by local people and proved popular with local companies which participated. Added value came from employers also using the community base for interviews after the event.
- iii. 'Standing Out in Welsh Hospitality' – Flintshire Tourism Association and FCC worked with stakeholders in the hospitality sector to encourage High School pupils and unemployed people in the target groups (16 to 24 years) to consider the sector as a career option, to encourage employers to support them, and to drive up skills levels in the sector.
- iv. Improving support for unemployed young people – Careers Wales and FCC held an event to bring together service providers, employers and services users to map support provision for young people and to identify where there are gaps and duplication that need to be resolved.

#### Key milestones for the year ahead

##### Business:

- a. Develop the Deeside Growth Zone (Enterprise Zone) further and roll out implementation on WG approval.
- b. Develop the Manufacturing Centre of Excellence concept in North East Wales.

##### Places:

- a. Continue to develop support for the designation of a Regeneration Area for Deeside to bring about a large comprehensive renewal area in the county – jobs / housing improvement / town centre renewal / environmental upgrade (ongoing).
- b. Explore the potential of a Local Asset Backed Vehicle as a means of securing the long-term regeneration of Flintshire (ongoing).
- c. Implement the long term plans for the eight main towns in Flintshire (ongoing).
- d. Receive approval for European Regional Development Fund bid for town centre regeneration (August).
- e. Develop Destination Management Plan for Flintshire. (Mid-2012)

##### People:

- a. Develop a Labour Market Office linked to the Deeside Growth Zone to link new job opportunities to the local unemployed population.

- b. Continue programme of jobs support in Communities First areas to link local people to job opportunities and support provision (ongoing).
- c. Continue to address the Child Poverty agenda by increasing residents' financial literacy, and improved access to Credit Unions through additional community based collection points and model junior savings schemes, particularly in schools which serve disadvantaged areas.
- d. Review the structures and priorities for the CF programme to align it to the strategic needs of the area and the WG priorities.

#### Regional or Sub-regional Developments

Sub-regional collaboration projects are underway for inward investment, tourism and events.

### **3.07 Voluntary Sector Compact**

The Compact is a way to supporting collaboration between statutory bodies and the voluntary (or third) sector. It was originally established as a national agreement between central government and the voluntary and community sector in 1998.

#### Current Key Priorities

- a. Continue to support the development of a strategic approach to 1) advice provision in Flintshire, 2) maximising external funding opportunities, and 3) efficiency programme.
- b. To continue and develop the Flintshire County Council Employee Volunteer Scheme in partnership with FLVC.

#### Progress Made in the Last 6 Months & Key Milestones for the Year Ahead

- Development of Regional Health Compact - That the 6 Councils for Voluntary Services in North and BCUHB have agreed to sign up to a set of principles.
- Transport and Access to Health Services – Mapping of community transport services had been completed in tandem with Welsh Ambulance Trust & now developing a service specification which will include local authorities & with a focus on regional & sub regional partnerships. A scoping document has been produced with regard to Community transport which will be embedded in the Planning of Health services within Localities.
- Maximising external funding opportunities: Citizens Voice - The Big Lottery has launched its “Community Voice” programme 1st June 2011. The aim of the “Community Voice” programme is to build the capacity of citizens to engage in planning and running services and portfolios of projects that respond to their communities needs and advance community benefit. Community and Voluntary Councils (CVCs) will be invited to bid for up to £1m for a portfolio of community-led projects lasting up to 6 years.

- FLVC have submitted a bid under the theme of 'Learning and Empowerment'. This will focus on skills exchange and knowledge sharing. Feedback is due in December 2011 / January 2012.
- It has been agreed that organisations in receipt of Core Funding from the Local Authority would be extended for the next financial year. This will provide opportunities to improve existing arrangements and provide the opportunity to develop new ways of working with the Sector.

### 3.08 **Youth Justice Plan and Board**

#### Requirement for the Strategy

The Youth Justice Plan is written annually to meet legislative, grant making and business planning requirements. It has to meet the requirements of:

- The Youth Justice Board – as a legislative requirement (Crime and Disorder Act 1998) and condition of grant.
- The YJS Executive Management Board.
- The County Council.
- YJS staff at an operational level.
- Partner agencies.

#### How and When the Strategy will be Reviewed

The current strategy is operational until mid year 2012 when the 2011 plan needs to be revised. The new plan for 2012 will be developed using an outcome focused approach and it will engage with young people and other stakeholders in its construction.

The draft plan will be then circulated to partner agencies for consultation then be approved by the County Council scrutiny process.

#### Current Key Priorities

Priorities for 2011 are:

- a. Reduce the number of young people entering the criminal justice system by monitoring first time entrants.
- b. Reduce the number of young people entering the secure estate.
- c. Reduce the reoffending rate of 10 to 17 year olds.
- d. Increase victim and public confidence.

The above priorities are delivered via the partnership multi agency approach and the Youth Justice Service and the Service incorporates the Young Peoples Drug and Alcohol Team which has as a priority to minimise the impact of drug, alcohol and substance misuse related harm on young people, their families and communities to enable them to lead healthy and crime free lives.

#### Progress Made in the Last 6 Months

A reduction of First Time Entrants (FTE) has continued to be achieved by the YJS. Preventing offending is the principal aim of the youth justice system and Flintshire YJS has continued to develop prevention services which have an impact on the reduction of the number of FTE into the youth justice system.

The numbers of young people entering the secure estate are minimal and the introduction of the Youth Rehabilitation Order the previous year enabled the partnership between the YJS and the Courts to be reviewed and strengthened.

Reoffending rates are determined by monitoring cohorts of young people and the YJS has implemented systems linked to the Careworks system to track these. The highest rates of re-offending are demonstrated by those young people subject to periods in custody. It should be noted that this population in Flintshire is often confined to 3 or 4 individuals so any offence committed by this group impacts significantly on re-offending rates demonstrated by the whole group.

The YJS contact all identified victims and has a dedicated Victim Liaison Officer. The Victim Strategy is currently being reviewed and amended.

#### Key Milestones for the Year Ahead

There are significant policy changes ahead being implemented by Central Government which will impact upon services provided for the Young people of Flintshire.

The funding formula for grants from the JYB which will remain independent as 'an arms length body' of the Ministry of Justice, is to be altered which will also have an effect on service delivery.

The proposed merger with Wrexham County Borough Council Youth Justice Service during the financial year could also impact on service delivery for young people in the short term.

Relocation of office premises to Library HQ and commence an agile method of working will provide some challenges however there are many positives to this move with the integration with Children's Services.

#### Regional or Sub-regional Developments

On a regional level the formation of the North Wales Safer Communities Board which will come into force from June 2012 will impact upon Flintshire YJS as it will provide the strategic input into the service and act as a commissioner for some of the Welsh Government grant funding streams.

Sub regionally, Flintshire YJS will collaborate with Wrexham YJS in areas of practice and training.



The Young Peoples Drug and Alcohol Team is further developing its brief with the inclusion of a new post for dual diagnosis (mental health and substance misuse).

Following the formation in April 2011 of the Flintshire/Wrexham LSCB the YJS continues to be actively in all areas of this Board and is represented on all groups from the Executive to support groups.

Flintshire YJS continues to engage with Flintshire Inclusion service and has seen a rise in the time young people are spending in Education, Training and Employment and the Pupil referral Unit that is a joint venture with the Inclusion Service has recently expanded its brief to work with 16+ years to enable them to gain college placements.

A significant development is through Creating Active Wales/Sports Wales which the YJS are hopeful to utilise funding to engage young people in further constructive use of leisure time to divert them away from criminal or anti social activities.

### 3.09 **Partnership and Plan Rationalisation**

In June 2011, the Welsh Government agreed to the rationalisation of plans and partnerships. In July, the Minister for Local Government and Communities challenged local authority leaders and partners to reduce their local partnerships by half. Following this, the building blocks of a proposed new policy were endorsed by local government leaders at the Partnership Council. The start of a 12 week consultation period on this policy is imminent.

### 3.10 The key building blocks of the new policy are:

A **robust evidence base** from which to determine the greatest priorities for action at a local level.

A **single integrated plan**, based on an outcomes methodology, owned by the LSB. This will build on and replace the separate statutory plans which are now in place – Children and Young People, Health Social Care and Well-Being, Community Safety and the Community Strategy.

A **significant rationalisation of partnerships**, including potential merger of adjacent LSBs, in the context of more widespread regional collaboration.

**Strengthened accountability and scrutiny** including robust performance management.

All Local Authorities have until April 2013 to put in place the four fundamental principles of the streamlined framework.

## 4.00 **RECOMMENDATIONS**

That Executive note:

4.01 The mid year review of the Strategic Partnerships and support the key priorities and the work programmes to achieve them.

4.02 The imminent consultation period on the Welsh Government policy proposals for partnership and plan rationalisation. This will be the subject of a separate report in early 2012 to Executive.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 There are no financial implications directly associated with this report.

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

6.01 The needs assessments that underpin the Strategic Plans include a consideration of poverty and deprivation and its impact on the population.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 There are no environmental impacts directly associated with this report.

#### **8.00 EQUALITIES IMPACT**

8.01 There are no equalities impacts directly associated with this report.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 The on-going coordination and implementation of the Strategic Plans and Partnership Work Programmes will be taken forward by designated officers within the relevant Partnership teams.

#### **10.00 CONSULTATION REQUIRED**

10.01 None required.

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 None required.

#### **12.00 APPENDICES**

12.01 Appendix A - Flintshire & Wrexham Local Safeguarding Children Board (LSCB) Progress Update

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

None.

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## Flintshire & Wrexham Local Safeguarding Children Board (FWLSCB) - Current Key Priorities & Progress in Last 6 Months

FWLSCB FUNCTION	PRIORITIES 2011-14	Progress to Date (as at December 2011)
To establish robust governance arrangements to ensure strong and constructive relationships, good understanding and the sustainability of the Board cooperating with other LSCBs and Partnerships as appropriate	<ul style="list-style-type: none"> <li>▪ Develop strong constructive relationships with other Partnerships with regards to safeguarding activity</li> <li>▪ Ensure the business planning process of the Board is informed by a self assessment of performance, findings from audits, SCRs and the views of a wide range of stakeholders</li> <li>▪ Ensure the LSCB is supported by effective Chairing and sub-group arrangements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Constitution, including structure and membership of the Board, formally ratified by the LSCB Executive Board Members</li> <li>▪ Funding Contributions formally agreed (2011/12)</li> <li>▪ Vision and three year strategic plan and annual business plan in place</li> <li>▪ All chairing arrangements agreed and in place to support the work of the groups within the Board structure</li> <li>▪ A review of the effectiveness of Chairing arrangements and members contributions has been undertaken</li> <li>▪ Self assessment to be held 24<sup>th</sup> January 2012</li> <li>▪ Performance management systems in place to inform agreed measures from the business plan – reports on these to be available in January 2012</li> <li>▪ Partnership agreements with the other key partnerships in each area drafted including communication and reporting mechanisms between partnerships– to date these have been agreed within the FWLSCB and the Wrexham CYPP and Flintshire HSCWB Partnership</li> <li>▪ Regular reports from the IFSS are received by the FWLSCB</li> </ul>
To promote and raise awareness of the need to safeguard and promote the welfare of children across Flintshire and Wrexham	<ul style="list-style-type: none"> <li>▪ Enable Professionals, CYP, Parents and Carers and members of the public to:                             <ul style="list-style-type: none"> <li>○ have access to useful information and guidance on Safeguarding matters</li> <li>○ contact the LSCB directly</li> </ul> </li> <li>▪ Work with other partnerships to provide C&amp;YP and Parents with supportive and useful information on 'keeping children safe'</li> <li>▪ Support C&amp;YP and families to understand and be involved, as appropriate, in the CP Process including their right to complain and/or make an appeal</li> </ul>	<ul style="list-style-type: none"> <li>▪ Postcard system in place to support all stakeholders to make contact with the FWLSCB</li> <li>▪ Web pages reviewed taking into account the views of children and young people and professionals</li> <li>▪ Awareness raising articles included in the Connect, Your Community Your Council, local authority staff bulletins in both Councils etc</li> <li>▪ Agreed LSCB section in the NYAS newsletter for children and young people who are in receipt of social services. First articles to appear in the winter editions</li> <li>▪ Young people consulted with in the development of an LSCB leaflet for young people</li> <li>▪ Annual conference topic and date agreed – 22<sup>nd</sup> Feb</li> <li>▪ LSCB Annual survey developed to establish knowledge of LSCB, who to contact if worried about a child, and young people's perception of feeling safe in a range of contexts (ends 30<sup>th</sup> Jan 2012)</li> <li>▪ Range of information made available on the LSCB web pages for children, young people and parents/carers on keeping safe web pages Consultation questionnaires to establish knowledge of the LSCB and its work developed.</li> <li>▪ Leaflet/guidance drafted for professionals attending child protection conferences</li> <li>▪ Work has commenced on reviewing documentation used to inform and consult with parents/carers and children and young people on the child protection process</li> </ul>

FWLSCB FUNCTION	PRIORITIES 2011-14	Progress to Date (as at December 2011)
To ensure effective safeguarding policies and procedures are in place to support the work of professionals	<ul style="list-style-type: none"> <li>▪ Ensure FWLSCB have in place/adopt policies, procedures and guidance which support local multi-agency safeguarding activity and are in line with WT and ensure appropriate dissemination</li> <li>▪ Contribute to and respond to consultations on the development of local, regional and national safeguarding policies, procedures and guidance ensuring they are fit for local purpose</li> </ul>	<ul style="list-style-type: none"> <li>▪ Draft LSCB Safe Recruitment and Supervision Guiding Principles document drafted and provided to the All Wales Policies and Procedures Group</li> <li>▪ Response to requests for consultation responses on regional and national protocols sent within timescales</li> <li>▪ All newly developed or reviewed All Wales or North Wales policies, procedures or guidance have been ratified by the Board and provided to agencies for dissemination and implementation.</li> <li>▪ Developed and agreed a joint process for the management of Child Death Notifications.</li> </ul>
To ensure lessons are learned from research, and practice within Flintshire and Wrexham across agencies (Special Case Reviews and Cases of Special Interest) ensuring the dissemination of information about best practice	<ul style="list-style-type: none"> <li>▪ Ensure a robust process for reviewing and learning from serious case reviews which leads to service improvements</li> <li>▪ Ensure the LSCB receives an analysis of activity on <ul style="list-style-type: none"> <li>○ Children on the Register</li> <li>○ Referrals to children's social care</li> <li>○ Child deaths</li> <li>○ Private Fostering</li> </ul> &amp; learns from findings and shares with relevant partners and partnerships </li> </ul>	<ul style="list-style-type: none"> <li>▪ No requests for a SCR received since the inception of the FWLSCB</li> <li>▪ SCR subgroup developed and monitor the implementation of an action plan in respect of a SCR undertaken under the Flintshire LSCB arrangements</li> <li>▪ Reports on children on the child protection register received in each meeting of the Development Group. The group has now agreed that these reports will be biannually and will include an analysis and comparison of data across the two local authorities.</li> <li>▪ Annual agency reports provided by a number of agencies on the Board, further verbal reports to be provided in March 2012</li> <li>▪ Board considered findings from Cordis Bright Vulnerable Families research and will use this information in planning priorities and actions for the year ahead</li> <li>▪ SCR subgroup to consider how best to 'learn the lessons' from the Sion SCR in its next meeting.</li> <li>▪ Annual report on child deaths and private fostering will be received by the Board in March 2012.</li> <li>▪ The Board awaits guidance from Welsh Government on a new process for SCRs which will inform local guidance on SCRs and Cases of Special Interest.</li> <li>▪ Analysis of children on the Register carried out in relation to re-referrals and re-registrations – no issues raised.</li> <li>▪ SCRs in each area 2008-2010 analysed to identify patterns and trends. The findings will be considered as part of the self assessment and improvement event in January 2012.</li> </ul>
To ensure staff working with children and young people receive appropriate training to assist in safeguarding and promoting the welfare of children	<ul style="list-style-type: none"> <li>▪ Provide an active &amp; effective multi-agency training and development programme that meets local needs and the requirements of Working Together</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training strategy and calendar in place. Report to the Board in March 2012 on the implementation of this.</li> <li>▪ New performance measurement system in place to identify the quality of training and impact on practice.</li> <li>▪ Training needs analysis system developed, information gained from this will inform the calendar for 2012/13</li> <li>▪ LSCB Training Kite-marking standards developed and agreed by the Board.</li> </ul>

FWLSCB FUNCTION	PRIORITIES 2011-14	Progress to Date (as at December 2011)
To establish effective performance and quality assurance processes for the LSCB	<ul style="list-style-type: none"> <li>Establish a shared agreement &amp; understanding of what good multi-agency assessment, intervention, planning and review practice looks like</li> <li>Ensure effective processes are in place which monitor performance, quality assure and identify good practice and recommendations for change with a view to improving safeguarding practice locally</li> <li>The Board holds member agencies to account with regard to safeguarding activity</li> </ul>	<ul style="list-style-type: none"> <li>LSCB standards on what good multi-agency assessment, intervention, planning and review practice looks like have been developed and agreed by the Board.</li> <li>An audit tool for use by the LSCB to monitor multi-agency practice has been drafted in line with the standards noted above</li> <li>The performance subgroup will be undertaking case file audits using the new audit tool in Jan/Feb 2012.</li> <li>There is a section 28 audit tool in place to ensure the monitoring of each statutory agency's safeguarding practice. An analysis report on these audits was received by the Board in December</li> <li>The Board has introduced a requirement for annual agency performance reports. Further verbal reports on these will be received in March 2012</li> <li>An analysis of Children's Homes Inspection reports undertaken and presented to the Board. The findings will be considered as part of the self assessment and improvement event in January 2012.</li> </ul>
To promote the involvement of and consultation with children, young people, parents and carers	<ul style="list-style-type: none"> <li>Ensure Children, Young People, Parents and Carers are consulted with, listened to and involved in the development and review of the work of the LSCB</li> </ul>	<ul style="list-style-type: none"> <li>Young people's views collected by the Children and Young People's framework partnership were taken into consideration in the development of the LSCB strategic plan and business plan.</li> <li>Consultation has taken place with a number of young people across Wrexham and Flintshire on the content, design etc of the newly developed web pages</li> <li>Young people have been consulted with on the content of an LSCB leaflet for young people</li> <li>Briefings on the LSCB and its purpose have been developed for children, young people and parents and included on the web pages</li> <li>The communication strategy for the Board is currently being developed and will be completed by end of 2011</li> <li>A scoping exercise has taken place into establishing a Junior LSCB – the Board agreed to proceed with a proposal on this in December 2011, it is envisaged that the junior LSCB will take on the role of ensuring the involvement of children and young people in the recruitment of staff to key safeguarding posts.</li> <li>Communications with parents have been sent via parenting coordinators and or family information services in each local authority area</li> <li>The LSCB annual survey has been developed to consult with parents/carers and children and young people on their top three 'keeping safe' priorities which will help to inform the business plan for 2012/13</li> </ul>

## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 6**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**            **24 JANUARY 2012**  
**REPORT BY:**     **HEAD OF FINANCE AND HEAD OF HOUSING**  
**SUBJECT :**        **WELFARE REFORMS - MANAGING THE IMPACT**

### **1.00 PURPOSE OF REPORT**

- 1.01 To inform the Executive of the potential impact and work in progress to assist residents affected by changes to housing and sickness benefits and to seek approval for a range of measures to manage and mitigate, as far as practical, the impact of the wider welfare reforms.

### **2.00 BACKGROUND**

- 2.01 In November 2010 the Government published a White Paper, 'Universal Credit - welfare that works', to explain their proposals for putting public spending on welfare benefits and tax credits on an affordable footing. The proposals also aimed to simplify the social security benefit system and improve work incentives.
- 2.02 Not all the reforms in the White Paper required primary legislation in order to be implemented. Two examples are the reduction in housing benefit paid to tenants renting in the private rented sector and the migration of claimants from incapacity benefit to employment and support allowance. These changes were both introduced in April 2011.
- 2.03 However several of the wider reaching reforms do require primary legislation before they can be implemented. Thus, in February 2011, the Government published the Welfare Reform Bill. This Bill is currently in the latter stages of the Parliamentary process and (if agreed), will introduce the legislation necessary for significant changes to the social security benefit and tax credit systems to be implemented. These changes include:
- introducing a new benefit, called 'universal credit', which will result in the abolition of the means-tested benefits claimed by working age claimants, (including housing benefit and council tax benefit) and simplify the benefit system in order to reduce fraud and error and to sharpen work incentives. (Proposed implementation date for new claimants Oct 2013 and will be fully implemented by 2017.)
  - abolishing council tax benefit and elements of the social fund, (community care grants and crisis loans) and replacing these with 'local administered schemes' managed by a local authority and/or its partners. (Proposed implementation date April 2013.)

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**Date: 18/01/2012**

- abolishing disability living allowance and replacing it with a new benefit called 'personal independence payment'. (Proposed implementation date April 2013.)
- reducing the amount of housing benefit paid to working age tenants in social housing if their property is deemed too large for their household needs. The proposal is to implement the same 'size criteria' that applies to housing benefit claimants within the private rented sector and a claimant's maximum housing benefit allowance will be reduced by 14% if they are under occupying by one bedroom and by 25% if they have two or more spare bedrooms. (Proposed implementation date April 2013.)
- capping the total amount of welfare benefit income, set by reference to the average earnings of working households in Great Britain, which can be claimed by some out-of-work households. (Proposed implementation date April 2013.)

- 2.04 At their meeting held on the 14 September 2011, the Housing Overview and Scrutiny Committee considered a report on the impacts of welfare reform. The Committee gave its support to recommendations for a strategy to be developed that detailed comprehensive responses to the longer-term welfare reforms and to the principle of utilising up to eight units of difficult to let council accommodation as temporary homeless housing to mitigate potential increases in bed and breakfast costs.

### **3.00 CONSIDERATIONS**

- 3.01 The impacts of the welfare reforms, which have already been implemented, upon some members of Flintshire's communities and upon the services that support these residents are significant. For example, around 5,000 Flintshire residents of working age, who are in receipt of incapacity benefit, severe disablement allowance or disability living allowance are having (or will have at some point in the coming two years) their on-going eligibility to sickness or disability benefits determined by a more robust medical assessment.
- 3.02 Statistics provided by the Department of Work and Pensions (DWP) demonstrate that around 40% of these residents will fail the new sickness benefit medical assessment. Furthermore, the DWP project that 20% of residents who currently receive disability living allowance will fail the new disability benefit medical assessment and not be entitled to the new personal independence payment. However, decisions on entitlement to sickness and disability benefits are notoriously complex and we expect that errors in decision-making on entitlement to sickness or disability benefits will become a regular occurrence as the welfare reforms are progressed. Therefore, residents with a long-term health problem and/or a disability will require specialist advice on whether the decision on their welfare benefit entitlement is erroneous and, if it is, help with challenging the decision at a Tribunal hearing.
- 3.03 During the period January 2012 to October 2012, 1,900 tenants, who are currently renting in the private sector, will have their housing benefit (local housing allowance) reduced. For some tenants this reduction in benefit will cause acute financial problems (particularly amongst those who have also lost entitlement to a sickness or disability benefit) and they will struggle to maintain their contractual rent payments



and face the prospect of losing their accommodation. These tenants will require intensive advice and support to try and prevent them from becoming homeless and reduce the likelihood of them again experiencing the threat of homelessness over the longer term.

- 3.04 The reduction in housing benefit payments will prove to be particularly problematic for around 100 single people, aged 25 - 34 years old, who are currently renting a 1-bedroom, self-contained accommodation. From January 2012, these residents may only be entitled to a housing benefit payment equal to the cost of renting a room with shared facilities, i.e. a bed-sit. Unfortunately, in Flintshire (unlike neighbouring authorities) there is a lack of bed-sit accommodation and this will have serious consequences for these tenants in their search for more affordable accommodation.
- 3.05 On 31st March 2013, the national council tax benefit system will be abolished and from the 1st April 2013, it is proposed that the provision of financial assistance to some residents to help them meet their Council Tax liability will be delivered through a 'locally operated scheme'. Like all local authorities, Flintshire County Council will have to operate their council tax rebate scheme within a fixed budget set at the beginning of each financial year. It is important to note that the proposals are that the fixed budget for 2013/14 will be set at 90% of the current council tax benefit budget.
- 3.06 The budget reduction will no doubt prove to be problematic for local authorities particularly as the Government have proposed that pensioners will be 'protected' and will not be any 'worse off under the new schemes'. Thus, the challenge for all authorities will be to decide how their new scheme will work and how the budget will be allocated. For example, if pensioner claimants are protected, the 10% reduction in available budget for the new scheme will mean that there will be less money available to provide financial assistance to working age claimants. Local authorities will have to decide how this group of people will be helped within the budget available, i.e. will financial help be given to working age claimants in low paid employment or to working age claimants who are not working but who have a disability or a long term health problem, etc.
- 3.07 There has been consultation on the proposed new scheme in England but there are no plans to undertake a similar consultation exercise in Wales until the spring of 2012. The lateness of the proposed consultation in Wales is concerning as it will delay the design and development of the new scheme. However, Welsh authorities are being proactive in gathering information and data. For example, an all Wales Project Group, led by the Society of Welsh Treasurers, has been established and is considering the options available for implementation of the new scheme and a 'Design and Data Capture Group' are also meeting regularly to analyse data and to determine the impact the new schemes will have at a "All Wales" level and also what the impact will be upon individual authorities. (For information, it has been identified that Flintshire has significant risk in terms of software.) All this work is being done in liaison with the Welsh Local Government Association and the Welsh Government.

No matter what system is administered it is clear that from 2013, some working age claimants within Flintshire will receive less rebate against their Council Tax liability than they currently receive. This will potentially have a negative effect on Council Tax collection and may mean that some residents will be required to pay more toward their Council Tax at a time when other welfare benefits that they are in receipt of are also being reduced.

- 3.08 A further significant change is the proposed abolition of the social fund, (community care grants and crisis loans). From April 2013, it is expected that a local authority will deliver 'locally administered schemes' to provide financial help to those residents who would have accessed the social fund e.g., for money to purchase an essential household appliance, etc. To date very little guidance has been released on how such schemes will be managed and delivered by local authorities. (There are proposals though that Credit Unions maybe used to administer the funding for the schemes, however further details is awaited). It is important therefore that the Council, as part of its Welfare Reform Strategy, begins to consider how the Flintshire local assistance scheme can be designed in order that it will protect the most vulnerable members of our communities from being adversely affected by abolition of the social fund.

- 3.09 Members may be aware that positive work is already being progressed to deal with some of the impacts of the welfare reforms, including;

- (a) Through a joint bid with two neighbouring authorities, Denbighshire and Wrexham, £210,000 has been obtained from the Welsh Government. This funding will enable three officers (one per authority) to be appointed for a eighteen month period to work proactively with private landlords and with the tenants who will be at most risk of homelessness following their local housing allowance being reduced.

All funding opportunities for additional staff resources to be created to support residents to manage the impacts of the welfare reforms will be explored. This will include examining opportunities for greater collaborative working both inside and outside the council and for all customer facing staff to receive appropriate training and support to be able to proactively advise and signpost residents to services that can help them effectively. (For information, in the Spring of 2012, the DWP are expected to request applications for funding from its Housing Benefit Transitional Fund. It is being proposed that all six local authorities in North Wales will submit a joint bid, with the funding being requested expected to be in the region of £600,000. If successful, Flintshire's share of this funding will be used to extend and enhance the support service being provided with the funding already received from the Welsh Government.)

- (b) Flintshire's Income Maximisation (Welfare Rights) Service continues to provide essential advice and support to the increasing number of residents who are seeking assistance on their welfare benefit entitlement, particularly from residents whose incapacity benefit claim has migrated over to

employment and support allowance. Through the commendable efforts of the caseworker team, during the period April - September 2011, residents have been supported to access over £1,000,000 in social security benefit income.

It is important to note though that not all this income represents 'additional benefit income' for residents. In many cases, it is benefit income that a resident had lost following a medical assessment which is then subsequently rewarded following a Tribunal hearing. (The welfare rights team are successful in 80% of Tribunal hearings against a DWP decision to cease a resident's sickness related benefit) In the first six months of the current financial year the demand for access to the welfare rights caseworker service increased by over 30% as compared to the same period in the last financial year. Obviously, the service is experiencing significant difficulties in being able to effectively manage this demand. Consequently, access to the service is being prioritised to those residents who are most at risk of losing their accommodation as a result of losing welfare benefit income. Work is being progressed by the Flintshire Advice Management Board and through the development of the Flintshire Connects Service, which will ensure residents who need advice and assistance on a social welfare problem, including those at risk of homelessness, are seamlessly and timely referred to a service provider who is able to help them to resolve their particular problem.

- (c) Flintshire's Housing Option Team are continuing their proactive work (alongside the welfare rights caseworker service) to successfully prevent homelessness whenever possible. During the period April - September 2011, from a total of 458 residents who approached the authority as potentially homeless the team prevented homelessness for 395 of these residents. As with the demand on the income maximisation service, the demand for access to housing options is also increasing. Of most concern is the fact that this growth is in advance of the increased demand that will be generated from January 2012 when the impact of the reduction in housing benefit (local housing allowance) starts to be felt by the 1,900 tenants in the private rented sector.

Positive steps are also being progressed by the Housing Option Team on the development of procedures that will attempt to lessen the financial impact upon the local authority that the welfare reforms have the potential to generate. For example, the Flintshire Family Bond Scheme is reviewing the circumstances of the 463 residents who have been issued with a deposit bond and are proactively working with these residents and agencies, such as Credit Unions, to encourage residents to save in order to take responsibility for their own bond. In addition, the staffing resources within the housing option team are also being reviewed to determine how households, provided with a bond, can be offer dedicated tenancy support that will minimise the risk to the authority of the bond being called upon.

- (d) Flintshire's Housing Benefit Service has identified all the households, within the private rented sector, who will have their local housing allowance reduced during the period January 2012 to October 2012. Vulnerable households, for example, where an adult receives a sickness benefit or children reside within the household, will be directly targeted with appropriate advice and support in advance of their local housing allowance being reduced.
- (e) When the Advice and Homelessness Service was formed in April 2010 (as part of the restructuring of the former Community and Housing Directorate), the authority placed within a single service block the resources necessary to provide a holistic and person centred service which not only can prevent homelessness but also enable households to sustain their accommodation over the longer term. These resources, including the Housing Options and Income Maximisation caseworker teams, Accommodation Support Service, Adult and Children Social Services staff and external partners, such as the, YMCA, are working as a collective service in order to meet the increasing demand from residents threatened with homelessness and to ensure the Local Authority's Statutory homelessness duties are fulfilled as cost effectively as possibly.
- (f) In recognition of the anticipated increase in expenditure on temporary homeless accommodation, in particular Bed and Breakfast accommodation, a budget pressure bid has been submitted for 2012/13 and beyond. However, in an attempt to mitigate this budget pressure, it is proposed that more difficult to let council property could be utilised as temporary homeless accommodation (which would obviously be more cost effectively than Bed and Breakfast). Initially, eight units of accommodation will be identified for use as temporary accommodation. Housing law dictates that temporary housing for homeless households has to be within, as far as practical, the locality in which the household used to reside in order that the household can still have ease of access to their support networks, children's schools or to employment, etc. Therefore these units of accommodation will need to be within localities across the County.

The properties will be provided fully furnished and it is proposed that the rent for these properties will be set at the current council rent. However, there will be an additional management charge of £60pw to cover the cost of providing intensive support to residents who are residing in the accommodation. Additional Management Services will also be provided funded via the management charge. This will ensure that there is no negative impact from these arrangements on the wider community. This charge will cease when the resident is no longer in need of support. Residents who are in receipt of a means-tested benefit will be entitled to housing benefit in respect of the full rent and management charge. Those residents on a low -income may be entitled to some housing benefit towards the rent and management charge.

Should it be determined that the authority has a statutory duty to provide the homeless household with permanent accommodation, in some cases it maybe practical for the authority to discharge its legal duty by offering the household in the temporary accommodation, that address as permanent accommodation. If the homeless investigations determine that no statutory duty is owed to the household, they will be required to leave the accommodation. However, these households will be given appropriate advice and support to enable them to secure alternative accommodation.

- (g) Maximum housing benefit eligible rent levels for claimants in the social rented sector, which includes local authority tenants and registered social landlords (Housing Associations), are not currently determined by reference to the size of the claimant's household. This is in contrast to the rules that apply in the private rented sector. In the private rented sector, claimants only receive housing benefit for a property of a size that is based upon the needs of their household.

However, from 1 April 2013, it is proposed to introduce the same criterion that applies to housing benefit claimants in the private rented sector for new and existing housing benefit claimants of working age living in the social rented sector. The intention of the policy change is to provide work incentives for claimants. For example, should they wish to remain in their property they could meet the 'shortfall' themselves through increasing their earned income or to provide encouragement to claimants to move to more suitably sized accommodation. (For information: on the 14/12/2011, the House of Lords voted to accept an amendment which will allow social housing tenants to continue to receive their full housing benefit allowance, providing they have no more than one spare room, or if no other suitable alternative accommodation is available. The House of Commons will now have a vote on whether to accept this amendment.)

Work is being progressed to profile the working age tenants claiming housing benefit who are renting from the local authority. However, it is important to note, that a tenant who wishes to move to a smaller property, or who desires to increase their earned income and remain in their current property may not find either option a straightforward process. For example, the authority only has a limited supply of two-bedroomed accommodation for tenants under occupying a three-bedroomed property to move into and in the current economic climate a tenant may find it problematic to increase their earned income. (The amendment to this policy, proposed by the House of Lords, as outlined above was tabled for these very reasons.)

Thus, it is essential that, as an element of the wider Welfare Reform Strategy, measures are identified and implemented that can partially mitigate the impact of this policy. The Neighbourhood Housing Service will also need to project the potential loss of rental income (currently paid through housing benefit) that may be generated as result of the proposed Housing Benefit reduction from April 2013. Furthermore, a policy will need

to be developed and agreed outlining what enforcement action should be taken in respect of tenants who fall into arrears by failing to make up the shortfall between their rent and their housing benefit entitlement.

- (h) Whilst recognising that the legislation necessary for the implementation of some of the reforms is not yet in place, it has been important to commence the process of raising awareness of the welfare reforms and their impacts. To date over twenty-five briefing sessions have been delivered to local members, staff from internal and external services and private landlords to (sensitively) raise awareness of the reforms and the impact they may have upon residents, local communities and the local authority. Senior officers have also provided keynote speeches at various national conferences outlining how Flintshire is trying to manage some of the impacts of the welfare reforms and advised appropriate professional bodies to the potential impact of the reforms, e.g. the WLGA and Society of Welsh Treasurers, etc.

- 3.10 As commendable as the work in progress clearly is, the significant risks that will emanate from the introduction of the wider ranging welfare reforms will affect local communities and the local authority from a range of perspectives for example: education and skills (maximising opportunities for employment and learning), community health and well-being (fuel poverty, benefit take-up, debt management, community safety) and housing and homelessness. As a consequence it is essential that these risks are fully recognised corporately as a Community Leadership risk in the Council's Strategic Assessment of Risks and Challenges (SARC) given the activities and actions that will need to be developed with partners to minimise the impact of the risk.
- 3.11 To reduce these risks and, very importantly, to maximise any opportunities afforded from these changes, it is proposed that a comprehensive and long-term Welfare Reform Strategy is developed. The strategy will identify all the risk/issues posed by the welfare reforms and the potential solutions that can be implemented to mitigate the risk to the authority, etc.
- 3.12 The Welfare Reform Strategy will link together all the various anti-poverty initiatives that the authority and its partners are currently managing. For example, those being managed through North East Wales Families First Pioneer Area (includes Flintshire County Council) and through Communities First, ensuring initiatives are aligned to the aim and objectives of the strategy.

The Welfare Reform Strategy could include the following objectives:

- Developing and implementing specific strategies that ensure the positive potential of the welfare reforms are maximised and the negatives are managed as far as practical. This will include the development of the localised council tax rebate and social fund scheme.
- Ensuring that the private rented sector remains an affordable housing option for all residents.

- Increasing opportunities for residents to access support and training to overcome barriers to employment.
- Developing a robust homeless prevention strategy and improving access to advice and support services.

(For further information on the above objectives please see Appendix 1.)

- 3.13 Given the significant risks (and potential opportunities) arising from the welfare reforms, it will be essential that the development of, and the successful implementation of the aims/objectives within the Welfare Reform Strategy is managed using effective Project Management techniques. This will include the establishing of a Corporate Project Board with shared ownership of the strategy. The Project Board will be jointly led by the Head of Finance and Head of Housing, with representation from members, key services from across the authority and, as appropriate, from partner organisations. It will be necessary to make available resources (i.e., a Project Manager) in order to ensure the efficient and effective management of the development of strategy and the delivery of the project.

#### **4.00 RECOMMENDATIONS**

4.01 That the Executive:

- Acknowledge the positive work that is being progressed by internal services to help residents who are already being affected by welfare reforms.
- Approve the inclusion of Welfare Reform as a Community Leadership risk in the Council's Strategic Assessment of Risks and Challenges (SARC).
- Approve the proposal to develop a Welfare Reform Strategy.
- Approve the establishment of a Project Board to ensure that this important area of work is effectively managed across the departments that will be affected by this major change in Welfare Benefit delivery and the identification of a Project Manager.
- Receive regular update reports on Welfare Reform, on development of the Welfare Reform Strategy and the management of the associated risks and issues.
- Approve the proposal to utilise up to eight units of more difficult to let council accommodation as temporary homelessness accommodation to help to mitigate potential increases in bed and breakfast costs.

## **5.00 FINANCIAL IMPLICATIONS**

- 5.01 The financial pressures upon the authority that could be created by the full impact of the welfare reforms are significant. These pressures range from an increase in expenditure upon temporary accommodation for homeless households through to a 10% reduction in the current level of Central Government revenue that will be paid to the authority in respect of council tax rebate for low income households.
- 5.02 A budget pressure bid has been submitted for 2012/13 in respect of the potential increase in expenditure on temporary homeless accommodation. However, as outlined above the full extent of the budget pressure will be partially mitigated by implementing a proposal to utilise eight more difficult -to-let council properties as temporary homeless accommodation

## **6.00 ANTI POVERTY IMPACT**

- 6.01 A Welfare Reform Strategy will naturally link up with the complimentary anti-poverty initiatives that the authority and its partners are currently managing. For example, the Welsh Government's Child Poverty Strategy and the Children and Poverty (Wales) Measure 2010 introduced a new framework for action that seeks to eradicate child poverty which is being managed by North East Wales Families First Pioneer Area (includes Flintshire County Council) and the Maximising Opportunities: Poverty and Disadvantage in Flintshire, project, which is leading the development of a more coordinated approach to planning and delivery of advice services.
- 6.02 The proposals to abolish the discretionary social fund and the council tax benefit scheme and replace these with 'locally administered assistance' will enable the authority and its partners to design innovative schemes that enable services to be provided that are tailored to meet the needs of our local communities and which target and protect the most vulnerable members of our communities from being adversely affected by the reductions in Central Government funding.
- 6.03 Through linking in with the DWP Work Programme, or by establishing new work focused initiatives, the authority and its partners will be able to enhance opportunities, particularly for residents with physical/mental health problems, young people and those with chaotic lifestyles, to positively engage with service providers in order to address the varied and numerous barriers that they face which prevent them from being able to take up training or employment.
- 6.04 Through working closely with the Department of Work and Pensions on the development and implementation of the universal credit, the authority and its partners can ensure Flintshire's residents, in particularly tenants, are not adversely affected by introduction of the new benefit, which will necessitate the abolition of the current housing benefit scheme.



**7.00 ENVIRONMENTAL IMPACT**

7.01 None specifically associated with the content of this report

**8.00 EQUALITIES IMPACT**

8.01 The impact of the welfare reforms will be felt across many of Flintshire communities; however some groups within our communities will be harder hit than others. For example, single people aged under 35 years old, people of working age with long-term health problems/disabilities and families with four or more children. A Welfare Reform Strategy will need to ensure measures are put in place to ensure the impacts upon such groups are mitigated as far as practical

**9.00 PERSONNEL IMPLICATIONS**

9.01 None specifically associated with the content of this report

**10.00 CONSULTATION REQUIRED**

10.01 Further member briefings will be arranged on approval of this report.

**11.00 CONSULTATION UNDERTAKEN**

11.01 A Welfare Reform seminar was held for all councillors in May 2011. The Housing Overview and Scrutiny committee received briefing papers on the impacts of Welfare Reform in January and September 2011 and has supported proposals described in this report to utilise up to eight units of more difficult to let council accommodation as temporary units for homeless people.

**12.00 APPENDICES**

12.01 Aims - Welfare Reform Strategy

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

-

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## Welfare Reform Strategy

### Aim

To implement a long-term strategic approach to promote the positives and mitigate the negatives of the welfare reforms upon Flintshire's residents, local communities, service providers and the local authority.

### Objectives

### Rational

⇒ *Develop and implement specific strategies that ensure the positive potential of the welfare reforms are maximised and the negatives are managed as far as practical.*

The proposals to abolish the discretionary social fund and the council tax benefit scheme and replace these with 'locally administered assistance' will mean that Flintshire County Council and its partners have an opportunity to design innovative schemes that enable services to be provided that are tailored to meet the needs of our local communities and which target and protect the most vulnerable members of our communities from being adversely affected by the reductions in central Government funding. (In the period running up to the abolition of council tax benefit it will be prudent to maximise take-up of this benefit as this will no doubt increase the funding that FCC will receive from the Department of Work and Pensions to deliver its local service from April 2013.) The Council and its partners should also work closely with the Department of Work and Pensions on the development and implementation of the universal credit to ensure Flintshire's residents, in particular tenants, are not overly adversely affected by introduction of the new benefit, which will necessitate the abolition of the current housing benefit scheme.

⇒ *Ensure that the private rented sector remains an affordable housing option for all residents.*

The reduction in the local housing allowance will provide a disincentive to some private landlords to accept tenants who will be reliant, in full or part, upon housing benefit to help them to meet their contractual rent payments. However, it is important that the private rented sector within Flintshire remains a viable housing option for all residents. Thus, Flintshire County Council, and its partners, need to develop sustained and proactive relationships with private landlords and to work creatively together in order to maintain (and perhaps increase) the number of landlords within the County who will provide accommodation for rent at local housing allowance rates.

<p>⇒ <i>Develop and implement a robust and corporately owned homeless prevention strategy and increase access to advice and support services.</i></p>	<p>The demand upon service providers, particularly those who provide homeless prevention services, (social welfare advice and support), will significantly increase as the welfare reforms continue to impact upon residents. Therefore, it is essential that Flintshire County Council and its partners develop an effective homeless prevention strategy to mitigate, as far as practical, the number of residents in the rented and owner occupier sectors who will be at risk of losing their homes. This strategy will include implementing effective partnership working (including cross boundary) so internal and external providers can learn from each other and share good practice models of service delivery and ensure the effective and efficient use of available resources. Through effective partnership working the collective capacity of service providers can be increased. This will enable more early intervention and targeting of advice and support services to vulnerable residents whom traditionally tend to deal with their problems in a reactive manner, i.e. only seeking advice and support when a problem has progressed to the extent that it has caused a crisis. Partnership working will also enhance the prospect of successful funding applications, particularly if they are made on a Regional basis and ensure bids made by providers is for services that are aligned to the aim/objectives of the Welfare Reform Strategy.</p>
<p>⇒ <i>Increase opportunities for residents to access support and training to overcome barriers to employment.</i></p>	<p>The social security system is viewed by many as offering insufficient financial incentives for people to move from dependency upon welfare benefits into employment and the welfare reforms (through the introduction of the universal credit) aim to ensure people are always financially better off in work. However, many benefit claimants would already be better off in employment and the principal obstacle to them looking for work or taking up a job is not their finances, but their health, disability or lack of skills, etc. Thus, Flintshire County Council, and its partners, through linking in with the Department of Work and Pensions Work Programme, or by establishing new work focused initiatives, need to enhance opportunities, particularly for those residents with physical/mental health problems, young people not in education, employment or training and those with chaotic lifestyles, to positively engage with service providers that will help them to address the varied and numerous barriers they face to being able to take up employment.</p>

<p>⇒ <i>Implement a communication strategy so information on the aim and objectives of the welfare reform strategy and the individual reforms is disseminated in a timely, easily understood, accessible and proactive manner which maximises the usage of technology.</i></p>	<p>Residents, landlords, service providers and other stakeholders all have an interest in the welfare reforms and their impact. Ineffectual communication with these interest parties will result in the attainment of the individual strategic objectives being stifled. In addition, there will be a number of residents who are unaware that they will be impacted by the reforms. It is essential that such residents receive appropriate communications to increase their understanding before the changes impact upon them in order that they can be assisted to make appropriate responses. The authority already has a robust communication strategy and this will be the model upon which all communications on the welfare reforms will be designed and delivered.</p>
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## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 7**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**            **24 JANUARY 2012**  
**REPORT BY:**    **HEAD OF FINANCE AND CHIEF EXECUTIVE AND**  
                              **DIRECTOR OF COMMUNITY SERVICES AND HEAD OF**  
                              **HOUSING**  
**SUBJECT :**        **HOUSING REVENUE ACCOUNT 2012/13 AND CAPITAL**  
                              **PROGRAMME 2012/13**

### **1.00 PURPOSE OF REPORT**

- 1.01 To consider the Housing Revenue Account (HRA) budget as set out in 1.02 and 1.03.
- 1.02 Revenue budget proposals for the 2012/13 financial year, including proposed rent and service charge changes, key areas of income and expenditure, and the level of closing balance at the year end.
- 1.03 Budget proposals for the HRA capital programme 2012/13, which is year one of a six year improvement programme.

### **2.00 BACKGROUND**

- 2.01 As the Council has a stock of Council housing, it is required by the Local Government and Housing Act 1989 to keep a HRA in accordance with proper accounting practices, and to budget to avoid an end of year deficit.
- 2.02 The HRA is a “ring-fenced” account of certain defined transactions relating to Local Authority Housing. The ring-fenced nature of the account means that funding cannot be transferred between the Council Fund and the HRA and vice versa, other than in certain prescribed circumstances.
- 2.03 Although there is a legal requirement to avoid an end of year deficit, it is also considered to be good practice to budget for a closing balance of at least 3% of the total expenditure of the HRA.
- 2.04 Prior to the start of each financial year, the Welsh Government (WG) consults with Local Authorities on the draft Housing Revenue Account subsidy and Item 8 determinations. These are the key financial determinations set each year by WG which influence Local Authority rent increases, and also the amount of Housing Revenue Account subsidy payable by the Council. The two main elements of the consultation are the “guideline rent increase” and the Management and Maintenance (M&M) element of Housing Revenue Account subsidy.

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**Date: 18/01/2012**

- 2.05 The guideline rent increase is the amount by which WG considers the Authority should increase weekly rents in order to make progress towards achievement of the key WG objective of “benchmark” rents where Local Authority and Registered Social Landlords (RSL) rents for similar properties in similar areas are broadly the same. WG stipulates that in order to achieve this Local Authority Guideline rents should increase by RPI (Sept figure)+2%, and Housing Association rents by RPI (Sept figure)+1%.
- 2.06 The management and maintenance allowance element of Housing Revenue account subsidy is the amount which WG considers each Local Authority requires per HRA dwelling to manage and maintain the housing stock held within the HRA.

### **3.00 CONSIDERATIONS**

#### **Revenue Budget 2012/13**

- 3.01 The WG consultation letter on the Draft Housing Revenue Account subsidy and Item 8 determinations was received on 21st December 2011. It proposes to increase the all-Wales weekly guideline rent by 5.1%. This reflects a temporary suspension from the policy of using the September RPI figure (which was 5.6%), and instead utilising the average RPI for the year which is 5.1%. The consultation also proposes to suspend the rent convergence policy and apply a zero% real increase to both RSL benchmark rents and the all-Wales Local Authority guideline rent for 2012-13.

The proposed guideline weekly rent increase for Flintshire for 2012/13 as per the consultation is £3.09 per week, (on a 52 week collection basis). This is a percentage increase of 4.75%. (This compares to a 2011/12 average rent increase of 5%). The Management and Maintenance allowance element of Housing Revenue Account Subsidy is proposed to increase to £2,448 per dwelling for each local authority, reflecting an increase of £181 per dwelling (8.0%) on 2011/12.

- 3.02 WG has responded to the views of Local Authorities, who via the WLGA, had expressed concern about continuing with the rent convergence policy while the inflation rate is running higher than expected and income levels are not increasing or in some cases are reducing. Therefore the proposed average increase for Flintshire of 4.75% seems reasonable and we propose to respond to WG that we are in agreement with their approach and therefore recommend that the guideline increase is applied to council tenancies.

The current levels of benefit claimants amongst Flintshire housing tenants are illustrated in the table below :-

#### **Flintshire Tenants - Housing Benefit Claimants**

<b><u>Benefit Status :</u></b>	<b><u>Tenants :</u></b>	
	<b><u>Number</u></b>	<b><u>%</u></b>
Full or partial benefit	4,957	66.7

Full rent	2,491	33.3
Total :	7,448	100.0

As illustrated above, almost 67% of the Council's 7,448 tenants, would face no additional hardship as a consequence of the proposed rent increase. This will be met by housing benefit subject to claimants personal circumstances remaining the same. Those tenants who are not currently in receipt of benefit will naturally have to meet the full increase in rent, unless they become eligible for housing benefit.

**3.03 Rent Increase - Garages**

It is recommended that the guideline rent increase is also applied to all garage rents. The proposed rent level for all HRA garages is £4.05 per week an increase of 19 pence per week.

**3.04 HRA - Key areas of expenditure**

Are detailed below.

**3.05 Repairs and Maintenance**

The housing repairs service is continuing its drive to develop into a modern and efficient customer focused service, through the implementation of new technology, lean processes and customer focused working practices to deliver continuous improvement. This is reflected in the budget efficiencies identified in this report and new items of expenditure to support further development in 2012/13. Repairs and Maintenance is the largest element of expenditure within the HRA (38.6%) and equates to a unit cost of £1,179 per property in 2012/13. Therefore just under half of the Management and Maintenance allowance is used on day to day repairs and the running of this service. For comparison in 2012/13 proposals Denbighshire is 22.9% with a unit cost of £814 per property and Wrexham is 41.3% with a unit cost of £1,164 per property.

**3.06 Removal of Trading Account**

In December 2011 the Executive approved the ending of the historic accounting arrangements for the Building Maintenance Trading Account and agreed a new set of performance indicators to measure both the cost effectiveness and quality of service delivery. This new system will focus on benchmarking and will enable the Asset Management team to develop a modern, performance driven service with an improved understanding of what drives costs and how to achieve 'value for money'. The trading account has been removed for the 2012/13 budget and the Repairs and Maintenance budget now includes all costs for the Housing Asset Service.

**3.07 Housing Asset restructure**

The Housing Asset restructure has been included in the 2012/13 budget. This restructure supports a modern delivery of the service and will result in savings of £0.119m per annum.

**3.08 Fleet review**

Following the ongoing review of Fleet £0.081m savings per annum have been included in the 2012/13 budget.

**3.09 Stores outsourcing**

The materials purchased through stores are to be outsourced to Travis Perkins (decision of the Executive June 2010), and will enable repairs and maintenance to maximise efficiencies through large scale purchasing power. Efficiencies of £0.102m per annum have been included in the 2012/13 budget. The new service will take effect from February 2012.

**3.10 Relocation of Canton**

The relocation of Canton office staff to Flint offices was implemented in 2011/12 following the mobile working and stores outsourcing reviews. This move supported the objectives of the Flintshire Futures Programme in the achievement of both service improvements and organisational efficiencies over the next 3 years. Overall office revenue costs are expected to reduce and anticipated savings of £0.096m per annum have been included in the 2012/13 budget.

**3.11 Mobile Working**

Flintshire were successful in 2011/12 in gaining Invest to Save funding from the Welsh Government used in Housing to introduce Mobile Working technology. This needs to be repaid over two years and a one year pressure of £0.019m is expected to meet the final payment in 2012/13, however as can be seen from the detail provided above this service improvement has delivered operating cost efficiencies.

**3.12 Estate Management**

The Head of Housing set a target for the Estate Management service to achieve an efficiency of 5% on the 2011/12 budget. (If pressures are offset by efficiencies then an overall saving of 5.4% has been achieved). This was achieved through savings identified within the housing management restructure, communal area cleaning and ground works. A total efficiency of £0.140m per annum. A pressure of £0.020m per annum for a trainee modern apprentice has been included within tenant participation as agreed in the Choices document, as has a £0.020m one year pressure for water rates charges collection on behalf of tenants

**3.13 Home Ownership**

There has been a dramatic decrease in the number of Right to Buy sales in the last four years. Therefore for budget purposes zero sales have been assumed for 2012/13. This has a minimal impact on the revenue budget as the only reduction of revenue income is the minor administration fees which are recoverable against the usable element of the capital receipt.

**3.14 Allocations and Welfare**

The majority of these costs relate to the tenancy applications and allocations service. Also included within this area are the budgets for communal laundries and community meeting rooms for tenants. The Allocations and Welfare budget holders were also set a target to achieve a 5% efficiency saving on the 2011/12 budget. (If pressures are offset by efficiencies then an overall saving of 15% has been achieved).



Savings included in the budget are £0.008m per annum for community room cleaning and utilities and Housing management restructure efficiency of £0.032m per annum.

**3.15 Capital Expenditure from Revenue Account**

Capital expenditure from the revenue account (CERA) enables additional investment in the HRA Capital Programme. The use of this additional source of financing for capital improvements helps to progress the efforts to achieve the requirements of the Welsh Housing Quality Standard (WHQS). An investment of £3.937m has been included in the 2012/13 budget which is an increase of £1.152m on the 2011/12 budget.

**3.16 Finance and Support**

Contributing towards the target to achieve a 5% efficiency saving on the 2011/12 budget for finance and support are £0.045m savings per annum identified through the renegotiation of the insurance charges for the HRA, £0.035m savings per annum on conferencing and seminar costs and £0.025m efficiency per annum identified from the restructure of support staff.

3.17 A £0.076m pressure per annum has been included in the budget for a P.A to the Head of Housing and an increased charge for the Head of Housing to the HRA following a review of her time allocation.

3.18 A one year pressure of £0.083m has been identified to further improve customer focus and business development. This will enable a number of improvements to be taken forward and include:-

3.19 A one year pressure of £0.055m to implement Voluntas and Housemark (These are benchmarking and independent tenant satisfaction assessment services). These will enable the housing service to benchmark performance against other local authorities on repairs and maintenance.

3.20 A one year pressure of £0.030m to further develop the IBS rents system and Capital programme management system following Lean reviews.

**3.21 Stock Options**

End of one year pressure of £0.067m provision for statutory consultation costs on the ballot process.

**3.22 Capitalised Salaries**

A proposal has been developed to create an in-house team to manage the adaptations for HRA disabled facilities grants. This has been included in the budget, subject to approval. This will prevent the need to tender which causes time delays and therefore should enable properties to be adapted more quickly so reducing waiting times whilst supporting the local area by creating additional jobs. The expectation is that this proposal could deliver the same number of adaptations as in 2011/13 with a saving of c£0.015m.

**3.23 Budget Pressures & Efficiencies**

The budget pressures and efficiencies are set out in detail in Appendix 2, resulting in a net budget saving of £0.304m.

- 3.24 The closing balance is 3.25% of total budgeted expenditure which is a reduction of 0.25% on the closing balance of 3.5% in 2011/12. This is reflective of the increased financial control within the HRA and if not required in year, additional funds could be made available for further works in the capital programme.

**3.25 HRA Capital Programme 2012/13**

- 3.26 Executive approved a 6 year capital improvement programme commencing in 2012/13, on 19th July 2011. This will mean that at the end of that time all council homes will have a WHQS standard kitchen, heating system and smoke detector. In addition 1300 homes will have WHQS standard bathrooms. This budget proposes sufficient resource to meet the year 1 capital programme commitments.

The proposed HRA capital programme is £9.398m including £5.200m major repairs allowance from WG, £3.937m CERA contribution and ringfenced land receipts of £0.261m. This ringfenced work will only be undertaken when the capital receipts are realised. Budget details (including 'ringfencing' arrangements) are included in Appendix 4 to this report.

Full details of the detailed Capital programme will be presented at Scrutiny.

**3.27 Service Charges - Communal Heating Schemes**

The year end balance on the communal heating reserve account at 2010/11 is £0.077m. The proposed changes to current charges are intended to ensure that each communal heating scheme recovers the full energy cost charged in respect of individual schemes.

Details of the proposed charges in 2012/13 for each scheme are provided at Appendix 3.

**4.00 RECOMMENDATIONS**

- 4.01 Members are asked to approve and recommend to Council :

- i. The proposed HRA budget for 2012/13 as set out in Appendix 1, incorporating the proposals in Appendix 2 and the Pressures and Efficiencies in Appendix 3.
- ii. The level of rent and service charges for 2012/13 as set out in paragraphs 3.01 to 3.02.
- iii. The level of projected balances at 31st March 2013 of 3.25% of total expenditure.

- iv. The proposed HRA capital programme as set out in Appendix 3.

## **5.00 FINANCIAL IMPLICATIONS**

- 5.01 The Council has a statutory duty to review the income and expenditure of the HRA, and to set a budget for the forthcoming financial year which avoids a deficit closing balance position. This report sets out how this can be achieved for the Council in 2012/13. The key financial assumptions on which this is proposed are set out in Appendix 2. The proposed budget estimates a closing balance of 3.25 % of total expenditure.

## **6.00 ANTI POVERTY IMPACT**

- 6.01 HRA activity helps alleviate poverty by providing safe and secure homes that are energy efficient and economical to run. The ongoing capital programme maintains the impetus to upgrade heating etc., to minimise fuel use and thereby boost disposable income.

## **7.00 ENVIRONMENTAL IMPACT**

- 7.01 There are no direct environmental impacts arising from the HRA budget as outlined within the report.

## **8.00 EQUALITIES IMPACT**

- 8.01 There are no direct equalities impacts arising from this report.

## **9.00 PERSONNEL IMPLICATIONS**

- 9.01 There are no direct personnel implications arising from this report.

## **10.00 CONSULTATION REQUIRED**

- 10.01 Consultation with all tenants over any rent increase must take place and must be at least 28 days before any rent increase is due to come into effect. Furthermore, it is the usual practice to hold a special consultation meeting with the Flintshire Federation of Tenants and Residents Associations. A meeting with the Federation has been scheduled for 15th January. In addition the Housing Scrutiny committee will consider the budget proposals at their meeting on 20th January 2012.

## **11.00 CONSULTATION UNDERTAKEN**

Early discussions on potential rent increases took place with tenants at the tenants conference on 12th December

## **12.00 APPENDICES**

- 12.01 HRA Summary - Appendix 1
- HRA Budget Pressures and Savings - Appendix 2
- Summary of proposed Communal Heating Scheme service charges - Appendix 3
- HRA Capital programme - Appendix 4

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

Various budget monitoring papers.

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## HRA BUDGET 2012/13

	2011/12 Budget	2012/13 Budget	Variance	% to 2011/12
<b>INCOME</b>				
Rents (Council Dwellings & Garages)	-24,529,280	-25,355,424	-826,144	3%
Capitalised Salaries	-361,516	-1,075,138	-713,622	197%
Interest on RTB Mortgages	-4,000	-4,000	0	0%
	-24,894,796	-26,434,562	-1,539,766	
<b>EXPENDITURE</b>				
HRA Subsidy (Negative/Deficit)	6,235,153	5,968,474	-266,679	-4%
Capital Financing - Loan Charges	2,329,417	2,349,042	19,625	1%
Building Maintenance Trading Account	0	0	0	
Estate Management	1,811,694	1,730,197	-81,497	-4.5%
Home Ownership	5,775	-1,225	-7,000	-121%
Allocations and Welfare	200,850	170,778	-30,072	-15%
Repairs and Maintenance	9,036,742	8,777,977	-258,765	-3%
Landlord Services	267,000	317,901	50,901	19%
Welsh Housing Quality Standard - CERA	2,785,000	3,937,000	1,152,000	41%
Supporting People Contribution to Council Fund	33,878	0	-33,878	-100%
Finance and Support	2,143,773	2,346,122	202,349	9%
Stock Options	67,000	0	-67,000	-100%
Capitalised Salaries	361,516	1,075,138	713,622	197%
	25,277,798	26,671,404	1,393,606	
(Surplus) / Deficit for the year	383,002	236,842	-146,160	
Opening Balance	-1,486,601	-1,103,599	383,002	
HRA Closing Balance	-1,103,599	-866,757	236,842	
% of Total Expenditure (Guideline 3%)	4.37%	3.25%		

## HRA BUDGET PRESSURES & SAVINGS OPTIONS- Appendix 2

Code	Bid Ref	ADDITIONAL CAPITAL INVESTMENT	2012/13	Notes
HRP/HRR		CERA	1,152,000	Increased contribution to the Capital programme

Code	Bid Ref	EFFICIENCY SAVINGS OPTIONS	2012/13	Notes
HRM	R	SAVINGS ON MATERIALS	-101,600	Negotiation of Travis Perkins contract and outsourcing stores
HRM	R	FLEET	-81,804	Review of Fleet contracts
HRM	R	CANTON DEPOT	-95,605	Relocation to Flint Offices
HRM	R	REPAIRS AND MAINTENANCE RESTRUCTURE	-113,126	
HRG	R	RTB INCOME	-7,000	Capitalised Expenditure
HRX	R	CONFERENCE/SEMINAR	-35,000	
HRX	R	STOCK OPTIONS	-67,000	Reversal of 1 year pressure
HRX	R	INSURANCE	-45,114	Renegotiation of insurance contract
HRX	R	SALARIES	-27,020	Support staff restructure - Finance and Admin
HRE/HRL	R	SALARIES	-73,533	Housing Management Restructure savings
HRE	R	ANTI SOCIAL BEHAVIOUR - WHMS	-25,000	Reversal of one year pressure - Welsh housing management standard
HRE	R	CLEANING CONTRACT	-9,128	Saving on external cleaning costs
HRE	R	GROUND WORKS	-30,000	Savings on Grounds maintenance costs
HRL	R	UTILITIES AND CLEANING CONTRACT	-7,795	
<b>Total Savings</b>			<b>-718,724</b>	

Code	Bid Ref	BUDGET PRESSURES/SERVICE IMPROVEMENTS	2012/13	Notes
HRX	R	SALARIES	76,952	Head of Housing and inclusion of P.A costs
HRE	R	SALARIES	18,809	Trainee Modern Apprentice as per the Choices Document
HRE	R	TRAVEL	4,106	Budget Realignment

HRE		WATER COLLECTION	20,000	Water charges collection
HRX		CUSTOMER SATISFACTION SURVEY	40,000	Develop tenant satisfaction
HRX		SOFTWARE COSTS	30,000	IBS development costs for Rents, and planned programmed works
HRX	R	HOUSEMARK BENCHMARKING TOOLKIT	13,500	Repairs and maintenance benchmarking other Local Authorities
HRE		CCTV	5,050	Additional ASB measures
HRM		HARDWARE	20,000	AMTECH hardware costs for Electricians
HRM		AGILE WORKING LOAN REPAYMENT	14,000	Paid now over 2 years rather than three. Final year 12/13.
HRD		MAISONETTES - FLINT REGENERATION	150,000	Disruption payments
HRM	R	SUPPLIES	22,124	Increase in mobile phone costs for mobile working
<b>Total Pressures</b>			<b>414,541</b>	

Communal Area	Current Av. Weekly Charge	Weekly Avg. Charge proposed to Scrutiny	Variance to current Av. Weekly charge
Bolingbroke Heights	£7.69	£6.89	(0.79)
Richard Heights	£7.72	£6.92	(0.79)
Coleshill Lea	£9.18	£8.24	(0.95)
Earls Lea	£9.18	£8.24	(0.95)
Feathers Lea	£9.18	£8.24	(0.95)
Hills Lea	£9.18	£8.24	(0.95)
Castle Heights	£9.67	£8.65	(1.01)
Mumforth Walk	£10.79	£9.66	(1.13)
Swan Walk	£11.00	£9.85	(1.15)
Sydney Walk	£10.84	£9.71	(1.13)
Rosemary Walk	£10.92	£9.77	(1.14)
Perrins Walk	£10.97	£9.82	(1.15)
Muspratt Walk	£10.89	£9.75	(1.14)
Mount Walk	£10.91	£9.77	(1.14)
Duke Walk	£10.41	£9.32	(1.09)
Llwyn Beuno	£10.15	£7.91	(2.24)
Llwyn Aled	£9.59	£8.38	(1.21)
Panton Place	£7.44	£6.54	(0.91)
Acacia Close	£10.89	£8.85	(2.04)
Glan-y-Morfa Court	£6.30	£5.90	(0.40)
Chapel Court	£7.56	£6.15	(1.41)



### **Proposed HRA Capital Programme 2012/13**

HRA Capital programme 2012/13	Base Programme £m	Work dependant on Cap Rcpts £m	Total Programme £m	Prioritisation of Cap Rcpts work
Smoke Alarm Installations	0.269		0.269	
Heating Replacement - Programme	2.735		2.735	
Kitchen Replacements - Programme	3.818	0.221	4.039	1
Bathroom Replacement - Programme	0.215		0.215	
HRA contribution to Flintshire Connects	0.050		0.050	
Disabled Facility Grants (DFG) - Mandatory	0.810	0.040	0.850	2
Flint Maisonettes - Regeneration	0.150		0.150	
Minor Adaptations	0.150		0.150	
Vacant Properties - General	0.130		0.130	
Urgent Health and Safety works	0.450		0.450	
Capitalised Salaries	0.360		0.360	
<b>2012/13 Budget</b>	<b>9.137</b>	<b>0.261</b>	<b>9.398</b>	

#### **Funding - Base Programme**

M.R.A	5.200
CERA	3.937
	<u><b>9.137</b></u>

#### **Capital Receipts**

RTB's 12.13	0.000
Land Receipts	0.261
	<u><b>0.261</b></u>

<b>HRA Capital Funding 2012/13 Programme</b>	<u><b>9.398</b></u>
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## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 8**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **24 JANUARY 2012**  
**REPORT BY:**      **CHIEF EXECUTIVE**  
**SUBJECT :**         **OUTCOME AGREEMENT - 2010/11 PERFORMANCE**

### **1.00 PURPOSE OF REPORT**

- 1.01 To provide an update on the Welsh Government evaluation of Flintshire's progress against the Outcome Agreement for 2010/11.

### **2.00 BACKGROUND**

- 2.01 The Outcome Agreements were introduced to identify how we work towards improving outcomes for local people, against the Government's National priorities. In addition, Local Authorities' Outcome Agreements had to have a strong collaborative content and evidence of partnership working in order to have the greatest impact.
- 2.02 The Outcome Agreement is a three year agreement based on ten strategic themes, with one broad outcome selected from within each theme. The themes and outcomes have been approved by Executive and the Local Service Board.
- 2.03 The final draft of the Outcome Agreement was submitted to the Welsh Assembly Government at the end of December 2010 for consideration by the Minister for Social Justice and Local Government. In January 2011 the Council Leader received a letter from the Minister confirming that the process was complete and that he was content with the Agreement. The Council Leader responded to this letter to confirm that he is also content with the Outcome Agreement.

### **3.00 CONSIDERATIONS**

- 3.01 The first year's performance (2010/11) on the Outcome Agreement is complete and an analysis of performance against the actions and measures has been undertaken which in turn formed the basis of the self assessment, reported to the Executive in July 2011. The self assessment was required by the Welsh Government (WG) and was the basis for discussions with WG to determine the grant to be awarded to the Authority.
- 3.02 The payment of the grant will be paid during 2011/12 for performance of the Agreement in 2010/11. The payment will be based on a pro rata scoring system which measures achievement of the authority's performance. Full payment of the grant can be achieved if collaborative action is demonstrated and is successful in a proportion of the ten outcomes. Members are reminded that the Outcome Agreement

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**Date: 18/01/2012**

includes stretching targets which challenge performance and improvement both within the council and externally with our partners.

3.03 WG have recently reported their evaluation for 2010/11 and have confirmed that the **recommendation** to the Minister is for Flintshire to receive a full grant (£1.476m). It is expected that the letter from the Minister confirming the amount to be paid will be received in January 2012.

3.04 The following analysis of the Outcome Agreement shows the self assessment for each of the outcomes and the Welsh Government's evaluation, using the categories as detailed in the monitoring guidance issued by the Welsh Government: -

- Fully Successful: -
  - o Met or exceeded all of the targets and milestones; or
  - o Shortfall can be explained by any of the three circumstances outlined above; or
  - o The clear weight of evidence shows that evidence of success is significantly greater than evidence of failure.
- Partly Successful: - If neither the criteria for 'fully successful' or 'unsuccessful' apply, the outcome will be treated as partly successful.
- Unsuccessful: -
  - o None of the targets and milestones have been met (and the failure cannot be explained by the three circumstances above); or
  - o The clear weight of evidence shows that evidence of failure is significantly greater than evidence of success.

Theme	Broad Outcome	Self Assessment	Evaluation Assessment
<b>Theme 1</b> Improved quality and length of life, with fairer outcomes for all	Improved health through the life-course	Partly Successful	Partly Successful
<b>Theme 2</b> Good social care allows people a better quality of life	Support is provided so that people can live independent lives	Partly Successful	Unsuccessful
<b>Theme 3</b> A strong and prosperous economy helps reduce poverty	Fewer people live in poverty	Fully Successful	Fully Successful
<b>Theme 4</b> Children and young people grow up as	All children and young people in Wales have a safe	Fully Successful	Fully Successful

active citizens and achieve the highest possible standards of wellbeing	home and a community which supports physical and emotional wellbeing		
<b>Theme 5</b> People have the education and skills to live prosperous, fulfilled lives	Learning opportunities that are of a high quality	Fully Successful	Fully Successful
<b>Theme 6</b> Communities are vibrant and safe, with access to good housing and sustainable transport	There is less crime and community safety issues that affect communities are effectively tackled	Fully Successful	Fully Successful
<b>Theme 7</b> Wales is an energy efficient, low carbon and low waste society	Contribute to climate change mitigation	Partly Successful	Unsuccessful
<b>Theme 8</b> The environment is protected and sustainable	Enhancing the quality and enjoyment of the natural environment	Fully Successful	Fully Successful
<b>Theme 9</b> Our language, culture and heritage thrives	Participation in sports and physical activity increases	Fully Successful	Fully Successful
<b>Theme 10</b> Public services are efficient and provide value for money	More efficient and effective procurement	Fully Successful	Fully Successful

3.05 A summary of the two unsuccessful themes (2 and 7) and the partly successful theme (1) is provided below: -

3.06 **Theme 1 - Improved quality and length of life, with fairer outcomes for all (Partly Successful)**

There are two aims within this theme: -

Aim 1: Support and promote health and well being throughout the life course.

Aim 2: Target resources to improve the health and well being of populations known to be at greatest risk

There was mixed progress across this theme with most actions and targets met. Good outcome focused progress was made in relation to smoking cessation; however delays and slight shortfalls in food and nutritional standards in schools has resulted in the partly successful judgement.

**3.07 Theme 2 - Support is provided so that people can live independent lives (Unsuccessful)**

There are two aims within this theme: -

Aim 1: Refocus services for older people. Good progress was made within this aim in actions and commitments as follows: -

- Actions related to the extension of the reablement service
- The building of the new Mold Extra Care Scheme was delayed due to Welsh Government funding reductions; however is now on track to be opened April 2013.
- Work is progressing ahead of schedule with modernisation and expansion of the warden service. The recommendations to pilot an expanded service started with a six-month pilot starting in November 2011.

Aim 2: Minimise the time taken to deliver major and minor adaptations. This aim has been evaluated as unsuccessful and the key concerns are as follows:

- Performance of delivery of the adult disabled facilities grant (DFG) and non-DFG renovations: - both the DFG and non-DFG performance in 2010/11 did not meet targets.

To address the issues of demographic pressures a 2012/13 pressure bid for additional one-off resources of £20k reflects the continual high demand for Occupational Therapy assessments and allows for an invest to save review of the service including implementation of lean processes. The targets for 2012/13 have also been revised to reflect the demographic pressures.

**3.08 Theme 7 - Contribute to climate change mitigation**

There are two aims within this theme: -

Aim 1: Reduce our carbon dioxide emissions by 80% by 2050 (by 3% year on year from 2011 as a minimum target). This aim has been evaluated as unsuccessful and the key concern is as follows: -

- Emissions reduction targets of 3% were missed by a large margin for a number of LSB partners. Overall the LSB partners achieved a combined reduction of 0.95% and Flintshire County Council achieved a 1.58% reduction.

The LSB received a detailed report explaining the performance in October 2011.

Aim 2: Work with our communities to live sustainably. Good progress was made within this aim in actions and commitments as follows: -

- Number of homes receiving energy efficiency measures in the Deeside Renewal Area e.g. replacement of 'G' rated boilers with 'A' rated boilers.
- The North Wales Energy Advice Centre was commissioned and completed energy efficiency reports for 7 Community Centres focusing on reducing energy consumption in each centre.
- Advice service created between Flintshire Local Voluntary Council and the Energy Advice Centre.

3.09 Work is currently on-going to negotiate the final changes to the agreement and/or targets set for 2011/12. All changes have to be agreed with the Welsh Government.

#### **4.00 RECOMMENDATIONS**

4.01 That Executive note the Welsh Government evaluation of Flintshire's progress against the Outcome Agreement for 2010/11.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 If the Minister agrees with the recommendation Flintshire will receive a full grant payment of £1.476m.

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

6.01 The Outcome Agreement has a reduction in poverty theme within it.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 The Outcome Agreement has two environmental themes within it.

#### **8.00 EQUALITIES IMPACT**

8.01 Various outcomes within the themes address issues of equalities and fairness.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 There are no specific personnel implications within this report.

#### **10.00 CONSULTATION REQUIRED**

10.01 Consultation with key partners and relevant officers was undertaken to finalise the Outcome Agreement.

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 Corporate Management Team and Executive considered the approach to developing the Outcome Agreement.

- 11.01 Executive approved the final draft of the Outcome Agreement at its meeting 14 December 2010.
- 11.03 The Local Service Board were consulted on their role and they endorsed the outcomes selected under each of the ten strategic themes.

## **12.00 APPENDICES**

- 12.01 None

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

None

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## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 9**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **24 JANUARY 2012**  
**REPORT BY:**      **HEAD OF HOUSING AND HEAD OF FINANCE**  
**SUBJECT :**         **CAPITAL PROGRAMME - SUPPORTING ACCESS TO HOME OWNERSHIP**

### **1.00 PURPOSE OF REPORT**

- 1.01 To outline the new Local Authority Mortgage Scheme LAMS (the Scheme) and to request that support in principle be given to the Local Authority Mortgage Scheme and its inclusion in the list of potential capital schemes from 2013/14 onwards. This will allow detailed consideration to be given to options to support first time buyers to access home ownership and the implications for the Council of those options.
- 1.02 The report also seeks support for a loan of £100k to Cymdeithas Tai Clwyd, for them to progress a First Time Buyer Deposit Loan. If agreed, this would be funded from the 2011/12 Council Fund (Community Services) Capital Programme.

### **2.00 BACKGROUND**

- 2.01 The turmoil in the financial and banking sectors has had a negative effect on the economy and on the local housing market. There has been a particular impact on first time buyers because of the general reduction in loan to value mortgages from 95% down to 75% necessitating a deposit of some 25% of the house value. In order to respond to this, the Council is exploring options where it may be able to provide support or assistance.
- 2.02 A report was considered by the Housing & Overview Scrutiny Committee on 4th January 2012 which:
- (a) Set out details of the new Local Authority Mortgage Scheme (LAMS) which has been developed by Sector and which some local authorities are now beginning to consider and implement with 22 Councils in England, Wales and Scotland having agreed schemes.
  - (b) Set out a proposal from the Registered Social Landlord, Tai Clwyd, including a request for funding, to set up a scheme to assist First Time Buyers. This proposal was supported by the Housing Overview & Scrutiny Committee.



### **3.00 CONSIDERATIONS**

#### **3.01 The Local Authority Mortgage Scheme**

- 3.02 Sector, who are the Treasury Management arm of CAPITA, have been developing a scheme which can be operated within Local Authority legal constraints, that complies with State Aid Rules and which satisfies the Pilot Council's requirements on risk.
- 3.03 Under the Scheme, the Council would provide assistance to the potential buyer in the form of an indemnity to that buyer's lender. This would be based on the difference between the amount the lender would be prepared to lend under its usual lending criteria and the amount which the potential buyer would need to borrow to purchase a particular property.
- 3.04 By way of example, if a buyer with a deposit of £5,000 wishes to buy a house valued at £100,000, but where the Lender's policies would only permit a loan (LTV) of 75% of the house's value, i.e. £75,000. then there is a shortfall of £20,000. Under this scheme the Council will provide an indemnity to the lender for up to £20,000, thus allowing the lender to lend the potential buyer a total of £95,000.
- 3.05 Each indemnity would be for a fixed period of up to five years, extended to seven years in the event of there being arrears in the last six months of the five year term.
- 3.06 There are two available options whereby the indemnity could be either unfunded or "cash-backed". The options have different benefits, risks and financial implications which could be either revenue or capital which need to be fully explored before agreeing on a scheme.
- 3.07 In a cash backed option the Council would deposit an amount with the lender in tranches of £1m, which would be repaid to the local authority together with interest (currently 4%). If payments under the indemnity are to be made, they will require settlement upon demand, when the property is sold and the level of indemnity to be drawn down can be identified. As the Council would have to give an indemnity, the tranches of £1m each will count as capital expenditure and would therefore need to form part of the Council Fund Capital Programme and be agreed by Council. It should be reiterated that the tranches are fully repayable with interest.
- 3.08 Before committing to such a scheme, further detail needs to be worked through to fully identify the implications for Flintshire. Any scheme would require the approval of full Council. Scrutiny members were also keen to explore further the option of extending investment in the Empty Homes Initiative.
- 3.09 The Council Fund Capital Programme 2012/13 - 2021/22 as reported to the Executive on 20th December 2011 will be the subject of consideration by the Corporate Resources Overview & Scrutiny Committee on 20th January 2012 and will be open to all Members. It is proposed that this item is flagged for inclusion in the list of potential new capital schemes from 2013/14 onwards should funding be required. This will provide the opportunity to undertake detailed consideration of the

risks, benefits and financial implications which could be revenue or capital of such a scheme and the possible options within it. This will be the subject to further reports to Members.

### 3.10 **Tai Clwyd Proposal**

3.12 The Council is currently also in receipt of a proposal from the Registered Social Landlord Tai Clwyd, including a request for funding to set up a Scheme to assist First Time Buyers. The Tai Clwyd Scheme would provide the following: -

- A cash loan of a maximum of 15% of the purchase price with the purchaser providing a deposit of a minimum of 5% of a property price. The loan is secured against the property as a second charge. The loan is interest free for the first 5 years. In year 6 a charge of base rate +4% is introduced and in year 11 a charge of base rate +6% is introduced. The loan can be repaid without penalty at any time. The loan is repayable on the sale of the property or after 25 years.

3.11 Eligible purchasers must be registered on the Council's Affordable Homeownership Register and: -

- must have a minimum joint gross annual household income of £26k.
- must provide a minimum 5% of the value of the property as a cash deposit.
- must be planning to use the home as their primary, permanent and sole residence.
- The individual should have a local connection to the area where the home is located (by way of residence, strong family connection or occupation)
- The individual should not be able to access a commercial product to fund the full price of a property without the assistance of a cash deposit product.
- Individual (s) should have taken financial advice and be able to meet the repayments due for the purchase of the property. Tai Clwyd will require written evidence that financial advice has been sought.
- The individual must be able to demonstrate that they can afford homeownership and that they understand the financial obligations attached to this. Applicants will be required to sign a Loan Agreement to this effect.

3.12 The scheme has been developed by Tai Clwyd in response to the Council's stated strategic aim of assisting first time buyers to access affordable home ownership. The Council is not in a position to deliver this scheme itself, as its principal power to give loans for house purchase is Section 435 of the Housing Act 1985, which is very restrictive. This allows the advance of money to a person for the purpose of (a) acquiring a house (b) constructing a house (c) converting another building in to a house. However, this is subject to two important constraints:

- Section 436 requires that any advance given under section 435 must be secured by a mortgage on the property and the mortgage deed must make provision for the payment of interest in instalments **from the start of the loan period and throughout the loan period.**
  - Section 438 also dictates the rate of interest that must be charged throughout the period.
- 3.13 The legislation above effectively relates to a traditional local authority mortgage, which is not suited to the purpose of this scheme, which is to assist first time buyers to access the housing ladder. Registered Social Landlords are not restricted by this legislation and so have the freedom to operate the scheme on whatever repayment terms they wish.
- 3.14 In order to deliver this scheme, Tai Clwyd have approached the Council to provide the necessary funding. Section 22 of the Housing Act 1996 states that Council's have the power to 'promote the extension of the objects of activities of Registered Social Landlords. In order to achieve this the Council may take grants or loans to Registered Social Landlords.' It is therefore proposed that the Council makes a loan of £100k, as a pilot, to Tai Clwyd for a period of 10 years. The £100k be met from within the 2011/12 Council Fund (Community Services) Capital Programme. (The period has been selected to ensure that the RSL will be able to recoup the initial investment over this period so the capital element of the scheme is cost neutral to them. A small fee, as yet to be agreed, for administering each deposit loan will be required. The current fee for HomeBuy which Tai Clwyd also run is £300 per applicant and we would anticipate a similar level for this scheme.) It would be the intention that a modelling exercise would be undertaken and any loan would attract a rate of interest to net off the total amount of income Tai Clwyd would achieve from loan repayments.
- 3.15 There are advantages of the scheme which are set out below:-
- Linked to the Council's Affordable Homeownership Register.
  - Local Connections Clause.
  - Targets those who cannot access a commercial loan product.
  - Can be used to compliment other council priorities, e.g. bringing empty homes back to use.
  - The Council can evidence that appropriate financial advice has been sought.
- 3.16 The operation of this scheme will provide valuable feedback for consideration of the wider Local Authority Mortgage Scheme.

#### **4.00 RECOMMENDATIONS**

- 4.01 That support in principle be given to the Local Authority Mortgage Scheme and that it is flagged for inclusion in the list of potential new capital schemes from 2013/14 onwards. This will allow detailed consideration to be given to options to support first time buyers to access home ownership, and the implications for the Council of those options.
- 4.02 That support be given for a loan of £100k which can be met from within the 2011/12 Council Fund (Community Services) Capital Programme to Tai Clwyd for 10 years, for the purpose of operating the First Time Buyer Scheme, on the terms outlined earlier in this report.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 The detailed financial implications of the Local Authority Mortgage Scheme will be the subject of future reports.
- 5.02 The £100k investment for the Tai Clwyd Scheme can be met from within the 2011/12 Council Fund (Community Services) Capital Programme and the scheme would support a strategic objective to help first time buyers into owner occupation.

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

- 6.01 The Schemes are designed to assist those who cannot access the housing market as they are without a significant cash deposit.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None identified.

#### **8.00 EQUALITIES IMPACT**

- 8.01 None identified.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 There are no personnel implications arising out of this report.

#### **10.00 CONSULTATION REQUIRED**

- 10.01 None required.

#### **11.00 CONSULTATION UNDERTAKEN**

- 11.01 None.

## **12.00 APPENDICES**

12.01 LAM Appendix 1.

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

None.

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## Appendix 1

### **Local Authority Mortgage Scheme Draft Policy** **ISSUES TO CONSIDER WHEN CREATING THE POLICY**

Consider how the Scheme fits in with existing national, regional and local housing strategies.

If Section 442 is intended to be used to adopt the Scheme, then it should be adopted by the Local Authority as a policy within the wider policy and budgetary framework

The policy could include statements about:

1. how the policy will contribute towards the fulfilment of the Local Authority's strategic aims, objectives and priorities;
2. how the policy will contribute towards the fulfilment of the Local Authority's housing strategy and any other relevant corporate strategies;
3. the key priorities which the policy will address and the reasons for selecting them
4. the amount of capital resources that will be committed to implementing the policy and how this is budgeted for;
5. a description of the types of assistance available, what the assistance will be used for, and what key outcomes will be achieved by each form of assistance;
6. the circumstances in which people will be eligible
7. the amounts of assistance that will be available to eligible people, and how these amounts will be determined;
8. the types and amounts of preliminary or ancillary fees and charges associated with the provision of assistance that will be payable and in what circumstances;
9. the process to be used to apply for assistance;
10. how people can obtain access to the process of applying for assistance;
11. details of conditions that will apply to the assistance;
12. how conditions will be enforced and in what circumstances they may be waived;
13. advice that is available, including financial advice, to people wishing to enquire about, and apply for, assistance;

14. the arrangements for complaints about the policy and its implementation;
15. the arrangements for applications for assistance to be considered where these fall outside policy;
16. key service standards that will apply to the provision of assistance;
17. a policy implementation plan;
18. national and local performance indicators that are relevant to the policy and the targets that the Local Authority has set itself to improve performance;
19. how (or if) the Scheme will be promoted or publicised;
20. what information will be provided in the promotion of the Scheme;
21. what training is needed for Local Authority employees and other agencies involved in implementing the Scheme. A report (which includes a copy of the full policy document and the necessary budgetary details) should then be formally presented and adopted by the Local Authority according to its normal procedures for such matters. Local Authorities should advise members of the public that they have adopted a policy. For example, Local Authorities may wish to publish the policy on their website. After publication a copy of the full policy should be available for public inspection. Copies could also be available through local Citizens Advice Bureaux, public libraries and sent to all partner organisations. Once put into use, there will need to be regular monitoring of progress against performance targets, and broader aims and objectives. Local Authorities will also want to be clear about who has the authority to exercise the power set out in Section 442 and may want to do this by way of a scheme of delegation.

## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 10**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **24 JANUARY 2012**  
**REPORT BY:**      **CHIEF EXECUTIVE**  
**SUBJECT :**         **REVIEW OF IMPROVEMENT TARGETS**

### **1.00 PURPOSE OF REPORT**

- 1.01 To endorse the review of targets by: -
- reclassifying targets to reset our Improvement Targets;
  - endorsing the targets set for 2012/13;
  - endorsing the aspirational targets.
- 1.02 To incorporate the new set of Improvement Targets within service plans for 2012/13.

### **2.00 BACKGROUND**

- 2.01 The performance targets reported to the Executive and considered by the Overview and Scrutiny Committees comprise: -
- Local indicators set by the council as meaningful to monitor performance over and above the prescribed measures; and
  - National indicators as prescribed by the Welsh Government (WG) and Welsh Local Government Association (WLGA). As reported to the Executive 12 April 2011, the national performance management framework (PMF) has effectively been split in two; a small set of outcome focussed public accountability measures (PAM); and the remainder retained, as appropriate and where valued by authorities and professional groups, as service improvement data (SID).
- 2.02 The categorisation of targets (described below) has been applied to these indicators: -
- **improvement target** - where performance is currently unsatisfactory;
  - **incremental target** - where a marginal improvement in performance is sought as a business objective where performance is currently satisfactory;
  - **maintenance target** - where performance is currently good and needs to continue; and
  - **management information** - PIs that the authority may have little or no control over but the information is useful to know (proxy indicators).

### **3.00 CONSIDERATIONS**

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**Date: 18/01/2012**



- 3.01 To reflect the approach to reviewing targets as endorsed by Executive 16 November 2010: -
- targets will be set once each year and included in service plans;
  - the review and categorisation of targets will be undertaken in November, by Executive. No alterations will be made to classifications outside of this time;
  - consistent referencing will be used in all reports (i.e the national references supplemented by a separate referencing system for local measures);
  - all targets set will be supported by an action plan; some targets may be grouped together within the same action plan e.g. where the same set of actions will deliver improvements in performance to a 'set' of indicators;
  - all quarterly performance reports will include progress against the 'Improvement' Targets as well as listing those that are only reported annually; and
  - any changes to national data sets will be reported to Executive as soon as practicable after WG/WLGA have published the sets, (usually undertaken on an annual basis).
- 3.02 The review of targets includes consideration of the target for 2012/13 and a longer-term 'aspirational' target where applicable, such as for national standards.
- 3.03 The review of the categorisation and setting of targets has been undertaken by Heads of Service with management input. Internal challenge of these proposals has been undertaken by Overview and Scrutiny members at a workshop held on 12 December 2011. Challenge is based on the direction and amount of improvement in performance and whether it can be sustained.
- 3.04 A schedule of the proposed Improvement Targets for 2012/13 is attached at Appendix 1. In summary the proposals are listed below, but the overall effect on the number of Improvement Targets will be a nett reduction of 8 (from 52 to 44 indicators): -
- 18 newly classified Improvement Targets, including: -
    - o 4 new performance indicators; and
    - o 14 indicators reclassified as Improvement Targets (7 Incremental, 6 Maintenance and 1 Management Information).
  - 16 Improvement Targets were reclassified, (4 to Maintenance and 11 to Incremental and 1 to Management Information);
  - 10 Improvement Targets have been deleted. These are summarised as follows: -
    - o 4 were national PIs which were no longer considered useful. All 4 PIs are Service Improvement Data and therefore do not need to be reported.
    - o 4 were local indicators which were component parts of the indicators PSR/009a & b. This information is reported as part of the contextual information for PSR/009a & b and it is considered that there is no useful purpose in keeping them as separate indicators.

- o 2 were local indicators which were no longer considered useful, due to changes in working practices.
- 3.05 A list of the 26 indicators which have been either reclassified from Improvement Target to other classifications or deleted are detailed with a brief explanation in Appendix 2.
- 3.06 A full schedule of the outcomes of the target setting exercise for all performance indicators is available in the Member's Library.
- 3.07 The Improvement Targets are to be incorporated in the 2012/13 service plans.
- 3.08 Overview and Scrutiny Committees will undertake further detailed consideration of Improvement Targets and progress against their action plans during monitoring and review of the quarterly performance reports.

#### **4.00 RECOMMENDATIONS**

- 4.01 To endorse the review of targets by:
  - reclassifying targets to reset our Improvement Targets;
  - endorsing the targets set for 2012/13;
  - endorsing the aspirational targets.
- 4.02 To incorporate the new set of Improvement Targets within service plans for 2012/13.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 None directly related to this report.

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

- 6.01 None directly related to this report.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None directly related to this report.

#### **8.00 EQUALITIES IMPACT**

- 8.01 None directly related to this report.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 None directly related to this report.

#### **10.00 CONSULTATION REQUIRED**

- 10.01 Consultation within Directorates and internal and member challenge has been built into the process.

**11.00 CONSULTATION UNDERTAKEN**

- 11.01 Directorates have had an input into the methodology and timing.

**12.00 APPENDICES**

- 12.01 Appendix 1: Improvement Target Schedule  
Appendix 2: Schedule of Reclassified / Deleted Improvement Targets

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

Executive report 16 November 2010

Executive report 12 April 2011

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**Improvement Target Schedule**

Ref.	Short Description	Unit of Measure	2011/12 Target	2012/13 Target	Aspirational Target	Reclassified From	NSI / PAM / SID / Local
<b>HUMAN RESOURCES</b>							
CHR/002	The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	No. of Working Days / Shifts per FTE	10	9.8	8.3	No Change	SID
REM3	Increase the percentage of employees receiving an annual appraisal with Individual Development Plan to 100%	%	100	100	100	No Change	Local
<b>CUSTOMER SERVICES</b>							
CUSM1	Efficient Complaints Handling - The percentage of initial complaints responded to within 10 working days	%	80	80	85	No Change	Local
<b>FINANCE</b>							
DWP1	Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims The Department of Work and Pensions has replaced BNF/004 with this indicator	Days	22	18	15	New PI	New DWP Indicator
DWP2	Time taken to process Housing Benefit (HB) and Council Tax Benefits (CTB) change events The Department of Work and Pensions has replaced BNF/004 with this indicator	Days	10	9	7	New PI	New DWP Indicator
CFH/006	The percentage of undisputed invoices which were paid within 30 days	%	94	95	98	Incremental	SID
<b>ASSETS &amp; TRANSPORTATION</b>							
EEF/002a	Percentage reduction in carbon dioxide emissions in the non domestic public building stock	%	4	5	4	No Change	PAM & NSI
IA3.1L1	(Improvement Agreement 3.1) Increase the Standard Assessment Procedure (SAP) Rating in Council housing stock	SAP Rating	65.73	68	70	No Change	Local
THS/007	The percentage of adults aged 60+ who hold a concessionary travel pass	%	82	78	82	Maintenance	NSI

Ref.	Short Description	Unit of Measure	2011/12 Target	2012/13 Target	Aspirational Target	Reclassified From	NSI / PAM / SID / Local
<b>PLANNING</b>							
PLA/004a	The percentage of major planning applications determined during the year within 13 weeks	%	38	39	40	Incremental	SID
PLA/004b	The percentage of minor planning applications determined during the year within 8 weeks	%	65	65	65	No Change	SID
PLA/005	The percentage of enforcement cases resolved during the year within 12 weeks of receipt	%	75	75	75	No Change	SID
<b>PUBLIC PROTECTION</b>							
PPN/008i	The percentage of new businesses identified which were subject to a risk assessment visit or returned a self assessment questionnaire during the year for Trading Standards	%	82	70	75	Incremental	SID
PSR/007c	Of the Houses in Multiple Occupation known to the local authority, the percentage that: are subject to enforcement activity	%	0	2	0	Maintenance	SID
PSR/008	The percentage of high risk private sector dwellings improved to an acceptable level	%	Not Set	75	100	Maintenance	SID
<b>REGENERATION</b>							
IA4.2L3	Develop targets for increasing satisfaction levels by 5% per year over baseline overall Satisfaction Rate of 78% identified in 2009/10	%	88	93	93	No Change	Local
<b>HOUSING</b>							
HLS/006aL	The total amount of rent collected during the financial year from current and former tenants as a percentage of the total rent collectable for the financial year, in Permanent accommodation	%	97.5	97.5	98	Incremental	Local
HLS/010cL	Average number of calendar days taken to complete non-urgent repairs	Calendar Days	35	35	28	No Change	Local
HLS/013L	The total amount of rent lost due to lettable units of permanent accommodation being empty as a percentage of the total rent debit for the financial year	%	2	2	1.5	No Change	Local
HLS/014L	Average number of calendar days taken to let lettable units of permanent accommodation during the financial year	Calendar Days	42	42	28	No Change	Local

Ref.	Short Description	Unit of Measure	2011/12 Target	2012/13 Target	Aspirational Target	Reclassified From	NSI / PAM / SID / Local
<b>ADAPTATIONS</b>							
PSR/006L	The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used	Calendar Days	N/A	Baseline Year	TBC	New Local PI	Local
PSR/009a	The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people	Calendar Days	350	350	350	No Change	SID
PSR/009b	The average number of calendar days taken to deliver a Disabled Facilities Grant for adults	Calendar Days	350	400	350	No Change	SID
<b>SOCIAL CARE FOR ADULTS</b>							
SCA/018c	The percentage of carers of adults who were assessed or reassessed in their own right during the year who were provided with a service	%	52	60	75	No Change	SID
SCA/019	The percentage of adult protection referrals completed where the risk has been managed <i>New PI for 2011/12</i>	%	84	86	90	New PI	PAM
IA1.1L4	Number of adults receiving a personal budget for services via either a direct payment or citizen directed support	No. of adults	170	170	180	No Change	Local
<b>SOCIAL SERVICES FOR CHILDREN</b>							
SCC/021	The percentage of looked after children reviews carried out within statutory timescales during the year <i>Replaced by SCC/045 in the national set (PAMs) for 2011/12</i>	%	92	92	95	Incremental	SID
SCC/025	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	%	93	93	95	No Change	PAM
SCC/030a	The percentage of young carers known to Social Services who were assessed	%	80	75	80	No Change	PAM
SCC/030b	The percentage of young carers known to Social Services who were provided with a service	%	80	85	92	No Change	SID
SCC/034	The percentage of child protection reviews carried out within statutory timescales during the year <i>Replaced by SCC/045 in the national set (PAMs) for 2011/12</i>	%	96	97	98	Maintenance	SID

Ref.	Short Description	Unit of Measure	2011/12 Target	2012/13 Target	Aspirational Target	Reclassified From	NSI / PAM / SID / Local
SCY/001a	The percentage change in the average number of hours of suitable education, training or employment children and young people receive while within the youth justice system by: children and young people of statutory school age	%	6	8	10	Management Information	SID
<b>EDUCATION</b>							
EDU/002aiL	The number of pupils (including those in local authority care) in any local authority maintained school, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification	No. of pupils	13	10	10	No Change	Local
EDU/002aiiL	The number of pupils in local authority care in any local authority maintained school, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification	No. of pupils	1	0	0	No Change	Local
EDU/002i	The percentage of all pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31st August that leave compulsory education, training or work based learning without an approved external qualification	%	0.6	0.6	0.6	No Change	PAM & NSI
EDU/002ii	The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31st August that leave compulsory education, training or work based learning without an approved external qualification	%	10	10	0	No Change	NSI
EDU/003	The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	%	78.5	81.8	86	Incremental	PAM
EDU/009a	The average number of school days that permanently excluded pupils did not receive an offer of full time appropriate education provision during the academic year	School Days	3	3	2	No Change	SID
EDU/011	The average point score for pupils aged 15 at the preceding 31st August, in schools maintained by the local authority	Points Score	418	459	500	No Change	SID

Ref.	Short Description	Unit of Measure	2011/12 Target	2012/13 Target	Aspirational Target	Reclassified From	NSI / PAM / SID / Local
EDU/015b	The percentage of final statements of special education need issued within 26 weeks, excluding exceptions	%	98	100	100	No Change	NSI
SCC/002	The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	%	12	6	5	No Change	NSI
SCC/035	The percentage of looked after children eligible for assessment at the end of Key Stage 2 achieving the Core Subject Indicator, as determined by Teacher Assessment	%	25	25	33	Maintenance	SID
SCC/036	The percentage of looked after children eligible for assessment at the end of Key Stage 3 achieving the core Subject Indicator, as determined by Teacher assessment	%	60	40	60	Maintenance	SID
SCC/037	The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	Points Score	185	186	200	Incremental	NSI



**Schedule of Improvement Targets which have been proposed for reclassification/deletion**

Ref.	Short Description	Target Classification (proposed)	NSI / PAM / SID / Local	Reason for Reclassification / Deletion
<b>SOCIAL SERVICES FOR CHILDREN</b>				
SCC/001b	For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence in place.	Maintenance	SID	Maintain at 95% due to the small proportion of decisions which are outside of the control of the Authority.
SCC/016	The percentage of reviews of child plans for children in need carried out in accordance with the statutory timetable. <b>Replaced by SCC/045 in the national set (PAMs) for 2011/12</b>	Incremental	SID	In year performance is well above the 2012 target and set to achieve the aspirational target in 2013.
SCC/024	The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March.	Delete	SID	No longer required for national or regional reporting. The PEP is an educational tool for communicating between the Social Worker and the School, however it in itself does not deliver outcomes for the Child. This indicator does not deliver outcomes for children. It was agreed to delete this indicator provided relevant information was recorded and reported and therefore could be retrieved via case note reviews.
SCC/028	The percentage of children looked after who had a fully completed and updated Assessment and Progress Record at their third review.	Delete	SID	Not required for national or regional reporting. This is not an outcome based indicator and is one which Members have previously requested be reclassified. The Service do not find this a useful indicator nor does monitoring it assist the child.
SCC/033c	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19.	Incremental	NSI	Target missed in 2010/11 but outturn and target are well above the All Wales average. The cohort is very small and one young person choosing not to engage has a disproportionate effect on the outturn. A target of 75% will still represent an improvement on previous performance. It was agreed to change this indicator to incremental.
SCC/039	The percentage of health assessments for Looked After Children due in the year that have been undertaken.	Delete	SID	Not required for national or regional reporting. The Authority has no control over this PI and it is not an outcome for looked after children. This information is captured in care plans which are scrutinised by Independent Review Officers. File reviews are carried out regularly and issues are raised. It was agreed that highlighted issues will feature in quarterly reports and be included in the Scrutiny forward work programme.
SCC/042a	The percentage of initial assessments completed within 7 working days.	Incremental	SID	Achieved top 3 performance in Wales last year, however some steady improvement is still required to achieve the aspirational target.
SCC/042b	The average time taken to complete initial assessments that took longer than 7 working days to complete.	Incremental	SID	Some steady improvement required to achieve the aspirational target.
PSR/009aL1	Average number of calendar days from referral to end of assessment (when request of works made to Housing)	Delete	Local	Already reported as contextual information for PSR/009a and therefore does not need to be a separate indicator.
PSR/009aL2	Average number of calendar days from receipt of request in Housing to completion of the DFG	Delete	Local	Already reported as contextual information for PSR/009a and therefore does not need to be a separate indicator.

Ref.	Short Description	Target Classification (proposed)	NSI / PAM / SID / Local	Reason for Reclassification / Deletion
<b>SOCIAL CARE FOR ADULTS</b>				
PSR/006	The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used.	Delete	SID	The Authority is aware that this PI is measured in different ways by different Authorities and therefore is not appropriate to be used for comparison purposes. It is proposed that this indicator be given a local definition: <i>Only for minors under £500 (not £1000); Measure from point of assessment (not point of referral).</i>
PSR/009bL1	Average number of calendar days from referral to end of assessment (when request of works made to Housing)	Delete	Local	Already reported as contextual information for PSR/009b and therefore does not need to be a separate indicator.
PSR/009bL2	Average number of calendar days from receipt of request in Housing to completion of the DFG	Delete	Local	Already reported as contextual information for PSR/009b and therefore does not need to be a separate indicator.
SCA/007	The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year.	Incremental	PAM	We look to continue to improve the number of reviews completed but are aware that TSSA may have an impact in the short term.
SCA/018a	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year.	Incremental	PAM	This PI does not focus on outcomes for carers
<b>HOMELESSNESS</b>				
HHA/002	Average number of working days between homeless presentation & discharge of duty for households found to be statutorily homeless.	Incremental	SID	A incremental reduction of 5 days towards the target is will be extremely challenging given the economic climate and welfare reforms. Current demands on this service area are already showing an increase and this will worsen as the Governments timetable of welfare reforms takes place meaning that it will be difficult to maintain let alone improve on the 2011/12 target.
HHA/016	The average number of days all homeless families with children spent in Bed & Breakfast accommodation.	Maintenance	SID	Due to increased demand on both our own services and external services that we rely upon to obtain information on which decisions are based, it is recommended that the target and classification are maintained.
HHA/017b	The average number of days that all homeless households spent in other forms of temporary accommodation.	Incremental	SID	It is anticipated that due to external forces performance will decline this year. Improvement in this area may be achieved through a member/officer group working to consider a corporate response to welfare reform. Agreed to change classification to incremental and not maintenance as originally proposed. Target was agreed at 280 days.

Ref.	Short Description	Target Classification (proposed)	NSI / PAM / SID / Local	Reason for Reclassification / Deletion
<b>HOUSING</b>				
HLS/010bL	Average number of calendar days taken to complete urgent repairs.	Incremental	Local	An incremental improvement is realistic for this indicator and will help to enable the Authority to move gradually closer to the repairs standard of 7 days and the aspirational target of 5 days.
HPMM7 (Local PI)	Percentage of gas safety checks completed (cumulative)	Delete	Local	The indicator measures number of installations done to the schedule. In 2011/12 the programme of work is being condensed into 11 months with a possible further condensing to 10 months in 2012/13. During this period of change the indicator will not give a clear picture of performance nor does it serve to measure the desired outcome that our installations have a valid safety certificate. It is recommended this indicator is replaced with a new one - Percentage of gas installations with a valid and current safety certificate. It is proposed that this PI be a Maintenance Indicator as current achievement is 99%.
IA3.2L1	The number of void properties achieving zero defects on work undertaken.	Delete	Local	It is proposed that this indicator is deleted. It was originally part of the Improvement Agreement which was completed in 2009/10. As a result of the LEAN review for this area, this PI is no longer deemed useful due to changes in the inspection process. In addition, this PI has never really been useful due not having a set definition of what constitutes a defect. Given the variety of possible defects it would be near impossible to provide a list of defects and also the standards that would have to be reached so as to no longer be considered a defect. In addition, the new fast tracking pilot negates the need to fully complete works before relet.
<b>FINANCE</b>				
BNF/004	Time taken to process Housing Benefit and Council Tax Benefit new claims and change events Deleted from the national set for 2011/12	Management Information	N/A	No longer part of National PI set but replaced by DWP1 & 2 which are the component parts of this PI. Both DWP1 & 2 have been classified as Improvement Targets.
<b>PLANNING</b>				
PLA/003biL	The percentage of these determined appeals that upheld the authority's decision, in relation to planning application decisions	Incremental	Local	The appeals concerned with this indicator are the same as the majority of appeals concerned with PLA 003, so should have the same Target Classification.
<b>EDUCATION</b>				
EDU/009b	The average number of school days that permanently excluded pupils did not receive an offer of part time appropriate education provision during the academic year	Maintenance	SID	Students who are permanently excluded in the future, will be offered a placement immediately whilst the appeals process is completed, either full or part time alternative provision as required. Members and Officer discussed the target classification and believe it should be Maintenance.
EDU/015a	The percentage of final statements of special education need issued within 26 weeks, including exceptions	Incremental	NSI	As a result of the Target Setting Workshop it was agreed that the target classification should be incremental rather than maintenance as originally proposed by the Service.
SCC/044b	The average number of days spent out of school on fixed term exclusions for children looked after who were excluded during the previous academic year	Maintenance	SID	Social Services for Children to provide evidence regarding informal exclusions. It was agreed to change the target for 2012/13 to 1.5 days and the classification to maintenance.

## **FLINTSHIRE COUNTY COUNCIL**

### **Appendix A**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **24 JANUARY 2012**  
**REPORT BY:**      **HEAD OF FINANCE**  
**SUBJECT :**         **REVENUE BUDGET MONITORING 2011/12 (MONTH 7)**

#### **1.00 PURPOSE OF REPORT**

1.01 To provide members with the revenue budget monitoring information at Month 7 for the Council Fund and the Housing Revenue Account in 2011/12. The report has been updated with the most up to date information as at 6 January 2012 to enable the report to fully agree with the 2012/13 latest budget position.

#### **1.02 INDEX OF CONTENTS**

Section 2	Executive Summary
Paragraph 3.01	Council Fund Summary Table
Paragraph 3.06	Programme of Efficiencies
Paragraph 3.08	Risks and Assumptions
Section 4	Non Standard Inflation / Central Contingencies
Section 5	Unearmarked Reserves
Section 6	Housing Revenue Account
Appendix 1	Council Fund - Movement in Variances from Month 6
Appendix 2	Community Services - Variances Summary
Appendix 3	Environment - Variances Summary
Appendix 4	Lifelong Learning - Variances Summary
Appendix 5	Corporate Services - Variances Summary
Appendix 6	Central & Corporate Finance - Variances Summary
Appendix 7	Council Fund Unearmarked Reserves Summary
Appendix 8	Housing Revenue Account - Variances Summary
Appendix 9	Council Fund - Achievement of Efficiencies

#### **2.00 EXECUTIVE SUMMARY**

2.01 Members are requested to note the projected year end position as estimated at Month 7 which is :

- Council Fund - Net underspend of £0.614m
- Housing Revenue Account - Net underspend of £0.120m

#### **3.00 CONSIDERATIONS**

##### **COUNCIL FUND**

3.01 The table below shows a projected in-year underspend of £0.614m.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 6	Month 7	Month 6	Month 7	Month 6	Month 7
	£m	£m	£m	£m	£m	£m	£m	£m
<b>Directorates</b>								
Community Services	57.374	57.118	(0.590)	(0.746)	(0.158)	(0.232)	(0.432)	(0.514)
Environment	32.262	32.480	(0.027)	(0.053)	(0.027)	(0.053)	-	-
Lifelong Learning	109.110	109.259	1.062	0.900	1.375	1.323	(0.313)	(0.423)
Corporate Services	16.436	17.624	0.180	0.133	0.180	0.133		
<b>Total Directorates</b>	<b>215.182</b>	<b>216.481</b>	<b>0.625</b>	<b>0.234</b>	<b>1.370</b>	<b>1.171</b>	<b>(0.745)</b>	<b>(0.937)</b>
Central and Corporate Finance	26.190	24.891	(0.305)	(0.848)	(0.305)	(0.848)		
<b>Total</b>	<b>241.372</b>	<b>241.372</b>	<b>0.320</b>	<b>(0.614)</b>	<b>1.065</b>	<b>0.323</b>	<b>(0.745)</b>	<b>(0.937)</b>

- 3.02 The Original Budget column reflects the budget approved by Council on the 1st March 2011. The Revised Budget column reflects in-year virements which have been approved in compliance with Financial Procedure Rules, and includes a number of technical adjustments such as the allocations from central contingencies, non-standard inflation and the contributions to the Cost of Employment efficiency.
- 3.03 The significant in-year projected variances to date are detailed in Appendices 2 - 6 (Council Fund), and Appendix 8 (HRA), and in addition to giving the reasons for the variances, the actions required to address each variance is provided. The significant changes for the Council Fund from Month 6 are detailed in Appendix 1.
- 3.04 The net underspend of £0.614m is made up of £0.234m overspend on services offset by a contribution of £0.848m from Central and Corporate Finance.
- 3.05 The Out of County Placement budget (ring-fenced) is currently projected to underspend by £0.785m (by £0.362m and £0.423m within Community Services and Lifelong Learning respectively). This projection is based on existing placements up until March 2012 and also reflects some reductions in payments to providers following renegotiation of contracts. The projected outturn also reflects the approval of a £1.255m budget pressure during the 2011/12 budget process. The task and finish group are continuing their work with regard to improving processes, benchmarking and the North Wales project focusing on high cost placements. This budget will continue to be monitored very closely due to the volatility of the risks and assumptions (see 3.08).

#### **PROGRAMME OF EFFICIENCIES**

- 3.06 The 2011/12 budget contains £8.920m of specific efficiencies and the table below summarises the current status of these items. This analysis indicates that it is currently projected that £7.754m (87%) will be achieved, resulting in a net under-achievement of £1.166m.

Status of Efficiency	Value of Budgeted Efficiency £M	Valued of Projected Efficiency £M	(Under) Over Achievement £M
ALREADY ACHIEVED	3.262	3.262	0.000
EXPECTED TO BE ACHIEVED IN FULL	2.455	2.835	0.380
ACHIEVABLE IN PART	2.790	1.657	(1.133)
NOT ACHIEVABLE	0.413	0.000	(0.413)
<b>Total</b>	<b>8.920</b>	<b>7.754</b>	<b>(1.166)</b>

3.07 Appendix 9 provides further details of the assumptions behind the projections, and where relevant the actions required to address items not currently expected to be achieved in full. It is important to note that the impact of this analysis has already been included in the overall Month 7 projection.

### **RISKS / ASSUMPTIONS**

3.08 The in-year over / (under) spends shown in the table at paragraph 3.01 reflect the following risks and assumptions :-

#### **1. Community Services**

- Social Services for Adults
  - o Projections based on current client numbers / care packages
  - o Demand led services susceptible to changes outside the Directorate's control e.g. severity of winter, flu epidemics
  - o Local Health Board income cannot be guaranteed at the levels assumed
- Development & Resources
  - o Domiciliary and Property client income is dependent on individual client circumstances
  - o Wider economic recession may have an impact
- Social Services for Children - Out of County Placements
  - o Length of current placements uncertain - court led timeframes
  - o Number of new placements difficult to predict - needs led
  - o High cost of any new placements can have an adverse impact on outturn
  - o Uncertainty of income level from Local Health Board
- Social Services for Children - Family Placement
  - o Service dependent on sufficient numbers of carers being attracted and retained

- Other Residential - Care for Children with Disabilities
  - o Timing of new service at Arosfa becoming operational - delays would impact on the projected outturn position

## **2. Lifelong Learning**

- Out of County Placements
  - o Uncertainty of lengths of current placements
  - o Difficult to predict number of new placements
  - o High cost of any new placements can have an adverse impact on outturn
  - o Varying income levels from Local Health Board
- Youth & Community Services
  - o There is urgent repair work required at Mynydd Isa Community Centre to replace the heating system. The estimated cost for this is not included in the projected outturn as there is a bid in place to secure capital funding.
- Primary and Secondary Non-Delegated budgets
  - o Negotiations with Primary Schools commenced in September regarding the maternity payments. The outcome of these discussions will be reported in future monitoring reports.
  - o Service Level Agreements with schools have recently been received in full and the effect on non-delegated budgets are currently being analysed.
- Facilities Service - Schools Catering
  - o Should there be further industrial action, this would result in further loss of income for the School Catering Service.

## **3. Environment**

- Directorate-wide
  - o The ongoing economic situation is having a continuing affect on all fee income areas and any further downward trend would have an adverse impact on the projected outturn.

- Winter Maintenance
  - o The projections are based on an average winter and all costs being met from within existing budget provision.
- Planning
  - o Based on current knowledge no further costs have been built into the projections for any further Planning Inquiries.
- Managed Weekly Collections
  - o Further costs are likely in order to maintain the service standards of the Managed Weekly Collections roll-out
- Streetscene
  - o Current projections are based on implementation of the revised service structure by March 2012.

#### **4.00 NON STANDARD INFLATION/CENTRAL CONTINGENCIES**

##### **NON STANDARD INFLATION**

4.01 Included in the budget are the following amounts relating to non standard inflation:

- £0.060m for fuel costs - this is confirmed to be required in full and will now be released
- £0.037m for energy for street lighting - this is now not projected to be required and is recorded as an underspend within Central and Corporate
- £0.450m for other energy costs - this is currently projected to be required in full and the majority of this amount has already been released (£0.083m remains to be allocated)

These budgets continue to be monitored closely and the funds will be released when a full assessment of the need has been completed.

##### **CENTRAL CONTINGENCIES**

4.02 The budget for 2011/12 included base budget provision of £0.337m in respect of increased employers pension contribution and £0.150m relating to the review of relief staff. A full assessment has now been completed and it has been determined that these amounts are no longer required and are now reported as underspends (see Appendices 1 and 6). A further one-off contingency of £2.159m is also included in the 2011/12 budget relating to one-off exit costs associated with service modernisation. Although work regarding this is still ongoing it is now projected to be required in full either in 2011/12 or 2012/13 depending on the timing of service reviews. The amount required in 2012/13 will be requested to be carried forward in future monitoring reports once the exact figure is known.



## **5.00 UNEARMARKED RESERVES**

- 5.01 The 2010/11 final outturn reported to Executive on 19th July showed unearmarked reserves at 31<sup>st</sup> March 2011 (above the base level of £5.476m) of £2.099m.
- 5.02 Appendix 7 details the movements to date on unearmarked reserves and the level of contingency sum available. As a result of these movements, the estimated amount currently projected in the Contingency Reserve is £1.100m. The Contingency Reserve is held to meet :
- (a) Organisational re-design and modernisation of services
  - (b) Invest to Save initiatives
  - (c) Additional costs on ringfenced and / or volatile budgets
- 5.03 The estimated amount available of £1.100m in the contingency reserve is £0.934m more than the £0.166m reported at month 6 and anticipated in the 2012/13 Budget Report to Executive on 20th December 2011.
- 5.04 In the 2012/13 budget report it was noted that the estimated contingency reserve at 31 March 2012 was insufficient to meet the one-off/time limited costs in 2012/13 and would, at that stage, require base budget to meet them. The shortfall identified at that stage was £0.894m (which was contributing to the overall budget gap of £1.718m).
- 5.05 Much of the improvement in the 2011/12 in-year position reflects the positive work which is being undertaken to examine budgets closely as part of the 2012/13 budget process. It is therefore recommended that the increased level in the contingency reserve be earmarked to meet one-off/time limited costs in 2012/13 (currently estimated at £0.714m) which will leave an estimated £0.386m in the contingency to meet any unexpected adverse variations in the remaining months of the current financial year. Full details of the final 2012/13 budget position will be reported to Executive on 21 February 2012 following the Scrutiny meetings in January.

## **6.00 HOUSING REVENUE ACCOUNT**

- 6.01 On 15<sup>th</sup> February 2011, the Council approved a Housing Revenue Account (HRA) budget for 2011/12 of £25.262m. The budget provides for a closing balance of £0.885m, which at 3.5 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.
- 6.02 The 2010/11 final outturn reported to Executive on 19<sup>th</sup> July 2011 showed a closing balance at the end of 2010/11 of £1.487m which was £0.236m higher than when the 2011/12 budget was set. This had the effect of increasing the closing balance for 2011/12 by the same amount.

6.03 The overall projected underspend of £0.120m represents a reduction of £0.088m on the position at Month 6. The HRA shows a projected closing balance at Period 7 of £1.241m which at 4.9 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.

6.04 Appendix 8 details the reasons for significant variances occurring to date and the actions planned to deal with them.

**Risks Assumptions (HRA)**

6.05 The in year over / (under) spends shown in Appendix 8 reflect the following risks and assumptions :-

- The average cost of repairing a vacant property is £500 per property more than 2010/11. Should this continue it will mean a budgetary pressure on repairs to vacant properties.
- If the weather conditions are as severe as the winter last year, there will be a further pressure on call outs and emergency repairs.

**7.00 RECOMMENDATIONS**

7.01 Members are recommended to:-

- a) Note the overall report.
- b) Approve that the increased level of contingency reserve be earmarked to meet one-off/time limited costs in 2012/13 (currently estimated at £0.714m) (Section 5.05).
- c) Note the Council Fund Contingency Sum available as at 31st March 2012. (Section 5).
- d) Note the projected final level of balances on the Housing Revenue Account. (para 6.03)

**8.00 FINANCIAL IMPLICATIONS**

8.01 The financial implications are as set out in Sections 3.00 - 6.00 of the report.

**9.00 ANTI-POVERTY/ENVIRONMENTAL IMPACT**

9.01 None.

**10.00 PERSONNEL IMPLICATIONS**

10.01 None.

**11.00 CONSULTATION UNDERTAKEN**

11.01 None.

## **12.00 APPENDICES**

- 12.01 Council Fund - Movement in Variances from Month 6 - Appendix 1  
Council Fund Variances - Appendices 2 - 6  
Council Fund - Movements on unearmarked reserves - Appendix 7  
Housing Revenue Account Variances - Appendix 8  
Council Fund - Achievement of Efficiencies - Appendix 9

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

Month 7 Monitoring Papers

Contact Officer: Steven Gadd  
Telephone: 01352 702287  
E-Mail: [steven\\_gadd@flintshire.gov.uk](mailto:steven_gadd@flintshire.gov.uk)



**COUNCIL FUND - REVENUE BUDGET 2011/12  
FLINTSHIRE COUNTY COUNCIL**

**Budget Monitoring (Month 7)  
Summary of Movement from Month 6**

	£M	£M
<b>Month 6</b>		
Out of County Ringfenced Budget	(0.555)	
Service Directorates	1.180	
Central and Corporate Finance	(0.305)	
<b>Variance as per Executive Report</b>		<b>0.320</b>
<b>Month 7</b>		
Out of County Ringfenced Budget	(0.785)	
Service Directorates	1.019	
Central and Corporate Finance	(0.848)	
<b>Variance as per Directorate Returns</b>		<b>(0.614)</b>
<b>Change Requiring Explanation</b>		<b>(0.934)</b>
<b><u>Community Services</u></b>		
<ul style="list-style-type: none"> <li>Residential Services (Services for Older People) - reduced agency staff costs (-£0.049m), plus other minor variances (-£0.001m)</li> </ul>	(0.050)	
<ul style="list-style-type: none"> <li>Out of County Pooled Budget (Children's Services) - net impact of a number of changes to placements.</li> </ul>	(0.120)	
<ul style="list-style-type: none"> <li>Other minor changes of less than £30k</li> </ul>	0.014	
		<b>(0.156)</b>
<b><u>Environment</u></b>		
<ul style="list-style-type: none"> <li>Industrial Units - There has been a reduction of £0.024m in the projected shortfall from Industrial Estate Rental Income, plus other minor variances (-£0.005m)</li> </ul>	(0.029)	
<ul style="list-style-type: none"> <li>Waste Disposal and Civic Amenity Sites - Reduction in projected landfill tax and tipping fees relating to significant diversion from landfill to recyclates following the full roll out of the Managed Weekly Collection Service.</li> </ul>	(0.142)	
<ul style="list-style-type: none"> <li>Managed Weekly Collections - £0.100m relates to demand from households for new recycling containers following the full roll out of the service. A further £0.043m relates to the hiring of vehicles and staff on a temporary basis.</li> </ul>	0.143	
<ul style="list-style-type: none"> <li>Planning Control - Planning fee income is now projected to be £0.030m short of target, other minor variances (£0.009m) account for the remaining movement.</li> </ul>	0.039	
<ul style="list-style-type: none"> <li>Public Protection - Increased net vacancy savings ahead of service review implementation</li> </ul>	(0.040)	
<ul style="list-style-type: none"> <li>Minor changes of less than £25k</li> </ul>	0.003	
		<b>(0.026)</b>
<b><u>Lifelong Learning</u></b>		
<ul style="list-style-type: none"> <li>Out of County Pooled Budget (Special Eductaion) - net impact of a number of changes to placements.</li> </ul>	(0.110)	
<ul style="list-style-type: none"> <li>Pupil / Student Transport - reduction in costs due to the day of industrial action</li> </ul>	(0.020)	

• Minor changes of less than £20k	(0.032)
	<b>(0.162)</b>
<b><u>Corporate Services</u></b>	
• Chief Executives - underspend due to vacancy savings in Policy, Performance and Partnerships Unit	(0.030)
• Finance - Increase in underspend due to the net effect of an increase in vacancy savings due to the delay in implementation of the Finance Function Review (-£0.024m), increase in costs related to dealing with Housing Benefits claims (+£0.022m), plus other minor variances (-£0.026m)	(0.028)
• Legal and Democratic Services - There is a reduction in the underspend on Members Allowances of £0.011m due to the tablet computer pilot scheme. There is also a reduction in the projected vacancy savings of £0.009m, plus other minor variances amounting to £0.004m.	0.024
• Human Resources and Organisational Development - Pressure of £0.121m and £0.023m have been identified relating to the Organisational Design and HRMIS Phase 2 projects, this is partially offset by the identification of minor efficiencies equating to £0.029m	0.108
• ICT and Customer Services - The increase in the projected overspend within Design and Print of £0.056m and a pressure of £0.019m relating to software maintenance is more than offset by the identification of vacancy savings as a result of vacancies being put on hold pending the outcome of a number of service reviews (-£0.196m).	(0.121)
	<b>(0.047)</b>
<b><u>Central and Corporate</u></b>	
• Part year savings of £0.045m identified relating to the implementation of the Occupational Health collaboration project with Wrexham	(0.045)
• An overachievement of the centrally held Matrix efficiency is now projected resulting in an underspend of £0.180m	(0.180)
• An underspend has now been confirmed on the 1st and 2nd Tier Officer salary budget of £0.075m	(0.075)
• One-off committed payment of £0.075m to the Regional Transformation Fund.	0.075
• A centrally held procurement saving target of £0.511m has not been allocated pending implementation of regional procurement solution	0.511
• As indicated in the Month 6 report the budget for 2011/12 included base budget provision of £0.337m in respect of increased employers pension contribution and £0.150m relating to the review of relief staff. The further detailed work has now been completed and it can be confirmed that these amounts are not now required resulting in a saving of £0.487m.	(0.487)
• A projected saving of £0.260m has also been identified relating to the reductions in the total superannuation payable by the Council due to early payment of contributions to the pension fund.	(0.260)
• Early estimate of the effect on non teacher pay arising from the day of industrial action, which will offset the shortfall in the cost of employment efficiency.	(0.233)
• It is currently estimated that £0.200m of the £0.328m Single Persons Discount Efficiency will be achieved. Other items affecting the Collection Fund include banding adjustments on 86 properties. The net effect is a pressure of £0.150m.	0.150
• Minor changes of less than £25k	0.001
	<b>(0.543)</b>
<b>Total changes</b>	<b>(0.934)</b>

# COMMUNITY SERVICES

# APPENDIX 2

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Day Services (Services for Older People)	1.263	1.163	(0.100)	(0.115)	Mostly due to savings from a number of vacant posts and reduced costs in transport and third party providers.	Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme.
Domiciliary Support (Services for Older People)	7.632	7.681	0.049	0.044	Increase in complexity of need and number of clients supported to live at home. This is resulting in an Increase in the amount of support to clients in need of double manning and complex care which has a significant impact on cost.	Continual review of individual care packages will contribute to reducing the overspend. Trend analysis continues to be used to improve projections of service demand.
Living Well (Services for Older People)	0.091	0.066	(0.025)	(0.025)	Mainly due to reduced staffing levels due to maternity leave and vacancy.	The current service provision is being reviewed and may result in changes to the service provision.
Residential Services (Services for Older People) cont...	8.390	8.695	0.305	0.355	The cost of covering for staff leave within this statutory service, (e.g. annual or sick leave), continues to be an issue resulting in a net overspend on staff costs.	Use is being made of temporary capacity, as it arises in other areas, to minimise the need for agency staff.

**COMMUNITY SERVICES**

**APPENDIX 2**

**Budget Monitoring 2011/12 (Month 7)**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
...cont Residential Services (Services for Older People)					<p>The impact of internal catering &amp; cleaning costs above inflation, (£0.143m) are contributing to the projected overspend position.</p> <p>Purchased residential care is projected to overspend mainly due to an additional week of payments in 2011/12 which is a 53 week year (impact approximately £0.145m).</p>	Actions in place to review all expenditure in this area.
Professional Support (Services for Older People)	2.946	2.720	(0.226)	(0.228)	The projected underspend is mostly due to a number of vacant posts (£0.191m) offset by minor overspends in other areas.	The service is being reviewed as part of Transforming Adult Services.
Domiciliary Support (Physical Disability and Sensory Impairment)	1.591	1.544	(0.047)	(0.025)	This service is projected to underspend due to a combination of reduced third party care costs together with income expected to exceed its budget.	All care packages are being reviewed to ensure that they remain appropriate; this may, in some cases, lead to a reduction in payments.

# COMMUNITY SERVICES

# APPENDIX 2

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Residential Services (Physical Disability and Sensory Impairment)	0.882	0.849	(0.033)	(0.044)	The Service is projected to underspend on purchased care (£0.069m) which will be offset by a projected shortfall in income (£0.036m).	
Professional Support (Physical Disability and Sensory Impairment)	1.488	1.659	0.171	0.182	This mainly relates to additional staff and agency costs required to meet an increase in the waiting list for OT assessment and support.	<p>A review is being undertaken with the aim of reducing the need for agency staff. No new assessments are being undertaken by the third party provider.</p> <p>Review the Service Level Agreement.</p> <p>Review budget allocations.</p>



# COMMUNITY SERVICES

# APPENDIX 2

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Community Living (Learning Disability Services)	9.363	9.272	(0.091)	(0.077)	The underspend is due to a number of reasons including vacant posts, reduced spending on supplies and services and purchase of care.	Continue work on the identification of new clients to move into supported living service.  Continual review of care to existing clients.  Continued monitoring and negotiation with Health of CHC packages. In dispute with Health on funding of some care packages.
Work Opportunities (Learning Disability Services)	1.883	1.857	(0.026)	(0.033)	Vacancy savings (£0.106m) offset by a projected shortfall in income of (£0.050m).	Continue to monitor.
Day Services (Learning Disability Services)	0.962	0.938	(0.024)	(0.025)	Projected underspend on employee costs together with a reduction in the use of independent sector relief staff (£0.044m) offset by overspends in other areas but mostly client transport.	Continue to monitor.

# COMMUNITY SERVICES

# APPENDIX 2

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Ringfenced Budgets (Mental Health)	0.324	0.164	(0.160)	(0.158)	Projections reflect current client packages for 2011/12.	Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts.
Business Systems (Development & Resources)	0.790	0.764	(0.026)	(0.027)	The underspend in this service is mostly due to vacancies offset by an overspend in supplies and services.	Continue to monitor.
Business Services Income (Development & Resources)	(1.511)	(1.691)	(0.180)	(0.191)	This is partially due to six weeks of income at the old, higher, rate being received in 2011/12 due to the timing of debtor invoices.	This income is one-off. Continue to review the average weekly income.
Vacancy Management (Development & Resources)	(0.061)	0.000	0.061	0.061	This is exceeded by vacancy savings within the Directorate.	The balance relates to Children Services. Progress is being made to reduce this amount to zero which will reduce staff cost savings in Children Services.
Family Placement (Children's Services)	1.775	2.047	0.272	0.271	The projected overspend is mainly as a result of an increase in the number of foster care places within the service. The overspend includes the estimated effect of the additional week included in 2011/12	An invest to save initiative should begin to have a positive impact during 2011/12 although it is too early to quantify this yet.

# COMMUNITY SERVICES

# APPENDIX 2

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Family Support (Children's Services)	0.340	0.299	(0.041)	(0.033)	The underspend in this service is mostly due to a reduction in the use of sessional staff. The use of sessional staff can fluctuate monthly and explains the movement from period 6.	
Prevention & Support (Children's Services)	0.100	0.073	(0.027)	(0.029)	The underspend in this service is mostly the result of an underspend in transport costs.	

# COMMUNITY SERVICES

# APPENDIX 2

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Out of County Pooled Budget (Children's Services)	4.057	3.695	(0.362)	(0.242)	Revised projection based on updated information on existing placements up until March 2012. This reflects initial reductions in payments to providers following re-negotiation of contracts. The movement since period 6 reflects the net impact of a number of changes to placements.	The task and finish group are continuing their work and benchmarking work has been completed. The focus of high cost placements is now a North Wales project and meetings have taken place.  External consultants have been commissioned to assist with the negotiation process with providers within Flintshire and to make recommendations regarding the current processes deployed.
Homelessness (General) (Housing Services)	0.450	0.385	(0.065)	(0.062)	£0.045m savings as vacancies will not be filled until Autumn. An additional one off £0.020m contribution from Supporting People for the sheltered Housing improvement	
Resident Wardens (Housing Services)	1.250	1.148	(0.102)	(0.094)	Projected under spend as vacancies will not be filled until the new structure is in place in 2012/13.	Approval of the proposed new structure.
Other variances (aggregate)	13.113	13.044	(0.069)	(0.095)	Various minor variances.	Continue to review but not expected to be recurrent.
<b>Total :</b>	<b>57.118</b>	<b>56.372</b>	<b>(0.746)</b>	<b>(0.590)</b>		

**ENVIRONMENT**

**APPENDIX 3**

**Budget Monitoring 2011/12 (Month 7)**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Industrial Units	(1.616)	(1.440)	0.176	0.205	Shortfall of £0.250m from Industrial Estate Rental Income, due to the current economic climate reducing occupancy levels. Repairs & Maintenance projected to exceed budget by £0.044m. Salary savings of £0.118m mitigate some of the above shortfalls.	Maximise occupancy levels throughout industrial units.
Property Holdings	0.154	0.111	(0.043)	(0.042)	New tenancy agreement for Newtech Square leading to rental income of £0.043m and a reduction in NNDR payable by the authority of £0.032m.	
Property Asset & Development	0.826	0.812	(0.014)	(0.027)	Net Vacancy Savings	
Regulatory Services	0.309	0.240	(0.069)	(0.062)	Over recovery on Streetworks income	
Car Parks	0.025	0.054	0.029	0.028	Car Park income is anticipated to be £0.046m short of target offset by a £0.017m reduction in planned maintenance works	Keep income levels closely monitored and ensure the reduction in planned maintenance does not have a detrimental effect on car parks
Transportation	1.586	1.444	(0.142)	(0.137)	Savings on Bus Operator payments for Bus Subsidies.	

# ENVIRONMENT

# APPENDIX 3

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Routine Maintenance	1.743	1.793	0.050	0.050	Increased tipping fees for gully emptying between August and March	Keep other routine maintenance work areas closely monitored to determine if overspend can be offset to some extent.
Neighbourhood Services (Streetscene Service Structure)	0.882	1.074	0.192	0.192	Impact of not implementing the Streetscene service staff structure by 1st October 2011. This also includes the loss of income from the North Wales Trunk Road Agency Technical Investigations Unit that was transferred to Gwynedd Council.	If possible, implement the new structure within the current financial year
Waste Disposal and Civic Amenity Sites	6.804	6.424	(0.380)	(0.238)	Diversion from the pilot of Managed Weekly Collections up to the end of October. Early indications from the full roll out of the service indicate significant diversion from landfill to recyclates and the variance at Period 7 now reflects this. The savings reflect the reduction in landfill tax and tipping fees.	This underspend is the reason that no budget pressure is required for landfill tax and tipping fees in 2012/13. Keep tonnage levels closely monitored which will provide further savings going forward.

**ENVIRONMENT**

**APPENDIX 3**

**Budget Monitoring 2011/12 (Month 7)**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Managed Weekly Collections - Waste Collection, Recycling, Sustainable Waste Management Grant and Waste Collection - Trading Account	3.119	3.459	0.340	0.197	The full roll out of the Managed Weekly Collection service commenced from November, on a five day work pattern, rather than six, reflecting the outcome of the Streetscene ballot. As a result of full roll out, significant numbers of new containers for recycling were required, totalling in excess of £0.100m, due to the demand for these from householders. In addition, to meet the demands of full roll out, vehicles were required to be hired and additional staff taken on to maintain the service provision requirements.	Keep diversion closely monitored to determine if further savings from landfill tax and tipping fees can be achieved. Further costs are likely to maintain the service standards of the Managed Weekly Collections roll-out and these will be reported at Period 8.
Planning Control	0.362	0.479	0.117	0.078	Costs awarded against the Council in relation to the Public Inquiry for the proposed development on Ruthin Road, Mold. Planning fee income has reduced against projections due to the ongoing economic climate and it is now anticipated to be £0.030m short of target.	It is anticipated that vacancy savings from other areas of Planning Services can assist with negating the majority of this variance over the remainder of the year.
Planning	1.535	1.463	(0.072)	(0.061)	Vacancy savings ahead of service review implementation	
Management Support & Performance	1.371	1.322	(0.049)	(0.048)	Vacancy savings ahead of service review implementation.	

ENVIRONMENT

APPENDIX 3

Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Public Protection	3.397	3.208	(0.189)	(0.149)	Net vacancy savings ahead of service review implementation, together with in-year leavers from posts within the new structure	
Other variances (aggregate)	11.983	11.984	0.001	(0.013)	A number of variances of no more than £0.021m individually.	
<b>Total :</b>	<b>32.480</b>	<b>32.427</b>	<b>(0.053)</b>	<b>(0.027)</b>		



## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Out of County (Special – ringfenced budget)	3.090	2.667	(0.423)	(0.313)	<p>Revised projection based on updated information on existing placements up until March 2012. This reflects initial reductions in payments to providers following re-negotiation of contracts.</p> <p>Following notification at Inclusion Senior Management Team (ISMT), 6 placements ended during the Summer Term.</p> <p>Agreements for further income of £0.035m from the University Health Board for joint funded payments have been received.</p> <p>3 high cost placement have been heavily reduced and others have been slightly reduced following the involvement of Commercial and Clinical Solutions. Discussions are still ongoing with current placements.</p> <p>A further 4 placements have been reduced following Commercial and Clinical Solutions involvement. An additional placement has ended.</p>	<p>The task and finish group are continuing their work and benchmarking work has been completed. The focus of high cost placements is now a North Wales project and meetings have taken place.</p> <p>External consultants have been commissioned to assist with the negotiation process with providers within Flintshire and to make recommendations regarding the current processes deployed.</p>

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Leisure Services cont....	3.458	3.672	0.214	0.230	Within Leisure Services, Deeside Leisure Centre will suffer a loss of income due to closures caused by redevelopment of £0.061m.	Other methods of recovering this overspend are being explored and have so far contributed £0.035m.
					A large number of efficiencies and reduction of overspends which totalled £0.561m were made in the Leisure Service through Flintshire Futures and most of the expected savings are likely to be achieved. The one efficiency that will not be made during 2011-12 relates to the original staff re-organisation plan being delayed for 12 months for full review. This has caused many of the posts in the original plan to be appointed on 12 month temporary posts whilst the new organisational chart is being created. The on-going effects of this are still cascading their way through the service but the most recent calculations show this is estimated to cause a one off £0.121m overspend in 2011/12.	Staffing restructure plan is currently being devised.

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
....cont Leisure Services					The Energy Unit has advised that Gas price increases of up to 35% are to be expected this year. This affects all services that have premises, particularly Leisure. This is being monitored throughout the year as invoices are paid, thus far the costs are up 11% compared to last year which equates to £0.020m. This is currently within the provision of Non Standard Inflation currently held	Further work is ongoing in liaison with the Energy Efficiency Unit.
					A Remedy Hearing following an Employment Tribunal judged that an employee had been unfairly and wrongfully dismissed at a cost of	

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Inclusion Services	5.819	6.174	0.355	0.355	The Inclusion Service has received grant streams in the region of £0.302m in previous years which have mitigated their overspend. These are no longer available from 2011/12 onwards. Therefore, based on current and past expenditure patterns this is currently projected to be the overspend for the Service. The major cause of the overspend is on ASWs providing pupil support in schools.	
					Amendments to other grants on which the service could draw on previously have been tightened further.	
Youth and Community	1.228	1.289	0.061	0.066	Implementing only staffing changes in relation to the approved Youth Service Strategy in 2011/12 leaves a budget shortfall in relation to accommodation. The Accommodation Review has been rescheduled for 2012/13.	
					The Workwise/Wheels to Work project is in the final stages of being wound up. No further costs are expected. There are 22 motorcycles which are due to be auctioned off. Depending on the income realised from these, the net effect is likely to be a one off cost to the service of £0.030m.	Various grant streams were approached to reduce this without success.

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Pupil / Student Transport	6.388	6.568	0.180	0.207	It is currently expected that the School Transport service will overspend on College Transport by approximately £0.152m as there is insufficient budget to cover the additional costs of increased numbers of students attending college courses, particularly at the start of the academic year when student numbers are at their highest. The reduction in the overspend largely relates to savings due to the school buses not running during the recent day of Industrial Action.	Progress Policy Review and consultation on Post 16 entitlements.  Efficiency projects within existing policy 1) Special needs project 2) Hazardous routes
Service Units	2.138	2.195	0.057	0.052	The figures received from September showed that there is a larger take up of Free School Meals than is budgeted for.	The level of budget provision for free school meals will be re-assessed during the current service planning/ budget process in order to keep pace with changes within the wider economic climate.
Facilities Services	1.034	1.396	0.362	0.364	Within the Facilities Service, figures extracted from the Office for National Statistics show food price inflation to be 3.8% above our 2% budget uplift which equates to a £0.065m overspend. The Cleaning Service is struggling to find the £0.100m in year efficiency target, further work is currently being	Implementation of agreed daytime cleaning at County Hall.

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
cont....Facilities Services					<p>The Catering service is continuing to overspend in the absence of a comprehensive efficiency and kitchen rationalisation strategy. Until the outcome of the APSE review, which is due in December it isn't possible to estimate what saving is likely to be achieved.</p> <p>Prudently revised the anticipated number of strike days</p> <p>Sickness rates amongst school cooks since September is considerably higher than average</p> <p>Initial indications are that take up of school meals has been less than anticipated</p>	APSE review findings will be published on December 21st.
Other variances (aggregate)	86.104	86.198	0.094	0.101	Variances under £0.050m. The majority of this variance at Month 7 relates to staffing issues within the Music Service (£0.015m) and the ICT Service	
<b>Total :</b>	<b>109.259</b>	<b>110.159</b>	<b>0.900</b>	<b>1.062</b>		

## CORPORATE SERVICES

## APPENDIX 5

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.291	2.262	(0.029)	0.001	Vacancy savings in Policy, Performance & Partnerships Unit £0.029m.	
Finance cont....	3.316	3.286	(0.030)	(0.002)	The net position on staffing costs is an underspend of (-£0.070m) , this is after taking into account several vacancies and the additional costs of senior interim staff and essential additional resources. This is due to the delay in the implementation of the Finance Function Review and also the increased workload within Benefits. These are being carefully monitored and will continue until the results of the Finance Function Review are implemented. This is in line with the anticipated revised cost of the Finance Structure.	The HB position is being closely monitored
					In order to keep on top of backlogs within Housing Benefits it has been necessary to engage an outside data centre to process claims (£0.060m).	
					Savings on essential car allowances and transport costs due to staff vacancies (-£0.011m).	

## CORPORATE SERVICES

## APPENDIX 5

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
....cont Finance					Additional costs of software, software maintenance and consultants due to legislative changes and upgrades to systems (£0.030m)	
					Additional funding received from WAG (-£0.040m)	
					Various increases in running costs/decreases in income received, (£0.001m).	
Legal & Democratic Services	3.277	3.183	(0.094)	(0.118)	Various vacancy savings, (-£0.008m).	
					Reduction in Members' Allowances payable and expenses, (-£0.086m). £11k of the underspend on Members Allowances has been utilised to purchase tablets and a server for the pilot scheme to trial the use of tablets with Members. Should this trial prove successful then the purchase of the additional tablets would be purchased from this underspend.	



## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Human Resources & Organisational Development cont....	2.083	2.268	0.185	0.077	During the identification of the 1% efficiencies in 2010/11, £0.025m was surrendered on a permanent basis for ISA registration although the budget allocation was only temporary. The efficiency has therefore reduced the CRB checks budget by £0.025m.	
					ISA Registration budget error £0.025m pressure.	ISA Registration/CRB checks. A budget pressure form has been completed for 2012/13. A review is currently underway to identify possible ways of reducing CRB check expenditure.
					CRB Checks £0.038m pressure.	A report on CRB checks is currently being prepared for CMT which will make recommendations to reduce future costs.
					Corporate Training Accommodation costs £0.007m pressure.	
					Organisational Design pressure of £0.121m.	This expenditure relates to the OD Project which will generate efficiencies through ongoing service reviews.

## CORPORATE SERVICES

## APPENDIX 5

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
....cont Human Resources & Organisational Development					HRMIS Phase 2 in year pressure of £0.023m.	
					Other Minor Efficiencies equating to £0.029m	
ICT & Customer Services	5.644	5.745	0.101	0.222	Estimated deficit D&P £0.278m.	DESIGN & PRINT Currently projecting a £0.278m deficit for Design & Print for 2011/12. This figure may increase in future months if income drops more than anticipated.
					Pressure - Software Maintenance £0.019m	
					Vacancy Savings (vacancies on hold pending outcome of Service Reviews) £0.196m	
Clwyd Theatr	1.013	1.013	0.000	0.000		
<b>Total :</b>	<b>17.624</b>	<b>17.757</b>	<b>0.133</b>	<b>0.180</b>		

## CENTRAL CORPORATE FINANCE

## APPENDIX 6

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Central Loans & Investment Account	13.974	13.950	(0.024)	(0.024)	The projected outturn of £13.950m reflects a net decrease in Interest/Principal/Debt Management expenses of £0.019m, a net increase in Temporary Investment and Other Interest income of £0.031m and an increase in the Minimum Revenue Provision of £0.026m.	Continue to monitor closely.
Financing & Funding (insurance, banking etc.)	2.447	1.956	(0.491)	(0.491)	The projected outturn of £1.873m reflects an anticipated decrease in Audit Fees of £0.073m, write-offs income of £0.008m and an adjusted Windfall Income total of £0.410m, which takes account of Rateable Value reductions and the refund of VAT following a recent House of Lords decision (Fleming and Conde Nast Publications Ltd).	Continue to monitor closely.
Corporate Other cont....	4.768	4.445	(0.323)	0.220	An increase in Special Expenses of £0.001m. Overspend due to delay in identifying savings to offset the committed payment to Exchange Wales (e-procurement system) of £0.027m.	Continue to monitor closely.

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
....cont Corporate Other					Non-Standard Inflation of £0.037m relating to energy for Street Lighting not currently projected to be required in 11/12.	
					Flintshire Futures Cost of Employment £0.245m shortfall in achievement of full efficiency.	Delays in negotiations for the Terms and Conditions element of the Cost of Employment project are likely to lead to an under achievement of the efficiency by £0.245m. CMT to discuss alternative options.
					Part year savings of £0.045m identified relating to the implementation of the Occupational Health collaboration project with Wrexham.	Full year savings have been included in the current budget proposals
					An overachievement of the centrally held Matrix efficiency is now projected resulting in an underspend of £0.180m	This will continue to be monitored closely. An increase in the efficiency is also included in the current budget proposals

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
....cont Corporate Other					An underspend has now been confirmed on the 1st and 2nd Tier Officer Appraisal Review budget of £0.075m, this is offset by a one-off committed payment of £0.075m to the Regional Transformation Fund.	
					Early indications of the effects on pay of the day of industrial action suggests a reduction in costs in the region of £0.233m for non teaching staff	Deal with queries arising and confirm the actual figure in February pay.
					A centrally held procurement saving target of £0.511m has not been allocated.	This is now included as a pressure in the current budget proposals

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
....cont Corporate Other					<p>As indicated in the Month 6 report the budget for 2011/12 included base budget provision of £0.337m in respect of increased employers pension contribution and £0.150m relating to the review of relief staff. The further detailed work has now been completed and it can be confirmed that these amounts are not now required resulting in a saving of £0.487m. A further projected saving of £0.260m has also been identified relating to the reductions in the total superannuation payable by the Council due to early payment.</p> <p>It is currently estimated that £0.200m of the £0.328m Single Persons Discount Efficiency will be achieved. Other items effecting the Collection Fund include banding adjustments on 86 properties. The net effect is a pressure of £0.150m.</p>	<p>The ongoing saving of £0.260m will be monitored closely. Future year impacts of these savings will be included in the budget strategy going.</p>

## CENTRAL CORPORATE FINANCE

## APPENDIX 6

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
....cont Corporate Other					An anticipated surplus of £0.016m on the cycle to work and nursery vouchers schemes.	
					Miscellaneous write-offs expenditure of £0.001m.	
Other variances (aggregate)	3.702	3.692	(0.010)	(0.010)	Anticipated overspend in Coroners' fees of £0.003m.	This service is managed and monitored by Wrexham C.B.C.
					£0.013m underspend due to less-than-anticipated requests for rate relief.	Continue to monitor closely.
<b>Total :</b>	<b>24.891</b>	<b>24.043</b>	<b>(0.848)</b>	<b>(0.305)</b>		

## APPENDIX 7

### Movements on Council Fund Unearmarked Reserves

	£m	£m
Un-earmarked Reserves as at 1 April 2011	7.575	
Less - Base Level	<u>(5.476)</u>	
Amount Available for Delegation to Executive		2.099
Less repayment of temporary use of reserves for 2011/12 budget.	(1.613)	
Add Projected Underspend as at 31 <sup>st</sup> March 2012	<u>0.614</u>	<u>(0.999)</u>
<b>Estimated Level of Total Contingency Reserve as at 31<sup>st</sup> March 2012</b>		<b>1.100</b>



## HOUSING REVENUE ACCOUNT

## APPENDIX 8

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Rental Income	(24.529)	(24.411)	0.118	0.045	A £0.098m projected adverse variance on voids, averaged at 2.69% over the full year against a budget of 2%.	Implement revised process as agreed at Housing Scrutiny on 7/12/11.
Building Maintenance Trading Account	0.000	(0.214)	(0.214)	(0.214)	£0.214m projected favourable variance reflects the additional income on emergency repairs and day to day capital works on heating replacements and bathrooms.	
Repairs and Maintenance	9.302	9.516	0.214	0.203	£0.214m projected adverse variance to budget. £0.130m adverse variance anticipated for bad weather this year placing a strain on emergency repairs and call outs and £0.020m projected additional spend to service all central heating systems.	Monitor emergencies closely - Ensure that all emergencies are correctly assessed and all follow up works are undertaken during the day.
Estate Management	1.812	1.725	(0.087)	(0.101)	£0.102m savings on salaries, as there are still a number of vacancies to fill after restructure has been implemented and we have not yet needed to implement 24 hour evacuation in high rise flats.	

## HOUSING REVENUE ACCOUNT

## APPENDIX 8

## Budget Monitoring 2011/12 (Month 7)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Finance and Support	2.211	2.081	(0.130)	(0.121)	£0.044m savings on the re-negotiation of the insurance contract for 2011/12. £0.042m saving on non reimburseable ballot costs.	
Other variances (aggregate)	11.572	11.551	(0.021)	(0.020)		
<b>Total :</b>	<b>0.368</b>	<b>0.248</b>	<b>(0.120)</b>	<b>(0.208)</b>		

**Month 7**

Efficiency Description	Budgeted Efficiency (£m)	Projected Efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position	Further information to support current position status or other relevant information
<b>Grouped Operational (APPENDIX 6a)</b>					
<i>Community Services</i>					
Reduce NVQ Assessor Post	0.015	0.015	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
Regional Telecare Service	0.080	0.080	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Implementation delayed but will be achieved and budget has been reduced to reflect this.
<b>TOTAL</b>	<b>0.095</b>	<b>0.095</b>	<b>0.000</b>		
<b>Strategic (APPENDIX 6b)</b>					
<i>Community Services</i>					
Arosfa development changes	0.130	0.130	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
<b>TOTAL</b>	<b>0.130</b>	<b>0.130</b>	<b>0.000</b>		
<b>Tactical (APPENDIX 6c)</b>					
<i>Community Services</i>					
LD and Mental Health Ringfenced budget	0.050	0.050	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
1% Recurring Efficiencies from 10/11 in-year process	0.075	0.075	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
Performance Management Development Fund	0.038	0.038	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
Homelessness	0.036	0.036	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
IRO reduction	0.015	0.015	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
Merger of GHGC and PPQA Team	0.048	0.048	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
MH & SM Asset Management	0.025	0.025	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency

**Month 7**

Efficiency Description	Budgeted Efficiency (£m)	Projected Efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position	Further information to support current position status or other relevant information
Minor Adaptations Refocus	0.064	0.064	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
Reduction of Admin Flint	0.022	0.022	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
Reduction of PARIS team	0.034	0.034	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
Refocus Warden Service	0.100	0.100	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Service Review underway and efficiency will be achieved. Budget reduced to reflect this.
Rent Abatement	0.027	0.027	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
Review of LD Work and Day Services	0.025	0.025	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
Social Work Capacity	0.140	0.140	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget has been reduced to reflect the efficiency. Achieved within Adult Services. Plans in place to achieve within Children's Services
Allocation of Housing Strategy Team salaries to HRA	0.040	0.040	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
<b>TOTAL</b>	<b>0.739</b>	<b>0.739</b>	<b>0.000</b>		

**Month 7**

Efficiency Description	Budgeted Efficiency (£m)	Projected efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position	Further information to support current position status or other relevant information
<b>Grouped Operational (APPENDIX 6a)</b>					
<i>Environment</i>					
Income generation through discretionary charging e.g. Pre-application advice	0.020	0.010	(0.010)	EFFICIENCY ACHIEVABLE IN PART	Introduction of fees discussed with Planning User Group in April and implementation will follow Planning Protocol Working Group's authorisation in September 2011.
<b>TOTAL</b>	<b>0.020</b>	<b>0.010</b>	<b>(0.010)</b>		
<b>Strategic (APPENDIX 6b)</b>					
<i>Environment</i>					
Rationalisation of Leasehold Accommodation	0.018	0.018	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
<b>TOTAL</b>	<b>0.018</b>	<b>0.018</b>	<b>0.000</b>		
<b>Tactical (APPENDIX 6c)</b>					
<i>Environment</i>					
Energy Awareness initiative	0.002	0.002	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Energy Services in a minor underspend position at Period 3
1% Recurring Efficiencies from 10/11 in-year process	0.081	0.081	(0.000)	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget Managers are now working to revised budgets on the basis of recurring efficiencies
Rationalisation of Traffic Orders and Traffic Counter Site budgets	0.007	0.007	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget has been reduced to reflect the efficiency
Re-drafting of the SLA with the Energy Efficiency Advice Centre	0.002	0.002	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Energy Services in a minor underspend position at Period 6
Reorganise Sexton arrangements at cemeteries	0.012	0.012	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Reduction in Sexton costs at Hope Cemetery being reflected in Budget Monitoring
Landfill Tax Adjustment	0.402	0.782	0.380	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	The efficiency for £0.402m was offset from a Landfill Tax pressure for £0.504m. There will be savings from reduced landfill tax and tipping fees due to reduced tonnages from the diversion to food waste and kerbside recycling through the onset of the Managed Weekly Collection Service with full roll-out in operation from November 2011.

**Month 7**

Efficiency Description	Budgeted Efficiency (£m)	Projected efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position	Further information to support current position status or other relevant information
Collaborative working with DCC & CCBC to undertake bus stop maintenance	0.005	0.005	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget has been reduced to reflect the efficiency
Denbighshire and Conwy to use FCC to issue free travel passes - additional income	0.015	0.015	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Further work will be undertaken to establish if the £0.015m can be fully achieved
Efficiencies resulting from Planning Services Review	0.065	0.065	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Part of Planning Service Review
Provision of Managed Weekly Collection and service reorganisation	0.657	0.317	(0.340)	EFFICIENCY ACHIEVABLE IN PART	The efficiency for £0.657m was offset from a pressure for £0.457m and it is projected that due to delays in rolling out the full MWC service from the original date of July to November and subsequent additional costs in doing so, the full saving will not be realised. This is reflected in P7 Budget Monitoring.
Rationalisation of Supplies & Services Budgets following disaggregation of former Community and Housing Support Service	0.016	0.016	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Reduction in supplies and services budget under Directorate Support
Rationalise operations and working procedures to reduce supplies and services costs	0.015	0.015	0.000	EFFICIENCY ALREADY ACHIEVED	Part of Directorate Support Service Review
Reduce frequency of window cleaning to offices	0.005	0.005	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget Pressure has also assisted in the cost of window cleaning coming in on target
Review of Consultancy Support in line with providing more in-house services	0.010	0.010	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Part of Planning Service Review
Staff Savings in collaboration with DCC on Service Manager	0.015	0.015	0.000	EFFICIENCY ALREADY ACHIEVED	Head of Transportation - collaborative working project with Wrexham being established
Streetscene Review	0.250	0.058	(0.192)	EFFICIENCY ACHIEVABLE IN PART	Based on new service structure being implemented from 1st March 2012
Vacancy Management and joint working with Denbighshire CC on European Projects	0.015	0.015	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Part of Regeneration Service Review
Public Protection Service Review	0.082	0.082	0.000	EFFICIENCY ALREADY ACHIEVED	Part of Public Protection Service Review

**Month 7**

Efficiency Description	Budgeted Efficiency (£m)	Projected efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position	Further information to support current position status or other relevant information
Flintshire Business Services Service Review	0.037	0.037	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Part of Regeneration Service Review
Changes in operations to allow sharing of administrative support in County Hall, Mold and Flint Offices with lower level of employee resource	0.050	0.050	0.000	EFFICIENCY ALREADY ACHIEVED	Part of Directorate Support Service Review
Fundamental review of Directorate Support & Performance Structure	0.076	0.076	0.000	EFFICIENCY ALREADY ACHIEVED	Part of Directorate Support Service Review
Reduce Homes of Multiple Occupation (HMO) budget	0.019	0.019	0.000	EFFICIENCY ALREADY ACHIEVED	Part of Public Protection Service Review
Grounds Maintenance - HRA Amenity Areas	0.181	0.181	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Environmental Maintenance are anticipated to achieve income totalling £0.181m from the HRA. The internal invoice for the full year charge is anticipated to be raised in November.
<b>TOTAL</b>	<b>2.019</b>	<b>1.867</b>	<b>(0.152)</b>		

**Month 7**

Efficiency Description	Budgeted Efficiency (£m)	Projected efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position	Further information to support current position status or other relevant information
<b>Grouped Operational (APPENDIX 6a)</b>					
<i>Lifelong Learning</i>					
Rationalisation of number of kitchens in light of possible large requirement for capital investment in order to rectify LPG Health and Safety issues.	0.175	0.000	(0.175)	EFFICIENCY NOT ACHIEVABLE	Pending APSE review outcome due on 21st December. Any efficiencies that arise from it are unlikely to significantly impact on this financial year.
Review of cleaning services at Council Premises	0.100	0.000	(0.100)	EFFICIENCY NOT ACHIEVABLE	Implementation of agreed daytime cleaning at County Hall could result in a partial achievement of efficiency in 2012/13. A budget pressure bid of £0.070m has been submitted for 2012/13
<b>TOTAL</b>	<b>0.275</b>	<b>0.000</b>	<b>(0.275)</b>		
<b>Strategic (APPENDIX 6b)</b>					
<i>Lifelong Learning</i>					
Reduction to delegated budgets - secondary schools	0.392	0.392	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Reduction to delegated budgets - nursery schools	0.001	0.001	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Reduction to delegated budgets - special schools	0.037	0.037	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Reduction to delegated budgets - primary schools	0.449	0.449	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Cease transport subsidy to Deeside Consortium	0.011	0.003	(0.008)	EFFICIENCY ACHIEVABLE IN PART	Discussions are ongoing regarding Deeside Consortium's transport subsidy.
Rationalisation of 5 small Libraries	0.043	0.043	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Rationalisation of Youth/Community premises	0.066	0.000	(0.066)	EFFICIENCY NOT ACHIEVABLE	Action not met in year, this has been put forward as a pressure bid for 2012/13.
Rationalisation of Inclusion Welfare Provision	0.050	0.050	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.



**Month 7**

Efficiency Description	Budgeted Efficiency (£m)	Projected efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position	Further information to support current position status or other relevant information
Reduction in development funding in more able and talented - Primary / Secondary Phase	0.036	0.036	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Reduction of Galaxy budget	0.007	0.007	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Reduction of ICT replenishment budget	0.007	0.007	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Target to reduce subscriptions to external organisations	0.015	0.015	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
<b>TOTAL</b>	<b>1.114</b>	<b>1.040</b>	<b>(0.074)</b>		
<b>Tactical (APPENDIX 6c)</b>					
<b>Lifelong Learning</b>					
Demographic change in Schools	0.137	0.137	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
1% Recurring Efficiencies from 10/11 in-year process	0.254	0.254	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Rationalisation of Café's in Flint and Holywell	0.017	0.017	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Closure of Creche at Flint Lesiure Centre	0.006	0.006	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Decrease contingency budget for unknown items such as Bad Debt provision	0.005	0.005	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Deletion of Community Events Officer Post	0.021	0.021	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Deletion of Senior Information Librarian Post	0.028	0.028	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Directorate embargo on First Class Post	0.003	0.003	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.

**Month 7**

Efficiency Description	Budgeted Efficiency (£m)	Projected efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position	Further information to support current position status or other relevant information
Increase contribution from Denbighshire County Council for Libraries Newnet	0.004	0.004	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Non-replacement of staff - Early Years	0.005	0.005	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Not replacing vacant position of part-time warden at Bailey Hill Lodge	0.002	0.002	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Rationalisation of ICT Teacher Adviser section	0.053	0.053	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Rationalisation of Mobile Library Service	0.040	0.040	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Rationalisation of museum stores provision	0.009	0.009	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Rationalisation of Rugby Coaching	0.008	0.008	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Reduce BSF Match Funding in line with 33% reduction in grant	0.250	0.250	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Reduce collection of off-site records	0.004	0.004	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Reduce expenditure on library books	0.024	0.024	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Reducing Middle Management Layers within Leisure Centres	0.021	0.021	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Reduction in discretionary spend on projects - Cymorth	0.029	0.029	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Reduction in Museum's artefact purchasing budget	0.005	0.005	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.

**Month 7**

Efficiency Description	Budgeted Efficiency (£m)	Projected efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position	Further information to support current position status or other relevant information
Reduction in use of part time staffing within Youth Service	0.005	0.005	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Reduction of Management Fee to Greenfield Valley Trust	0.012	0.012	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Reduction of Youth Service minibus service (by 1 bus)	0.006	0.006	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Reduction of opening hours of Hawarden Records Office	0.023	0.023	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Organisational Redesign of Leisure and Cultural Services	0.133	0.012	(0.121)	EFFICIENCY ACHIEVABLE IN PART	12 month delay in staffing restructure, this should be fully in place by April 1st 2012
Removal of Director's and Asst Director's discretionary spend	0.008	0.008	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
Removal of Swimming Development Post	0.022	0.022	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Remove AVA service to schools	0.060	0.029	(0.031)	EFFICIENCY ACHIEVABLE IN PART	Delay in achievement of efficiency
Review of operating structure at Connah's Quay, Hope and Saltney Leisure Centres	0.088	0.055	(0.033)	EFFICIENCY ACHIEVABLE IN PART	The efficiency has been achieved in the reduction of staff, however due to the lone worker arrangements casual income has decreased by £0.033m as cash payments are no longer taken at these sites.
Target to increase take-up of school meals	0.049	0.000	(0.049)	EFFICIENCY NOT ACHIEVABLE	This was trialled in September in a selection of schools and the data is currently being analysed. September figures show a 12% drop in take-up - however efficiency will be reviewed on a monthly basis.
Rationalisation of LEA run Music Service	0.177	0.177	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	All necessary action has been taken.
<b>TOTAL</b>	<b>1.508</b>	<b>1.274</b>	<b>(0.234)</b>		

**Month 7**

Efficiency Description	Budgeted Efficiency (£m)	Projected efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position	Further information to support current position status or other relevant information
<b>Grouped Operational (APPENDIX 6a)</b>					
<i>HR &amp; OD - Corporate Services</i>					
Cost of Employment	1.000	0.755	(0.245)	EFFICIENCY ACHIEVABLE IN PART	Directorate teams have achieved the Management Control Items which make up the majority of the efficiency. Officers are currently consulting with Unions regarding the Proposals for Changes to Terms and Conditions. Delays in negotiations mean that the full efficiency is unlikely to be achieved unless alternative action is approved by CMT.
<b>TOTAL</b>	<b>1.000</b>	<b>0.755</b>	<b>(0.245)</b>		
<b>Tactical (APPENDIX 6c)</b>					
<i>Chief Executive - Corporate Services</i>					
Voluntary Sector Efficiencies	0.008	0.008	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduction in hours of Clerical Assistant	0.004	0.004	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Nuclear Free Local Authorities Membership	0.002	0.002	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
WLGA Subscription	0.015	0.000	(0.015)	EFFICIENCY NOT ACHIEVABLE	Corporate Subscriptions budget overspent by £0.006m at month 5. A number of invoices are still outstanding.
Policy Performance & Partnerships Review	0.024	0.024	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Implementation date of review further delayed however efficiency should be achievable through existing vacancy savings
Consultation and Publications	0.005	0.005	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<i>HR &amp; OD - Corporate Services</i>					
Corporate Training move to Northop	0.008	0.000	(0.008)	EFFICIENCY NOT ACHIEVABLE	Accommodation required at Greenfield Business Centre for First Aid Training provision until September. Efficiency will be achieved in full from 2012/13.

**Month 7**

Efficiency Description	Budgeted Efficiency (£m)	Projected efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position	Further information to support current position status or other relevant information
<i>Finance - Corporate Services</i>					
Financial Status Enquiries	0.002	0.002	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
<i>ICT &amp; Customer Services - Corporate Services</i>					
Efficiency Savings - reduced supplies & services spend	0.106	0.106	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Corporate Administration Review	0.138	0.138	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Delays in implementation may incur a slight budget pressure.
Undertake a Telecommunication tariff review.	0.040	0.040	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	This is a Corporate efficiency which is still to be apportioned across directorates
<i>Legal &amp; Democratic - Corporate Services</i>					
Legal Staffing Review	0.074	0.074	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Member Training	0.007	0.007	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
<i>Corporate Finance - Corporate Services</i>					
Pay Award (09/10)	0.968	0.968	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
1% Recurring Efficiencies from 10/11 in-year process	0.243	0.218	(0.025)	EFFICIENCY ACHIEVABLE IN PART	£0.025m further ISA Registration saving not achievable.
ISA Registration	0.030	0.030	0.000	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Single Persons Discount Review	0.328	0.200	(0.128)	EFFICIENCY ACHIEVABLE IN PART	Review not due for completion until the end of November 2011. However savings of £0.200m to date have been identified.
<b>TOTAL</b>	<b>2.002</b>	<b>1.826</b>	<b>(0.176)</b>		

**Month 7**

Efficiency Description	Budgeted Efficiency (£m)	Projected efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position	Further information to support current position status or other relevant information

## **FLINTSHIRE COUNTY COUNCIL**

### **AGENDA ITEM NUMBER: 12**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **24 JANUARY 2012**  
**REPORT BY:**      **HEAD OF ICT AND CUSTOMER SERVICES**  
**SUBJECT :**         **PROCUREMENT UPDATE**

#### **1.00 PURPOSE OF REPORT**

- 1.01 To update Executive members on the work being undertaken nationally, regionally and locally to improve Procurement practices, develop professional capacity and deliver efficiency savings.

#### **2.00 BACKGROUND**

- 2.01 As a Council we recognise that our procurement expenditure is significant. We spend circa £140 million annually across our capital and revenue budgets, which involves the acquisition of supplies, services and works from suppliers and contractors.
- 2.02 Getting procurement right is important for us. Its not just about buying goods and services, its about improving the delivery and cost effectiveness of our services to the public. The national, regional and local work highlighted within this report will all contribute to more effective and innovative procurement which in turn will improve service delivery. It will also help the Council to realise efficiency savings, whilst at the same time delivering social, environmental and economic benefits.

#### **3.00 CONSIDERATIONS**

##### **3.01 National Procurement Activities**

As part of the Welsh Assembly Government's Efficiency and Innovation (EIB) Programme a Procurement and Commissioning Taskforce was established to identify a national programme of improvements to public sector procurement within Wales. The Executive at its meeting on 17th May 2011 endorsed the recommendations of the taskforce.

- 3.02 A primary recommendation in terms of efficiency savings was the proposal to create a National Procurement Shared Service for common and repetitive spend, estimated to be 30% of our current total procurement spend across the public sector in Wales. Work has been on-going in producing a business case for the national procurement service. This work has been taken forward by the Asset Management and Procurement workstream as part of the Public Sector Leadership Board's work programme.

- 3.03 The two options proposed to be part of a detailed options appraisal are:-

- (a) To build on existing national and regional arrangements e.g. North Wales Procurement Partnership, Welsh Procurement Consortium.
- (b) To establish a single national procurement function either hosted by a public sector organisation or the establishment of a stand-alone joint venture organisation.
- 3.04 The national service if established would be responsible for the procurement of agreed categories of common and repetitive spend across the Welsh public sector.
- 3.05 The options appraisal and agreed categories of spend will be undertaken in early 2012 with a target date of June 2012 for the production of a business case. Any proposals for the national service and our commitment to support it would need to be agreed by Executive once the business case has been finalised.
- 3.06 **Regional Procurement Activities**  
As well as the work being undertaken at an all Wales public sector level there is considerable activity underway regionally across North Wales particularly the 6 Councils.
- 3.07 Flintshire is a member of the North Wales Procurement Partnership which has been established to gain economies of scale and efficiency savings in letting framework agreements across the 6 North Wales Councils. The work programme for the NWPP is defined by its members and includes frameworks for various categories of spend including construction, social care and transport.
- 3.08 As part of a wider programme of work being led by the regional Support Services Collaborative Procurement Board, consultants were appointed to develop a detailed business case for the implementation of a regional procurement shared service model.
- 3.09 The consultants report was published in September 2011. Following consideration by the Support Service Board, Chief Executives, Heads of Finance and Procurement professionals further work on the business case was commissioned. It is anticipated that a revised business case will be published by March 2012. Any regional proposals will need to be considered alongside the national work referred to earlier in this report.
- 3.10 The creation of a regional support shared services model would almost certainly require the realignment of roles and responsibilities of existing procurement staff across North Wales, so will impact the outcome of the local service review and future structure of the Flintshire Procurement Unit.
- 3.11 **Local Procurement Activities and Priorities**  
Currently arrangements are in place with Denbighshire County Council to provide management support for the Flintshire Corporate Procurement Unit (CPU). The Head of Strategic Procurement at Denbighshire works at Flintshire for one day per week, these arrangements are working well and opportunities for closer collaboration and sharing of resources are being explored. The current arrangements have been in



place now for over 12 months and there has been a great deal of proactive work in taking forward improvements and addressing historical issues.

- 3.12 A comprehensive work programme is established for the CPU to improve procurement practice and processes across the Council taking account of national and regional developments.
- 3.13 Procurement is a primary workstream within the Council's change and improvement programme Flintshire Futures. As part of the workstream a new electronic procurement (P2P) system has recently been implemented. The system is now in operation in Corporate Services with the intention to roll out across the organisation commencing early 2012. The system will ensure compliance with corporate contracts, improve management information and automate and standardise procurement processes. The system offers major opportunities to deliver efficiency savings. Staff are currently undertaking a benefits assessment exercise to identify the scale of these savings.
- 3.14 Work is on-going in developing a corporate contract register, which will provide a comprehensive view of contracts in place across the Council. This in turn will allow improved planning of procurement projects and highlight opportunities for collaboration.
- 3.15 A comprehensive analysis of the Council's £140m procurement spend has been undertaken. This has identified a range of procurement savings opportunities, collaborative opportunities as well as non-compliance in the use of corporate contracts which are being addressed. As part of the analysis the top 100 suppliers to the Council have been identified. They account for over 50% of the total procurement spend. The intention is to identify opportunities for potential savings and enter into negotiations to secure improved terms and conditions.
- 3.16 In order to consider options for sub-regional collaboration work has been commissioned jointly with Wrexham to identify further options for collaborative procurement efficiencies. A report with recommendations has recently been received and is receiving consideration by both Councils. It was anticipated that there could be considerable opportunities for savings from aggregation of procurement across the same suppliers. However the opportunities for joint procurement are limited due to the current use of regional and national frameworks and contracts and Wrexham's use of outsourcing for some areas of large spend. Although not at the level anticipated there are undoubtedly some opportunities identified in the report from joint procurement and modifying existing local practices.
- 3.17 In order to promote socially responsible procurement practices, a recent tender involving a contractor appointment for the new build Shotton Primary School, included a contractual requirement for the successful contractor to implement a Community Benefits plan. The plan will require that social, economic and environmental benefits are derived from the project.

- 3.18 Work is on-going in conjunction with Legal Services to review the standard General Terms of Conditions of trading. This will ensure that more robust contract terms are in place. Additionally, the Council's Contract Procedure Rules (CPR's) are also being reviewed and aligned with a national set of CPR's, which have developed to incorporate best practice.

- 3.19 In summary there is a huge amount of work being undertaken around procurement on a national, regional and local level. Within Flintshire we are trying to ensure that whatever we do at a local level complements national and regional initiatives so we can maximise improvements and efficiency savings that are potentially available to us.

#### **4.00 RECOMMENDATIONS**

- 4.01 For Executive to note and support the work being undertaken at a local, regional and national level to radically improve procurement and deliver efficiency savings.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 There are potentially major savings to be made from improving procurement both locally and across the public sector as a whole. These savings will need to be considered in developing our medium term financial plan alongside any investments required in terms of capacity and supporting ICT systems.

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

- 6.01 None specifically within this report. However as a major procurer of goods and services the Council will ensure that local suppliers are made aware of opportunities valuable to them on a local, regional and national level.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None specifically in this report. However environmental and sustainability considerations are integral to our procurement activities.

#### **8.00 EQUALITIES IMPACT**

- 8.01 None specifically in this report. However all major procurements undertaken include equality impact assessments.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 None specifically in this report. However collaborative projects will need to take account of the impact on local staff.

#### **10.00 CONSULTATION REQUIRED**

- 10.01 None.

**11.00 CONSULTATION UNDERTAKEN**

11.01 None.

**12.00 APPENDICES**

12.01 None.

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

A Review of Procurement Data to Identify Potential Opportunities for Savings  
and Efficiency Gains - NQ Consulting

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## **FLINTSHIRE COUNTY COUNCIL**

### **AGENDA ITEM NUMBER: 13**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **24 JANUARY 2012**  
**REPORT BY:**     **DIRECTOR OF ENVIRONMENT**  
**SUBJECT :**        **FLINTSHIRE BUSINESS WEEK 2011 EVALUATION REPORT**

#### **1.00 PURPOSE OF REPORT**

- 1.01    The purpose of this report is to advise Members of the outcome of the fifth Flintshire Business Week, which was held 11 - 19 October 2011.

#### **2.00 BACKGROUND**

- 2.01    This was the fifth Flintshire Business Week (FBW 11) and was developed and managed by the Council's Business Development Team. The event is now recognised by the business community as one of the most important business information and networking opportunities in North Wales.
- 1.02    The event is wholly funded by income raised through sponsorship, with partnerships and collaboration underpinning the approach. This year, ConvaTec sponsored a two day business to business exhibition in October, the first event of its kind in North Wales and was held in a refurbished building, accommodating 70 plus exhibitors and 1500 delegates.
- 2.02    Challenges and targets set for FBW 11 by the Steering Group were to:
- Continuously improve the event offer, whilst ensuring quality service delivery;
  - Secure sufficient financial and in-kind sponsorship to enable the event to take place;
  - Increase the number of delegates whilst reducing the number of events, to improve efficient use of resources;
  - Improve trading opportunities, particularly with businesses from outside the area;
  - Improve the marketing of the event within the Open for Business agenda;
  - Develop effective advertising, publicity and promotion of the event to encourage trading opportunities and platform the county as a good place to do business;
  - Ensure that the aspirations of sponsors and stakeholders were met and, if possible, exceeded;
  - Create a desire for businesses to further collaborate on other projects to enhance the profile of the county and the businesses within the county.

#### **3.00 CONSIDERATIONS**

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**Date: 18/01/2012**

### 3.01 Outcomes and achievements:-

- A total of 103 sponsors from the public, private and voluntary sectors supported FBW 11, an increase of 13% over 2010. The magazine alone attracted a further 90 sponsors.
- The delegate target was set at 1684 (to take into account the reduced numbers of seminars), however 2576 delegates attended, mainly due to the exhibition success in attracting 1000+ delegates.
- The event generated £72k in cash sponsorship, together with an estimated £40k in kind through: speakers waiving fees; hotels giving space free of charge; sponsors willing to pay for refreshments; and businesses allowing full use of their premises to deliver sector specific events, e.g. UPM, Toyota, Airbus.
- The increased use of electronic communications also contributed to efficiency saving.
- ConvaTec sponsored a two day business to business exhibition in October, the first event of its kind in North Wales and was held in a refurbished building, accommodating 70 plus exhibitors and 1500 delegates.

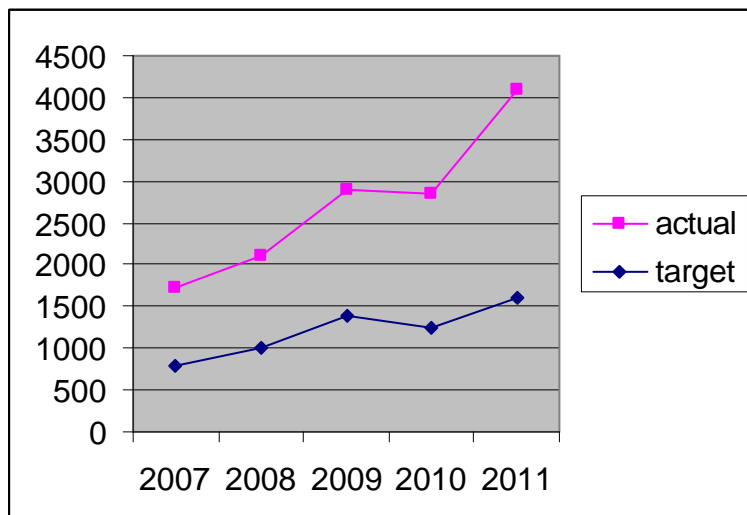
### 3.02 Evaluation of FBW 11 was gained via an on-line survey completed by delegates.



Around 90% of all delegates were extremely or very satisfied with the overall event, showing a continual improvement in customer satisfaction for the event since its inception.

### 3.03 **FBW 11 Attendees**

This was an increase of 38% over 2010 and an overall increase of 65% since the first event in 2007.



3.04 The Gala Dinner and Awards Ceremony was fully subscribed, attracting 220 attendees. The number of entries from local companies was a small increase on 2010, however the judges were very impressed with the standard of entry and the quality of applications. The 11 business award categories received a total of 53 nominations, an increase of 61% over entries in 2009.

3.05 Business Week closed with a trading/networking event sponsored by Rt. Hon. David Hanson MP at the Palace of Westminster, London. The Secretary of State for Wales, Rt. Hon. Cheryl Gillan and Rt. Hon. Ed Balls MP, were the main speakers, addressing over 100 delegates, including MPs from neighbouring counties. Delegates represented Flintshire, Wrexham and partner businesses and were joined by national and international guests.

3.06 The following are sample comments received from local businesses who took part in FBW 11;

#### 1. **3D Squared**

I would like to take this opportunity to thank Flintshire County Council for putting on the Flintshire Business Week and Awards, the evening was a resounding success!

#### 2. **Colin Wagtail Ltd**

It was great to network with everybody at the event including Lord Barry Jones, MPs, Councillors and other Flintshire businesses. Our visit to the House of Commons Chamber was excellent and as usual David Hanson was very accommodating, his insight and information about the Chamber was fascinating.

**3. Jonathan Turner, AGS Security Ltd**

The Exhibition was excellent and I have come away with at least 12 leads to follow up, 4 of which are very promising.

**4. DRG Group**

This is working, I feel my comments are listened to and I am beginning to feel part of a vibrant community where Councillors, Politicians, Agencies, and Education are working together with the local businesses.

**5. Welsh Assembly Officer**

I just wanted to say a 'big thank you' from me, for all your help this year. I can honestly say I do not work with any other local Authority team with the same commitment as yourselves. The highlight was certainly the Business Week, which was really impressive.

A considerable number of business enquiries were received during Business Week and these are continuing. Trading opportunities are presenting themselves regularly and confidence in the area appears strong, despite the continued global financial uncertainty.

**4.00 RECOMMENDATIONS**

4.01 Acknowledge the hard work and commitment that went into making Flintshire Business Week 2011 such a huge success.

4.02 Commit to Flintshire Business Week 2012 and beyond, as an ongoing event.

**5.00 FINANCIAL IMPLICATIONS**

5.01 All costs for FBW 11 were fully covered by sponsorship.

**6.00 ANTI POVERTY IMPACT**

6.01 None directly.

**7.00 ENVIRONMENTAL IMPACT**

7.01 The purpose of the Renewables Day was to impart best practice information of current and future initiatives so local companies could make alliances with speakers and agencies for future reference.

**8.00 EQUALITIES IMPACT**

8.01 None directly.

**9.00 PERSONNEL IMPLICATIONS**

9.01 None.

**10.00 CONSULTATION REQUIRED**

10.01 None.

**11.00 CONSULTATION UNDERTAKEN**

11.01 None.

**12.00 APPENDICES**

12.01 None.

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

n/a

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## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 14**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **24 JANUARY 2012**  
**REPORT BY:**      **DIRECTOR OF ENVIRONMENT**  
**SUBJECT :**         **FLINTSHIRE COUNTY COUNCIL FLEET STRATEGY**

### **1.00 PURPOSE OF REPORT**

- 1.01 To seek Executive approval to adopt a County Fleet Strategy to cost effectively manage and maintain the vehicle fleet operated by the Council.
- 1.02 To inform members of the Executive of the Regional Fleet Review currently being undertaken

### **2.00 BACKGROUND**

- 2.01 Flintshire County Council maintains a fleet of 362 vehicles operating in all service areas and across the whole Council area. The fleet is procured, managed and maintained by Fleet Services which is part of Streetscene within the Environment Directorate and is substantially based in Alltami Depot.
- 2.02 The Regional Partnership Board and the North Wales Councils jointly engaged Weir Consultancy to assess current fleet operations across all of the North Wales Authorities in August 2011. The initial report from the project identified a number of operational changes which could be considered in order to deliver significant efficiencies and improve the way all of the Councils manage and operate their vehicle fleets.
- 2.03 It will be important to further develop the proposals from the consultants, as it will result in a more joined up approach to service delivery leading to higher levels of vehicle utilisation and therefore improvements in both cost effectiveness and a reduction in the carbon footprint of the Council's fleet.
- 2.04 The proposals will be delivered through the introduction of a Council Fleet Strategy, which will detail the delivery mechanism for each aspect of the service. The proposed fleet strategy is attached at Appendix 1.
- 2.05 Wales Government and Internal Audits raised the following observations on the current service

Flintshire County Council :

- Has soundly based performance management arrangements
- Has effective fleet management procurement arrangements

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**Date: 18/01/2012**

- Has effective arrangements to ensure the efficient use of its fleet
- Obtains value for money in running its fleet

2.06 Both reports however noted the absence of a documented Fleet Strategy, detailing areas for future development. By adopting a Fleet Strategy and linking its development to the Regional and County wide fleet review, the concerns highlighted in the Audits will be addressed.

### **3.00 CONSIDERATIONS**

3.01 In order to deliver both short term 'easy win' financial benefits and longer term rewards, the County specific and regional consultancy work will continue to explore alternative working arrangements. The new and improved operating systems will also support the delivery of the proposed Fleet Strategy.

Once appointed, the new Transport and Logistics Manager within the Streetscene service will lead the fleet review and develop the project, together with the staffing structure and policies required to deliver anticipated service efficiencies.

The main areas of work will include:

- Maximising vehicle utilisation, with the intention of reducing overall fleet numbers. This will be achieved by monitoring vehicle usage through the introduction of Vehicle Tracking Systems on all Council owned vehicles and by introducing a 'Transport Logistics' approach to the service delivery
  - Procuring multi use rather than service specific vehicles, which will work across all service areas within the Council minimising standing or down time for vehicles.
  - Influencing driver behaviour to improve fuel consumption and to reduce damage to vehicles.
  - Investigating opportunities to work regionally or sub-regionally to further improve utilisation levels of the joint vehicle fleet
- 3.02 As part of our development of the Medium Term Financial Plan, the work outlined in 3.01 above will give us the opportunity to look at making efficiency savings across all service areas using the Council's fleet.
- 3.03 Shared learning seminars have been held across Wales to support the sharing of good practice identified during the Wales Audit Office work. Good Practice Exchange websites also share the learning from this study and feature examples of good practice in fleet management. It can be accessed at [www.wao.gov.uk](http://www.wao.gov.uk)

- 3.04 Flintshire's Fleet Services has been used in two such best practice case studies on the WAO web site for its fuel monitoring systems and leasing arrangements.
- 3.05 Examples of good practice for managing fleet services have been identified from the WAO study and nationally from across both the private and public sector. This good practice has been captured and built into the Fleet Strategy proposals for Flintshire County Council. The adoption of this strategy and continued development of a more integrated approach to the delivery of fleet services will deliver efficiencies and eventually reduce the size of the Councils vehicle fleet.

#### **4.00 RECOMMENDATIONS**

- 4.01 That the Executive approve adoption of the proposed Councils Fleet Strategy - **Appendix 1.**
- 4.02 That the Executive notes the work of the Regional Fleet Review which has been completed by Wier consultancy and supports further development of both the County and Regional work, as set out in paragraph 3.01 of this report.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 The adoption of the Fleet Strategy will ensure the service provides all users with an efficient and cost effective fleet service and will assist in the delivery of on going service improvements and associated financial efficiencies.
- 5.02 The consultancy work and future strategy development will produce a number of 'quick win' and longer term financial savings for the service. The 'quick wins' will provide financial savings within the 2012 -13 financial year with further savings possible in future years as current vehicle leases expire

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

- 6.01 None

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 The adoption of the Fleet Strategy will place the Authority in a better position to face the challenges of sustainability and climate change going forward.

#### **8.00 EQUALITIES IMPACT**

- 8.01 A desk top Equality Impact Assessment has been completed which concluded the new Strategy did not impact to any greater or lesser extent on any group or gender

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 None

**10.00 CONSULTATION REQUIRED**

10.01 Consultation will continue with all stakeholders and users

**11.00 CONSULTATION UNDERTAKEN**

11.01 Operational Managers and Stakeholders have been consulted throughout the development of the Fleet Strategy.

11.02 The Strategy was presented to the Environment Overview and Scrutiny Committee in December 2011 who noted the content.

**12.00 APPENDICES**

12.01 Appendix 1 - Fleet Strategy

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

None

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# **Flintshire County Council**

## **Environment Directorate**

### **FLEET STRATEGY**

*Date of Next Review: 31/12/2014*

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## **Appendix 1 – Overview of Service**

## 1. Introduction

**The safe and effective operation of the Council's vehicle fleet forms a vital element in the provision of a wide range of Council services. The Council has a statutory responsibility to ensure that all vehicles comply with current legislation and also that they reflect a positive image of the Council to residents and visitors to the County. The operation of this Strategy and the Policies to which it refers, will ensure the Councils continues to comply with relevant legislation and deliver its duties in a safe, compliant and competent manner.**

## 2. Objective

The objective of the Councils Fleet Strategy is to provide stakeholders with operating standards and a commitment to ensure a fit-for-purpose, safe, legally compliant, reliable and cost effective vehicle fleet, enabling delivery of optimum services. The Fleet Strategy seeks to provide an overarching reference which entwines key vehicle-related policy strands into a coherent structure, which links to the Councils Corporate Priorities.

*The Objective will be delivered by the following Management Systems:*

### 2.1 Performance Management

Key Performance Indicators (KPI's) will be developed with stakeholders and monitored by the service. Performance against the KPI's will be presented to Members and stakeholders quarterly with an annual summary of performance produced each year.

The KPI's and the service performance will be reviewed by stakeholders on a quarterly basis and the overall Fleet Strategy will be reviewed every three years. All explanations and details of these performance measures are intended to be published utilising Ffynnon performance management software.

### 2.2 Risk Management

Management and maintenance of the Operators Licence has been recognised as one of the main operational risks facing the Authority and will be listed on the Strategic Assessment of Risk and Challenges (SARC). This will be regularly reviewed and challenged by the Council's Corporate Management Team and used to develop the Streetscene Service Plan as detailed in the Council Governance Framework.

### 2.3 Asset Management

The Service will assess, advise and procure vehicles on behalf of the Council, ensuring that all procurement activities operate within the context of value for money, efficiency and continuous improvement, and support the Council's aims and objectives, along side the Corporate Procurement Strategy 2008/09-10/11. We will administer and maintain the fleet of vehicles within the County's possession and commit to responsibly dispose of with financial and environmental consideration at end-of-life.

The Service will manage and allocate its fleet assets to users in a manner which makes the most effective use of resources in order to support improvements in service provision.

The vehicle assets will be procured using 'whole-life cost' and Asset Management principles in order to ensure best value for the Council in their procurement, operation, maintenance and disposal of vehicles.

## 2.4 Environmental Aims

This Fleet Strategy will acknowledge Flintshire County Council's environmental responsibilities, which it will meet through achievement of the Green Dragon Environmental Standard (or equivalent) and will operate in line with the Flintshire County Council Environmental Policy Statement 2011. The Services recognises that an awareness of the environmental issues relevant to its operation, activities and service delivery should be a fundamental part of our day-to-day business, and this will be reflected through the procurement, operation and compliance stages of the life of all vehicles operated by Flintshire County Council.



### 3 Statements of Intent

#### 3.1 Procurement

##### **We will:**

① ***Identify and meet the most cost effective transport needs of Flintshire County Council's functions, maintaining an efficient and effective vehicle fleet.***

① ***Collaborate with regional and national organisations for the benefit of the Council to gain economies of scale should they exist.***

##### **Our Approach will be:**

- Provide a customer focused solution through procurement and disposal of vehicles and equipment using national or regional collaboration to meet clearly defined and mutually approved operational specifications.
- Provide an effective fleet solution through a central hire desk.
- Actively represent the Authority where opportunities to collaborate or benchmark exist and feedback to the Operating Partners.
- Reduce the cost of operating the fleet or plant over its whole life cycle and best routes of disposal.

##### **Operating Partners will:**

- Exchange information, collaborate and bench-mark on a local level regarding to 'Best Practice' guidance, legislation and technologies, and work closely with Fleet Services to espouse these changes.
- Work closely with Fleet Services to investigate the best routes for vehicle category and utilisation.
- Provide accurate information on the needs of the operation and ability of the operator so that the best solution can be obtained.

##### **Aspirations:**

- To ensure the fleet of vehicles, and the operations of these vehicles, is considered to be an exemplar operator amongst our peers and the administering and regulatory authorities.
- To ensure the fleet of vehicles is 'Fit for Purpose' and meets the needs of the Operators whilst maximising economic return and minimising environmental pressures.
- To provide an open-book account of the service provided, with continual development and improvement.

##### **Relevant Protocols:**

*Repair and Maintenance  
Standards  
Tyre Procurement Guide*

##### **Relevant Policies:**

*Vehicle Replacement Policy  
  
Fuel Policy*

## 3.2 Operations

### **We will:**

- ① ***Maximise output using the most cost effective solutions.***
- ① ***Protect and enhance the environment through application and development of Fleet policies and protocols.***

### Our Approach will be:

- Strive for excellence and monitor through benchmarking to ensure value for money and best practice throughout the operations.
- Investigate opportunities for collaboration and to embrace change for the benefit of the service, and that of the Operating Partners.
- Provide adequate staffing levels and training opportunities to ensure the needs of the service are continually met, while ensuring staff safety through effective control of risks.
- Provide transparent cost accounting across the service.
- Endeavour to minimise and control the environmental impact of the service and the fleet vehicles, and proactively monitor the green house gas emissions of the fleet.
- Monitor utilisation to minimise impact and downtime to ensure maximum cost efficiency through the installation of vehicle tracking on all vehicles.

### Operating Partners will:

- Ensure safe operation of all vehicles with a duty of care to the public and the vehicle.
- Ensure suitability of all drivers to the vehicle and operation through regular checking of drivers' licence status.
- Actively seek to control the use of their fleet and investigate with Fleet Services alternative technologies to reduce the environmental impact of the fleet.
- Adopt best driving practices inline with the Drivers' Handbook.
- Provide accurate and timely operational requirement information to inform selection and provision of cost effective solutions.

### Aspirations:

- The development of a maintenance and management service which maximises the use and effectiveness of our vehicles whilst employing 'Best Practice' with the Operating Partners.
- To operate a fleet of vehicles that limits its whole-life impact on the environment.

### **Relevant Protocols:**

*Repair and Maintenance  
Standards  
Tyre Procurement Guide*

### **Relevant Policies:**

*Vehicle Replacement Policy  
  
Fuel Policy*

### 3.3 Compliance

#### **We will:**

- ① ***Protect and manage Flintshire County Council's Operator Licence***
- ① ***Manage all risks and ensure full compliance in relation to vehicles, plant and drivers.***
- ① ***Assist Fleet vehicle operators to identify and undertake their responsibilities to ensure full compliance with transport legislation at all times.***
- ① ***Maintain cost-effective and timely repair and maintenance of the Council's vehicle fleet.***

#### **Our Approach will be:**

- Define, implement and review policies and procedures and adopt new policies to ensure that the Council meets all of its current and future statutory duties, arising from the Operator's Licence and transport legislation.
- Ensure all fleet administration is undertaken in accordance with accredited quality systems and national standards.
- Advise on drivers' licence entitlement and endorsements, overload offences and Roadside (PG9) Defects and Driver's Hours offences through advice, guidance, analysis, training and regular random vehicle enforcement checks.
- Inspect and Service vehicles and plant at intervals defined by the Department for Transport (DfT) considering all other relevant guidelines and manufacturer's recommendations.
- Assist fleet operators to undertake their legal responsibilities through the identification of 'Best Practice', changes to Legislation and developing Technologies.

#### **Operating Partners will:**

- Ensure that these controls and directions are adopted into their operation of the vehicles, and actively inform drivers of their obligations.
- Act on guidance issued by Fleet Services that affects their drivers, vehicles, plant and/or operations.
- Comply with legislation and actively adopt measures to prevent prosecution, ensuring that any encounters with enforcement agencies are reported immediately to Fleet Services.
- Release vehicles and plant in good time for the timely service of vehicles or plant in line with the pre-published schedules.

#### **Aspirations:**

- To protect the Authorities O' licence and continue to operate in a safe, legally compliant and efficient manner and actively seek to reduce vehicle related risks.
- Provide continual development and improvement.
- To provide a unified maintenance and management approach that offers both 'Best Practice' and 'Value for Money'.

#### **Relevant Protocols:**

*Repair and Maintenance Standards*

*Tyre Procurement Guide*

#### **Relevant Policies:**

*Vehicle Replacement Policy*

*Fuel Policy*

#### 4. Operational Implementation Plan

Ref	Description	Action	Implementation Date
1	To explore opportunities to collaborate with other public bodies in the region to promote joint procurement and shared operations to reduce cost and increase efficiencies in providing services to the Council.		On-Going
2	To integrate Fleet resources into its wider Travel Policy. The following will be considered as part of this process:		31/03/2014
	<i>i) To promote the use of hire vehicles for journeys over 100 miles in order to reduce business travel costs and carbon emissions;</i>	Create Vehicle Utilisation Protocol	31/08/2012
	<i>ii) To undertake a viability study in establishing a fully managed Central Pool Car system;</i>	Monitor, Review & Improve	31/03/2013
3	Minimise fleet user's downtime through timely and effective response to breakdowns, high first time MOT pass rates and the production of automated annual service schedules.	Monitor, Review & Improve	31/03/2012
4	To dispose of vehicles reaching their planned disposal date, or are surplus to the Council's requirements, by the most sustainable and cost effective method in line with the Vehicle Replacement Policy.	Monitor, Review & Improve	31/03/2012
5	To establish whole life costing of the fleet and subsequently review the lifecycle for all vehicles to obtain the maximum cost effective fleet life.	Analyse & Consult - Adopt into Vehicle Replacement Policy	31/03/2013
6	Installation of vehicle telematics (tracking) to enable Departments to monitor and review their operational procedures, provide lone worker protection and monitor driver behaviour.	Roll-out on all new vehicles and retrofit to all vehicles	31/03/2013
7	When necessary, to procure new cars and car-derived vans with the lowest carbon emissions and highest carbon reducing technology available.	Incorporate into Vehicle Replacement Policy	31/03/2013
8	Install rev. limiters to the majority of vehicles under 3500 Kgs GVW by 2014 and to trial other viable alternative vehicle technologies as they emerge, including electric and hybrid vehicles.		31/12/2013
9	To train all Large Goods Vehicle drivers in SaFED (Safe and Fuel Efficient Driving) techniques as part of the Driver CPC (Certificate of Professional Competence) training, thereby reducing fuel consumption and carbon emissions.	Undertake Training	31/08/2014

## 5.0 Protocol Development Plan

Protocol	Function	Requirement	Implementation Date
Tyre Protocol	Set of standards for the procurement, fitment and disposal of tyre on all FCC vehicles	Renew and Implement	31/03/2013
Drivers Handbook	Guide for FCC drivers	To Be Reviewed	31/08/2012
Business Contingency Plan	Plan of action in the event of interruption to service provision within Fleet Services	To Be Reviewed	31/03/2014
Repair and Maintenance Standards	A guide of Safe Operating Practices to Vehicle repair and maintenance. Set of parameters for inspection intervals / labour rates / on-cost / etc	Needs creating & Implemented	31/03/2013

## 6.0 Policy Development Plan

Protocol	Function	Requirement	Implementation Date
Vehicle Replacement Policy	A policy to inform the procurement process, including replacement intervals and routes to disposal	Revise	31/03/2013
Minibus Policy	A policy to inform managers and drivers of their responsibilities regarding the use of FCC minibuses	Needs Implementing	31/08/2012
Fuel Policy	A policy to inform managers and drivers of their responsibilities regarding the procurement of Road Fuel	To Be Reviewed	31/03/2012

## **7.0 References**

SARC  
Streetscene Service Plan  
Directorate Service Plan  
Council Plan Governance Framework  
People Strategy  
ICT Strategy  
Procurement Strategy  
Environment Strategy  
Financial Procedure Regulations

## Overview of Service

### Environmental

Fleet Services seeks to reduce the adverse environmental impact of all its activities, including air, land, noise and water pollution. It aims to encourage the efficient use of resources through the minimising of waste and through the conservation, re-use and recycling of resources wherever possible. For example, through the procurement of vehicle maintenance products that aids the reduction of harmful pollutants.

Fleet Services works with vehicle manufacturers, trade associations and other interested parties to keep abreast of advances in technology and alternative fuels such as LPG, Bio-Diesel, Bio-ethanol, Electricity and Hydrogen and how they are presented through bi-fuel, hybrid or fuel cell vehicles. The evaluation of new developments in vehicles will be assessed in terms of operational fitness for purpose, ease of maintenance, ease of use and environmental impact and financial cost.

We are developing systems using environmental impact assessments carried out for each site to include energy use against targets, the level and type of waste produced and the proportion recycled, vehicle evaluations for environmentally beneficial alternatives, measurement of CO<sub>2</sub> and other vehicle exhaust emissions, plus the logging of fuel types and quantity used by the Council. This will enable Fleet Services to recommend more environmentally friendly vehicles for each role in the future, via updated fuel policies.

A key factor in determining the vehicle replacement policy is the Council's fuel policy. Alternative fuels, along with other technical enhancements will be reviewed as developments and opportunities arise to maximise budgetary and environmental benefits, in line with the operational requirements of the Council.

The carbon dioxide emitted from the fuel used by the Council's fleet, accounts for approximately 10% of the Council's total carbon footprint. The levels of carbon dioxide emitted by the fleet is monitored and reported through Fleet Services, and targets based on 2005-06 baseline levels have been set to reduce this.

Fleet Services, in liaison with the fuel card contractor analyses and communicates to budget holders data on fuel use trends, costs and options. This enables information to be shared and fuel use and costs to be better managed.

Vehicles are procured on a replacement frequency to ensure that the most efficient emission standards are being utilised. Fleet Services endeavours to procure vehicles that not only meet the emission standards pertaining at the point of procurement, but to source wherever available vehicles that meet forthcoming standards, where known. This approach enables not only single gas emission reductions to be achieved, such as carbon dioxide, but other greenhouse gases and particulates that could have similar environmental benefits. In addition, if reduced pollution road tax benefit opportunities allow, these will be utilised to reduce the whole life cost of a vehicle through reduced road tax liability.

Fleet Services are responsible for ensuring best value of the vehicle maintenance and repair activities. To this end, benchmarking data continues to be developed to evaluate and assess viable alternatives to in-house provision of fleet services. This includes comparison with other Councils and external suppliers.

## Operational Practises

External garages are used for warranty work and can be used for possible contingency repairs. Vehicle body shop repair facilities at approved outlets are used for collision repair and the work checked by Fleet Services for compliance with standards. Warranty repairs are undertaken externally wherever possible to take advantage of the cover provided by manufacturers.

The fitting out of vehicles is outsourced to manufacturer and specialist suppliers to gain product liability cover. All vehicles are pre delivery inspected at Fleet workshops for tax, livery, equipment and calibration checks and the compliance with specification.

The delivery of specialist tyre management is out sourced to provide county wide service provision

## Key Responsibilities

Local Authority transport operations are unique from normal operators governed by Operator Licence requirements, in that the named Officer on the Licence has no direct overall control of the drivers of the fleet vehicles. It is for this reason that the Council's Operational Managers play a key role and share the responsibility in managing the risk of complying with the requirements of the Operator Licence.

Set out below are the key responsibilities of Operational Managers and their staff, all of which Fleet Services are able to provide advice and guidance on:

- ☒ Identify the need for driver recruitment to Fleet Services
- ☒ Drivers are adequately trained to drive the vehicle they are using
- ☒ Drivers hold an appropriate licence for the vehicle they are to drive
- ☒ Drivers are medically fit to drive
- ☒ Driver's licences are checked periodically
- ☒ Drivers comply with the defect reporting system
- ☒ Drivers adhere to all relevant traffic laws
- ☒ Drivers record their driving and duty time
- ☒ Drivers obey enforcement agency instructions at the roadside
- ☒ Drivers of vehicles carrying dangerous goods are trained and hold the correct licence
- ☒ Inform Fleet Services of new drivers or the appointment of a member of staff to drive
- ☒ Records are kept of who was driving any particular vehicle at any time
- ☒ Identify drivers of vehicles subject to fixed penalty and other traffic offences
- ☒ Vehicles operate within speed limits
- ☒ Vehicles and trailers are not overloaded
- ☒ Vehicles are loaded safely and securely
- ☒ Vehicles are presented for safety inspections on time
- ☒ Vehicles display the correct Operator Licence and tax discs
- ☒ Vehicles are kept clean and damage free
- ☒ Authorised Operating Centre limits are not exceeded
- ☒ Provide timely information to comply with DVLA traffic monitoring surveys
- ☒ Fuel usage is monitored
- ☒ No smoking laws and policy in relation to vehicles are adhered to
- ☒ Use of mobile phones in vehicle laws and policy are adhered to
- ☒ Fleet Services is informed of any failure of the above immediately



## Procurement

In conjunction with customers and suppliers, Fleet Services evaluates new and alternative vehicles, and the results are collated according to the Vehicle Specification procedure. This allows customers to test the vehicle's relative strengths for the designated role. This will need to be matched with the financial case by the fleet operator to provide objective data for the comparison of options available, and ensure that Flintshire County Council have the best value and fit-for-purpose vehicles.

Additions or changes to the fleet follow the method set down in the QA/FS/SPEC procedure. This ensures that a formal justification is evidenced and placed in context of the Fleet Strategy, and is authorised by operational managers. It also ensures the vehicle request complies with FCC and Health & Safety requirements and, that the vehicle is fit for the purpose of the designated operational role. All requests are channelled through the relevant Director or their nominated Officer as the executive approval body.

Selecting effective vehicles for the wide variety of local authority roles is a complex process that takes into consideration a number of factors such as:-

- |   |                            |
|---|----------------------------|
| - existing fleet mix                      | - parts availability       |
| - technical expertise                     | - manufacturer support     |
| - specialist tools                        | - fuel type                |
| - performance                             | - load capacity            |
| - vehicle evaluation by Council personnel | - suitability for role     |
| - environmental considerations            | - vehicle whole-life costs |
| - Health & Safety aspects                 |                            |

Changes to specification are built in to the replacement programme to ensure that the latest technical, environmental and safety features are included where necessary (such as Anti-lock Braking Systems (ABS), Electronic brake-force distribution (EBD or EBD), parking sensors and other equipment). Changes in operational requirements are programmed in to the next year's plans for acquisition.

Liveried Council vehicles provide one of the greatest opportunities for the Council to provide a visible presence and distinguish the FCC brand to the public. Wherever possible, all frontline vehicles will be white in colour and marked-up in the Council livery, including the corporate logo as recommended by the Council's Communications Manager and in-line with the Council's brand guidelines.

Vehicle acquisition, utilisation and disposal policies follow best practice encompassed within the Fleet Replacement Policy to ensure Fleet Services provides value for money services.

The annual Vehicle Replacement Programme is based on predicted replacements over the forthcoming year. Vehicles that reach the vehicle replacement criteria based on age are listed for replacement and the results checked and collated to form the replacement programme. The criteria used ensures that the optimum age is reached, taking account of the cost of repair and maintenance and level of commissioning to obtain best value.

Vehicle funding options have been developed in collaboration with Funds Management personnel to maximise the leasing of vehicles, thereby reducing balance sheet costs.

Vehicle acquisition follows the Vehicle Replacement Policy and conforms to Council Contract Standing Orders. Fleet Services takes advantage of the All-Wales and national tender arrangements with manufacturers for all vehicle acquisition, to conform to EU contract requirements in collaboration with the Council's Procurement Unit.

Fleet Services' strives to achieve economies of scale and other savings by using national contracts wherever feasible, to take advantage of preferential purchasing

terms. Vehicle hire for short-term contingencies is available through a hire desk using a national contract to allow for local call-off in conjunction with fleet operators.

Once vehicles are de-commissioned, vehicles are either sold at auction or returned to the relevant lease company. This safeguards the Council from risk through our own vehicle safety checks, from consumer legislation by using an auction house and from possible use for illegal purposes by removal of equipment and livery whilst in our care.

Fleet Services makes use of collaborative procurement opportunities through the Council's procurement unit and All Wales contracts developed with Value Wales and North Wales Procurement Partnership (NWPP) to improve standards and standardisation between Council's and reduce costs through economies of scale wherever possible.

Collaboration with manufacturers, specialist bodywork suppliers, tyre contractor, fuel and fuel card suppliers are current examples of successful on-going projects. Compliance and assistance with, Value Wales and NWPP facilitated, All-Wales and national framework contracts enhances collaboration, reduces costs and improves safety and conformity through nationally agreed specifications

## **Benchmarking and Performance Management**

Key performance indicators are monitored to ensure that Fleet Services can demonstrate the extent to which operational expectations are met. Such key performance indicators are constantly being enhanced in conjunction with service users and changing demands, and ultimately will link into the All-Wales Ffynnon performance management system.

Fleet Services actively participates in the national benchmarking process with the Association for Public Service Excellence (APSE) Performance Networks Benchmarking Group to improve national indicators and to ensure that Flintshire County Council stays in the forefront of developments. This enables Council's to compare and contrast data on a range of activities relating to all aspects of Fleet Services, including vehicle reliability, availability, costs, quality of service and whole life costs.

Performance indicators are communicated to senior representatives of the Council through the quarterly Quality Management Review Report as part of the services ISO 9001:2008 quality accreditations which are externally audited by the British Standards Institute. The fleet management software system (Tranman) allows for the development of performance indicators between Fleet Services section and our internal customers. This also provides a basis for feedback and review within the continuous improvement cycle of the ISO 9001:2008 Quality Management system.

## **Staff Development**

Contingency and succession plans to provide back up for key staff, to provide added resilience and to meet extra demands from varying fleet size and changes in operational services have been initiated. From this, a successful Apprentice Scheme working with local colleges has been devised to allow up to two trainees at a time which provides resilience and experience for mentors and trainees.

A Training Programme is in place to ensure that staff are proficient within the changing technology and able to operate the latest equipment on the latest vehicles. We have staff trained to cover First Aid, Fire Marshalling, Health & Safety and Fleet Management, along with the technical training of the vehicle fitters. A training Matrix is kept to ensure adequate cover and staff training is identified within the services measures.

## Future Service Development

Significant improvements to the software, data input and reporting have been made with the computerised fleet management system in the last five years. This enables better vehicle service and management. A variety of Performance Indicators are used for monitoring of vehicle downtime, and frontline vehicle availability, to give a few examples. Performance Indicators are reviewed to stay abreast of changing demands such as the need for more sophisticated environmental indicators which are being developed.

Direct access to the computerised fleet management system through a web portal has been evaluated to allow Fleet Operators to have direct access to view vehicle inventory details and progress through the workshops, but cost benefit analysis does not support their introduction at this time. This will continue to be monitored, and if resources allow in the future, this would possibly improve the benefits for Fleet Operators as opportunities arise.

The Fleet Services workshop has continuous improvement systems in place and comply with the requirements of corporate standards. This ensures that we have the right training, equipment, reference material and calibrated tools plus the documentary evidence to prove it.

Fleet Services recognises and accepts its duties and responsibilities as an employer with regard to the health and safety of each of its employees and all others who may be affected by the Authority's activities. Provision of a workplace that is safe to the health of all FCC employees, contractors, stakeholders and members of the public insofar as they may be affected by our activities, is a main priority. Employees are expected to work safely and to have due regard for the safety of others, and to inform their supervisor or manager of any change in their physical or mental condition that may affect their health or safety whilst at work. Positive health and safety throughout FCC is the responsibility of all managers, employees and other stakeholders.

It is the aim of Fleet Services to ensure that the expectations and needs of its customers and stakeholders are met, and to promote continual improvement in service delivery within a Quality Management framework (ISO9001:2008) that enables Quality Objectives to be set and regularly reviewed.

Fleet Services as part of Flintshire County Council acknowledges its environmental responsibilities which it will meet through achievement of the Green Dragon Environmental Standard. An awareness of the environmental issues relevant to our operations, activities and service delivery should be a fundamental part of our day-to-day business.

## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 15**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **24 JANUARY 2012**  
**REPORT BY:**      **DIRECTOR OF ENVIRONMENT**  
**SUBJECT :**         **DOG FOULING ON SCHOOL PREMISES - UPDATE REPORT**

### **1.00 PURPOSE OF REPORT**

- 1.01 To provide the Executive with a progress update on preventing dog fouling on school premises following consultation with Flintshire Head Teachers.

### **2.00 BACKGROUND**

- 2.01 On 13 September 2011, Flintshire County Council considered a report on enforcement issues over dog fouling upon school premises. Flintshire County Council's policy is that school facilities should be increasingly accessible for responsible public usage. However, it also recognises that not all facilities can be safely accessed. Where facilities can be made available to the public, the arrangements must secure public safety.

- 2.02 Full Council was presented with three feasible options to consider to address enforcement under the current Fouling of Land by Dogs Order 2009, which was amended in 2011 (See Appendix A):-

Option 1 - Encourage all Flintshire County Council schools to permit access onto their grounds and use the Fouling of Land by Dogs Order only

Option 2 - Encourage all Flintshire County Council schools to prohibit access onto their grounds and use the Education Act 1996 to take enforcement action

Option 3 - Utilise both the Fouling of Land by Dogs Order and the Education Act 1996 to take enforcement action

- 2.03 Council decided that Option 3 would be the most appropriate way forward, however requested further consultation to take place on the options with all Head Teachers before implementing an option.

- 2.04 The Secondary Heads' Federation Meeting received a presentation on the current situation on 14 October 2011. Option 3 would be their preferred option. The Primary Heads' Federation Meeting equally supported Option 3 on 22 November.

### **3.00 CONSIDERATIONS**

- 3.01 A draft implementation plan for enforcement on school premises is shown below;

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**Date: 18/01/2012**

**3.02 January 2012**

Consultation to take place with North Wales Police on using Education Act 1996 on school premises

Authorisation process to begin for Police Community Support Officers to be granted delegated powers to discharge powers (Council Officers are already granted authorisation to undertake this enforcement under the Act)

Dog Fouling Enforcement on School Premises Policy to be drafted based on Option 3 to be approved.

Audit document to be completed stating which schools have requested enforcement action against dog fouling, and which legislation applies to which school site

Signs for school sites to be ordered

**3.03 February 2012**

Protocol for the issuing of Fixed Penalty Notices and use of the Education Act 1996 to be produced to ensure a consistent approach by all partners involved

Entrance/Exit points to have signs installed

Workforce training and briefings to take place

Press release involving Members, Head Teachers and officers from partner agencies to give a clear message that a zero tolerance approach is being taken

**3.04 March 2012**

Month of targeted enforcement action involving PCSOS and Flintshire County Council Enforcement Officers

Identify any unforeseen issues with the planned enforcement approach and review working protocols or seek further training for officers.

**3.05 April 2012 and into the future**

Press release on successes achieved in March

School premises to combine with current 'hot spot' database and to be patrolled based on intelligence received and problems reported

**4.00 RECOMMENDATIONS**

4.01 That Members note and approve the amended Fouling of Land by Dogs Order (Appendix A)

4.02 That Members approve the implementation of Option 3.

- 4.03 That Members approve the draft implementation plan outlined in the report.
- 4.04 That Members delegate authority to the Director of Environment, following consultation with the Executive Member for Leisure and Public Protection, to develop, review and amend as appropriate the dog fouling on School Premises Policy.
- 4.05 That Members authorise the following personnel to exercise the power of enforcement for Section 547 of the Education Act 1996 (Nuisance and Trespass;
- a. Local Authority Enforcement Officers
  - b. Local Authority Head Teachers, Deputy Head Teachers and Caretakers
  - c. North Wales Police Community Support Officers

## **5.00 FINANCIAL IMPLICATIONS**

- 5.01 Initial consultation has been undertaken to establish the cost of 1 / 2 / 3 signs per school and this cost can be funded from the existing Public Protection budget for this year. The cost is estimated to be between £20,000 and £30,000 dependent upon the number of signs required at each location.

## **6.00 ANTI POVERTY IMPACT**

- 6.01 None as a direct result of this report.

## **7.00 ENVIRONMENTAL IMPACT**

- 7.01 Positive as it will create a cleaner, safer environment for schools.

## **8.00 EQUALITIES IMPACT**

- 8.01 Dog Control Orders include exemptions in particular cases for registered blind people, deaf people and other people with disabilities, who make use of trained assistance.

## **9.00 PERSONNEL IMPLICATIONS**

- 9.01 None as a direct result of this report.

## **10.00 CONSULTATION REQUIRED**

- 10.01 As detailed in the report.

## **11.00 CONSULTATION UNDERTAKEN**

- 11.01 As detailed in the report.

## **12.00 APPENDICES**

12.01 Appendix A - Amended Fouling of Land by Dogs Order

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

None

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**FLINTSHIRE COUNTY COUNCIL**  
**ACTIONS TAKEN UNDER DELEGATED POWERS**

**DIRECTORATE : ENVIRONMENT**

**INITIATING OFFICER :**

**SUBJECT : CORRECTION OF TYPOGRAPHICAL ERROR CONTAINED WITHIN THE  
FOULING OF LAND BY DOGS (FLINTSHIRE COUNTY COUNCIL)  
ORDER NUMBER 1, 2009**

**DETAIL :** The Welsh Assembly Government Guidelines on Sections 55 and 57 of the Clean Neighbourhoods and Environment Act 2005, states that amendments to existing Dog Control Orders must be in the form set out in Schedule 6 to the Dog Control Orders (Miscellaneous Provisions) (Wales) Regulations 2007 (minor variables are permissible) and must be advertised and brought into force in the same way as a new order.

The change proposed is that of a minor variable and therefore, Flintshire County Council is not required to publically consult on it's proposal to make such a change.

Article 4 of the Fouling of Land by Dogs Order Number 1, 2009 states;

*A person who is guilty of an offence under article 3 is liable on summary conviction to a fine not exceeding level 3 on the standard scale*

The change which is proposed is shown below:

*A person who is guilty of an offence under article 1 is liable on summary conviction to a fine not exceeding level 3 on the standard scale*

This amendment will then link the offence (Article 1) with the penalty for committing the offence (Article 4)

This amendment can be carried out through delegated powers under Part 3, Section C C, paragraph 3.3 of the Constitution to exercise delegated powers.

**FINANCIAL IMPLICATIONS: N/A**  
**HR IMPLICATIONS: N/A**


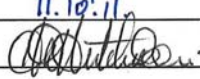
**APPROVED BY DIRECTOR :**

**DATE :**

**APPROVED BY EXECUTIVE MEMBER :**

**DATE :**

**DATE SUBMITTED TO EXECUTIVE :**

  
\_\_\_\_\_  
11.10.11  
  
\_\_\_\_\_  
24/10/11  
\_\_\_\_\_



## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 16**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**            **24 JANUARY 2012**  
**REPORT BY:**    **DIRECTOR OF LIFELONG LEARNING**  
**SUBJECT :**        **CHILDREN'S FIXED PLAY AREAS - RESPONSE TO**  
                             **EXECUTIVE TO THE REPORT OF THE LIFELONG**  
                             **LEARNING OVERVIEW AND SCRUTINY COMMITTEE'S**  
                             **PLAY AREA TASK & FINISH GROUP**

### **1.00 PURPOSE OF REPORT**

- 1.01 To advise Members of the response to the findings of the Lifelong Learning Overview and Scrutiny Committee's Play Area Task & Finish Group.

### **2.00 BACKGROUND**

- 2.01 The Task Group was set up in January 2011 following consideration of the Play Area Survey at Lifelong Overview and Scrutiny Committee on 2 December 2010. It was agreed that the Task Group be formed to participate in a programme of assessment visits to play areas identified in the 'red' category in the survey and to give further consideration to sustainability of play areas in Flintshire. Membership of the Group was as follows: - Cllr. C. Bithell, Cllr. R. Dolphin, Cllr. R. Hughes, Cllr. H. Isherwood, Cllr. C. Thomas, Cllr. O Thomas, Cllr. H. McGuill.

### **3.00 CONSIDERATIONS**

- 3.01 The findings and recommendations of the Play Area Task Group were presented to the Lifelong Learning Overview & Scrutiny Committee in June 2011. Members unanimously accepted the five recommendations within the report. Those recommendations are detailed below.
- 3.02 There should be consultation with local ward members and residents regarding the future of Primrose Street play area in Connah's Quay.
- 3.03 That the Planning Protocol Working Group give further consideration to provision for play areas within planning mechanisms in order to ensure sustainable play provision in the future.
- 3.04 That criteria are agreed for future match funding schemes for play areas.
- 3.05 That Town & Community Councils are made aware of the results and implications of the Play Area Survey.
- 3.06 That an advice booklet is developed for community groups and consideration is given to identifying mentors to work with local communities to improve play areas.

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**Date: 18/01/2012**

- 3.07 At the Lifelong Learning Overview & Scrutiny Committee held on 2 December 2010 it was reported that the findings of the Play Safe and Space Consultancy Report had placed 13 play areas within the 'Red' category. Following the support given to this year's match funding programme three of these play areas will have moved into the 'Amber' category. Those being The Willows, Hope; Riverview, Connah's Quay; and Clwyd Avenue, Greenfield.

#### **4.00 RECOMMENDATIONS**

- 4.01 That the findings of the Play Safe and Space Consultancy Report are noted and be used to prioritise any future upgrading works programme.
- 4.02 That the recommendations of the Overview & Scrutiny Committee reported at 3.02 to 3.06 above be approved, with the exception of the recommendation at 3.06 where Executive takes the view that this advice should be made available via the Council's website.
- 4.03 That Members note the success of the Match Funding Scheme as reported in 3.07 above in reducing the number of play areas falling into the 'Red' category of play provision.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 None at this stage.

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

- 6.01 None at this stage.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None at this stage.

#### **8.00 EQUALITIES IMPACT**

- 8.01 None at this stage.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 None at this stage.

#### **10.00 CONSULTATION REQUIRED**

- 10.01 Consultation to be undertaken with ward members and local residents regarding the future of Primrose Street play area Connah's Quay.

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 Internal at this stage.

**12.00 APPENDICES**

12.01 None.

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

Play Areas Executive Report - 15 November 2011

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## **FLINTSHIRE COUNTY COUNCIL**

**AGENDA ITEM NUMBER: 17**

**REPORT TO:**        **EXECUTIVE**  
**DATE :**             **24 JANUARY 2012**  
**REPORT BY:**      **HEAD OF LEGAL AND DEMOCRATIC SERVICES**  
**SUBJECT :**         **BUCKLEY COMMON BYELAWS**

### **1.00 PURPOSE OF REPORT**

- 1.01 To recommend that the County Council approve the making of new byelaws in respect of Buckley Common.

### **2.00 BACKGROUND**

- 2.01 On the 19 October 2010 the County Council resolved to approve new byelaws which sought to control the use of Buckley Common with current local environmental and other issues in mind. The Welsh Assembly Government have requested minor and inconsequential amendments to reflect new regulations that had come into force since the original model byelaws were circulated in 2003. The Council's resolution of 19 October 2010 referred specifically to the byelaws attached to the committee report at that time and in the interests of certainty the amended byelaws are attached to this report for approval.

### **3.00 CONSIDERATIONS**

- 3.01 N/A

### **4.00 RECOMMENDATIONS**

- 4.01 The County Council is recommended to approve the amended byelaws.

### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 None

### **6.00 ANTI POVERTY IMPACT**

- 6.01 None

### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None

### **8.00 EQUALITIES IMPACT**

- 8.01 None

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**Date: 18/01/2012**

**9.00 PERSONNEL IMPLICATIONS**

9.01 None

**10.00 CONSULTATION REQUIRED**

10.01 .None

**11.00 CONSULTATION UNDERTAKEN**

11.01 Buckley Town Council and Welsh Assembly Government have been consulted and the attached byelaws have been approved. Welsh Assembly Government have since adjusted the Byelaws to refer to more recent Regulations that have superseded regulations previously referred to in the Byelaws the County Council approved on the 19 October 2011.

**12.00 APPENDICES**

12.01 Proposed Buckley Common Byelaws

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

None

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# **FLINTSHIRE COUNTY COUNCIL**

## **BYELAWS**

Byelaws made by Flintshire County Council under the Scheme of Regulation made pursuant to section 1 of the Commons Act 1889 by the Buckley Urban District Council on 13 June 1933 and approved by the Board of Agriculture and Fisheries on 4 July 1933 and under all other enabling powers, in respect of the Buckley Lower, Middle and Upper Commons.

### **1. INTERPRETATION**

In these Byelaws:

“the Council” means Flintshire County Council

“the Common” means Buckley Commons, the area of which is more particularly delineated on the attached plan

“the Scheme” means the aforementioned Scheme of Regulation

### **2. AIRCRAFT**

No person shall, except in cases of emergency or with the consent of the Council, take off from or land upon the Common in an aircraft, helicopter, hang-glider or hot-air balloon.

### **3. ANGLING**

No person shall on the Common cast any net or line used or intended for use in angling except upon any waters comprised in the Common where fishing is permitted by the Council.

### **4. ARCHERY**

No person shall on the Common, except in connection with an event organised by or with the consent of the Council, engage in the sport of archery.

### **5. BATHING**

No person shall, without reasonable excuse, bathe or swim in any waterway comprised in the Common, except in an area where a notice exhibited by the Council permits bathing and swimming.

**6. BOATS**

No person shall, without the consent of the Council, launch, operate or sail on any waterway comprised in the Common any boat, power craft, dinghy, canoe, sailboard, inflatable or any like craft.

**7. CAMPING**

No person shall on the Common, without the consent of the Council, erect a tent or use any vehicle, including a caravan, or any other structure for the purpose of camping, except on any area which may be set apart and indicated by a notice as a place where camping is permitted.

**8. CHILDREN'S PLAY AREAS**

(1) No person who has attained the age of 14 years shall use any apparatus on the Common which, by a notice placed on or near thereto, has been set apart by the Council for the exclusive use of persons under the age of 14 years.

(2) No person who has attained the age of 14 years shall enter or remain in the children's play area known as Higher Common Play Area.

(3) This by-law shall not apply to any person who is in charge of a child under the age of 14 years.

**9. CLIMBING**

No person shall, without reasonable excuse, climb any wall or fence on or enclosing the Common, or any tree, barrier, railing, post or other structure.

**10. CRICKET BALLS**

No person shall use a cricket ball, except on any part of the Common which by a notice placed in a conspicuous position has been set aside by the Council as an area where a cricket ball may be used.

**11. CYCLING**

(1) No person shall, without reasonable excuse, ride a cycle on the Common, except in any part of the Common where there is a right of way for cycles, or along such routes as may be fixed by the Council and indicated by signs placed in conspicuous positions on the Common.

- (2) In this Byelaw, “cycle” means a bicycle, tricycle or a cycle having four or more wheels, not being in any case a motor cycle or motor vehicle.

**12. DISCUS THROWING**

No person shall on the Common, except in connection with an event organised by or with the consent of the Council, engage in the sport of discus throwing.

**13. ERECTION OF STRUCTURES**

No person shall on the Common without the consent of the Council, erect any post, rail, fence, pole, tent, booth, stand, building or other structure.

**14. FIRES**

- (1) No person shall on the Common intentionally light a fire, or place, throw or let fall a lighted match or any other thing so as to be likely to cause a fire.

- (2) This byelaw shall not prevent the lighting or use of a properly constructed camping stove or cooker in any area set aside for the purpose in such a manner as not to cause danger of or damage by fire.

**15. GAMES**

- (1) Where the Council has, by a notice placed in a conspicuous position on the Common, set apart an area on the Common for the playing of such games as may be specified in the notice, no person shall :-
- (a) play in such an area any game other than the game for which it has been set apart.
  - (b) use any such area so as to give reasonable grounds for annoyance to any person already using that area for any purpose for which it has been set apart ; or
  - (c) play any game so specified in any other part of the Common in such a manner as to exclude any person not playing the game from the use of that part.
- (2) No person shall, in any area of the Common which may have been set apart by the Council for any game, play any games when the state of the Common or other cause makes it unfit for use and a notice is placed in a conspicuous position prohibiting play in that area of the Common.



- (3) (a) No person shall on the Common play any game ;
- (i) so as to give reasonable grounds for annoyance to any other person on the Common ; or
- (ii) which is likely to cause damage to any tree, shrub or plant on the Common.
- (b) This byelaw shall not extend to any area set apart by the Council for the playing of any game.

**16. GATES**

Where the Council indicates by a notice conspicuously exhibited on or alongside any gate on the Common that leaving that gate open is prohibited, no person, having opened that gate, or caused it to be opened, shall leave it open.

**17. GOLF**

No person shall on the Common drive, chip or pitch a hard golf ball except on land set aside by the Council for use as a golf course, golf driving range, golf practice area or putting course.

**18. GRAZING**

No person shall, without the consent of the Council, turn out or permit any animal to graze on the Common.

**19. HAMMER THROWING**

No person shall on the Common, except in connection with an event organised by or with the consent of the Council, engage in the sport of hammer throwing.

**20. HORSES : (DANGEROUS RIDING)**

No person shall on the Common intentionally or negligently ride a horse to the danger of any other person using the Common.

**21. HORSES : (ONLY IN DESIGNATED AREAS)**

Where any part of the Common has, by a notice placed in a conspicuous position on the Common, been set apart by the Council as an area where horse riding is permitted,

no person shall, without the consent of the Council, ride a horse on any other part of the Common.

**22. INTERFERENCE WITH LIFE-SAVING EQUIPMENT**

No person shall, except in case of emergency, remove from or displace on the Common or otherwise tamper with any life-saving appliance provided by the Council.

**23. JAVELIN THROWING**

No person shall on the Common, except in connection with an event organised by or with the consent of the Council, engage in the sport of javelin throwing.

**24. KITES**

No person shall on the Common fly or cause or permit to be flown any kite in such a manner as to cause a danger or annoyance to any other person on the Common.

**25. METAL DETECTORS**

No person shall on the Common use any device designed or adapted for detecting or locating any metal or mineral in the ground.

**26. MISSILES**

No person shall on the Common, to the danger or annoyance of any other person on the Common, throw or discharge any missile.

**27. MODEL AIRCRAFT**

(1) In this byelaw :-

“model aircraft” means an aircraft which either weighs not more than 7 kilograms without its fuel or is for the time being exempted (as a model aircraft) from the provisions of the Air Navigation Order 2009 (S.I. 2009/3015);

“power-driven” means driven by the combustion of petrol vapour or other combustible vapour or other combustible substances or by one or more electric motors or by compressed gas.

(2) (a) no person shall on the Common release any power-driven model aircraft for flight or control the flight of such an aircraft ;

- (b) no person shall cause any power-driven model aircraft to take off or land on the Common.

**28. MODEL BOATS : (ONLY IN DESIGNATED AREAS)**

No person shall, without the consent of the Council, operate or sail on any waterways comprised in the Common any model boat, except in an area where a notice exhibited by the Council permits the use of such boats.

**29. MODEL BOATS (POWER DRIVEN) : (ONLY IN DESIGNATED AREAS)**

(1) No person shall operate or sail on any waterway comprised in the Common any power-driven model boat, except in any area where a notice exhibited by the Council permits the use of such boats.

(2) In this bye-law, “power-driven” means driven by the combustion of petrol vapour or other combustible vapour or other combustible substances.

**30. NOISE**

(1) No person on the Common shall, after being requested to desist by an officer of the Council, or by any person annoyed or disturbed, or by any person on his behalf

- (a) by shouting or singing,
- (b) by playing on a musical instrument, or
- (c) by operating or permitting to be operated any radio, gramophone, amplifier, tape recorder or similar instrument,

cause or permit to be made any noise which is so loud or so continuous or repeated as to give reasonable cause for annoyance to other persons on the Common.

(2) This byelaw shall not apply to any person holding or taking part in any entertainment held with the consent of the Council.

**31. OVERNIGHT PARKING**

No person shall, without the consent of the Council, leave any vehicle or cause or permit any vehicle to be left on the Common at any time.

**32. POLLUTION OF WATERWAYS**

No person shall intentionally, carelessly or negligently foul or pollute any waterway comprised in the Common.

**33. PROTECTION OF FLOWER BEDS, TREES, GRASS ETC.**

(1). No person who brings or causes to be brought on to the Common a vehicle shall wheel or park it over or upon :

(a) any flower bed, shrub or plant, or any ground in the course of preparation as a flower bed or for the growth of any tree, shrub or plant; or

(b) any part of the Common where the Council, by a notice placed in a conspicuous position in the ground, prohibits its being wheeled or parked.

(2) No person shall on the common tread upon :

(a) any flower bed, shrub or plant, or any ground in the course of preparation as a flower bed, or for the growth of any tree, shrub or plant ; or

(b) any part of the common set aside for the renovation of grass or turf, where an adequate notice to keep off such grass or turf is exhibited.

**34. PROTECTION OF WILDLIFE**

(1) No person shall on the Common intentionally kill, injure, take or disturb any animal or fish, or engage in hunting, shooting or fishing, or the setting of traps or nets, or the laying of snares.

(2) This byelaw shall not prohibit any fishing which may be authorised by the Council.

**35. PUBLIC SHOWS, EXHIBITIONS AND STRUCTURES**

No person shall on the Common, without the consent of the Council, place or take part in any show or exhibition, or set up any swing, roundabout or other like thing.

**36. REMOVAL OF STRUCTURES**

No person shall, without reasonable excuse, remove from or displace on the Common any barrier, railing, post or seat, or any part of any structure or ornament, or any implement provided for use in the laying out or maintenance of the Common.

**37. REMOVAL OF SUBSTANCES**

No person shall remove from or displace on the Common any stone, soil or turf, or the whole or any part of any plant, shrub or tree.

**38. REMOVAL OF VEHICLES, ANIMALS AND STRUCTURES**

Any officer of the Council may, after due warning, remove from the Common any vehicle or animal drawn, driven or placed on the Common, or any structure (including a caravan) erected or placed thereon, in contravention of the Scheme or of any of these byelaws.

**39. REPAIRING OF VEHICLES**

No person shall clean, paint or carry out repairs to any vehicle parked on the Common, except in the event of an accident, breakdown or other emergency.

**40. SHOT-PUTTING**

No person shall on the Common, except in connection with an event organised by or with the consent of the Council, engage in the sport of shot-putting.

**41. SKATEBOARDING AND ROLLER SKATING**

No person shall on the Common skate on rollers, skateboards, wheels or other mechanical contrivances in such a manner as to cause danger or nuisance or give reasonable grounds for annoyance to other persons on the Common.

**42. TRADING**

No person shall on the Common, without the consent of the Council, sell or expose for sale, or let to hire, or offer or expose for letting to hire, any commodity or article.

#### **43. VEHICLES**

(1) No person shall, without reasonable excuse, ride or drive a motor cycle, motor vehicle or any other mechanically propelled vehicle (other than a cycle) on the Common, or bring or cause to be brought on to the Common a motor cycle, motor vehicle, trailer or any other mechanically propelled vehicle (other than a cycle), except in any part of the Common where there is a right of way for that class of vehicle.

(2) If the Council has set apart a space on the Common for use by vehicles of any class this bye-law shall not prevent the riding or driving of those vehicles in the space so set apart, or on a route, indicated by signs placed in conspicuous positions, between it and the entrance to the Common.

(3) This byelaw shall not extend to invalid carriages.

(4) In this byelaw :-

“invalid carriage” means a vehicle, whether mechanically propelled or not, the unladen weight of which does not exceed 150 kilograms, the width of which does not exceed 0.85 metres and which has been constructed or adapted for use for the carriage of one person, being a person suffering from some physical defect or disability, and is used solely by such a person.

“motor cycle” means a mechanically propelled vehicle, not being an invalid carriage, intended or adapted for use on roads.

“trailer” means a vehicle drawn by a motor vehicle, and includes a caravan.

#### **44. WATERCOURSES**

No person, shall knowingly cause or permit the flow of any drain or watercourse on the Common to be obstructed or diverted, or open, shut or otherwise work or operate any sluice or similar apparatus on the land.

#### **45. OBSTRUCTION**

No person shall on the Common :

(a) intentionally obstruct any officer of the Council in the proper execution of his duties ;

(b) intentionally obstruct any person carrying out an act which is necessary to the proper execution of any contract with the Council ; or

**46. SAVINGS**

(2) Nothing in or done under any of the provisions of these byelaws shall in any respect prejudice or injuriously affect any public right of way through the Common, or the rights of any person acting legally by virtue of some estate, right or interest in, over or affecting the Common or any part thereof.

**48. CONSENTS**

## 49. REVOCATION

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In the exercise of the functions vested in the Welsh Ministers, the foregoing Byelaws are hereby confirmed by authority of the Minister for Environment and Sustainable Development acting on behalf of the Welsh Government.

The Byelaws shall come into force on the \_\_\_\_\_ day of \_\_\_\_\_ 2011.

**SIGNED** by \_\_\_\_\_ under authority of the Minister for Environment and Sustainable Development, one of the Welsh Ministers

Date:



**FOR INFORMATION**

**FLINTSHIRE COUNTY COUNCIL**

**REPORT TO:** EXECUTIVE

**DATE:** 24 JANUARY 2012

**REPORT BY:** CHIEF EXECUTIVE

**SUBJECT:** EXERCISE OF DELEGATED POWERS

**1.00 PURPOSE OF REPORT**

1.01 To inform Members of action taken under delegated powers.

**2.00 BACKGROUND**

2.01 At the Executive Meeting held on 31<sup>st</sup> October, 2000 it was agreed that one of the standard agenda items at each Executive should be a report on the "Exercise of Delegated Powers".

**3.00 RECOMMENDATION**

3.01 Members note the details of actions taken under the "Exercise of Delegated Powers".

**4.00 FINANCIAL IMPLICATIONS**

4.01 As detailed in each report.

**5.00 ANTI-POVERTY IMPACT**

5.01 As detailed in each report.

**6.00 ENVIRONMENTAL IMPACT**

6.01 As detailed in each report.

**7.00 EQUALITIES IMPACT**

7.01 As detailed in each report.

**8.00 PERSONNEL IMPLICATIONS**

8.01 As detailed in each report

**9.00 CONSULTATION REQUIRED**

9.01 Not applicable

**10.00 CONSULTATION UNDERTAKEN**

10.01 Not applicable

## **11.00 APPENDICES**

11.01 Summary of Decisions taken under Delegated Powers.

### **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

Background documents: See individual report.

Contact Officer: Detailed on the individual reports.

## **APPENDIX 1**

### **EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN**

#### **Directorate**

#### **Subject**

#### **Finance**

Business Rates – Applications for Hardship  
Rate Relief

#### **Lifelong Learning**

Greenfield Valley Heritage Park – Charges  
for 2012 Season

Disposal of Bagillt Library, Pentre, Bagillt  
CH6 5EQ

Copies of the Delegated Powers reports are on deposit in the Team Manager's  
Room, Committee Services

## **Executive Forward Work Programme**

### **January 2012 – April 2012**

The following reports are included on the Forward Work Programme for submission to this meeting of the Executive. However, the reports are not included on the agenda for the reasons stated:

#### **Community Services**

- Transforming Social Services for Adults  
This was reported in November 2011

#### **Environment**

- Communities First – The Future  
Deferred until February or March 2012 following the Member Workshop
- Buckley Town Centre Regeneration – Proposed Final Buckley Planning Brief  
Deferred until the resolution of the sale of the Council's Land
- Erection of Banners on Street Lights  
Deferred as information is awaited from third parties regarding the content

#### **ICT & Customer Services**

- Regional and National ICT Collaboration  
Following the ICT Strategy Update report submitted to Executive in November 2011, there is nothing further to report

**EXECUTIVE MEETING DATES**  
**FORWARD WORK PROGRAMME ITEMS – DECEMBER 2011 - APRIL 2012**

MEETING DATE	DIRECTORATE/DIVISION	TOPIC	REPORT TYPE (Strategic/Operational)	PORTFOLIO
24 January 2012	Chief Executive	➤ Strategic Partnership Performance – Mid Year Review	Strategic	Corporate Management
		➤ 2011 – 2013 Target Setting Review	Strategic	Corporate Management
	Finance	➤ Council Fund & HRA Revenue Budget Monitoring 2011/12 (M7)	Operational	Finance & Asset Mngt
		➤ HRA Revenue Budget 2012/13	Operational	Finance & Asset Mngt
		➤ HRA Capital Programme 2012/13	Operational	Finance & Asset Mngt
	ICT & Customer Services	➤ Procurement Strategy Update	Strategic	Corporate Management
		➤ Regional and National ICT Collaboration	Strategic	Corporate Management
	Community Services	➤ Transforming Social Services for Adults	Operational	Social Services
	Environment	➤ Communities First: The Future	Strategic	Regeneration and Tourism

		<ul style="list-style-type: none"> <li>➤ Amendment to Dog Control Order (Fouling of Land by Dogs)</li> <li>➤ Fleet Strategy</li> <li>➤ Buckley Town Centre Regeneration – Proposed Final Buckley Planning Brief</li> <li>➤ Erection of Banners on Street Lights</li> <li>➤ Flintshire Business Week 2011</li> </ul>	<p>Strategic</p> <p>Strategic</p> <p>Strategic</p> <p>Operational</p> <p>Operational</p>	<p>Leisure Services and Public Protection</p> <p>Waste Management</p> <p>Regeneration &amp; Tourism</p> <p>Environment</p> <p>Regeneration and Tourism</p>
<b>21 February 2012</b>	Chief Executive	<ul style="list-style-type: none"> <li>➤ Wales Audit Office: Annual Improvement Report</li> </ul>	Strategic	Corporate Management
	Finance	<ul style="list-style-type: none"> <li>➤ Council Fund &amp; HRA Revenue Budget Monitoring 2011/12 (M8)</li> <li>➤ HRA Revenue Budget 2012/13</li> <li>➤ HRA Capital Programme 2012/13 (Final)</li> <li>➤ Treasury Management Policy &amp; Strategy Statement 2012/13</li> </ul>	<p>Operational</p> <p>Operational</p> <p>Operational</p> <p>Operational</p>	<p>Finance &amp; Asset Mngt</p> <p>Finance &amp; Asset Mngt</p> <p>Finance &amp; Asset Mngt</p> <p>Finance &amp; Asset Mngt</p>

	Human Resources & Organisational Development	➤ MASS Quarter 3	Operational	Corporate Management
	Environment	➤ Buckley Developer Selection	Strategic	Regeneration and Tourism
	Lifelong Learning	➤ School Admissions Policy – Annual Consultation	Operational	Education
<b>27 March 2012</b>	Chief Executive	➤ Strategic Equality Plan	Strategic	Corporate Management
		➤ Q3 performance Reporting	Operational	Corporate Management
		➤ Flintshire Futures Review	Operational	Corporate Management
		➤ Changes to the National Performance Measurement Framework 2012/13	Operational	Corporate Management
	Finance	➤ Council Fund & HRA Revenue Budget Monitoring 2011/12 (M9)	Operational	Finance & Asset Mgt
		➤ Capital Programme 2011/12 (M9)	Operational	Finance & Asset Mgt
	Human Resources & Organisational Development	➤ Workforce Information Quarter 3	Operational	Corporate Management

	Community Services	➤ Youth Justice Service Inspection Outcome	Operational	Social Services
<b>24 April 2012</b>	Chief Executive	➤ Council (Governance Plan) review	Strategic	Corporate Management
		➤ Voluntary Sector mid year review	Operational	Corporate Management
	Finance	➤ Council Fund & HRA Revenue Budget Monitoring 2011/12 (M10)	Operational	Finance & Asset Mgt
	Environment	➤ Highways Asset Management Plan	Strategic	Environment



## FLINTSHIRE COUNTY COUNCIL - EXEMPT INFORMATION SHEET

COMMITTEE: Executive

DATE: 24 January 2012

AGENDA ITEM NO: 20



REPORT OF: (Director of originating Department)

Head of Finance

SUBJECT:

Finance Function Review Update

**The report on this item is NOT FOR PUBLICATION because it is considered to be exempt information in accordance with the following paragraph(s) of Schedule 12A to the Local Government Act 1972.**

	<u>Para</u>	
Information relating to a particular individual *	12	
Information likely to reveal the identity of an individual *	13	
Information relating to financial/business affairs of a particular person * See Note 1	14	
Information relating to consultations/negotiations on labour relations matter *	15	
Legal professional privilege	16	
Information revealing the authority proposes to:	17	
(a) give a statutory notice or		
(b) make a statutory order/direction *		
Information on prevention/investigation/prosecution of crime *	18	
<u>For Standards Committee meetings only:</u>	Sec.	
Information subject to obligations of confidentiality	18a	
Information relating to national security	18b	
The deliberations of a Standards Committee in reaching a finding	18c	

<u>Confidential</u> matters which the County Council is not permitted to disclose	Sec. 100A(3)
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### PLEASE TICK APPROPRIATE BOX

\* Means exempt only if the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Note 1: Information is not exempt under paragraph 14 if such information is required to be registered under Companies Act 1985, the Friendly Societies Acts of 1974 and 1992, the Industrial and Provident Societies Act 1965 to 1978, the Building Societies Act 1986 or the Charities Act 1993.

**SCHEDULE 12A LOCAL GOVERNMENT ACT 1972  
EXEMPTION FROM DISCLOSURE OF DOCUMENTS**

**REPORT:** Finance Function Review Update  
**AUTHOR:** Kerry Feather  
**MEETING AND DATE OF MEETING:** Executive on 24 January 2012

I have considered grounds for exemption of information contained in the report referred to above and make the following recommendation to the Proper Officer:-

**Exemptions applying to the report:**

Paragraphs 12 and 15.

**Factors in favour of disclosure:**

Transparency

**Prejudice which would result if the information were disclosed:**

Disclosure would be likely to undermine labour relations within the authority as dealing with such re-organisation proposals in public would be contrary to good human relations practice.

**My view on the public interest test is as follows:**

That the balance is in favour of treating the information as exempt to ensure confidence in the consultation process.

**Recommended decision on exemption from disclosure:**

To treat the information and report as exempt.

**Date:** 04/01/2012

**Signed:**



**Post:** Head of Legal and Democratic Services

I accept the recommendation made above.



Proper Officer

Date: 04/01/2012