

Public Document Pack

Gareth Owens LL.B Barrister/Bargyfreithiwr
Head of Legal and Democratic Services
Pennaeth Gwasanaethau Cyfreithiol a Democraidaidd



To: Cllr Aaron Shotton (Leader)

CS/NG

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

11 June 2014

Nicola Gittins 01352 702345
nicola.gittins@flintshire.gov.uk

Dear Sir / Madam

A meeting of the **CABINET** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **TUESDAY, 17TH JUNE, 2014** at **9.30 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

AGENDA

- 1 **APOLOGIES**
- 2 **DECLARATIONS OF INTEREST**
- 3 **MINUTES** (Pages 1 - 10)
To confirm as a correct record the minutes of the last meeting.

County Hall, Mold. CH7 6NA
Tel. 01352 702400 DX 708591 Mold 4
www.flintshire.gov.uk
Neuadd y Sir, Yr Wyddgrug. CH7 6NR
Ffôn 01352 702400 DX 708591 Mold 4
www.siryfflint.gov.uk

The Council welcomes correspondence in Welsh or English
Mae'r Cyngor yn croesawau gohebiaeth yn y Cymraeg neu'r Saesneg

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

- 4 **ANNUAL IMPROVEMENT REPORT FROM WALES AUDIT OFFICE** (Pages 11 - 52)

Report of Chief Executive - Cabinet Member for Corporate Management

- 5 **WAO REGULATORY PROGRAMME 2014-15** (Pages 53 - 62)

Report of Chief Executive - Cabinet Member for Corporate Management

- 6 **2013/14 YEAR END IMPROVEMENT PLAN MONITORING** (Pages 63 - 146)

Report of Chief Executive - Cabinet Member for Corporate Management

- 7 **IMPROVEMENT PLAN 2014/15** (Pages 147 - 254)

Report of Chief Executive - Cabinet Member for Corporate Management

- 8 **LOCAL SERVICE BOARD AND STRATEGIC PARTNERSHIPS END OF YEAR REPORT** (Pages 255 - 288)

Report of Chief Executive - Cabinet Member for Corporate Management

- 9 **SOCIAL SERVICES AND WELLBEING BILL** (Pages 289 - 308)

Report of Chief Officer, Social Services - Cabinet Member for Social Services

- 10 **CSSIW NATIONAL REVIEW OF COMMISSIONING FOR ADULT SOCIAL CARE IN WALES 2013 – 14** (Pages 309 - 324)

Report of Chief Officer, Social Services - Cabinet Member for Social Services

- 11 **SUPPORTING PEOPLE COMMISSIONING PLAN** (Pages 325 - 356)

Report of Chief Officer, Community and Enterprise - Cabinet Member for Housing

- 12 **QUEENSFERRY PRIMARY SCHOOL - CHANGE IN AGE-RANGE FROM SEPTEMBER 2014. RESPONSES TO THE STATUTORY NOTICE** (Pages 357 - 360)

Report of Chief Officer, Education and Youth - Cabinet Member for Education

OPERATIONAL REPORTS

- 13 **2013/14 YEAR END HEAD OF SERVICE PERFORMANCE REPORTS** (Pages 361 - 374)

Report of Chief Executive - Cabinet Member for Corporate Management

- 14 **REVENUE BUDGET MONITORING 2013/14 (MONTH 12)** (Pages 375 - 440)

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

- 15 **PENSIONER DISCOUNT SCHEME** (Pages 441 - 444)

Report of Chief Officer, Community and Enterprise - Cabinet Member for Corporate Management

- 16 **BUSINESS RATES 'RETAIL' RELIEF** (Pages 445 - 450)

Report of Chief Officer, Community and Enterprise - Cabinet Member for Corporate Management

- 17 **PRIVATE SECTOR HOUSING RENEWAL** (Pages 451 - 488)

Report of Chief Officer, Community and Enterprise - Cabinet Member for Housing

- 18 **TACKLING PRIVATE LONG TERM VACANT HOMES** (Pages 489 - 534)

Report of Chief Officer, Community and Enterprise - Cabinet Member for Housing

- 19 **RESPONSIBLE PET OWNERSHIP POLICY** (Pages 535 - 584)

Report of Chief Officer, Community and Enterprise - Cabinet Member for Housing

20 **COMMUNAL HEATING CHARGES** (Pages 585 - 588)

Report of Chief Officer, Community and Enterprise - Cabinet Member for Housing

21 **FLEXIBLE RETIREMENT POLICY** (Pages 589 - 600)

Report of Chief Officer, People and Resources - Cabinet Member for Corporate Management

22 **EXERCISE OF DELEGATED POWERS** (Pages 601 - 604)

Report of the Chief Executive enclosed.

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

The following item was scheduled to be reported to this meeting but is not included with the agenda for the following reason:

- **Bailiff Reform**
Deferred as additional information is required
- **Public Rights of Way Annual Report**
Deferred until July 2014 as performance data is awaited

CABINET **13 MAY 2014**

Minutes of the meeting of the Cabinet of Flintshire County Council held at County Hall, Mold on Tuesday, 13 May 2014

PRESENT: Councillor Aaron Shotton (Chair)

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

IN ATTENDANCE:

Chief Executive, Director of Community Services, Director of Environment, Director of Lifelong Learning, Head of Finance, Head of Legal and Democratic Services, Head of Human Resources and Organisational Development, Head of Housing, Policy and Performance Manager and Team Manager, Committee Services

218. DECLARATIONS OF INTEREST

Councillor Bernie Attridge declared a personal and prejudicial interest in agenda item number 6 – Update on the Establishment of a Housing Company.

219. MINUTES

The minutes of the meeting held on 15 April 2014 had been circulated with the agenda.

RESOLVED:

That the minutes be approved as a correct record.

220. 2014/15 IMPROVEMENT PLAN

The Cabinet Member for Corporate Management introduced the draft Improvement Plan 2014/15 prior to its final publication in June.

It was a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan and it was a statutory requirement for the County Council to adopt the Improvement Plan.

For 2013/14, the Council carried out a thorough review of the priorities to streamline them and reset them with clearer outcome based aims. A revised set of eight priorities supported by a structure of sub-priorities was adopted.

The Chief Executive explained that the new version of the Plan took full account of the advisory comments of the Wales Audit Office (WAO) from September 2013 with the content of the letter including the comments “enables public engagement with the Council priorities more effectively than in the past” and “the plan is much shorter than before and now communicates clearly and succinctly how each of the Improvement Objectives related to the Council’s eight medium-term corporate priorities and to those of partners in the Local Service Board”.

For 2014/15 a review of the current priorities and sub-priorities had been undertaken to set:-

- Priorities that continued into 2014/15 for sustained attention
- Priorities that could be removed as completion of a time-limited piece of work, e.g. Single Status
- Priorities which could be merged e.g. School Improvement and School Modernisation; and
- Emerging priorities for 2014/15 e.g. People Change and Development

The Policy and Performance Manager added that the Improvement Plan 2014/15 would be submitted to the Overview and Scrutiny Committees and Cabinet in June 2014 prior to formal adoption by County Council on 24 June 2014.

RESOLVED:

That the Improvement Plan 2014/15 be approved prior to consultation and final publication in June.

221. COMMUNITY REVIEW UPDATE

The Cabinet Member for Corporate Management introduced the final proposals on the community review and explained that an updated version of the report had been circulated to Members.

The County Council had a statutory duty to keep Town and Community Council boundaries and electoral arrangements for communities within its area under review. The County Council had not previously undertaken a comprehensive community review, only limited reviews affecting a small number of Town and Community Councils.

The Head of Legal and Democratic Services explained the background to the draft proposals with the final version being considered by County Council on 30 April 2014 where subject to one amendment being made, to remove the objection by Councillor Steele-Mortimer to the proposal for Trelawnyd and Gwaenysgor which he had not made, the draft final proposals were agreed.

Following approval, the final proposals would be published in the press and on the Council's website. Where the final proposals involved changes to external community boundaries, a report recommending those changes would be submitted to the Local Democracy & Boundary Commission for Wales. There were seven such towns and communities where changes were proposed to the external boundary, namely Broughton & Bretton, Halkyn, Higher Kinnerton, Hope, Leeswood, Mold and Penyffordd. In considering those changes the Commission would also consider any consequential changes to the internal ward boundaries. The Commission would then make recommendations to the Welsh Government.

The Commission had been due to review the boundaries within Flintshire and report back by May 2017. However, following the publication of the Public Services

Commission report the Commission had suspended its scheduled programme of reviews and there was no clear indication of when the Commission would consider the boundaries in Flintshire.

RESOLVED:

- (a) That the draft final proposals contained in Appendix B be approved; and
- (b) That the final agreed proposals be published in the press and on the Council's website with the seven communities where the external boundary is proposed to change being recommended to the Local Democracy & Boundary Commission for Wales.

222. UPDATE ON THE ESTABLISHMENT OF A HOUSING COMPANY

The Cabinet Member for Housing provided an update on the progress made in establishing a housing company, North East Wales Homes, and sought approval for the transfer of "gifted" units to the company directly from developers.

Cabinet on 19 December 2013 approved the establishment of a housing company and gave delegated authority to officers to take all of the necessary steps to set that company up. Good progress had been made and the company had been created and registered at Companies House.

The Council had been gifted 10 units of housing under Section 106 agreements for affordable housing in perpetuity. Those properties were transferred to the Council in two tranches, the first in September 2013 and the second in January 2014.

Welsh Government had been supportive of the move to establish a company and had supplied the Council with free consultancy services.

As part of the gradual development of portfolio products, the company was starting with two initial landlord offers. The first would utilise the experience and expertise of the Council as a trusted provider with the company managing and letting a property on behalf of a landlord who owned property through a management agreement. This would enable the company to carry out all the functions of the landlord in return for a one off £195 sign up fee and 10% of the rental income monthly management fee which would be subject to annual review. The second landlord offer provided a unique opportunity for home owners over 55 to lease their properties to the company, who would fully manage the property and guarantee the rental income for a fixed 25% of rental income monthly fee, and also points to enable access to suitable council accommodation at the same priority as someone who did not own a property. This offer recognised the barriers home owners could face accessing suitable council accommodation designated for older people as they received insufficient priority of the Council's waiting list, as they owned an asset.

The 10 units given to the Council were transferred to the Council before the company was incorporated. Using the previously granted delegated authority, officers had transferred those properties to the company. The Council would

continue to receive such properties from developers in the future. However, it was not anticipated that every such property would be transferred to the company and therefore it was recommended that where appropriate for properties to be given to the company that it be decided by the Head of Housing in consultation with the Cabinet Member for Housing.

A nomination agreement would be developed between Flintshire County Council and the company which would set out the arrangements for letting those properties which would provide full nomination rights to Flintshire County Council. This would ensure that those properties were let to people prioritised for affordable housing by Flintshire County Council.

The Cabinet Member for Housing expressed her thanks to everybody involved in the establishment of the housing company which was echoed by other Cabinet Members who said this was a flagship initiative in Wales which demonstrated the Council's commitment to providing affordable housing.

NB – Councillor Bernie Attridge left the room during consideration of this item.

RESOLVED:

- (a) That the progress be noted and the actions taken to establish the Housing company be endorsed;
- (b) That delegated authority be granted to the Head of Housing in consultation with the Cabinet Member for Housing to decide which of any future gifted units should be transferred directly to the company by developers; and
- (c) That it be approved that a nomination agreement be developed between the Council and the company, providing 100% nomination rights for all lettings.

223. SCHOOLS CONSULTATION IN SALTNEY

The Cabinet Member for Lifelong Learning provided information on the forthcoming consultations with Saltney Ferry Primary School and St David's High School.

Following agreement to conduct consultations in schools affected by Post-16 reorganisation, the consultations with the community at Saltney was the last in the series of consultations which had been held at Holywell, Connah's Quay, Queensferry, Buckley and Flint.

The two options put forward for consideration were based on post-16 provision at St. David's High School from September 2016 and the possible amalgamation of Saltney Ferry Primary School with St. David's High School to create a new 3-16 age-range school from September 2016. The options for consultation had been agreed with the Governing Bodies of the two schools.

RESOLVED:

That the content of the consultation document which will be circulated to the school community in the area and all statutory consultees as specified by Welsh Government be noted.

224. REVENUE BUDGET MONITORING 2013/14 (MONTH 11)

The Head of Finance provided the most up to date revenue budget monitoring information (Month 11) for the Council Fund and the Housing Revenue Account in 2013/14, based on actual income and expenditure as at Month 11 and projected forward to year-end based on the most up to date information available.

The projected year end position on the Council Fund, as estimated at Month 11 was:

- Net in year expenditure forecast to be £2.215m less than budget (an increase of £0.064m on the £2.151m reported at Month 10)
- Projected contingency reserve balance at 31 March 2014 of £4.901m

On the HRA, the net in year expenditure forecast was £0.171m less than budget (£0.089m as at Month 10) with a projected closing balance at 31 March 2014 of £1.605m.

The table in the report showed a projected positive variance of expenditure against budget of £2.215m. The original budget column reflected in-year virements which had been approved in compliance with Financial Procedure Rules. All of the movements from Month 10 were summarised in Appendix 1 to the report with detailed reasons for all variances summarised by Directorate in Appendices 2 to 8.

During the period a number of areas had been identified that may require the carrying forward of funding into 2014/15 and each would be given careful consideration over the coming weeks with an update being provided in the month 12 budget monitoring report. Requests to carry forward £0.085m had been received to fund software costs in relation to job scheduling and Personal Digital Assistant (PDA's) hand held devices that had not materialised in 2013/14 but would be purchased in 2014/15 and £0.015m to the maisonette decant costs not being fully spent in the year.

The 2013/14 budget contained £5.331m of specific efficiencies and the table in the report summarised the current position in relation to the achievement of those items. The analysis showed that it was currently projected that £4.270m (80%) would be achieved which resulted in a net underachievement of £1.061m.

After bringing in the impact of the projected in year budget position the current projected level of the contingency reserve at the end of March 2014 was £4.901m.

On the HRA, there was an overall projected underspend of £0.171m and a projected closing balance at Month 11 of £1.605m which at 5.61% of total expenditure satisfied the prudent approach of ensuring a minimum level of 3%.

The Deputy Leader and Cabinet Member for Environment asked for a breakdown of information contained in paragraph 3.05 of the report as to why all of the specific efficiencies had not been achieved. The Head of Finance explained that the relevant commentary to the report was contained in Appendix 9. The Chief Executive added that early tracking needed to take place on the programme of efficiencies which included tracking at a democratic level.

In response to a further question from the Deputy Leader, the Head of Finance explained that carry forward requests should only be approved if there was a valid reason why the planned spend had not been met. Any other monies not spent should be classed as an underspend and be absorbed back into the budget.

RESOLVED:

- (a) That the report be noted;
- (b) That the Council Fund contingency sum as at 31 March 2014 be noted;
- (c) That the projected final level of balances on the Housing Revenue Account be noted; and
- (d) That the request for carry forward be approved.

225. BUSINESS RATE DEBT – WRITE OFF

The Cabinet Member for Corporate Management introduced the report which sought authorisation to write off multiple business rate debts for two Charitable organisations that had gone into liquidation:

- Public Safety Charitable Trust – debt equating to £336,923.11
- Life Foundation Trust – debt equating to £60,732.50

Financial Procedure Rules (section 9.5c) required that debts in excess of £25,000 being considered for write off be referred to Cabinet for consideration and approval.

There was no direct loss of income to the Council as the Business rates, which local authorities collected, were all distributed via the Business Rates Collection Pool which was supported by HM Treasury under the current funding arrangements. As the Pool was supported by the UK Government, Business Rates avoidance did mean though that there was a wider loss to the UK taxpayer.

The Head of Finance added that the rate avoidance scheme had been brought to a close following the early intervention of a small number of local authorities, including the early actions taken by Flintshire County Council.

Flintshire County Council would continue to take a robust approach through the courts to tackle aggressive rate avoidance schemes where it was in the public interest to do so.

The Deputy Leader and Cabinet Member for Environment thanked the officers involved for their early intervention on this issue which was echoed by a number of other Cabinet Members.

RESOLVED:

That the write off of debts relating to £336,923.11 for PSCT and £60,732.50 for LFT be approved.

226. MERGER OF FLINTSHIRE AND DENBIGHSHIRE CORPORATE PROCUREMENT UNITS

The Cabinet Member for Corporate Management introduced the final business case for the merger of the Flintshire and Denbighshire Corporate Procurement Units (CPU).

The Chief Executive stressed the importance of the Procurement Unit and the increased profile and importance of procurement as part of the Council's change and efficiency programmes

The new Joint Procurement Unit would be hosted by Denbighshire and the current Flintshire procurement team would transfer over and be employed by Denbighshire.

The new joint unit would be overseen by a Joint Management Board with equal senior management representation from both Councils. The service would be provided to Flintshire under a robust service level agreement to ensure service and organisational needs and expectations were met.

The business case included ambitious efficiency targets arising from the new operating model and the introduction of category management. There may need to be some adjustment to the targets to take account of agreed procurement savings as part of Flintshire's current Medium Term Financial Plan. However, it was recognised that further efficiencies were needed for future years and procurement spend would need further reductions to achieve those.

In response to a question from the Deputy Leader and Cabinet Member for Environment, the Chief Executive explained that all Councils in the region had had the opportunity to be involved with the merger only being between Flintshire and Denbighshire currently.

RESOLVED:

- (a) That the final business case for the merger of the Flintshire and Denbighshire procurement teams into a single JCPU be endorsed;
- (b) That the JCPU being hosted by Denbighshire County Council be agreed; and
- (c) That the development and agreement of the SLA for the service be delegated to appropriate officers (Head of ICT and Customer Services, Head of Legal

and Democratic Services and Head of Finance) in consultation with the Cabinet Member for Corporate Management.

227. AGILE WORKING POLICY / FLEXIBLE WORKING HOURS SCHEME

The Cabinet Member for Corporate Management introduced the proposed changes to the Flexible Working Hours scheme and the implementation of an Agile Working Policy.

There was an increasing demand for the Council to deliver services at times when they were most needed by the Flintshire residents and customers and that required a change to the flexible working arrangements that were in operation. The priority for the organisation was to ensure that service delivery was protected and greater flexibility was developed to better meet the changing needs of customers.

The Head of Human Resources and Organisational Development said the introduction of agile working practices aimed to improve service delivery, increase employee engagement and optimise the use of workspace whilst improving the work life balance of employees. Agile working practices were also a key enabler for achieving the objectives of the Council's Asset Management Strategy.

The Council had already operated a number of pilot agile working projects in front line services such as Housing, Public Protection and Revenues and Benefits. Employees had adopted agile working styles of operation and the core hours under the Flexible Working Hours Scheme had been temporarily relaxed. Without exception, the managers and the teams had identified significantly improved levels of performance and productivity, re-energised and engaged employees, better accessibility of services for customers and improved worklife balance for employees. There had been valuable learning from which other services could benefit and there was now a need to underpin the new working practices with formal policies and procedures.

The Chief Executive added that the Trade Unions had been involved throughout the drafting of the agile working and flexible working hours policies which had been fully supported.

The Leader and Cabinet Member for Finance said, following consideration of the item at Corporate Resources Overview and Scrutiny Committee the previous week, he felt those Members would benefit from a presentation from the managers who have been involved in the pilots to date.

RESOLVED:

- (a) That the two policies, Agile Working and Flexible Hours Scheme, be approved, as success of each is dependent on both being implemented in tandem; and
- (b) That the ethos of agile and flexible working styles to modernise working practices, to improve the accessibility of services to customers and to act as a

key enabler for the Council's Asset Management Strategy be supported and endorsed.

228. WORKFORCE INFORMATION QUARTER 4 – JANUARY – MARCH 2014

The Cabinet Member for Corporate Management provided an update for the fourth quarter 2013/14 on the following: establishment; headcount; agency; early retirements (first and third quarter reports only); turnover; diversity and absence.

The Head of Human Resources and Organisational Development said that future reports would be more succinct and performance focused and cover areas such as attendance, age profiles and turnover. The new reporting approach would be designed to enable the organisation to track performance and risks and to carry out effective workforce planning for the future.

RESOLVED:

That the Workforce Information Report for quarter three for 2013/14 be noted.

229. EXERCISE OF DELEGATED POWERS

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

Corporate Services

Business Rates – Write Offs

Council Tax – Write Offs

Organisational Change Strategy Consultancy Support – Part 2

Community Services

Entering into a Number of Private Sector Leasing Agreements in Order to Ensure Flintshire County Council can Provide Adequate Levels of Smaller Accommodation Units to Alleviate and Prevent Homelessness

Environment

Public Protection Fees and Charges for 2014/15

230. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were two members of the press in attendance.

(The meeting commenced at 9.30am and ended at 10.15am)

.....
Chairman

This page is intentionally left blank

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **17th JUNE 2014**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **ANNUAL IMPROVEMENT REPORT 2013-14 BY THE**
 AUDITOR GENERAL FOR WALES

1.00 PURPOSE OF REPORT

1.01 To update Members on the Council's Annual Improvement Report 2013-14 which will be published by the Auditor General for Wales and to agree the Council's response.

2.00 BACKGROUND

2.01 The Auditor General is required by the Local Government (Wales) Measure 2009 to undertake an annual improvement assessment and publish an annual improvement report for all Welsh Councils, fire and rescue services and national parks.

2.02 This is the fourth Annual Improvement Report for Flintshire and it also contains the Appointed Auditor's Annual Audit Letter as previously reported to Audit Committee in December 2013.

3.00 CONSIDERATIONS

3.01 The Annual Improvement Report is publicised by the Wales Audit Office (WAO) on behalf of the Auditor General for Wales. It brings together, with the co-ordination of other inspectorates such as Estyn and the Care and Social Services Inspectorate for Wales (CSSIW) a picture to summarise the audit and assessment work undertaken in the last year.

3.02 The full report is attached at Appendix 1.

3.03 The report builds on the work of the relevant Welsh inspectorates, as well as work undertaken by the Wales Audit Office over the last year.

3.04 Overall the Auditor General has concluded that:

- The Council made good progress against the improvement priorities we looked at and improved its overall performance against the national indicators

- The Council has taken action to strengthen its approach to performance evaluation, but further work is required to harmonise its improvement planning and performance reporting arrangements
 - The Council has enhanced its arrangements for planning and supporting improvement, but further action is required to provide the rigour necessary to cope with the challenges ahead
 - The Council is likely to make arrangements to secure continuous improvement for 2014-15.
- 3.04 The Auditor General has made no formal recommendations or proposals for improvement.
- 3.05 The Council, as is practice, makes a formal public response to any findings within the report. The Council's response to the Annual Improvement Report (AIR) is included at Appendix 2.
- 3.06 This Annual Improvement Report has been developed and improved with input from senior officers at the Council to ensure accuracy, fairness and validity.

4.00 RECOMMENDATIONS

- 4.01 To advise Members of the Council's Annual Improvement Report 2013-14 published by the Auditor General for Wales.
- 4.02 Members to note the report and receive and agree the Council's response.

5.00 FINANCIAL IMPLICATIONS

- 5.01 This report refers to the financial resourcing of the council's priorities.

6.00 ANTI POVERTY IMPACT

- 6.01 This report refers to how the council is helping to reduce poverty.

7.00 ENVIRONMENTAL IMPACT

- 7.01 This report refers to how the council is improving the environment.

8.00 EQUALITIES IMPACT

- 8.01 Safe and supportive communities are referred to within the report.

9.00 PERSONNEL IMPLICATIONS

- 9.01 The People Strategy is referred to in the report.

10.00 CONSULTATION REQUIRED

10.01 None required at this stage.

11.00 CONSULTATION UNDERTAKEN

11.01 Senior officers have had input into this report. The Annual Audit Letter was presented to the council's Audit Committee in December 2011.

12.00 APPENDICES

12.01 Appendix 1: The Auditor General's Annual Improvement Report 2011
Appendix 2: WAO Annual Improvement Report response to recommendations.

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

None

Contact Officer: Karen Armstrong
Telephone: 01352 702740
Email: karen_armstrong@flintshire.gov.uk

This page is intentionally left blank



WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

Annual Improvement Report

Flintshire County Council

Issued: May 2014

Document reference: 263A2014



About the Auditor General for Wales

The Auditor General is independent of government, and is appointed by Her Majesty the Queen. The Auditor General undertakes his work using staff and other resources provided by the Wales Audit Office, which is a statutory board established for that purpose and to monitor and advise the Auditor General. The Wales Audit Office is held to account by the National Assembly.

Together with appointed auditors, the Auditor General audits local government bodies in Wales, including unitary authorities, police, probation, fire and rescue authorities, national parks and community councils. He also conducts local government value for money studies and assesses compliance with the requirements of the Local Government (Wales) Measure 2009.

Beyond local government, the Auditor General is the external auditor of the Welsh Government and its sponsored and related public bodies, the Assembly Commission and National Health Service bodies in Wales.

The Auditor General and staff of the Wales Audit Office aim to provide public-focused and proportionate reporting on the stewardship of public resources and in the process provide insight and promote improvement.

This Annual Improvement Report has been prepared on behalf of the Auditor General for Wales by Huw Lloyd Jones and Paul Goodlad under the direction of Alan Morris.

Contents

Summary report and recommendations	4
Detailed report	
Introduction	6
The Council made good progress against the improvement priorities we looked at and improved its overall performance against the national indicators	7
The Council has taken action to strengthen its approach to performance evaluation, but further work is required to harmonise its improvement planning and performance reporting arrangements	17
The Council has enhanced its arrangements for planning and supporting improvement, but further action is required to provide the rigour necessary to cope with the challenges ahead	19
The Council is likely to make arrangements to secure continuous improvement for 2014-15	24
Appendices	
Appendix 1 Status of this report	25
Appendix 2 Useful information about Flintshire and Flintshire County Council	26
Appendix 3 Annual Audit Letter	28
Appendix 4 Flintshire County Council's improvement objectives and self-assessment	31
Appendix 5 Previous recommendations or proposals for improvement made to the Council	33

Summary report

- 1 Each year, the Auditor General must report on how well Welsh councils, fire and rescue authorities and national park authorities are planning for improvement in delivering their services. This report sets out the findings of the work undertaken on behalf of the Auditor General by the staff of the Wales Audit Office and also draws on the work of the relevant Welsh inspectorates. The report covers the delivery and evaluation of services at Flintshire County Council (the Council) in relation to 2012-13 (updated, where possible, to reflect more recent developments), its planning of improvement for 2013-14 and, taking these into account, concludes whether the Auditor General believes that the Council will make arrangements to secure continuous improvement for 2014-15.
 - Social Services performance has continued to improve across a range of areas, particularly the support provided for adults; some aspects of both children's and adult services are performing strongly;
 - Flintshire schools provide good value for money but there is scope for even greater efficiency within the education system; and
 - the Council is taking action to strengthen its arrangements for implementing its Welsh Language Scheme, but has made limited progress in some areas.
- 2 We found that, in 2012-13, the Council made good progress against the improvement priorities we looked at and improved its overall performance against the national indicators. We reached this conclusion because:
 - overall performance against the national indicators improved slightly, with some strong performance across several service areas;
 - the Council is making good progress at implementing initiatives to improve access to services;
 - The Council is making progress against its five-year affordable homes target and is on schedule to achieve the Welsh Housing Quality Standard by 2020, but performance at preventing homelessness has been inconsistent;
- 3 We also found that the Council has taken action to strengthen its approach to performance evaluation, but further work is required to harmonise its improvement planning and performance reporting arrangements. The Council has acknowledged this need, and is taking action to strengthen its arrangements. We reached this conclusion because:
 - the Council has strengthened its approach to performance evaluation, underpinned by better improvement planning arrangements, but the changes are not yet fully embedded; and
 - the Council complied with its responsibilities for financial reporting but there is further scope to strengthen its financial controls in a number of areas.

4 Finally, we found that, during 2013-14, the Council has enhanced its arrangements for planning and supporting improvement, but further action is required to provide the rigour needed to cope with the challenges ahead. The Council has acknowledged this need and is taking action to strengthen its arrangements. We reached this conclusion because:

- the Council has strengthened its approach to improvement planning but further action is needed to fully comply with Welsh Government guidance;
- the Council has developed a more detailed plan to manage its challenging financial position, but success relies on timely and effective implementation and monitoring; and
- the Council has strengthened planning, management and evaluation arrangements that were previously underdeveloped, but there is scope to reinforce some of the improvements already made.

5 Taking the above into account, the Auditor General believes that Flintshire County Council is likely to meet the requirements of the Measure in making arrangements to secure continuous improvement.

Recommendations

6 We do not intend to make any new recommendations or proposals for improvement. [Appendix 5](#) summarises the status of our previous recommendations and proposals for improvement.

Detailed report

Introduction

- 7 Under the Local Government (Wales) Measure 2009 (the Measure), the Auditor General must report each year on how well Welsh councils, fire and rescue authorities and national park authorities are planning for improvement in delivering their services. **Appendix 1** provides more information about the Auditor General's powers and duties under the Measure. With help from Welsh inspectorates, Estyn (for education), the Care and Social Services Inspectorate for Wales (CSSIW), and the Welsh Language Commissioner, we have brought together a picture of what the Council is trying to achieve, how it is going about it, and the progress the Council has made since the Auditor General published his last annual improvement report. The report also draws on the Council's own self-assessment. Finally, taking all this into account, the report concludes whether the Auditor General believes that the Council is likely to make arrangements to secure continuous improvement for 2014-15.
- 8 We do not undertake a comprehensive annual review of all Council arrangements or services. The conclusions in this report are based on our cumulative and shared knowledge and the findings of prioritised work undertaken, which, this year, included an assessment of the Council's progress against two of its improvement priorities:
- to achieve the highest standards of customer services and care through our Customer Service Strategy; and
 - 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.
- 9 Given the wide range of services provided and the challenges facing the Council, it would be unusual if we did not find things that can be improved. The Auditor General is able to:
- make proposals for improvement – if proposals are made to the Council, we would expect it to do something about them and we will follow up what happens;
 - make formal recommendations for improvement – if a formal recommendation is made the Council must prepare a response to that recommendation within 30 working days;
 - conduct a special inspection and publish a report and make recommendations; and
 - recommend to Ministers of the Welsh Government that they intervene in some way.
- 10 We want to find out if this report gives you the information you need and whether it is easy to understand. You can let us know your views by e-mailing us at info@wao.gov.uk or writing to us at 24 Cathedral Road, Cardiff, CF11 9LJ.

The Council made good progress against the improvement priorities we looked at and improved its overall performance against the national indicators

Overall performance against the national indicators improved slightly, with some strong performance across several service areas

- 11 We reviewed the Council's performance for 2012-13 against the average for Wales across a basket of 44 national indicators¹. Based on this data, the Council's overall performance has improved slightly, with strong performance in several areas, but deteriorating performance in others. For example
- Performance for two thirds of the national indicators (28 out of 44) was above the Welsh average, a slight improvement on 2011-12.
 - The Council achieved top quartile performance for 15 national indicators, compared with 11 in 2011-12.
 - The 2012-13 performance for 19 national indicators improved.
 - The 2012-13 performance for 14 indicators deteriorated.
- 12 The Welsh Government's Local Authority Services Performance Report², which uses a different set of indicators, identified little change in the Council's overall performance during 2012-13.
- 13 The Council uses a mixture of national and local indicators to monitor performance against its improvement priorities. It classified 42 of these indicators as Improvement Targets – areas where the Council aimed to improve on its previous performance. For 2012-13, the Council reported that performance in just over half (51 per cent) of its improvement targets improved and a further two indicators maintained optimum performance. The performance in seven indicators (17 per cent) deteriorated significantly; the remainder showed a marginal decline in performance.
- 14 The Council's 2012-13 Improvement Plan contained 10 improvement priorities and 66 secondary priorities. It reported good progress against just over half (56 per cent) of the secondary priorities³ and satisfactory progress against the remaining 44 per cent. The Council's self-assessment concludes that none of its secondary priorities made less-than-satisfactory progress during 2012-13.
- 15 Each year the Welsh Government undertakes a national survey to obtain the views of the people of Wales on a range of issues including health, education and local services. In the 2012-13 survey, 58 per cent of respondents agreed that the Council provided high quality services. This was slightly better than the Welsh average and ranked the Council 10th out of 22 unitary authorities in Wales.

¹ 30 National Strategic Indicators (NSIs) and 24 Public Accountability Measures (PAMs), of which 10 are classified as both NSIs and PAMs

² Local Authority Services Performance Report 2012-13 brings together the latest performance data available that can be used to support the accountability and scrutiny of public services in Wales. The service areas included are Social Care, Education, Leisure and Culture, Housing, Environment, Transport, Community Safety and Wellbeing. <http://wales.gov.uk/topics/improving-services/publication-events/publications/la-service-performance-2012-13/?lang=en>

³ The Council's 2012-13 Improvement Plan was structured around 10 improvement Priorities and 66 sub-priorities.

The Council is making good progress at implementing initiatives to improve access to services

- 16 The Council reported good progress during 2012-13 against its improvement priority 'to achieve the highest standards of customer service and care through our Customer Services Strategy'. The Council was also confident of achieving the outcomes associated with this priority as the new initiatives matured. The sub-priorities underpinning this improvement priority focused on opening a network of one-stop-shops, encouraging customers to use self-service facilities and improving customer service by establishing a Customer Contact Centre. To secure the investment required, the Council produced a detailed business plan, which explained how it intended to achieve its ambitions in a cost-effective way. It is still too early to assess the full impact of these new initiatives, particularly in relation to the anticipated annual efficiency savings of £0.3 million. Progress within some areas was initially slower than expected, but momentum is growing. The Council met, or exceeded, some of the 2013-14 access-to-services targets associated with its new initiatives well before the end of the year.
- 17 The first phase of the Flintshire Connects (Customer Access Points) programme is on schedule; the first Connects Centre opened in Holywell, during November 2012. A second centre in Flint opened in early 2014, with work already underway to develop centres in Connah's Quay and Buckley. The Council expects to have five centres

operating across the County by 2016. The Council's vision for Flintshire Connects is to improve customer service by providing simpler and more integrated access to Council and other public sector services in a modern and welcoming environment. The shared accommodation approach appears to be working well; the Council shares the Holywell Centre with JobCentre Plus and North Wales Police and with a range of third-sector partners on an ad-hoc basis. This one-stop-shop partnership model is beneficial for customers and helps to maximise the use of the facilities. Similar arrangements are in place for the new centre in Flint and the Council expects to replicate these arrangements as other centres open.

- 18 The Council's justification for investing in the Connects Centre concept was to reduce costs at the same time as improving local access to services for residents. The concept promotes flexible working and the decentralisation of Council staff and services to locations that improve the support available locally to customers. The Council expects to save costs by developing generic job roles for customer-facing staff, reducing staff journey times (and the corresponding cost of those journeys) and sharing the cost of running the centres with partner agencies. A further objective of locating the centres within town centres is their contribution to regeneration. The Council anticipates that some of the customers who visit the centres will use the opportunity to shop locally. This will support the sustainability of local retailers and contribute to the vibrancy of the area.

- 19 The Holywell Centre initially received fewer visitors than anticipated, but visitor numbers steadily increased and are now ahead of schedule. During the first nine months of 2013-14, the Council reported that visitor numbers were already 50 per cent higher than the annual target. This is good news and helps the Council remain optimistic of meeting or exceeding its original projections for 2016. The Council also reports 100 per cent satisfaction ratings from visitors to the centre. This is also good news. However, it is unusual to achieve such a high satisfaction score. The Council should satisfy itself that the visitor survey results are representative and that the survey explores the issues that matter most to customers.
- 20 The Council's Channel Shift project is helping it to capitalise on the significant savings available when customers switch to ways of contacting the Council that cost it less to deal with. For example, Council research suggests that the cost of dealing with customers online is around 10 per cent of the cost of dealing with customer telephone calls and about five per cent of the cost of face-to-face contact. Encouraging customers to change their habits is not easy; the secret is to make the lower-cost options for contacting the Council simple to access and effective. Some people will still need, or prefer, to use traditional ways of contacting the Council. The Council's approach involves striking a balance between reducing its transaction costs and providing a mix of conventional and electronic channels that meet the different needs of its citizens. For example, the contact centres also provide online facilities for customers to use and staff provide support where needed. The Council hopes that this will encourage more people to access its online services, once they experience how easy the process is.
- 21 Encouraging more people to access services online will only work if their experience is positive, trouble-free and secure. Since 2012, the Council has procured a new system to manage its web-content and launched a new website and mobile 'App'. During 2013-14, the Council has focused on increasing the range, and publicising the availability, of digital services and increasing its use of social media to communicate with citizens. By the end of December 2013, the number of visitors to the Council's website had already exceeded the annual target for 2013-14. This is encouraging, but does not necessarily mean that the Council's approach to channel shift is working.
- 22 User satisfaction information – whether visitors to the website found what they were looking for – is not yet available for 2013-14. During 2012-13, around 75 per cent of online visitors found what they were looking for on the Council's website. The Council's target for 2013-14 is to increase satisfaction to 80 per cent and, ultimately, to 85 per cent by 2016. Despite the targeted increase in user satisfaction, these projections do not seem particularly ambitious. Website user expectations – particularly amongst younger people – are high. To avoid dissatisfied customers, the Council will need to ensure that its online user satisfaction ratings are on a par with popular commercial websites. It will also need to ensure that arrangements to capture user feedback provide sufficient information to identify and resolve any weaknesses in the online service.

- 23 The third strand of this improvement priority focuses on improving the standard of customer service provided by telephone and includes the development and implementation of a Customer Contact Centre. Despite some initial delays, the Council launched the Streetscene and Housing Contact Centres and a new customer-relationship-management system during 2012-13. Call handling times initially deteriorated as the new arrangements bedded in, but have subsequently improved.
- 24 The combined efficiency target for all three sub-priorities is £300,000. To make savings of this level, the Channel Shift, Customer Contact Centre and Flintshire Connects projects will need to achieve the levels of activity originally projected. Despite the lack of baseline data in some areas, the performance improvements already achieved are encouraging. However, the Council has recognised the need for robust data collection and monitoring arrangements to help it demonstrate the impact of these initiatives.

The Council is making progress against its five-year affordable homes target and is on schedule to achieve the Welsh Housing Quality Standard by 2020, but performance at preventing homelessness has been inconsistent

- 25 The Council's housing improvement programme is on target to meet the Welsh Housing Quality Standard⁴ (WHQS) by 2020. Although only 24 Council homes (out of over 7,400 homes) in Flintshire were fully WHQS compliant by the end of 2012-13, the Council's performance against individual elements of the housing improvement programme has been much better. Many more homes are partially compliant because of the work already completed, allowing a lot of the Council's tenants to benefit from homes that are more comfortable to live in and cheaper to run. For example, by the end of 2012-13, 40 per cent of kitchens, 47 per cent of bathrooms, 64 per cent of heating systems and 70 per cent of windows and external doors in the Council's housing stock met the standard.
- 26 The Council estimates that an investment of around £103 million is required to complete its housing improvement programme by 2020. This is less than originally anticipated because the Council was able to revise some of its earlier assumptions. It also saved about £8 million by demolishing over 200 maisonettes where the improvement works required would not have been cost-effective. The site is being redeveloped with new affordable homes in partnership with a local housing association. The Council's

⁴ To meet the Welsh Housing Quality Standard, social housing must satisfy a range of criteria. For example, homes must be in a good state of repair, be safe and secure, have up to date kitchens and bathrooms and be adequately heated, fuel efficient and well insulated. All elements must meet the minimum acceptable standard for a house to be classified as WHQS-compliant.

housing capital programme for 2013-2020 takes account of the investment needs of its housing stock and the money available for improvements from the Housing Revenue Account.

27 In addition to the schedule of planned improvements, the Council also has to deal with unscheduled repairs to its housing stock. During 2012-13, the Council significantly improved its response times for dealing with urgent and non-urgent repairs. For example, the response time to deal with non-urgent repairs to Council houses reduced from 63 to 44 days. The length of time that Council-owned properties remained empty also improved – down from 69 to 47 days in 2012-13. This helps the Council to maximise the income it receives from tenants and supports its wider efforts to reduce homelessness. Performance has continued to improve; the Council expects its 2013 14 performance for these indicators to show similar levels of improvement.

28 The Council's improvement priority for housing is wider than just improving the quality of Council-owned stock. The Council also works with partners to ensure a sufficient supply of quality affordable homes, and to support people who are, or who are about to become, homeless.

29 Across Wales, councils are accepting fewer households as homeless. The situation in Flintshire reflects this trend, despite an increase in the number of people seeking assistance since 2012. During 2012-13, the number of households accepted by the Council as homeless and in priority need was one of the lowest in Wales. On average,

fewer than 50 homeless households in the County were in temporary accommodation. However, the Council's performance for taking action to prevent homelessness has continued to decline. During 2012-13, the Council helped 83 per cent of potentially homeless households from becoming homeless, compared to 86 per cent in 2011-12 and 95 per cent in 2010-11. The Council's performance ranking for this indicator has dropped from third to 14th out of 22 since 2010-11. Council reports during 2013-14 indicate that performance has subsequently improved but year-end performance data is not yet available to confirm this.

30 The Council set itself a challenging target that, by 2016, no homeless person will be in temporary accommodation for more than 12 months. The average time homeless households spent in temporary accommodation in Flintshire increased from 208 days in 2011-12 to 280 days in 2012-13. The Council attributes some of this deterioration to an increased demand for homes with fewer bedrooms from existing social housing tenants anxious to avoid rent arrears arising from cuts to their housing benefit (the so-called 'bedroom tax'). This reduces the supply of smaller properties, which are also in demand from homeless households. The Council estimates that about 1,300 tenants in Flintshire will be affected by housing benefit cuts. In a related exercise, during April 2014, the Council began piloting the introduction of Universal Credit, which merges six working-age benefits and tax credits into one monthly payment. Some benefit recipients in Flintshire will be the first in Wales to move over to the new system.

31 The Council is taking action to ensure a sufficient supply of quality and affordable homes. It set a target of 740 new affordable home completions between 2012 and 2017, including 170 new homes to replace the 214 maisonettes that were demolished. The County benefitted from 57 new affordable homes during 2012-13 compared with 71 in 2011-12; this was fewer than the Council had anticipated. However, the Council is optimistic of meeting its 2013-14 target of 128 affordable homes, given the recent completion of an extra-care housing scheme, and is confident of meeting its 2012-2017 target. In addition to its own efforts to provide affordable homes, the Council is working closely with partners to identify opportunities for increasing the future supply of affordable housing. In particular, the Council has recently established a Housing Company to help it meet its local housing strategy targets across a range of tenures.

Social Services performance has continued to improve across a range of areas, particularly the support provided for adults; some aspects of both children's and adult services are performing strongly

32 Social Services-related issues feature strongly in the Council's improvement plan, reflecting the important contribution these services make to the health and welfare of people and families. About half of the Council's improvement priorities for 2012-13 are directly or indirectly associated with the social services department. In addition, about a quarter of the Council's secondary priorities are closely linked to the work of its social services teams. The Council has evaluated its 2012-13 progress against the majority (12 out of 16) of these secondary priorities as good – the planned activities were either delivered on time or were on schedule. Although a few of the planned activities experienced some delay, the Council reported that none were significantly behind schedule by the end of the year.

33 The Council performed well against the seven national indicators used to monitor adult services. Performance for five of the seven indicators improved during 2012-13 and six of the seven were in the top quartile. The Council performed better than the Welsh average for eight of the 13 indicators used to monitor children's services; five of these were in the top quartile. However, performance for six out of 10 indicators (where comparisons with 2011-12 were possible) deteriorated.

- 34 CSSIW's annual evaluation of the Council's provision of social care services describes positive changes across both adult and children's services during 2012-13. The CSSIW evaluation concluded that the Council was forward-looking and innovative; it benefits from strong leadership and clear vision and has continued to make progress in a number of key areas. CSSIW noted the Council's clear intention to put people in control of the services they receive and to support more people to live independent lives. The Council is also seeking to reduce dependency on its services by strengthening the support available within communities and by using new technology.
- 35 The Council's emphasis on prevention has helped more adults to lead independent lives. This means that fewer adults need residential care support. Its reablement service has been particularly successful in helping people regain independence; the majority of users do not require further services following reablement support. The Council identified the need to strengthen its adult safeguarding arrangements and has taken action to improve the way it manages risk. However, the Council has raised concerns over the arrangements for joint working with the Local Health Board in order to improve community health services.
- 36 CSSIW noted that the Council's 2012-13 performance against a significant range of national indicators for children's services remained amongst the best in Wales. The Council provides an effective response to incoming referrals and performs well against its responsibilities for child protection and looked-after-children, but there is scope to improve placement stability. The Council has developed a range of preventative services, provides good support to young people leaving care and has improved their access to accommodation. The Director of social services annual report has been restructured to reflect the key components of the Social Services and Wellbeing (Wales) Bill. This promotes better public scrutiny against the key areas of leadership, commissioning, improvement, voice for citizens, safeguarding and integrating services.
- 37 The CSSIW has identified a range of good practice, such as the development of a second extra-care scheme that incorporates 15 purpose-built dementia apartments – the first in Wales. It also identified a few potential risks, such as the sustainability of the Council's medium-term financial planning and its ability to influence locality- focused strategic planning with the Local Health Board. The Council did not robustly address some of the key areas for development previously identified by CSSIW. The Council acknowledged this and prioritised those areas where it had made insufficient progress. For example, the Council is continuing to invest resources to improve its arrangements for adult safeguarding. Although the Council has made some progress, CSSIW noted that further action was needed to secure consistently robust outcomes.

38 In April 2014, CSSIW issued a report focusing on the Council's commissioning arrangements for the care and support for people with dementia and their carers. Overall, the report presents a very positive assessment of the Council's arrangements. For example, CSSIW found that the Council's 'commissioning strategy for long-term placements for older people with dementia is a comprehensive document which considers current and future demand, and links this to budget information and the state of the market-place. The analysis and conclusions drawn are sophisticated and nuanced, and puts the local authority in the position of making sound long-term decisions and managing the market rather than working in a reactive way. They also have a very detailed commissioning strategy for carers.'

39 CSSIW also identified strong interdepartmental working within the Council. Housing is within the same community directorate as social care; this creates good linkages across policy areas and service developments. For example, the Council is planning to introduce 'step down' beds within its sheltered housing schemes and there is no waiting list for housing adaptations.

40 The Council has consulted extensively with users and carers about its commissioning plans for services. Feedback from the families and carers of service users is very complimentary about their experiences of dealing with the Council and about the effectiveness of its engagement arrangements. CSSIW made three recommendations to improve the service provided to people with dementia and their carers; the recommendations focused

on developing more integrated support arrangements between the Council and its partners, particularly with the Local Health Board.

Flintshire schools provide good value-for-money but there is scope for greater efficiency within the education system

41 The Council's improvement plans for education focused on four priority areas during 2012-13. These were to implement organisational change under the School Modernisation Strategy and the national 21st Century Schools programme; to improve learner outcomes in Flintshire schools; to complete reviews of the school funding formula and delegation of funding; and to review the range of services offered to schools and issue a revised partnership agreement and compendium of Service Level Agreements.

42 The Council successfully delivered some important elements of its 2012-13 plans, but its overall progress against the education-related sub-priorities was not so positive. For example, the Council does not have a good track record of maintaining its school buildings; by the end of 2012-13, there was still a significant backlog of repairs and maintenance. However, the Council has secured Welsh Government support to enable it to invest £64 million in schools in the Deeside and Holywell areas. This funding will make the schools concerned fit-for-purpose and help to reduce the maintenance backlogs. The Council recently announced that the schools maintenance backlog has reduced from £35 million to £23.6 million since 2010.

- 43 The Council evaluated its 2012-13 progress against each of the four sub-priorities as satisfactory, with some delays to scheduled activity, but broadly on track. The Council remained confident of achieving the outcomes for three of the four sub-priorities, but was uncertain about its ability to deliver organisational change under the School Modernisation Strategy and the national 21st Century Schools programme.
- 44 Results in Flintshire primary schools improved significantly in 2013. In contrast to 2012, the proportion of seven-year olds and 11 year-olds achieving the expected standards both exceeded the Wales average. A comparison of performance in Flintshire primary schools with that in schools situated in areas with similar levels of deprivation suggests that Flintshire schools performed broadly at the levels that might be expected.
- 45 In secondary schools, 62.2 per cent of 16 year-olds gained five or more good GCSE grades that included the important subjects of mathematics and English or Welsh (first language). This result was the highest of all councils in Wales and almost 10 percentage points above the average for Wales. The number of 16 year-old school leavers in Flintshire who are not in employment, education or training has continued to reduce; in 2012, the proportion fell to 2.3 per cent, second lowest of all councils in Wales.
- 46 The Council is responsible for ensuring an adequate supply of school places in an efficient manner. In January 2013, there were some 4,000 surplus places in Flintshire schools (15.4 per cent of the total) distributed across the 83 primary and secondary schools. Though higher than Welsh Government target of 10 per cent, this is a little better than the Wales average of 17.4 per cent. The Council continues to address the modernisation of its schools estate.
- 47 Despite the surplus capacity, the schools system in Flintshire costs less to run than in most councils in Wales. For 2013-14, the Council set an education budget (excluding specific grants) that amounted to £4,803 per pupil compared with an average across Wales of £4,992. Given the broadly positive outcomes outlined above, the low costs suggest that the schools service is providing good value for money.
- 48 Within this low total, however, the Council spends more per pupil than any other council in Wales, on placing pupils with additional learning needs in schools outside Flintshire. For 2013-14, the Council set a budget of almost £3.5 million for this item, representing £152 for each pupil in the County compared with an average across Wales of just £35 per pupil. It is very likely that there will always be a few young people living in Flintshire whose educational needs are so complex that they cannot be met by schools within the County. However, Flintshire's expenditure on school places outside the county has been very high for several years and further reduces what is already a low level of expenditure on pupils in Flintshire schools.

The Council is taking action to strengthen its arrangements for implementing its Welsh Language Scheme, but has made limited progress in some areas

- 49 The role of the Welsh Language Commissioner was created by the Welsh Language (Wales) Measure 2011. It is expected that new powers to impose standards on organisations will come into force through subordinate legislation by the end of 2014. Until that time, the Commissioner will continue to review Welsh language schemes by virtue of powers inherited under the Welsh Language Act 1993.
- 50 The Commissioner works with all councils in Wales to inspect and advise on the implementation of language schemes. It is the responsibility of councils to provide services to the public in Welsh in accordance with the commitments in their language schemes. Every council is committed to providing an annual monitoring report to the Commissioner outlining its performance in implementing the language scheme. The Commissioner analyses every monitoring report, provides a formal response and collects further information as required.
- 51 The Commissioner reported that the Council acknowledges the need to ensure that the Welsh and English languages have equal status. The Council has undertaken to strengthen the link between its Improvement Plan and the Welsh Language Scheme and has developed a formal monitoring

scheme, which is now an integral part of its business planning process. Although the Council did not report comprehensively on the number of its staff who can speak Welsh during 2012-13, it gave a commitment that its entire workforce would complete a language skills self-assessment by March 2014. The Council subsequently issued a self-assessment questionnaire to all staff, although not all staff had responded to the survey by the end of March.

- 52 The number of staff who received Welsh language training during 2012-13 reduced considerably. The Council has now developed a Welsh Language Skills Strategy to offer Welsh language training to its staff in a more strategic and targeted way. The Council expects to launch the strategy during 2014-15, following a period of consultation with staff. Since opportunities to increase the proportion of Welsh-speaking staff through recruitment are currently limited, the Council will need to invest more in Welsh language training and plan its delivery effectively.

The Council has taken action to strengthen its approach to performance evaluation, but further work is required to harmonise its improvement planning and performance reporting arrangements

The Council has strengthened its approach to performance evaluation, underpinned by better improvement planning arrangements, but the changes are not yet fully embedded

- 53 The Auditor General's Improvement Assessment Letter of December 2013 concluded that the Council had discharged its improvement reporting duties under the Measure. The Letter highlighted opportunities for the Council to strengthen its arrangements. For example, we found scope to improve the transparency of the Council's conclusions about its progress and to provide more details about the impact of collaborative initiatives. The Council's evaluation of its performance and progress during 2012-13 was hindered by the need to reflect progress against its 2012-2017 Improvement Plan - which did not clearly define the Council's ambitions for 2012-13. This made it more difficult for the Council to report its annual progress.
- 54 In February 2013, the Auditor General reported that the Council's 2012-2017 improvement plan did 'not include enough information about current performance to enable councillors and readers of the Plan to hold the Council to account for its performance at the end of the year'. As a result, the Council has unable to evaluate progress against its ambitions for 2012-13 as clearly as it should. However, the situation has improved. The Council responded to our earlier concerns by transforming the style and content of its subsequent improvement plan for 2013-14.

This should help the Council to evaluate its annual performance more effectively, when it produces an annual performance report in October 2014.

- 55 Our 2013 review of the Council's approach to data quality identified good progress in tackling the data-related weaknesses we identified in 2012. The Council's calculations for the performance indicators we sampled in 2013 were accurate, and based on accurate data. The systems we reviewed were progressing satisfactorily, but we found scope to strengthen the Council's local guidance arrangements. Taking action to address this will ensure that performance data used to inform Council decisions is recorded and reported in a consistent way.
- 56 The Council has strengthened its approach to project evaluation. For example, the implementation plans for the Councils access to services projects include a post-project evaluation stage. The Council expects this process to help it understand what went well and where changes are needed, so that similar projects in the future can benefit. Although some information about activity levels was available prior to the changes, the Council's focus during 2013-14 was on assembling detailed baseline data for the projects. By the end of 2014-15, the Council expects to be in a stronger position to assess the initial impact of these initiatives and to demonstrate whether the investment involved has been worthwhile.

- 57 To inform our analysis of the Council's evaluation arrangements, we looked at its arrangements for promoting equality and diversity. We found that the Council has continued to strengthen its approach, but that its arrangements are not fully embedded. For example, the Council did not set success measures for its Strategic Equality Plan, because it did not have any baseline data. This makes it more difficult for the Council to evaluate compliance with the Plan; the Council has now taken action to address this. In addition, although the Strategic Equality Plan includes well-defined objectives, it does not always have clear links to the Council's individual service plans. This increases the risk that decisions are taken without a clear understanding of the implications on equality and diversity.

The Council complied with its responsibilities for financial reporting but there is further scope to strengthen its financial controls in a number of areas

- 58 The auditor appointed by the Auditor General recently gave his opinion on the Council's accounts. Based on this opinion, the Appointed Auditor's view is that the financial statements were generally satisfactory, but there was scope to improve some aspects of the Council's financial control arrangements. For example, the Council needed to do more to understand the functionality of the fixed asset register and to improve the quality of the accounting statements. Appendix 3 provides more detail.

The Council has enhanced its arrangements for planning and supporting improvement, but further action is required to provide the rigour necessary to cope with the challenges ahead

The Council has strengthened its approach to improvement planning but further action is needed to fully comply with Welsh Government guidance

- 59 The Auditor General's Improvement Assessment Letter, September 2013, reported that the Council had discharged its improvement planning duties under the Measure but it should ensure that it acts more in accordance with Welsh Government guidance. The Council's 2013-14 Improvement Plan (the Plan), reflects the Council's new and improved approach to setting improvement objectives. Prior to 2012, the Plan consisted of several related documents. For 2013-14, the annual improvement objectives are described in a concise Plan that focuses on individual aspects of the Council's five-year corporate priorities. This approach has helped to sharpen the Council's own focus on the challenging agenda it has set itself. It has also provided a clearer commitment to improved outcomes for the citizens of Flintshire, during 2013-14 and beyond.
- 60 The Council has improved the layout of the Plan; it is much shorter than before, but communicates clearly and succinctly how each of the improvement objectives relates to the Council's eight medium-term corporate priorities and to those of partners in the Local Service Board. The well-judged use of colour, straightforward language, diagrams and photographs all help to communicate the Council's priorities for the year. Together, these changes make this version of the Plan a more engaging document and increase the Plan's accessibility to a wider readership.
- 61 Despite this progress, the Plan does not fully comply with Welsh Government guidance. In particular, the Plan lacks clear reference to any consultation on the improvement objectives, or the outcomes from any consultations. However, the Improvement Objectives do echo earlier objectives within the Council's five-year plan, several of which are consistent with the Community Strategy. The Council has previously consulted with a range of stakeholders about many of these objectives.
- 62 At the time the Auditor General issued his improvement assessment letter, the Council's Plan did not include any information on outcome targets for 2013-14. This made it difficult for readers of the Plan to understand the scale of the Council's ambitions for the year. Halfway through 2013-14, the Council published an Annex to the plan that provides baseline data, performance outcome data for 2012-13 and targets for 2013-14. The delay in publishing year-end targets made it harder for officers to monitor progress during the first half of the year. The Council acknowledges that target setting should be an integral part of the improvement planning processes and is taking action to streamline its arrangements.
- 63 The Auditor General's September 2013 Letter raised concerns that some aspects of the Council's improvement arrangements - particularly a lack of clarity over how the Council intended to meet a significant funding gap.- remained underdeveloped. These concerns undermined our confidence in the Council's ability to deliver its improvement objectives. Six months later, there are clear signs of the Council taking action to strengthen its improvement

arrangements, including the development of a medium term financial plan that explains how the Council expects to balance its budgets.

- 64 Nearly a third of the sub-priorities that the Council decided to focus on during 2013-14 relate to becoming a 'modern and efficient council'. Several of these sub-priorities are associated with major and complex projects, some of which were long-standing projects where progress was behind schedule. In the past, we have expressed concern about this lack of progress – concerns that were shared by the Council.
- 65 During 2013-14, the Council has made steady progress against several of these sub priorities. For example, access to Council services is improving, and work to match resources to priorities has contributed positively to the Council's latest medium-term financial plan. The Council also made significant progress with delivering its 2009-2014 people strategy, which included a range of projects that supported the Council's organisational change agenda. The people strategy included actions to address concerns previously raised by the Auditor General; for example, implementation of the Single Status agreement is now on target and almost complete. During 2014-15, we intend to review the Council's progress against some of the other sub-priorities. We are currently reviewing the Council's approach to asset management and we will continue to monitor implementation of the organisational change programme, which is, arguably, the most radical of its sub-priorities. During autumn 2014, we will also complete a corporate assessment to provide a comprehensive

position statement of the Council's capacity and capability to deliver continuous improvement. The assessment will examine the Council's track record of performance and outcomes as well as evaluating the key arrangements necessary to underpin improvements in services and functions.

- 66 In common with councils throughout Wales, Flintshire County Council faces significant financial challenges, now and for the foreseeable future. The Council's response has been to develop a detailed organisational redesign and change programme that prioritises the protection of local services, targets efficiency savings and reduces workforce costs.
- 67 The risks associated with implementing the organisational change programme – such as the need for significant investment, political support and staff engagement – have been managed effectively. The investment required has been agreed, there is strong political support for the programme and staff engagement is underway. The Council has designed its new senior management structure to meet its changing circumstances, to save money and use its senior talent more effectively to modernise the organisation. As a result, the Council anticipates that services will be improved and transformed at a faster pace and that its ability to respond to changes in the external environment will be enhanced.
- 68 The capacity and capability of the new senior leadership team will be critical to the change process. The changes include the creation of a leaner senior management structure - a single tier of senior officers, instead of the existing two tiers of directors

and heads of service. The new structure contains two corporate roles, five service roles and two transformation roles alongside the position of Chief Executive – a reduction from 18 to 10 senior management posts. The Council recognises that the new operating model is not without risk, but is confident that it can manage those risks effectively. The Council expects the two transformation roles to play a key part in tackling our shared concerns about the slippage of key projects and programmes. The two new Heads of Transformation will provide dedicated capacity to lead and support both service change and internal change.

The Council has developed a more detailed plan to manage its challenging financial position, but success relies on timely and effective implementation and monitoring

- 69 The Auditor General's September 2013 Letter expressed reservations about the Council's capacity to develop plans that identified, in sufficient detail, the sources of efficiency savings or service cuts needed to achieve a balanced budget for 2014-15 and beyond.
- 70 Since then, the Council has updated its medium term financial plan. In October 2013, it identified a budget gap of £16.5 million for 2014-15. The budget gap subsequently reduced to £15.5 million, following adjustments announced in the Welsh Government's Local Government Settlement for 2014-15.

- 71 Proposals for achieving a balanced budget for 2014-15 were approved in February 2014. The Council's budget plans reflect its overarching priority of protecting front-line services as far as practicable, by focusing on further reductions to operating costs and overheads, reducing overall workforce costs (including a senior management restructure) and remodelling some Council functions. The Council's budget strategy is based on generating significant organisational efficiency savings during 2014-15, followed by a broader regime of service reform and prioritisation from 2015-16 onwards.
- 72 The 2014-15 revenue budget includes a one-off cost of £6.25 million (funded from reserves) to cover up-front investment and transitional funding costs. The budget also assumes efficiency savings of £12 million during 2014-15. The Council acknowledges the scale of this challenge and understands that effective implementation of its major organisational change programmes will significantly influence the outcome. The Chief Executive's report to Cabinet, supporting the budget proposals, stated that '...the efficiency targets are achievable subject to the organisation meeting the deadlines set, and being decisive at each step'. The Council's Chief Financial Officer, also noted, in the same report, that '... effective and disciplined in-year financial management will be key to ensuring that budgets are managed effectively and prompt action taken to mitigate the impacts should variances occur'. Making sure that these critical factors are addressed robustly will be a high priority for, and an early test of, the Council's restructured senior management team.

- 73 Furthermore, it will be essential that the new senior management team quickly turns its focus to the financial challenges of 2015-16 and beyond, which will require a more fundamental review of the models for future service delivery. As we have highlighted in the past, the lead-in time for such complex changes can be lengthy; there is therefore a risk that anticipated efficiency savings might not be realised as quickly as is necessary.
- 74 Delivery of the Council's organisational change programme, together with the increasing financial challenges faced by all councils, will inevitably put significant pressure on both officers and members. The Council's ability to identify early signs of slippage and to respond flexibly to problems or opportunities will influence the scale of its success.
- 75 The Council set a capital budget for 2014-15 to meet core priorities and urgent needs. In doing so, the Council took a prudent view on the level of expected capital receipts in order to reduce the risk of income not materialising and to introduce certainty to this capital funding stream for future years. Work in developing its capital strategy, which will include member consideration and public consultation, is still underway. The Council recognises that this needs to be fully integrated with revenue financial planning.
- 76 We will continue to monitor the effectiveness of the Council's approach, further development of its medium term financial planning and capital strategy and its implementation of the 2014-15 budget plans.

The Council has strengthened planning, management and evaluation arrangements that were previously underdeveloped, but there is scope to reinforce some of the improvements already made

- 77 In his letter of September 2013, the Auditor General concluded that, based on, and limited to, work carried out to date by the Wales Audit Office and relevant regulators, he believed that the Council was likely to comply with the requirement to make arrangements to secure continuous improvement during this financial year, although some aspects of these arrangements were underdeveloped. Since September 2013 we have continued to review the Council's progress against recommendations and proposals for improvement arising from our earlier work.
- 78 The Auditor General's February 2013 Letter listed eight long-standing recommendations and proposals for improvement, which the Council had not fully addressed. We have grouped these into five broad areas for improvement for the purposes of this report. Progress against these areas is discussed below and summarised in [Appendix 5](#):
- **Evaluation:** The Council responded to our concerns about the robustness of its evaluation arrangements by providing a more balanced narrative in its 2012-13 performance report. The Council also increased the use of data to support its evaluation of progress and impact, but its approach is not yet fully developed.

The Council will need to demonstrate that its evaluation arrangements match the improved rigour of its improvement planning arrangements. This improvement proposal remains open.

- **Performance Management:** During 2013, the Council enhanced the way it defines its annual ambitions. However, scope remains for the Council to make wider use of quantitative as well as qualitative success measures that will help councillors and other stakeholders hold it to account for its performance. This improvement proposal remains open.
- **Engagement:** Although the Council has made some progress against this proposal, its arrangements for engaging with stakeholders are not yet robust. The Council has a wide range of systems for consulting and engaging with groups with protected characteristics, but these systems are not always used by services. We identified some missed opportunities for engagement. For example, during a review of public conveniences, the Council did not engage with local disability access groups or the 50+ forum even though both groups had raised concerns about the issue at a national level. This improvement proposal remains open.
- **Business planning:** The Council developed and agreed a detailed business plan for improving customer access. This improvement proposal is now closed. However, the Council should

continue to strengthen its arrangements for evaluating the success of this initiative – particularly the scale of the efficiency savings achieved. The scheduled post-project evaluation for improving customer access should help the Council to understand what it could do differently or better, and increase confidence in its ability to deliver further invest-to-save projects.

- **Financial Planning:** The Council completed the work required to establish the funding gap and identify ways of balancing the budget. This specific recommendation is now closed. However, as with all councils in Wales, Flintshire County Council will continue to face significant financial pressures for the foreseeable future. The assurance provided by robust arrangements for developing and delivering a balanced budget means that this will remain a high-priority for the Council.

The Council is likely to make arrangements to secure continuous improvement for 2014-15

- 79 Based on the conclusions outlined in the previous sections of this report the Auditor General for Wales believes that Flintshire County Council is likely to meet the requirements of the Measure in making arrangements to secure continuous improvement.

Appendices

Appendix 1 Status of this report

The Local Government (Wales) Measure 2009 (the Measure) requires the Auditor General to undertake an annual improvement assessment, and to publish an annual improvement report, for each improvement authority in Wales. This requirement covers local councils, national parks, and fire and rescue authorities.

This report has been produced by the Wales Audit Office on behalf of the Auditor General to discharge his duties under section 24 of the Measure. The report also discharges his duties under section 19 to issue a report certifying that he has carried out an improvement assessment under section 18 and stating whether, as a result of his improvement plan audit under section 17, he believes that the authority has discharged its improvement planning duties under section 15.

Improvement authorities are under a general duty to 'make arrangements to secure continuous improvement in the exercise of [their] functions'. Improvement authorities are defined as local councils, national parks, and fire and rescue authorities.

The annual improvement assessment is the main piece of work that enables the Auditor General to fulfil his duties. The improvement assessment is a forward-looking assessment of an authority's likelihood to comply with its duty to make arrangements to secure continuous improvement. It also includes a retrospective assessment of whether an authority has achieved its planned improvements in order to inform a view as to the authority's track record of improvement. The Auditor General will summarise his audit and assessment work in a published Annual Improvement Report for each authority (under section 24).

The Auditor General may also in some circumstances carry out special inspections (under section 21), which will be reported to the authority and Ministers, and which he may publish (under section 22). An important ancillary activity for the Wales Audit Office is the co-ordination of assessment and regulatory work (required by section 23), which takes into consideration the overall programme of work of all relevant regulators at an improvement authority. The Auditor General may also take account of information shared by relevant regulators (under section 33) in his assessments.

Appendix 2

Useful information about Flintshire and Flintshire County Council

The Council

The Council spends approximately £318 million per year (2013-14 budget), including specific Welsh Government grants. This equates to about £2,083 per resident. In the same year, the Council also planned to spend £40.9 million on capital items.

The average band D council tax for Flintshire in 2012-13 was £1,184 per year. This has increased by 3.14 per cent, to £1,221 per year for 2013-14. 68.4 per cent of Flintshire's housing is in council tax bands A to D.

The Council is made up of 70 elected members who represent the community and make decisions about priorities and use of resources. The political make-up of the Council is as follows:

- 31 Labour
- 10 Independent Alliance
- 8 Conservatives
- 7 Welsh Liberal Democrats
- 7 New Independents
- 6 Independents
- 1 vacant seat, pending a by-election in May 2014

The Leader is Councillor Aaron Shotton

The Council's Chief Executive is Colin Everett. He is supported by: to be confirmed, following April 2014 recruitment for new SLT

Other information

The Assembly Members for Flintshire are:

Sandy Mewies, Delyn, Labour Party

Carl Sargeant, Alyn and Deeside, Labour Party

Llyr Huws Gruffydd, North Wales Region, Plaid Cymru

Mark Isherwood, North Wales Region, Welsh Conservative Party

Aled Roberts, North Wales Region, Welsh Liberal Democrat

Antoinette Sandbach, North Wales Region, Welsh Conservative Party

The Members of Parliament for Flintshire are:

David Hanson, Delyn, Labour Party

Mark Tami, Alyn and Deeside, Labour Party

For more information, see the Council's own website at www.flintshire.gov.uk or contact the Council at Flintshire County Council, County Hall, Mold, Flintshire, CH7 6NB. Telephone: 01352 752121

Appendix 3

Annual Audit Letter

Councillor Aaron Shotton – Leader
Colin Everett - Chief Executive
Flintshire County Council
County Hall
Mold
CH7 6NB

Dear Councillor Shotton and Colin

Annual Audit Letter

This letter summarises the key messages arising from my statutory responsibilities under the Public Audit (Wales) Act 2004 as the Appointed Auditor and my reporting responsibilities under the Code of Audit Practice.

The Council complied with its responsibilities relating to financial reporting and use of resources but there is further scope to strengthen its financial controls in a number of areas and the Council faces significant financial challenge which needs to be addressed

It is the Council's responsibility to:

- put systems of internal control in place to ensure the regularity and lawfulness of transactions and to ensure that its assets are secure;
- maintain proper accounting records;
- prepare a Statement of Accounts in accordance with relevant requirements; and
- establish and keep under review appropriate arrangements to secure economy, efficiency and effectiveness in its use of resources.

The Public Audit (Wales) Act 2004 requires me to:

- provide an audit opinion on the accounting statements;
- review the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources; and
- issue a certificate confirming that I have completed the audit of the accounts.

Local authorities in Wales prepare their accounting statements in accordance with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom. This Code is based on International Financial Reporting Standards.

On 30 September 2013, I issued an unqualified audit opinion on the accounting statements confirming that they present a true and fair view of the Council's and the Pension Fund's financial position and transactions. My report is contained within the Statement of Accounts.

The key matters arising from the accounts audit were reported to members of the Audit Committee and Council in my Audit of Financial Statements report on the 25 September 2013 and are summarised below:

- There were a number of amendments in relation to the accounting of fixed assets. The Council had treated non-enhancing capital expenditure incorrectly and an adjustment of £13.8 million was required to restate asset values as a result of having to impair assets. In addition, not all assets were recorded in the asset register resulting in inconsistencies with the financial ledger, which could lead to errors in accounting treatment. Further work also needs to be done to understand the functionality of the fixed asset register and embed consistent working practices.
- Despite some improvements, in particular the clearance of long standing 'balancing items' in the accounts, there is further scope to improve the quality of the accounting statements.
- Based on legal advice available to it, the Council did not fully recognise a liability for pension contributions on its equal pay liabilities. This is contrary to legal advice received by the Appointed Auditor, which suggests that pension contributions should be paid on payment to resolve equal pay claims. Given the diverging legal views and uncertainty regarding the need to recognise a provision, the Appointed Auditor concluded that he would not take any further action as part of the 2012-2013 audit of accounts.
- In September 2013, the liquidation of AD Waste was finalised. In accounting terms this was an adjusting event after the balance sheet date and between the draft accounts preparation and finalisation, the Council therefore adjusted the final version of the accounts to reflect the post liquidation position. All accounting transactions relating to ADW being brought in-house have been completed and were satisfactory.

The following issue was identified regarding the Clwyd Pension Fund accounts:

- The accounts contained an uncorrected misstatement, although it was not material. Investments were recorded in the accounts based on valuation reports available at the time of preparation. Prior to the conclusion of the audit, more up to date valuation reports became available which showed that investments at 31 March 2013 had been understated by £0.9 million. However, as this was a timing issue, the Council provided management representations, which we accepted, to explain the reason for not amending.

My consideration of the Council's arrangements to secure economy, efficiency and effectiveness has been based on the audit work undertaken on the accounts as well as placing reliance on the work completed as part of the Improvement Assessment under the Local Government (Wales) Measure 2009. Overall, I am satisfied that the Council has appropriate arrangements in place. The Auditor General will highlight areas where the effectiveness of these arrangements has yet to be demonstrated or where improvements could be made when he publishes his Annual Improvement Report.

The Council updated its medium term financial plan in October 2013. The plan identified a budget gap of £16.5 million for 2014-15 and £47.8 million over the coming five years. Since then, the provisional Local Government Settlement for 2014-15 was announced by Welsh Government. This included a number of adjustments, which had the effect of reducing the budget gap to £15.5 million for 2014-15. The plan sets out the organisational change strategy to meet the efficiency and savings targets over the next five years. The major structural review will consist of: corporate efficiency; functional efficiency; organisational design – structure and operating models; and, organisational design – workforce.

The scale of change facing the Council to deliver the financial savings is considerable although we understand that the Council is well on its way to identifying how the financial gap in 2014-15 is to be met. Nonetheless, there is still significant work required to set a balanced budget for 2014-15 and to meet the financial challenges in 2015-16 and beyond.

The Council is close to finalising its single status agreement, which sees 84.5 per cent of staff set to stay the same or gain on base pay. The proposed agreement also aims to provide a modern and positive solution for low pay. The Council is confident that it strikes the balance of acceptability and affordability and the financial implications have been built into its financial planning.

I issued a certificate confirming that the audit of the accounts has been completed on 30 September 2013.

The financial audit fee for 2012-13 is currently expected to be in line with the agreed fee set out in the Annual Audit Outline.

Yours sincerely

John Herniman

For and on behalf of the Appointed Auditor
29 November 2013

Appendix 4 Flintshire County Council's improvement objectives and self-assessment

The Council's improvement objectives

The Council is required by the Welsh Government to make plans to improve its functions and the services it provides. Each year it must publish these plans along with specific 'improvement objectives' that set out the key things that the Council intends to do to improve. The Council must do this as soon as possible after 1 April each year.

The Council published its improvement objectives for 2013-14 in its Improvement Plan 2013-14, which can be found on the Council website at www.flintshire.gov.uk.

The Council restructured the ten priorities in place for 2012-13 into eight thematic priorities, underpinned by areas where the Council expected to make a positive impact during 2013-14. The table below illustrates the restructured priorities.

Improvement Priorities 2012-13	Improvement Priorities 2013-14
To be a modern, efficient and cost effective public organisation through our four resources 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	Modern and efficient council <ul style="list-style-type: none"> Improving customer services Protecting local front-line public services through the best use of our resources Having the right buildings in the right places for the right uses Making our money go further through smart procurement Achieving a fair and affordable pay and grading structure Managing services well to achieve our priorities
To achieve the greatest possible cost efficiencies through regional and sub-regional collaboration to reinvest in local public services	
To be a modern, caring and flexible employer with fair and equal pay and terms and conditions of employment under a Single Status Agreement	
To achieve the highest standards of customer service and care through our Customer Services Strategy	
To make our communities safe and to safeguard the vulnerable with children and older people being priority Groups	Safe communities <ul style="list-style-type: none"> Improving road safety Keeping people and communities safe

Improvement Priorities 2012-13	Improvement Priorities 2013-14
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	<p>Poverty</p> <ul style="list-style-type: none"> Protecting people from poverty <p>Economy and enterprise</p> <ul style="list-style-type: none"> Making local communities viable Creating jobs and growing the local economy Supporting and creating new forms of local business
To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services	<p>Living well</p> <ul style="list-style-type: none"> Helping more people to live independently and well at home Improving people's quality of life
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	<p>Housing</p> <ul style="list-style-type: none"> Helping more people to live independently and well at home Improving quality of life for our tenants through improved housing Improving the choice and quality of local housing
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	<p>Skills and learning</p> <ul style="list-style-type: none"> Improving standards in schools to get the best learner outcomes Improving places of learning to get the best learner outcomes Meeting the skills and employment needs of local employers
To protect, plan and develop sustainable natural and built environments	<p>Environment</p> <ul style="list-style-type: none"> People being able to access employment, local services and facilities Reducing our carbon impact on the natural environment

The Council's self-assessment of performance

The Council's self-assessment of its performance during 2012-13 is set out in its Annual Performance Report 2012-13. This can be found on the Council's website at www.flintshire.gov.uk.

Appendix 5

Previous recommendations or proposals for improvement made to the Council

Over the course of our work since 2010, we have made recommendations or proposals for improvement. The Council has satisfactorily addressed or made progress against, most of these. The status of earlier recommendations or proposals for improvement, not previously identified as complete, is set out below. We will continue to monitor and report on the progress made by the Council in implementing the remaining improvement proposals or recommendations under our future programme of work.

Corporate assessment update letter 2011	Current Status
P3: Develop an improved corporate approach to engagement with communities and users of services including arrangements to enhance the contribution of elected members.	While the Council has made some progress against this proposal, it remains an area for improvement; the improvement proposal remains open.

Annual Improvement Report 2012	Current Status
R2: The Council needs to complete its work in quantifying the financial benefits of its programme of efficiencies and organisational change by mid 2012-13, to determine the remaining funding gap (shortfall or surplus) and then establish clear plans to identify further savings and/or redirect resources to priorities.	The Council completed the work required; this recommendation is now closed. However, councils in Wales will continue to face significant financial pressures for the foreseeable future. The need for robust arrangements to develop and then deliver a balanced budget and to meet cost-saving targets means that this remains a live, high-priority issue.
P1: Complete the work in progress to set clear success measures for all improvement objectives and ensure regular, clear reporting.	The Council improved the clarity of some success measures within its 2013-14 Improvement Plan. It also improved the clarity of its progress reporting against that Plan. However, scope remains to expand the Council's use of quantitative as well as qualitative success measures, to support a more objective evaluation and reporting of progress and success. This improvement proposal remains open.
P2: Develop and agree a detailed business plan for improving customer access showing how success measures will be achieved and offer value for money.	The Council did develop and agree a detailed business plan for improving customer access. This improvement proposal is now closed. Nevertheless, the Council should ensure that its arrangements for demonstrating the efficiency gains arising from its investment in improving customer access are robust.

Letter 2: February 2013	Current Status
<p>P1: Within the context of its medium-term corporate planning, the Council should define a set of annual Improvement Objectives that encapsulates its ambitions for the year and communicate them in a form that enables the public to hold the Council to account for its performance.</p>	<p>The Council responded to this improvement proposal within its 2013-14 Improvement Plan. The Plan contained a restructured set of Improvement Priorities that more clearly defined the intended impact for the year, within a more reader-friendly format. However, scope remains for the Council to make wider use of quantitative success measures that would help the public to hold the Council to account for its performance. The improvement proposal remains open.</p>
<p>P2 : Ensure that the Improvement Plan available to the public on the Council's website reflects any changes resulting from reviews during the year, and that any revised Plan includes a record of any such changes.</p>	<p>The Council did not need to revise its 2013-14 Improvement Plan during the year (but did not publish its success measures until mid-year). This improvement proposal is now closed. However, the Council should ensure that any changes to subsequent Improvement Plans are clear and well documented.</p>
<p>P3: Increase the use of relevant data to support the Council's evaluation of outcomes in relation to its Improvement Objectives</p>	<p>The Council has increased the use of data to support its evaluation of outcomes. However, there is still significant scope to enhance the Council's approach to evaluation, by including the use of freely available data. This improvement proposal remains open.</p>
<p>P4: Improve the balance of the narrative supporting each assessment, drawing out the lessons learned from particularly successful work and from work that has not gone as well as intended.</p>	<p>The Council's 2012-13 Annual Performance Report provides a more balanced narrative; the Report evaluates what went well and what went less well, for every sub-priority. This improvement proposal is now closed.</p>

Wales Audit Office
24 Cathedral Road
Cardiff CF11 9LJ

Tel: 029 2032 0500

Fax: 029 2032 0600

Textphone: 029 2032 0660

E-mail: info@wao.gov.uk

Website: www.wao.gov.uk

Swyddfa Archwilio Cymru
24 Heol y Gadeirlan
Caerdydd CF11 9LJ

Ffôn: 029 2032 0500

Ffacs: 029 2032 0600

Ffôn Testun: 029 2032 0660

E-bost: info@wao.gov.uk

Gwefan: www.wao.gov.uk

Wales Audit Office Annual Improvement Report

May 2014

Executive Response

The Wales Audit Office's Annual Improvement Report is, overall, a fair and positive summary of the position of the Council. The report is a welcome endorsement of a full year of improved improvement reporting following the introduction of this year's Improvement Plan.

There are no new statutory recommendations or proposals for improvement.

In our response we set out how we will make improvements to ensure full compliance with the spirit and detail of the national guidance.

Listed below are the principal topics within the letter along with our response.

Issue	Response
<i>In summary the report:</i>	
Performance Evaluation "The Council has strengthened its approach to performance evaluation, underpinned by better improvement planning arrangements, but the changes are not yet fully embedded"	This was a transitional year in which the measures and targets the Council set were not published alongside the Improvement Plan for 2012/13 but were reported alongside progress in the mid year report. The Improvement Plan for 2014/15 is now fully aligned and accompanied by the more detailed 'Measures of Success' document which will continue to be monitored and reported against each quarter as a practice.
Improvement Plan – compliance with Welsh Government guidance "The Council has strengthened its approach to improvement planning but further action is needed to fully comply with Welsh Government guidance" (in respect of consultation)	This is a specific comment on limited reference in the Improvement Plan 2013/14 to consultation undertaken. The priorities set for the Improvement Plan were, from the outset, based on a wide range of previous consultations in service areas with both partners and representative groups (e.g. community safety, anti-poverty, education, economic development) and, in some cases, service users directly (e.g. housing). There has been no one intensive consultation exercise on the Plan itself, by local choice, given this background. A local decision has been made by elected members to use their representative role to test the relevance of the priorities of Plan against local public opinion as explained in the Plan. The Council remains open to feedback on the plan and amending it following new service based consultations at any time. This explanation is given in the Improvement Plan for the clarity of the reader.
Response to change – financial planning "The Council has developed a more detailed plan to manage its	The Council's Medium Term Financial Strategy and Plan is under constant review and improvement. Under the newly adopted Corporate Operating Model the new Chief Officer Team will have a strengthened

<p>challenging financial position, but success relies on timely and effective implementation and monitoring”</p>	<p>collective role on priority led budget planning to meet the corporate sub-priorities in the new version of the Improvement Plan. Strengthening of the roles, systems and organisational disciplines which underpin robust planning, implementation and tracking of financial planning and efficiency planning is advancing and continues to be work in progress.</p>
--	---

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **17th JUNE 2014**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **WAO PERFORMANCE AUDIT REGULATORY
PROGRAMME 2014-15**

1.00 PURPOSE OF REPORT

- 1.01 To report for acceptance the proposed Regulatory Programme for Performance Audit for the Wales Audit Office (WAO) for the period 2014-15.
- 1.02 To note the reduction in fees for the performance and financial audit work programme.

2.00 BACKGROUND

- 2.01 The Auditor General for Wales is responsible for preparing a programme of work under the Local Government (Wales) Measure 2009 (the Measure), the Local Government Act 1999 and the Public Audit (Wales) Act 2013.
- 2.02 The letter from the WAO also identifies the fees for the performance audit work and financial audit work for 2014-15.

3.00 CONSIDERATIONS

- 3.01 The programme of performance audit and assessment work is divided into two parts: i) WAO performance audit work 2014-15; and ii) Local Government studies.
- 3.02 The full programme is attached as the Wales Audit Office's letter at Appendix 1.
- 3.04 The main piece of work to be carried out in 2014-15 is the Corporate Assessment; a review of the Council's capacity and capability to deliver continuous improvement. This is to be undertaken as part of a four year rolling programme of assessments at all Welsh Councils. In North Wales, Conwy CBC was assessed as part of the first year of the programme in 2013-14; and during the second year of the programme, Ynys Mon is also being assessed.

The outcome of the Corporate Assessment will be a report that states

whether the Auditor General believes that the Council is likely to comply with the requirements of the Measure.

- 3.04 The total fees for both the performance audit work and financial audit work have reduced from last year as shown in the table below, with the significant reduction in the performance audit work.

Fee April 2014 to March 2015	£	Previous year's fee
Fee for performance audit work	£104,058	£137,587
Fee for financial audit work	£ 216,366	£ 215,967
Total fee	£ 320,394	£ 353,554

The explanation for the decrease in total fees is set out in the Auditor General's letter (Appendix 2), although an element of reduced risk in performance work has also contributed to the reduction.

- 3.05 Separate programmes are published by the WAO for the auditing of the financial accounts and the pension fund. These are presented and considered by the Audit Committee.

4.00 RECOMMENDATIONS

- 4.01 To accept the proposed Regulatory Programme for Performance Audit for the Wales Audit Office (WAO) for the period 2014-15.
- 4.02 To note the reduction in fees for the performance and financial audit work programme.

5.00 FINANCIAL IMPLICATIONS

- 5.01 This report details the regulatory fee allocation for 2014-15 for both the performance and financial audit and assessment work.

6.00 ANTI POVERTY IMPACT

- 6.01 There are no relevant anti poverty implications detailed in this report.

7.00 ENVIRONMENTAL IMPACT

- 7.01 There are no relevant environmental implications detailed in this report.

8.00 EQUALITIES IMPACT

- 8.01 There are no relevant equality implications detailed in this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no relevant personnel implications detailed in this report.

10.00 CONSULTATION REQUIRED

10.01 This report will be considered by the Corporate Resources Overview and Scrutiny Committee and Audit Committee.

11.00 CONSULTATION UNDERTAKEN

11.01 The Auditor General consulted local authorities on the programme of proposed Local Government Studies.

12.00 APPENDICES

12.01 Appendix 1: Letter from the Wales Audit Office: 2014-15 Performance Audit Work and Fees (13.05.14)

Appendix 2: Letter from the Auditor General for Wales: Wales Audit Office Fees: Local Government (13.05.14)

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

None

Contact Officer: Karen Armstrong
Telephone: 01352 702740
Email: karen_armstrong@flintshire.gov.uk

This page is intentionally left blank



24 Cathedral Road / Heol y Gadeirlan
Cardiff / Caerdydd
CF11 9LJ
Tel / Ffôn: 029 20 320500
Fax / Ffacs: 029 20 320600
Email / Epost: wales@wao.gov.uk
www.wao.gov.uk

Colin Everett
Chief Executive
Flintshire County Council
County Hall
Mold
Flintshire
CH7 6NB

Date 13 May 2014
Pages 1 of 3

Dear Colin

2014-15 Performance Audit Work and Fees

I am writing to confirm the programme of performance audit work at Flintshire County Council for 2014-15 and the associated fee for that work. This work is delivered under the Local Government (Wales) Measure 2009 (the Measure), the Local Government Act 1999 and the Public Audit (Wales) Act 2013.

As you are aware we will be carrying out a Corporate Assessment at Flintshire Council this year as part of a four-year rolling programme of assessments at all Welsh councils. The Corporate Assessment will provide a position statement of the Council's capacity and capability to deliver continuous improvement. It will, by its nature, examine track record of performance and outcomes as well as examining the key arrangements that are necessary to underpin improvements in services and functions. We will publish a Corporate Assessment report that states whether the Auditor General believes that the Council is likely to comply with the requirements of the Measure. Carrying out the Corporate Assessment will not require any additional fee from the Council as it will be funded by Welsh Government grant to the Wales Audit Office.

In addition to the Auditor General's audit and assessment work under the Measure, we will undertake a programme of Local Government Studies as set out in the Auditor General's letter of 28 April 2014. These and the specific elements of our audit and assessment work are set out in the table below. Please note that each year's work programme and performance audit fee covers one cycle of Improvement Assessment work. However, as this work does not fit neatly within a period starting on 1 April and ending on 31 March, the delivery of the annual work programme may overlap financial years.

WAO performance audit work 2014-15	
Improvement assessment work	
Corporate Assessment	Review of the Council's capacity and capability to deliver continuous improvement
'Improvement Plan' Audit	Audit of discharge of duty to publish an improvement plan.
'Assessment of Performance' Audit	Audit of discharge of duty to publish an assessment of performance.
Financial Management	Financial position work focussing on financial health, the effectiveness of budget setting arrangements, financial governance systems and progress/track record in delivering on required savings.
Governance	Local scope to be confirmed
Performance Management	Local scope to be confirmed
Local Government Studies	
Joined up working to address Health and Social Care demand – Independence of Older People.	This study will focus on supporting older people to maintain their independence outside of the health and care system by assessing how effective ancillary services are at supporting them to live independently.
Delivering with less – Leisure Services	This study will track the levels of investment in leisure services over the last few years using the methodology developed for the 2013-14 delivering with less study on environmental health services.

Financial position summary	This study will summarise local work on councils' financial position and give an all-Wales picture of financial resilience.
Local work	The focus and scope of local work will be agreed following further discussion with the Authority and based on an assessment of issues relevant to the Authority's programme of improvement

The table below sets out our fees for performance audit work and includes the fee for financial audit work for completeness. The indicative total fee for April 2014 to March 2015 is £320,394 and will be charged in equal instalments between April 2014 and March 2015. If during the course of the audit and assessment any additional work is identified as being necessary, this may incur additional fees. Similarly should an issue arise of such importance that we consider a special inspection to be an appropriate response, we will charge an additional fee to conduct such an inspection.

Fee April 2014 to March 2015	£
Fee for performance audit work	£104,058
Fee for financial audit work	£216,336
Total Fee	£320,394

In addition to the programme of work set out above the Wales Audit Office may be undertaking work at local government bodies in the course of our programme of value for money studies laid before the National Assembly for consideration by its Public Accounts Committee. As many of these studies cut across the boundaries between different parts of the Welsh public sector, they will often be relevant to our work in local government. This work is funded separately by the Welsh Government consolidated fund and therefore does not incur a fee.

The Auditor General also has a duty under the Measure in relation to the coordination of the regulatory functions of the Wales Audit Office and relevant regulators, those being the Appointed Auditor; the Care and Social Services Inspectorate Wales (CSSIW); Estyn; and the Welsh Language Commissioner. The range of performance audit work that the Wales

Audit Office and relevant regulators will carry out will be set out in more detail in a Work Plan and Timetable (WP&T) which will be reviewed every quarter.

We will publish an Annual Improvement Report for Flintshire Council summarising our work and that of relevant regulators, and will issue reports (and/or letters) setting out the findings of audit and assessment work. As required by the Measure, these will be copied to Welsh Ministers. We will also provide local feedback on our Studies. As some of our studies are only carried at a selection of authorities, you may not receive a local report: instead we will publish a national report, the recommendations of which will apply to all local authorities. Where appropriate, both our improvement studies and national work may result in shared learning seminars or other outputs.

Should you wish to discuss any element of this work please do not hesitate to contact me or Huw Lloyd Jones (huw.lloydjones@wao.gov.uk) or Paul Goodlad (paul.goodlad@wao.gov.uk).

Yours sincerely



Jane Holownia

WAO Group Director



24 Cathedral Road / Heol y Gadeiriau
Cardiff / Caerdydd
CF11 9LJ
Tel / Ffôn: 029 20 320500
Fax / Ffacs: 029 20 320600
Email / Epost: wales@wao.gov.uk
www.wao.gov.uk

Mr Colin Everett
Chief Executive
Flintshire County Council
County Hall
Mold
Flintshire
CH7 6NB

Reference JH15/AH
Date 13 May 2014
Pages 1 of 2

Dear Colin

Wales Audit Office Fees: Local Government

You will be aware that the Wales Audit Office (WAO) is currently setting fees for audit work at your authority. Under the Public Audit (Wales) Act 2013 (the 2013 Act) responsibility for setting audit fees transferred from the Auditor General for Wales to the WAO from 1 April this year.

That is why the process has been lengthier than usual this year. While the WAO Board has formally agreed the fee scales and fee schemes that underpin your fees, they remain indicative until the National Assembly's Finance Committee approves the WAO Scheme. The Scheme is due for consideration on 8 May and we hope to be able to formally confirm your fee shortly afterwards. We hope the hiatus has not caused undue delay to your processes and, of course, in future years we will be returning to the normal timetable.

A number of factors are affecting audit costs and fees this year:

- The 2013 Act has required us to revise our cost allocation methodology. Broadly, the impact of this exercise has been to increase the cost of financial audit work and reduce the cost of performance work. For unitary authorities, where we undertake both functions, the overall change has generally been cost neutral. For pension funds, we do not undertake performance audit work, and there has been an increase in the overall cost of work. However, the impact of this will be mitigated by the rebate set out below.
- Under the Act we are no longer able to generate reserves and we have decided to distribute the reserves we generated to 31 March 2014 in respect of our local government audit activity. Your authority will therefore receive a rebate of around 15 per cent of your previous year's audit fee, once our accounts have been audited.
- The Act has also changed the funding arrangements for Wales Audit Office studies that relate to our work in local government. This work will now be funded separately by the Welsh Consolidated Fund and therefore will no longer incur a fee.
- An HMRC VAT ruling means that the WAO cannot charge VAT on Local Government or NHS work and as our fee must cover our costs, we have had to introduce a

corresponding increase in fees for all audited public bodies of an average of 3.8 per cent.

Please be assured that I am supported by the full Board in my determination to keep the WAO's cost base under review to ensure that it continues to offer value for money. Between 2009-10 and 2012-13 we have reduced our annual expenditure by £4.6 million (18 per cent in cash terms).

To present your fees in the context of our audit work at your authority we attach to this letter:

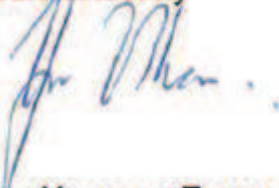
- a 2014-15 Programme of Performance Audit Work and Fees, which should be read in the context of my letter to you dated 28 April outlining the outcome of my consultation on 2014-15 Performance Audit Work; and
- revised 2014 Financial Audit Outlines for the Council and for the Clwyd Pension Fund.

The impact of the above changes on the Council's audit fees has been a decrease of 5.4 per cent from £394,565 to £373,077. A detailed breakdown is provided in [Exhibit 6](#) of the revised 2014 Financial Outline for the Council. As previously mentioned, during 2014-15 you will also be receiving a refund equivalent to around 15 per cent of your previous year's audit fees. In addition, we are in the process of aligning our planning cycles which will result in a further one-off refund, details of which will be confirmed shortly.

May I take this opportunity to thank those of you who responded to the specific consultation on fees and my work programme earlier this year.

We will shortly be seeking your views on the Wales Audit Office, its performance and the framework under which we must recover costs, in our biennial survey. In the meantime, if you have any concerns about the changes outlined in this letter please do not hesitate to contact John Herniman, or any member of our senior team.

Yours sincerely



HUW VAUGHAN THOMAS
AUDITOR GENERAL FOR WALES AND
CHIEF EXECUTIVE, WALES AUDIT OFFICE

WAO Fees/HVT/May 2014/mjb/fgb

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 17 JUNE 2014**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **2013/14 YEAR END IMPROVEMENT PLAN MONITORING**

1.00 PURPOSE OF REPORT

1.01 To receive the 2013/14 Year End Improvement Plan monitoring reports for the period 1 April 2013 to 31 March 2014.

1.02 To note the following: -

- the levels of progress and confidence in the achievement of high level activities which seek to deliver the impacts of the Improvement Plan;
- the performance against improvement plan measures and the predicted level of performance for year end; and
- the current (net) risk levels and targeted risk levels for the risks identified in the Improvement Plan and the arrangements to control them.

2.00 BACKGROUND

2.01 The Council adopted the Improvement Plan for 2013/14 in June 2013 and this is the final monitoring update for 2013/14. The information within this will inform the Annual Performance Report, a draft of which will be presented to Cabinet in September.

3.00 CONSIDERATIONS

3.01 This report should be read alongside our revised Improvement plan for 2014/15 to show continuity of relevant priorities, changes where significant projects are near completion e.g. Single Status, and new directions for projects e.g. Organisational Design. The new plan builds on the existing plan.

3.02 The Improvement Plan monitoring reports gives an explanation of the progress being made toward the delivery of the impacts set out in the Improvement Plan. The narrative is supported by measures and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.

- 3.03 Individual sub-priority reports (24 in total) have been completed by the lead accountable officer. A summary of the reports has been brought together to provide a single report.
- 3.04 An overall assessment is provided which is based on the detailed reports and is shown in the table below: -

Priority / Sub-priority	Progress	Outcome
Housing	A	G
• Extra Care Housing	A	G
• Modern, Efficient and Adapted Homes	A	G
• Achieve the Wales Housing Quality Standard	G	G
Living Well	A	A
• Independent Living	G	G
• Integrated Community Social and Health Services	A	A
Economy and Enterprise	G	G
• Business Sector Growth in Deeside	A	A
• Town and Rural Regeneration	G	G
• Social Enterprise	G	G
Skills and Learning	A	G
• Modernised and High Performing Education	A	G
• Places of Modernised Learning	A	A
• Apprenticeships and Training	A	G
Safe Communities	A	G
• Community Safety	A	G
• Traffic and Road Management	G	G
Poverty	A	A
• Welfare Reform	A	A
• Fuel Poverty	G	G
Environment	G	G
• Transport Infrastructure and Services	G	G
• Carbon Control and Reduction	G	G
Modern and Efficient Council	A	G
• Organisational Change	G	A
• Matching Resources to Priorities	A	A
• Achieving Efficiency Targets	A	A
• Procurement Strategy	A	G
• Asset Strategy	A	G
• Access to Council Services	G	G
• Single Status	G	G

Appendix 1 provides a breakdown of this assessment.

3.05 Appendix 2 provides a summary against each Improvement Plan priority of the RAG status for each high level activity, measure and risk. Copies of the more detailed Year End Improvement Plan monitoring reports are available in the Member's Library and on request. Members will receive respective reports when circulated with Overview and Scrutiny Committee agendas.

3.06 **Monitoring the progress of our activities**

Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: -

- 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

A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Outcome has been categorised as: -

- 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)

3.07 A summary of our overall progress against the high level activities is provided as follows: -

PROGRESS

- We are making good (green) progress in 55 (56%).
- We are making satisfactory (amber) progress in 41 (42%).
- We are making limited progress (red) in 2 (2%).

OUTCOME

- We have a high (green) level of confidence in the achievement of 69 (70%).
- We have a medium (amber) level of confidence in the achievement of 28 (29%).

- We have a low (red) level of confidence in the achievement of 1 (1%).

3.08 The activities which were assessed as red with explanation of why that assessment was made are as follows: -

3.08a **Reduce the fear of crime by making best use of the latest technologies including closed circuit television** (sub-priority Community Safety)

This high level activity has been assessed as 'red' for progress and 'amber' for outcome.

Following a decision by the Minister for Local Government and Communities, to withdraw support relating to a capital grant allocation of £2.4m from the regional collaboration fund, the North Wales Regional Leadership Board decided to bring the regional CCTV project to a close. Flintshire County Council established a CCTV Steering Group with the remit of reviewing its current provision, and to consider future solutions, for a local solution. In partnership with partner town councils and North Wales Police a future operating model for Flintshire is being developed for consideration in the autumn. In the interim the current network of surveillance provision continues without interruption.

3.08b **Agree, subject to funding, the first phase of our 20mph zones outside schools** (sub-priority Traffic and Road Management)

This high level activity has been assessed as 'red' for both progress outcome.

During 2013/14 the target was to have 20mph advisory zones outside 40 schools. Currently 19 of 84 schools have advisory zones. The remaining 25 are due to be completed during 2014/15. The 40 schools programmed for 2013/14 are all included in an external signage contract, tenders for which were returned in January 2014. However, there has been a delay in approval due to Welsh Government reviewing the compliance of the proposed signs with visual standards.

3.09 **Monitoring our Performance**

Analysis of performance against the Improvement Plan measures is undertaken using the RAG (Red, Amber, Green) status. This is defined as follows: -

PERFORMANCE

- RED equates to a position of under-performance against target.
- AMBER equates to a mid-position where improvement may have been made but performance has missed the target within

an acceptable margin.

- GREEN equates to a position of positive performance against target.

3.10 Analysis of year end levels of performance is provided as follows: -

- 56 (65%) had achieved a green RAG status
- 24 (28%) had achieved an amber RAG status
- 6 (7%) had achieved a red RAG status

Analysis of trend was also undertaken. This is a comparison of current year performance with that of the previous year. Where trend analysis could be undertaken: -

- 44 (60%) of performance measures showed improved performance;
- 20 (27%) showed performance which had downturned when compared with the previous year; and
- 9 (12%) had maintained the same level of performance.

3.11 The measures which show a red RAG status are detailed below with the issues that led to the poorer performance: -

3.11a **Number of jobs safeguarded within the DEZ** (sub-priority Business Sector Growth in Deeside)

A lower level of jobs were safeguarded during 2013/14 - 396 compared with 1,300 in the previous year and a target set of 1,400. This is a healthy sign that businesses were retaining employees, with fewer closures being announced and fewer interventions required by Welsh Government / the Council where cases of major job losses were faced.

3.11b **Reduce the percentage of surplus places in secondary schools** (sup-priority Places of Modernised Learning)

The year-end outturn was surplus places of 17.37% - a figure higher than the target of 13.99% and last year's outturn of 16.52%. This is largely due to demographic change which has had a negative effect on the surplus percentage for some secondary schools.

3.11c **Implement 20 mph advisory zones** (sub-priority Traffic and Road Management)

See paragraph 3.08b above.

3.11d **Reducing numbers of reportable road traffic collisions** (sub-

priority Traffic and Road Management)

Reportable road traffic collisions totalled 359 - 20 more than in 2012/13 and above the target of 325. Further analysis may provide information on possible mitigation measures.

3.11e **Reducing numbers of road traffic fatalities** (sub-priority Traffic and Road Management)

The number of road traffic fatalities amounted to 8 for 2013/14 - double the number for 2012/13 and above the target. Remedial measures are difficult to establish due to the random nature and variable causation factors for fatal accidents.

3.11f **Reduction in the cost per person in our offices** (sub-priority Asset Strategy)

Year-end performance was £1,233.00 - the same as for 2012/13 against a target of £1,172.18. Closure of premises and greater numbers of employees moving to agile working will have positive impacts on the overall cost base in that less accommodation will be required.

3.12 **Monitoring Risks**

Analysis of the current (net) risk levels for the strategic risks identified in the Improvement Plan is provided as follows: -

- 4 (5%) are high (red)
- 43 (50%) are medium (amber)
- 39 (45%) are low (green)

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

- 49 (57%) of risks remained the same
- 27 (31%) of risks had reduced
- 10 (12%) of risks had increased

3.13 The high (red) risks are detailed along with the reasons that have led to this assessment as follows: -

3.13a **Maximising our joint resources with our partners** (sub-priority Modern, Efficient and Adapted Homes)

The uncertainty created by the potential review of local government as a consequence of the Public Services Commission has made

progress over possible new collaborations e.g. corporate services a significant challenge.

3.13b **Maximising funding opportunities through external programmes to invest in our urban and rural areas** (sub-priority Town and Rural Regeneration)

The Council is seeking external funding to support urban and rural regeneration. The main sources of funding are still in transition from the 2007-2013 to the 2014-2020 period, so there is reasonable certainty in planning programmes. The amount of resources available for programmes including town centre regeneration is unlikely to be sufficient to meet need and expectation for investment.

3.13c **Community attachment to current patterns of school provision** (sub-priority Places of Modernised Learning)

The current level of risk is assessed as high due to the scale and complexity of the 21st Century Schools programme, and the risk that until there are formal Ministerial decisions (awaited) on and finalised plans for the preferred options, then future delays in the programme may occur.

3.13d **Gaining political agreement to a business approach for fees and charges which may have public opposition** (sub-priority Matching Resources to Priorities)

Work is underway on a corporate and more commercial policy for fees and charges, work which has not yet come to fruition.

4.00 RECOMMENDATIONS

4.01 Cabinet Members are invited to consider the sufficiency of actions taken to manage delivery of the Improvement Priority impacts.

4.02 To note the following: -

- the levels of progress and confidence in the achievement of key activities which seek to deliver the impacts of the Improvement Plan;
- the levels of performance against improvement plan measures and the predicted level of performance for year end; and
- the current (net) risk levels and targeted risk levels for the risks identified in the Improvement Plan and the arrangements to control them.

5.00 FINANCIAL IMPLICATIONS

5.01 There are no specific financial implications for this report. However the

Council's Medium Term Financial Plan is aligned to resource the priorities of the Improvement Plan and the monitoring will help to inform future iterations.

6.00 ANTI POVERTY IMPACT

6.01 There are no specific poverty implications for this report. However poverty is a priority within the Improvement Plan and reporting against activity to protect people from poverty is included in the Improvement Plan monitoring report.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no specific environmental implications for this report. However the environment is a priority within the Improvement Plan and reporting against activity to improve the environment is included in the Improvement Plan monitoring report.

8.00 EQUALITIES IMPACT

8.01 There are no direct equality implications for this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no direct personnel implications for this report.

10.00 CONSULTATION REQUIRED

10.01 The Improvement Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest.

11.00 CONSULTATION UNDERTAKEN

11.01 All directorates have been consulted with regarding the reporting of relevant information.

12.00 APPENDICES

12.01 **Appendix 1** – Breakdown of overall assessment

Appendix 2 – Improvement Plan Monitoring summary

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Contact Officer: Vicki Robarts
Telephone: 01352 701457
Email: vicki_c_robarts@flintshire.gov.uk

This page is intentionally left blank

APPENDIX 1 - IMPROVEMENT PRIORITIES YEAR END REVIEW 2013/14

Council Priority	PROGRESS	Secondary Priorities			OUTCOME	Secondary Priorities		
		GREEN (GOOD)	AMBER (SATISFACTORY)	RED (LIMITED)		GREEN (HIGH)	AMBER (MEDIUM)	RED (LOW)
Housing	Satisfactory				High			
• Extra Care Housing	Satisfactory	1	1	0	High	2	0	0
• Modern, Efficient and Adapted Homes	Satisfactory	0	3	0	High	2	1	0
• Achieve the Wales Housing Quality Standard	Good	3	0	0	High	3	0	0
Living Well	Satisfactory				Medium			
• Independent Living	Good	4	1	0	High	5	0	0
• Integrated Community Social and Health Services	Satisfactory	2	2	0	Medium	2	2	0
Economy and Enterprise	Good				High			
• Business Sector Growth in Deeside	Satisfactory	1	3	0	Medium	1	3	0
• Town and Rural Regeneration	Good	2	1	0	High	2	1	0
• Social Enterprise	Good	2	1	0	High	2	1	0
Skills and Learning	Satisfactory				High			
• Modernised and High Performing Education	Satisfactory	1	5	0	High	5	1	1
• Places of Modernised Learning	Satisfactory	2	3	0	Medium	2	3	0
• Apprenticeships and Training	Satisfactory	2	5	0	High	7	0	0
Safe Communities	Satisfactory				High			
• Community Safety	Satisfactory	2	2	1	High	3	2	0
• Traffic and Road Management	Good	4	0	1	High	4	0	1
Poverty	Satisfactory				Medium			
• Welfare Reform	Satisfactory	1	1	0	Medium	1	1	0
• Fuel Poverty	Good	3	0	0	High	3	0	0
Environment	Good				High			
• Transport Infrastructure and Services	Good	6	0	0	High	6	0	0
• Carbon Control and Reduction	Good	6	0	0	High	6	0	0
Modern and Efficient Council	Satisfactory				High			
• Organisational Change	Good	3	2	0	Medium	1	4	0

• Matching Resources to Priorities	Satisfactory	1	1	0	Medium	1	1	0
• Achieving Efficiency Targets	Satisfactory	1	3	0	Medium	1	3	0
• Procurement Strategy	Satisfactory	1	4	0	High	3	2	0
• Asset Strategy	Satisfactory	1	2	0	High	2	1	0
• Access to Council Services	Good	3	1	0	High	3	1	0
• Single Status	Good	3	0	0	High	2	1	0
TOTALS	PROGRESS	55	41	2	OUTCOME	69	28	1
%		56%	42%	2%		70%	29%	1%

Priority: Housing
Sub-Priority: Extra Care Housing
Impact: Helping more people to live independently and well at home

We said in 2013/14 we would: -

1. Extend our extra care supported living service from 1 to 2 schemes increasing provision from 50 housing units to 113 housing units by opening Llys Jasmine in Mold to follow Llys Eleanor in Shotton.

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Page 75

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Full occupation: i) Llys Jasmine – 63 units ii) Llys Eleanor – 50 units	Director of Community Services / Head of Housing / Head of Adult Social Services	i) N/A ii) 100%	i) 100% ii) 100%	i) 100% ii) 100%	i) 100% ii) 100%	G	i) N/A ii) Maintained
Tenant feedback: >90% rate of tenant satisfaction (Annual measure)	Head of Housing / Head of Adult Social Services	N/A	90%	90%	Informal collection of feedback	N/A	N/A

2. Develop a new and sustainable business model for more schemes, now there is no longer Welsh Government capital funding available, with plans for further schemes in the Flint and Holywell catchments.

Progress Status	Progress RAG	A	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
How we can fund the building of new schemes with local partners and using local assets without national capital grant.	Head of Housing	A	↔	G
How we can switch revenue resources from more traditional to new housing and care services.	Head of Housing	A	↔	G
Keeping up with demand for alternative housing models from an ageing population.	Head of Housing	A	↔	G
Keeping up with specialist demand such as meeting the specific needs of those with dementia.	Head of Housing	A	↔	G

Priority: Housing
Sub-Priority: Modern, Efficient and Adapted Homes
Impact: Improving the choice and quality of local housing

We said in 2013/14 we would: -

1. Agree a new model of private finance to deliver an increased number of affordable homes.

Progress Status	Progress RAG	A	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Page 77

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Ensuring that we prevent delays in planning approvals for affordable housing developments.	Head of Housing	G	↔	G
Ensure the availability of private finance for development of affordable homes.	Head of Housing	G	↓	G
Encouraging developers to build a range of affordable housing in the current economic climate.	Head of Housing	A	↓	G

2. Develop a strategy to grow and sustain the private rented sector

Progress Status	Progress RAG	A	Outcome RAG	A
------------------------	---------------------	----------	--------------------	----------

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Number of empty homes brought back into use.	Head of Housing	32	30	30 (120 cumulative)	33	G	Improved

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Maximising our joint resources with our partners	Head of Housing	R	↔	A

Page 78

3. Develop a regional housing register and common allocations policy with partners

Progress Status	Progress RAG	A	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Priority: Housing
Sub-Priority: Achieve the Welsh Housing Quality Standard
Impact: Improving quality of life for our tenants through improved housing

We said in 2013/14 we would: -

1. Agree a revised business plan with Welsh Government to meet the Welsh Housing Quality Standard (WHQS)

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Page 79

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Outcomes of Stock Condition Survey	Head of Housing	G	↔	G
Securing additional funding such as ECO finance	Head of Housing	G	↔	G
Realising efficiencies and income generation targets identified in the business plan	Head of Housing	G	↔	G

2. Deliver the capital programme ensuring value for money

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Capital Programme expenditure on improvement work streams	Head of Assets & Transportation	N/A	£12.87m	TBC	£12.87m	G	N/A

Page 80

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Ensuring Contractors perform effectively.	Head of Housing	G	↔	G
Meeting customer expectations.	Head of Housing	G	↔	G

3. Develop a Housing Asset Management Strategy by January 2014.

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Ensuring that the Council finds the resources required to meet the Welsh Housing Quality Standard by 2020.	Head of Assets & Transportation	G	↔	G
Ability to address the impact and change in demand due to Welfare Reform.	Head of Assets & Transportation	G	↔	G

This page is intentionally left blank

Priority: Living Well
Sub-Priority: Independent Living
Impact: Improving people's quality of life

We said in 2013/14 we would: -

1. Build on the success of the reablement / recovery approach; agree the regional plan for telecare / telehealth; improve the timeliness of adaptations.

Progress Status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	----------	-------------	----------

Page 83

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
The average number of calendar days taken to deliver a Disabled Facilities Grant for adults (PSR/009b).	Head of Adult Social Services	283 days	300 days	250 days by 2018	247 days	G	Improved
The average number of calendar days taken to deliver a Disabled Facilities Grant for children (PSR/009a).	Head of Children's Social Services	482 days	300 days	250 days by 2016	220 days	G	Improved
Percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of Reablement.	Head of Adult Social Services	72.7%	72%	70% by 2016	76.6%	G	Improved

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Ensuring we have enough capital for disabled facilities grants.	Head of Housing	A	↔	G

2. Develop Commissioning Plans for specific service areas to ensure service provision meets need

Progress Status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	---	-------------	---

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Page 84

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
up with specialist demand such as the specific residential needs of those with dementia.	Head of Adult Social Services	A	↑	G

3. Use a whole family approach by implementing the Integrated Family Support Service

Progress Status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	---	-------------	---

4. Prevent homelessness for people who are alcohol and drug dependent, victims of domestic violence, ex offenders and young people including care leavers

Progress Status	Progress RAG	A	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Homeless prevention for at least 6 months for households and individuals (including care leavers). Measured annually (HHA/013)	Head of Housing	83.41%	90%	90%	84.89%	A	Improved
Referrals to the Homesafe Service.	Interim Head of Public Protection	170	170	170	215	G	Improved

Page 85

5. Carry out a major review of the Transition Service and implement findings

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
How we encourage service users and carers to embrace greater independence.	Head of Children's Social Services	G	↓	G

Priority: Living Well
Sub-Priority: Integrated Community Social and Health Services
Impact: Helping more people to live independently and well at home

We said in 2013/14 we would: -

1. Integrate community based health and social care teams within localities

Progress Status	Progress RAG	G	Outcome RAG	A
-----------------	--------------	---	-------------	---

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Ensuring effective joint working with BCUHB to achieve common goals, in order to ensure that people can safely remain at home and be medically and socially supported.	Head of Adult Social Services	A	↓	A

2. Support the introduction of Enhanced care Service (ECS) in the North West Locality by summer 2013 and in North East and South Localities by autumn 2013

Progress Status	Progress RAG	A	Outcome RAG	G
-----------------	--------------	---	-------------	---

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Ensuring that the new model does not result in unexpected increased costs to the Council.	Head of Adult Social Services	A	↓	G
Public support for the changes to the services.	Head of Adult Social Services	A	↓	G

3. Ensure that effective services to support carers are in place as part of the integrated social and health services

Progress Status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	---	-------------	---

Achievement Measure	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Percentage of plans to support carers agreed and implemented (SCA/018c)	Head of Adult Social Services	72%	74%	90%	85%	G	Improved

4. Ensure Health and Social Care and Well Being Strategy priorities are progressed through localities

Progress Status	Progress RAG	A	Outcome RAG	A
-----------------	--------------	---	-------------	---

This page is intentionally left blank

Priority: Economy and Enterprise
Sub-Priority: Business Sector Growth in Deeside
Impact: Creating jobs and growing the local economy

We said in 2013/14 we would: -

1. Promote Deeside as a recognised centre for energy and advanced manufacturing through joint marketing and promotion of Deeside Industrial Park (DIP) and Deeside Enterprise Zone (DEZ).

Progress Status	Progress RAG	A	Outcome RAG	A
------------------------	---------------------	----------	--------------------	----------

Achievement Measure	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Number of enquiries received	Head of Regeneration	36	55	55	37 Year end (Q4)	A	Improved
Percentage of enquiries that have led to investment	Head of Regeneration	42%	60%	60%	54% Year end (31% Q4)	A	Improved

Page 89

2 Support the growth of the existing business on Deeside, to maximise opportunities for business development

Progress Status	Progress RAG	A	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement Measure	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Number of jobs sustained within the DEZ	Head of Regeneration	1300	1400	1400	396 (0 Q4)	R	Downturned
Improved	Head of Regeneration	431	600	600	838 (122 Q4)	G	Improved

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Work with local employers and learning providers to meet their needs in recruiting skilled people ready for work.	Head of Regeneration	A	↔	G

3. Produce, agree and implement the “masterplan” for the Northern Gateway site to facilitate development of a key part of the Enterprise Zone.

Progress Status	Progress RAG	G	Outcome RAG	A
------------------------	---------------------	----------	--------------------	----------

4. Explore with Welsh Government the opportunities to improve the infrastructure (transport and housing etc).

Progress status	Progress RAG	A	Outcome RAG	A
------------------------	---------------------	----------	--------------------	----------

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
How we can work with WG to ensure the infrastructure arrangements support the development of the DIP and DEZ.	Head of Regeneration	A	↔	G

Priority: Economy and Enterprise
Sub-Priority: Town and Rural Regeneration
Impact: Making local communities viable

We said in 2013/14 we would: -

1. Progress and invest in the eight Town centre “masterplans” to meet local priorities and need.

Progress status	Progress RAG	A	Outcome RAG	A
------------------------	---------------------	----------	--------------------	----------

Measure / Milestone	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Scale and take up of the Business Grant Scheme in Town Centres.	Head of Regeneration	n/a	25	n/a	10	A	N/A

2. Complete the rural development schemes in Mold, Holywell and village areas

Progress status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Flintshire Enterprise Project Number of micro enterprises created Gross number of jobs created Number of bursaries awarded	Head of Regeneration	N/A	26 23 25	N/A	16 11.26 26	A	Downturned
Linking Flintshire’s Communities Number of new services/facilities available to the rural population Number of marketing and promotional	Head of Regeneration	N/A	2 3	N/A	2 3	G	Maintained

activities							
Community Key Fund Number of projects financially supported Number of villages benefiting from renewal and development	Head of Regeneration	N/A	12 3	N/A N/A	12 10	G	Improved
Town & Village Streetscape Enhancements Number of projects financially supported Number of enterprises advised or assisted to develop projects relating to village renewal and development	Head of Regeneration	N/A	12 12	N/A N/A	12 12	G	Maintained

3. Agree the new business model for the County's Community Events Programme including marketing and promotion.

Progress status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Maximising funding opportunities through external programmes to invest in our urban and rural areas.	Head of Regeneration	R	↑	G
Ensuring sufficient project management capacity to successfully complete the programmes.	Head of Regeneration	A	↑	A

Priority: Economy and Enterprise
Sub-Priority: Social Enterprise
Impact: Supporting and creating new forms of local business

We said in 2013/14 we would: -

1. Agree an investment plan for growing and supporting Social Enterprise.

Progress status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
How we maintain the necessary capacity and investment to support the development of Social Enterprises.	Director of Community Services	G	↔	G

2. Develop effective support for Social Enterprises.

Progress status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Relevant contracts that community benefit clauses that have been applied to.	Head of ICT and Customer Services	N/A	100%	100%	100%	G	N/A

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Building the skills in the community to develop a social enterprise	Director of Community Services	A	↔	A

3. Develop new social enterprise projects to meet the Council's priorities

Progress status	Progress RAG	A	Outcome RAG	A
-----------------	--------------	---	-------------	---

Page 94

Achievement Measure	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Establishing a social enterprise from within the Council	Head of Adult Social Services	N/A	1 within the Council	2 further schemes supported by the Council	0.75	A	N/A

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Local Social Enterprises need to compete effectively in the market (Links to activities 1, 2 and 3).	Head of Adult Social Services	A	↓	A

Priority: Skills and Learning
Sub-Priority: Modernised and High Performing Education
Impact: Improving standards in schools to get the best learner outcomes

We said in 2013/14 we would: -

1. Make a difference through our School improvement Strategy by: -				
• Raising standards by improving skills in literacy and Numeracy;				
Progress status	Progress RAG	A	Outcome RAG	G
• Raising educational attainment by reducing the impact of poverty and disadvantage;				
Progress status	Progress RAG	A	Outcome RAG	G
• Raising standards by sharing best teaching practice and resources across schools and the region;				
Progress status	Progress RAG	A	Outcome RAG	G
• Raising standards through effective use of new technologies;				
Progress status	Progress RAG	A	Outcome RAG	G
• Better preparing young people for the work place;				
Progress status	Progress RAG	G	Outcome RAG	G
• Making sure schools receive the best possible support from the new Regional School Effectiveness and Improvement Service				
Progress status	Progress RAG	A	Outcome RAG	A

Page 95

- Outcomes in Mathematics and English at all Key Stages;

Achievement Measures	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Current Annual Outturn (Summer 2013)	Performance RAG	Trend
The percentage of learners achieving GCSE grade C or above in Mathematics	Secondary Services Officer	69.4%	71.5%	75.5%	68.5%	A	Improved
The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in Mathematics	Secondary Services Officer	83.9%	85.1%	90.9%	86.5%	G	Improved
The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in Mathematics	Primary Services Officer	86.3%	86%	89.8%	88.2%	G	Improved
The percentage of learners achieving GCSE grade C or above in English	Secondary Services Officer	69.2%	75.1%	77.4%	72.7%	A	Improved
The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in English	Secondary Services Officer	83.1%	84.7%	90.5%	85.8%	G	Improved
The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in English	Primary Services Officer	83.8%	85.4%	88%	88.1%	G	Improved

- The reduction in the gap in performance of learners entitled to free school meals and those who are not

Achievement Measure	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Current Annual Outturn (Summer 2013)	Performance RAG	Trend
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 1 Indicator (Five GCSE passes A* to G or vocational equivalent)	Secondary Services Officer	89.5%	93.8%	95.8%	91.2%	A	Improved
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 2+ Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1 st Language)	Secondary Services Officer	26%	48%	61.3%	35.7%	A	Improved
Improve performance of cohort of learners entitled to Free School Meals (FSM) in The Capped Points Score indicator. (Points achieved in best eight course outcomes)	Secondary Services Officer	267.8	319.3	330.9	293.0	A	Improved

- Percentage of learners achieving 5 or more A* to C passes at GCSE or the vocational equivalent

Achievement Measure	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Current Annual Outturn (Summer 2013)	Performance RAG	Trend
The percentage of learners achieving the Level 2 Threshold (5 or more A* to C passes at GCSE or the vocational equivalent)	Secondary Services Officer	77.3%	75.4%	86.3%	79.6%	G	Improved
The percentage of learners achieving the Level 2 Threshold inclusive of Mathematics and English and/or Welsh 1 st Language	Secondary Services Officer	59.6%	62.8%	69.9%	62.2% (Best in Wales)	A	Improved

- Percentage of learners achieving Core Subject Indicator at Key Stage 3

Achievement Measure	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Current Annual Outturn (Summer 2013)	Performance RAG	Outcome Performance Predictive RAG
The percentage of learners achieving the Core Subject Indicator at Key Stage 3	Secondary Services Officer	76%	77.2%	86.5%	80.0%	G	Improved

- Percentage of learners achieving Core Subject Indicator at Key Stage 2

Achievement Measure	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Current Annual Outturn (Summer 2013)	Performance RAG	Trend
The percentage of learners achieving the Core Subject Indicator at Key Stage 2	Primary Services Officer	81.3%	81.7%	86.3%	85.5%	G	Improved

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Ensuring that we wisely invest our resources to achieve the aspirations of our plans.	School Phase Officers	A	↔	G
Ensuring that schools receive the support they need from the Council and those organisations commissioned to provide support services.	School Phase Officers	A	↑	A
Ensuring that schools work together effectively to share and develop best practice.	School Phase Officers	A	↔	G

Priority: Skills and Learning
Sub-Priority: Places of Modernised Learning
Impact: Improving places of learning to get the best learner outcomes

We said in 2013/14 we would: -

Make a difference through our School Modernisation Strategy by: -

- Implementing our Primary and Secondary School Modernisation plans.

Progress status	Progress RAG	A	Outcome RAG	A
-----------------	--------------	---	-------------	---

- Submitting a Business Case for future change to Welsh Government for approval.

Progress status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	---	-------------	---

- Developing the design and building of planned new schools and the post-16 centre at Connah's Quay.

Progress status	Progress RAG	A	Outcome RAG	A
-----------------	--------------	---	-------------	---

- Strengthening school 'cluster working' and federations.

Progress status	Progress RAG	A	Outcome RAG	A
-----------------	--------------	---	-------------	---

- Improving Information Communication Technology Infrastructure in all schools using Learning in Digital Wales funding

Progress status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	---	-------------	---

Achievement Milestones for strategy and action plans: (Lead Officer – Director of Lifelong Learning)

<ul style="list-style-type: none"> • Completing decision making on Infant and Junior School amalgamations. 							
Progress status				Progress RAG	G	Outcome RAG	G
<ul style="list-style-type: none"> • Completing consultations on post-16 provision (Saltney and Flint). 							
Progress status				Progress RAG	A	Outcome RAG	A
<ul style="list-style-type: none"> • Improving governance and financial resilience through having fewer schools. 							
Progress status				Progress RAG	A	Outcome RAG	A
<ul style="list-style-type: none"> • Reducing surplus places 							
Progress status				Progress RAG	A	Outcome RAG	A
Achievement Measures	Lead Officer	2012/13 Baseline Data (Summer 2012)	2013/14 Target (Summer 2013)	Aspirational Target (Summer 2015)	Outturn data (January 2014)	Performance RAG	Trend
Reduce the percentage of surplus places (primary)	Head of Development & Resources	17.83%	16.75%	10%	16.31%	A	Improved
Reduce the percentage of surplus places (secondary)	Head of Development & Resources	16.52%	13.99%	10%	17.37%	R	Downturned
<ul style="list-style-type: none"> • Approval of Business Case by Welsh Government. 							
Progress status				Progress RAG	G	Outcome RAG	G

<ul style="list-style-type: none"> Achieving Key 21st Century Schools planning and design. 				
Progress status	Progress RAG	A	Outcome RAG	A
<ul style="list-style-type: none"> Introducing 'wireless' technology in all schools in 2013/14 				
Progress status	Progress RAG	G	Outcome RAG	G

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Page 102

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Changing Demographics and Impact on Supply of School Places	Head of Development & Resources	A	↓	A
Community Attachment to Current Patterns of School Provision.	Head of Development & Resources	R	↑	A
Limited Funding to Address Backlog of Known R&M Works in Educational Assets	Head of Development & Resources Head of Assets and Transportation	A	↓	A
Programme Delivery Capacity.	Head of Development & Resources	A	↓	A

Approval of business Cases to Draw Down 21 st Century Schools Grant	Head of Development & Resources	G	↓	G
--	---------------------------------	---	---	---

Priority: Skills and Learning
Sub-Priority: Apprenticeships and Training
Impact: Meeting the skills and employment needs of local employers

We said in 2013/14 we would: -

1. Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities

Progress status	Progress RAG	A	Outcome RAG	G
-----------------	--------------	---	-------------	---

2. Launch the Employer's Promise in the public sector to promote and enhance our roles as employers

Progress status	Progress RAG	A	Outcome RAG	G
-----------------	--------------	---	-------------	---

3. Set a marketing strategy to communicate the range of apprenticeship and training programmes available

Progress status	Progress RAG	A	Outcome RAG	G
-----------------	--------------	---	-------------	---

4. Identify the skills gaps for an increased number of apprenticeship and alternative programmes and investment in training

Progress status	Progress RAG	A	Outcome RAG	G
-----------------	--------------	---	-------------	---

5. Support the development of the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network

Progress status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	---	-------------	---

6. Continue to develop and increase the number and range of Communities First Job Club programmes

Progress status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	---	-------------	---

7. Implement skills development programmes in partnership with local employers

Progress status	Progress RAG	A	Outcome RAG	G
-----------------	--------------	---	-------------	---

Achievement Measures	Data Officer / Organisation	2012/13 Baseline Data	2013/14 Target	Aspirational Target	Current Outturn	Performance RAG	Trend
Reducing the percentage of 16 to 24 year olds claiming job seekers allowance	DWP	7.8% average	6.8%	7.0%	5.8%	G	Improved
Securing high levels of 16 year olds in education, employment and training	Careers Wales	97.7%	Not set	Not set	96.4%	N/A	Downturned
Increasing the number of people who successfully establish and grow businesses	North Wales Economic Ambition Board	Flintshire (2011) - 420 new active businesses created 2012 – supported business to create 573 new jobs and safeguard 1,300	1,000	1,000	1,741	G	Improved

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Ensuring that employer places match current and future aspirations and needs.	Head of Human Resources & Organisational Development Head of Regeneration	G	↔	G
Ensuring capacity to support paid work placements and other programmes	Head of Human Resources & Organisational	G	↔	G

	Development			
Strengthening the links between Schools, Colleges and employers	Director of Lifelong Learning	G	↔	G
Ensuring that education providers participate fully	Director of Lifelong Learning	G	↔	G

Priority: Safe Communities
Sub-Priority: Community Safety
Impact: Keeping people and communities safe

We said in 2013/14 we would: -

1. Make a difference through our Community Safety Plan by:
- Working with young people to raise greater awareness of domestic abuse and sexual violence;
 - Improving the range of services available for people recovering from drug and alcohol misuse: and
 - Developing a partnership approach to deal with the harm caused by alcohol misuse.

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Page 107

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Year End 2013/14 Outturn	Performance RAG	Trend
Fewer high risk repeat victims of domestic abuse	Interim Head of Public Protection	28%	28%	28%	28%	G	Maintained
Delivery of Training Sessions to young people regarding domestic abuse and sexual violence. Progress milestones for the improvement :							
Numbers of schools accessing Cats Paw Theatre Productions	Interim Head of Public Protection	N/A	12 (100%)	12 (100%)	100%	G	N/A
Percentage of young people reporting increased awareness following Performances of Cats Paw Production	Interim Head of Public Protection	N/A	85%	90%	90% (Provisional for 13/14)	G	N/A
Completed treatments and waiting times for substance misuse services. Progress milestones for the improvement:							
Achieve a waiting time of less than 20 days from referral to treatment (KPI 2)	Interim Head of Public Protection	74.75%	80.00%	80.00%	67.08%	A	Downturned

Treatment Completes (KPI 6)	Interim Head of Public Protection	68.32%	80.00%	80.00%	69.53%	A	Improved
-----------------------------	-----------------------------------	--------	--------	--------	--------	---	----------

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
How we can improve the public's perception of safety in the community.	Interim Head of Public Protection	A	↑	G
Ensuring that new Community Safety Partnership arrangements work effectively.	Interim Head of Public Protection	A	↓	G

Page 108

2. Implement the anti-social behaviour strategy for Council tenants				
Progress Status	Progress RAG	A	Outcome RAG	G

3. An effective Workplace Domestic Abuse Policy				
Progress Status	Progress RAG	G	Outcome RAG	G

4. Reduce the fear of crime by making best use of the latest technologies including closed circuit television				
Progress Status	Progress RAG	R	Outcome RAG	A

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
How we can fund the provision of CCTV with local partners	Interim Head of Public Protection Head of Development & Resources	A	↔	G

5. Develop a better understanding of how the Council can prevent human trafficking and sexual exploitation as part of a Safeguarding Strategy

Progress Status	Progress RAG	A	Outcome RAG	A
-----------------	--------------	---	-------------	---

Priority: Safe Communities
Sub-Priority: Traffic and Road Management
Impact: Improving road safety

We said in 2013/14 we would: -

1. Agree and implement a civil parking enforcement policy by:
- Submitting a bid to Welsh Government to approve the Council's civil parking enforcement powers
 - Implementing civil parking enforcement

Progress Status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	---	-------------	---

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Gaining successful civil parking enforcement powers from Welsh Government.	Head of Assets & Transportation	G	↔	G

2. Implement the first phase of our speed limit review

Progress Status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	---	-------------	---

3. Agree, subject to funding, the first phase of our 20mph zones outside schools

Progress Status	Progress RAG	R	Outcome RAG	R
-----------------	--------------	---	-------------	---

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Implement 20 mph advisory zones	Head of Assets and Transportation	19	40	84 schools by end of 2014/15	0	R	Downturned

4. Undertake a programme of installing improved street lighting

Progress Status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	---	-------------	---

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Reducing numbers of reportable road traffic collisions	Interim Head of Public Protection	Accidents 339	Accidents 325	Accidents 300	Accidents 359	R	Downturned
Reducing numbers of road traffic fatalities	Interim Head of Public Protection	Fatalities 4	Fatalities 4	Fatalities 3	Fatalities 8	R	Downturned
Installing improved and energy efficient street lighting, signs and bollard units	Head of Streetscene	N/A	1.75 % Per Year	2.5 % Per Year	1.8%	G	N/A
Installation and replacement of structurally failed street lighting columns	Head of Streetscene	1.5 % per year	5 % Per Year	6 % Per Year	5%	G	Improved
The average number of calendar days taken to repair street lamp failures during the year (THS/009)	Head of Streetscene	3 Days	3 Days	2.5 Days	3Days	G	Maintained

5. Implement Regional Transport Plan road safety schemes

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Implement Schemes	Head of Assets and Transportation	100%	100%	100%	100%	G	Maintained

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Gaining public and local support for our road safety schemes.	Head of Assets & Transportation	A	↑	G
Making best use of our resources to meet our priorities for road safety.	Head of Assets & Transportation	A	↑	G

Priority: Poverty
Sub-Priority: Welfare Reform
Impact: Protecting people from poverty

We said in 2013/14 we would: -

1. Help prevent people from becoming homeless

Progress Status	Progress RAG	A	Outcome RAG	A
------------------------	---------------------	----------	--------------------	----------

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Homeless Prevention for 6 months (HHA/013)	Head of Housing	83.41%	90%	90%	84.89%	A	Improved

Page 113

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Meeting the growing costs of homeless prevention.	Head of Housing	A	↔	A
Rent arrears rising if tenants are unable to afford to pay their rent.	Head of Housing	A	↔	A

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

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	Head of Housing	£2,000,000	£2,200,000	£3,500,000	£2,347,332	G	Improved
The following indicators are provided for information and monitoring only and are not suitable for target setting and performance RAGs							
Number of Flintshire residents assisted by FCC to claim Additional Social Security and Tax Credits	Head of Housing	1,200	N/A	N/A	1,600	N/A	Improved
Number of residents supported to successfully challenge adverse benefit decisions	Head of Housing	110	N/A	N/A	180	N/A	Improved
Number of residents accessing money management training	Head of Housing	N/A	N/A	N/A	65	N/A	N/A
Number of residents helped to move to more affordable accommodation	Head of Housing	N/A	N/A	N/A	50	N/A	N/A
Amount of debt managed as a result of advice provided by the Flintshire Welfare Rights and Money Advice Service	Head of Housing	£3,500,000	N/A	N/A	£7,272,671	N/A	Improved

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
The Welfare Rights and Money Advice Service being able to meet demand.	Head of Housing	A	↔	A
Local neighbourhood services may suffer as residents have less income to spend.	Head of Housing	A	↔	A

Priority: Poverty
Sub-Priority: Fuel Poverty
Impact: Protecting people from poverty

We said in 2013/14 that we would: -

1. Develop a regional ECO scheme with key partners

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
We could be unsuccessful in establishing an ECO partnership.	Head of Housing	G	↔	G

2. Help residents in the private sector to access funding support to improve the thermal efficiency of their homes

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
£75,000 anticipated annual energy bill savings secured	Head of Housing	£270,245	£75,000	£75,000 per year	£143,430	G	Downturned

Annual carbon emission reduction of 5,000 tonnes	Head of Housing Head of Assets & Transportation	17,412 tonnes	5,000 tonnes	5,000 tonnes per year	11,661 tonnes	G	Downturned
Total number of measures installed through ECO and other energy efficiency funding	Head of Housing	920 measures	200 measures	200 measures per year	466 measures	G	Downturned

3. Deliver energy efficiency measures to Council homes.

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Number of Council homes receiving energy efficiency measures	Head of Housing	363 homes	77 homes	200 Homes by March 2017	161 Homes	G	Downturned

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Residents may not take up the energy efficiency measures available as we hope (links to activities 2 & 3)	Head of Housing	G	↔	G
Available funding might fall short of public demand (links to activities 2 & 3)	Head of Housing	G	↔	G

Priority: Environment
Sub-Priority: Transport Infrastructure and Services
Impact: People being able to access employment, local services and facilities

We said in 2013/14 we would: -

1. Use available funding to support Council priorities for accessing employment, health, leisure and education

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Taith Programme (externally funded) – Regional Transport Plan	Head of Assets and Transportation	4	3	4	4	G	Maintained
Rural Development Plan (externally funded)	Head of Assets and Transportation	2	2	2	2	G	Maintained

Page 119

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

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Percentage of principal (A) roads that are in overall poor condition (THS/011a)	Head of Assets and Transportation	2.20%	6%	6%	1.5%	G	Improved
Percentage of non-principal (B) roads that are in overall poor condition	Head of Assets and	2.81%	6%	6%	1.2%	G	Improved

(THS/011b)	Transportation						
Percentage of non-principal (C) roads that are in overall poor condition (THS/011c)	Head of Assets and Transportation	8.02%	9%	6%	6.9%	G	Improved
Percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition (THS/012)	Head of Assets and Transportation	5.41%	6%	6%	4.3%	G	Improved

Aspirational targets have been set in line with the Welsh Government guidelines for the condition of principal roads and allows resources to be prioritised on non-classified roads.

3. Improve facilities and routes for pedestrians and cyclists

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Number of users on the network evidenced through counter data	Head of Assets and Transportation	N/A	50,000	70,000	216,836 (58,209 pedestrians, 158,627cyclists)	G	N/A

4. Seek approval from Welsh Government for the Deeside Infrastructure Business Plan and implement its proposals

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Ensuring that the County's infrastructure is adequate to support economic growth.	Head of Assets & Transportation	G	↓	G
Securing funding to ensure our highways infrastructure is safe and capable of economic growth.	Head of Assets & Transportation	G	↓	G

5. Support TAIH to produce a regional bus strategy: Improving cross County travel and access

Progress Status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	---	-------------	---

6. Review the Council's subsidised bus services to improve access to employment, health, leisure and education

Progress Status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	---	-------------	---

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Number of passengers for Deeside Shuttle	Head of Assets & Transportation	63,500 per annum (average)	64,000+ (extra 42 pax. per month)	64,000+ (extra 42 pax. per month)	66,004	G	Improved
Number of concessionary passes in circulation	Head of Assets & Transportation	81.1% (30,907)	78%	80%	80.94% (31,349)	G	Downturned

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Ensuring sustainable transport options remain attractive to users.	Head of Assets & Transportation	G	↓	G

Priority: Environment
Sub-Priority: Carbon Control and Reduction
Impact: Reducing our carbon impact on the natural environment

We said in 2013/14 we would: -

1. Market and promote carbon reduction measures within the Council, with our partners and with the public to manage and reduce emission levels.

Progress Status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	----------	-------------	----------

2. Challenge the Council's carbon emissions, through our assets, vehicles and people behaviour: -

- Investing in renewable energy schemes
- Investing in a more efficient fleet (vehicles)
- Improving our waste management measures

Progress Status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	----------	-------------	----------

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non-domestic property portfolio)	Head of Assets & Transportation	Current tonnes of carbon 14,112.5 (weather corrected)	Target 5% reduction	60% by 2021	+1.51% (18.53% cumulative)	A	Downturned
The percentage of local authority municipal waste recycled (WMT/010ii)	Head of Streetscene	20.37%	22%	24%	22%	G	Improved
The percentage of local	Head of	54.47%	62%	75%	54%	A	Downturned

authority municipal waste received at all local authority household waste amenity sites that is prepared for reuse, recycled or of source segregated bio waste that is composted or treated biologically in another way (WMT/011)	Streetscene						
The percentage of municipal waste collected by local authorities sent to landfill (WMT/004b)	Head of Streetscene	41.37%	49%	30% by 2025	42%	G	Downturned

Page 124

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Ensuring that recycling and energy efficiency programmes are supported by the public and employees.	Head of Assets & Transportation Head of Streetscene	G	↓	G

3. Promote and increase the number of homes receiving energy efficiency measures in the Deeside Housing Renewal Area

Progress Status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	---	-------------	---

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Number of homes receiving energy efficiency measures	Head of Housing	588	200	600	449	G	Downturned
Overall annual reduction in carbon emissions from housing	Head of Housing	14,312	5000 lifetime tonnes of CO2	5000 tonnes per annum	11,295 lifetime tonnes of Co2	G	Improved
Overall annual fuel bill reduction for residents	Head of Housing	£181,080	£75,000	£75,000 per annum	£138,330 per annum	G	Downturned

Page 125

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Securing sufficient funding for renewable energy schemes.	Head of Assets & Transportation	A	↑	A

4. Encourage public utilisation of recycling facilities and services

Progress Status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	---	-------------	---

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
The percentage of municipal waste collected by local authorities sent to landfill (WMT/004b)	Head of Streetscene	41.37%	48%	30% by 2025	42%	G	Downturned
Increase the level of recycling in order to achieve the statutory Welsh Government targets	Head of Streetscene	55%	59%	63% by 2025	57%	A	Improved

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Ensuring that recycling and energy efficiency programmes are supported by the public and employees	Head of Assets & Transportation Head of Streetscene	G	↓	G

5. Encourage residents and employees to use more sustainable forms of transport

Progress Status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	---	-------------	---

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Increase in the number of users on our cycleway networks <i>(data from counters)</i>	Head of Assets and Transportation	N/A	50,000	70,000	216,836 (58,209 pedestrians 158,627 cyclists)	G	Improved

6. Complete the review and rationalise the Council's assets

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Page 127

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Reduce the number of corporate office buildings we own and occupy	Head of Assets and Transportation	3 buildings	Close 1 building	2	3	G	Improved

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Ensuring that buildings are used effectively to match our priorities	Head of Assets & Transportation	G	↓	G

This page is intentionally left blank

Priority: Modern and Efficient Council
Sub-Priority: Organisational Change
Impact: Managing services well to achieve our priorities

We said in 2013/14 we would agree an organisational change programme that will: -

1. Establish a future 'operating model' for a modern Council

Progress Comment	Progress RAG	G	Outcome RAG	A
------------------	--------------	---	-------------	---

2. Integrate business units and consider alternative models

Progress Comment	Progress RAG	A	Outcome RAG	A
------------------	--------------	---	-------------	---

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Gaining political agreement to the future operating model. (Links to activities 1 and 2)	Chief Executive	G	↓	G

3. Streamlining the organisation

Progress Comment	Progress RAG	G	Outcome RAG	A
------------------	--------------	---	-------------	---

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Number of planned service reviews which have been completed.	Head of HR & OD	19 completed to date	15	N/A - Now overtaken by Value for Money	13	A	Downturned

4. Modernise working practices

Progress Comment	Progress RAG	G	Outcome RAG	G
------------------	--------------	---	-------------	---

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Procurement process efficiencies achieved	Head of ICT and Customer Services	£24,000	£102,000	£267,000	£111,324	G	Improved
Procurement cost efficiencies achieved	Head of ICT and Customer Services	N/A	£1.723m	£2.673m	£1.598m	A	N/A
* iTrent process efficiencies achieved	Head of HR & OD	£3,211	£6,427	£11,780	£5,000	A	Improved

* iTrent process efficiencies will be achieved through the Organisation Admin Review. These savings relate to the introduction of automated expenses and based on the assumption that roll out across the whole organisation is completed before April 2014. Future development work will release comparable process efficiencies

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Gaining workforce and Trade Union agreement and acceptance of the organisational changes. (Links to activities 1 - 4)	Chief Executive	A	↔	A
Keeping up workforce motivation and morale to prevent resistance to organisational change and minimise service disruption such as industrial action. (Links to activities 1 - 4)	Directors and Heads of Service	A	↔	G

5. Provide capability and capacity to manage a reduced sized organisation

Progress Comment

Progress RAG

A

Outcome RAG

A

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Ensuring organisational capability to make the changes happen and sustain the model. (Links to activities 1-5)	Head of HR & OD	A	↔	A
How we can fund the necessary investment costs to create change. (Links to activities 1 -5)	Chief Executive Head of Finance	A	↔	A

Priority: Modern and Efficient Council
Sub-Priority: Matching Resources to Priorities
Impact: Protecting local frontline public services through the best use of our resources

We said in 2013/14 we would: -

1. Agreement of the Council Priorities for this Council				
Progress Comment	Progress RAG	G	Outcome RAG	G

2. Agreement of the capital and revenue resources to deliver our priorities for this Council				
Progress Status	Progress RAG	A	Outcome RAG	A

Page 132

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Resources in place to fund 2013/14 priorities	Head of Finance	N/A	100%	100%	100%	G	N/A
Resources in place to fund future year priorities	Head of Finance	N/A	N/A	100%	100% for 2014/5	A	N/A

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Securing Council agreement to the priorities.	Chief Executive	A	↔	G

Ensuring sufficient capital & revenue resources to meet ambition of our priorities.	Head of Finance	G	↔	A
Funding the delivery of our priorities if the national financial position worsens.	Head of Finance	G	↔	A
Gaining political agreement to a business approach for fees and charges which may have public opposition.	Head of Finance	R	↔	A

Priority: Modern and Efficient Council
Sub-Priority: Achieving Efficiency Targets
Impact: Protecting local frontline public services through the best use of our resources

We said in 2013/14 we would: -

1. Agree a four year organisational change & efficiency programme

Progress Status	Progress RAG	A	Outcome RAG	A
-----------------	--------------	---	-------------	---

2. Agree a specific saving and efficiencies programme for 2014/15

Progress Status	Progress RAG	G	Outcome RAG	A
-----------------	--------------	---	-------------	---

3. Agree the value for money strategy to support them

Progress Status	Progress RAG	A	Outcome RAG	A
-----------------	--------------	---	-------------	---

4. Achieving our targeted efficiencies for 2013/14

Progress Status	Progress RAG	A	Outcome RAG	G
-----------------	--------------	---	-------------	---

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Achieve 85% or more of the agreed efficiencies included within the 2013/14 budget	Head of Finance	146%	85%	85%	80%	A	Downturned
Seek alternative efficiencies for the remaining 15%(or more) to bring the budget outturn in within budget	Head of Finance	N/A	15%	15%	61%	G	N/A

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Delivery of priorities if the national financial position worsens.	Chief Executive Head of Finance	G	↔	R
Gaining Political Agreement of the Financial Plan.	Chief Executive Head of Finance	A	↔	A
Ensuring the organisation responds positively to the financial plan and has the capability and capacity to make it happen.	Chief Executive Head of Finance	A	↔	A

Priority: Modern and Efficient Council
Sub-Priority: Procurement Strategy
Impact: Making our money go further through smart procurement

We said in 2013/14 we would:-

1. Simplify, standardise and automate our local procurement arrangements both in professional practice and the use of technology.

Progress Status	Progress RAG	A	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Page 156

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/017 Aspirational Target	Current Outturn	Performance RAG	Trend
Achievement of procurement process efficiencies	Head of ICT & Customer Services	£24,000	£102,000	£267,000	£111,000	G	Improved
Achievement of procurement cost efficiencies	Head of ICT & Customer Services	N/A	£1.723m	£2.673m	£1.598m	A	N/A

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Ensure the internal adoption of improved procurement practice and process.	Head of ICT & Customer Services	G	↔	G

2. Optimise procurement efficiencies through the use of regional procurement frameworks.

Progress Status				Progress RAG	G	Outcome RAG	G
Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/017 Aspirational Target	Current Outturn	Performance RAG	Trend
Achievement of efficiency savings achieved due to the use of regional procurement frameworks.	Head of ICT & Customer Services	£257,000	£250,000	£300,000	£303,000	G	Improved

3. Using the new Welsh National Procurement Service effectively to maximise the benefits for the organisation.

Progress Status	Progress RAG	A	Outcome RAG	A
-----------------	--------------	---	-------------	---

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Keep up the pace of collaboration to maximise procurement efficiencies through the use of the National Procurement Service and regional procurement frameworks (links to activities 2- 4).	Head of ICT & Customer Services	A	↑	A

4. Implement proposals for a joint Flintshire and Denbighshire corporate procurement unit.

Progress Status	Progress RAG	A	Outcome RAG	G
-----------------	--------------	---	-------------	---

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
How we avoid delays in agreeing and implementing new joint arrangements.	Head of ICT & Customer Services	G	↓	G

5. Develop an improved corporate approach to community benefits and supply chain management to benefit the organisation, local communities and the local economy

Page 138

Progress Status	Progress RAG	A	Outcome RAG	A
-----------------	--------------	---	-------------	---

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Number / Percentage of applicable contracts which include community benefits clauses.	Head of ICT & Customer Services	1 Contract	100%	100%	100%	G	N/A

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Having the creativity to apply community benefit clauses within contracts.	Head of ICT & Customer Services	A	↓	G

Priority: Modern and Efficient Council
Sub-Priority: Asset Strategy
Impact: Having the right buildings in the right places for the right uses

We said in 2013/14 we would: -

1. Renew the Asset Strategy alongside capital planning

Progress Status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	----------	-------------	----------

2. Reduce the number of office buildings

Progress Status	Progress RAG	A	Outcome RAG	A
-----------------	--------------	----------	-------------	----------

3. Extend the use of Agile Working

Progress Status	Progress RAG	A	Outcome RAG	G
-----------------	--------------	----------	-------------	----------

Page 139

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Reduction in the cost per m2 per person in our offices	Head of Assets and Transportation	£1,233.00	£1,172.18	£794	£1,233.00	R	Maintained
Increase the use of our property assets by increasing partnership through the public and third sector via our	Head of Assets and Transportation/Head of Housing	1 Connects Office	3 Connects Offices	5 Connects Offices by 2016	2 Connects Offices	A	Improved

Flintshire Connects and other property rationalisation approaches.							
Reduction in our office storage space requirements (incremental)	Head of Assets and Transportation	12%	10%	2% by 2016	10%	G	Improved
Reduction in our core office buildings from three to two (core buildings to be smaller and more energy efficient)	Head of Assets and Transportation	3	2	2 by 2017/18	2	G	Improved
Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non-domestic property portfolio)	Head of Assets and Transportation	Current tonnes of carbon 14,112.5 (weather corrected) 2.66% Reduction	Target 5% reduction	60% by 2021	1.51% Increase (18.53% Overall cumulative decrease)	A	Downturned

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Gaining public acceptance to the rationalisation of assets.	Head of Assets & Transportation Head of Housing	G	↓	G

How we can invest and ensure we have the capacity to implement the strategy.	Head of Assets & Transportation Head of Housing	G	↓	G
Gaining workforce agreement and acceptance of agile working practices.	Head of Assets & Transportation Head of ICT & Customer Services	G	↓	G

Priority: Modern and Efficient Council
Sub-Priority: Access to Council Services
Impact: Improving customer services

We said in 2013/14 we would: -

1. Complete Phase 1 of our Flintshire Connects programme and the design of Phase 2

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
The opening of new Flintshire Connects Centres	Head of ICT & Customer Services	1 (as at 1/4/13)	2 Connects Offices	5 Connects Offices by 2016	2 Connects Offices	G	Improved
Scale of use of all Flintshire Connects Centres (footfall)	Head of ICT & Customer Services	3514 (between 1/1/13 and 31/3/13)	17,000	70,000	43,656	G	Improved
Customer satisfaction rating	Head of ICT & Customer Services	n/a	100%	100%	100%	G	N/A

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
How we can ensure the investment to further improve access to our services.	Head of Housing / Head of ICT & Customer Services	G	↔	G
How the Council adjusts its processes and practices to support Flintshire Connects and the increased use of self-service.	Head of ICT & Customer Services	A	↔	G
Ensuring a positive public response to the changing ways our services can be accessed.	Head of ICT & Customer Services	G	↔	G

Page 143

2. Implement a newly modernised website with increased and improved digital services

Progress Status	Progress RAG	A	Outcome RAG	A
------------------------	---------------------	----------	--------------------	----------

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Scale and take-up of the new digital services (no. of visitors) per annum	Head of ICT & Customer Services	1,459,283	1,500,000	2,000,000	2,001,881	G	Improved
Customer feedback - Satisfied with visit to website - Successfully found what they were looking for	Head of ICT & Customer Services	73.3% 73.54%	80% 80%	85% 85%	N/A	n/a information not available for new website	N/A

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Ensuring our customers can access our digital services.	Head of ICT & Customer Services	G	↔	G

3. Launch the new Flintshire mobile application “app”

Progress Status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	---	-------------	---

Page 144

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Trend
Take-up of Flintshire’s Mobile App	Head of ICT & Customer Services	N/A	To be determined	To be determined	360	N/A	N/A
No. of enquiries received via the mobile app	Head of ICT & Customer Services	N/A	To be determined	To be determined	516	N/A	N/A
Customer feedback - Satisfied with mobile app service	Head of ICT & Customer Services	N/A	To be determined	To be determined	Not Available	N/A	N/A

4. Review and improve our Customer Service Standards

Progress Status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	---	-------------	---

Priority: Modern and Efficient Council
Sub-Priority: Single Status
Impact: Achieving a fair and affordable pay and grading structure

We said in 2013/14 we would: -

1. Agree and implement a legal, affordable, acceptable and workable Single Status Agreement.

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Page 145

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
An Agreement being reached within agreed timescales and how the Single Status Agreement and modernised terms and conditions are paid for in the long term with reduced financial resources.	Head of HR & OD Head of Legal & Democratic Services	G	↓	G

2. Adopting a modernised set of terms and conditions of employment so that we are a more customer focused organisation

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Employee / TU and organisational drive and commitment to work more flexibly / to extend opening hours.	Head of HR & OD Heads of Service	G	↓	G

3. Resolving and settling potential equal pay claims

Progress Status	Progress RAG	G	Outcome RAG	A
-----------------	--------------	---	-------------	---

Risks to Manage

Net Score = Risk level as it is now

Target Score = Anticipated risk level when all actions are completed / satisfactory arrangements are in place

Risk	Manager Responsible	Net Score	Risk Trend	Target Score
Negotiating an affordable settlement rate for issued claims and meeting all settlement costs within defined funding range.	Head of HR & OD Heads of Service	A	↓	G

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**
DATE: **TUESDAY, 17 JUNE 2014**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT: **IMPROVEMENT PLAN 2014/15**

1.00 **PURPOSE OF REPORT**

1.01 To approve the Improvement Plan 2014/15 prior to final publication in June.

2.00 **BACKGROUND**

2.01 It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan. It is a statutory requirement for the County Council to adopt the Improvement Plan.

2.02 Improvement Objectives and an accompanying Improvement Plan were first set and adopted by the Council in 2011. For 2013/14 the Council thoroughly reviewed the priorities to streamline them and reset them with clearer outcome based aims. A revised set of eight priorities supported by a structure of sub-priorities was adopted.

2.03 The Plan presentation also changed providing detail for each of the priorities which were to have the most impact during the year. This has helped the organisation to concentrate on the outcomes where most immediate attention was needed.

2.04 The refresh also took into account the comments of the Wales Audit Office (WAO) on:-

- the opportunity to present a plan which would engage the wider public
- the adoption of a smaller set of 'in-year' priorities
- the further development of outcome based objectives which identify the impact for each priority
- the need to ensure that any revisions of the Plan are updated on the public website.

2.05 The WAO in its letter of September 2013 said that the presentation and content of the Improvement Plan (2013/14) "enables public engagement with the Council priorities more effectively than in the

past". It also commented positively that "The Plan is much shorter than before and now communicates clearly and succinctly how each of the Improvement Objectives relates to the Council's eight medium-term corporate priorities and to those of partners in the Local Service Board".

3.00 CONSIDERATIONS

3.01 For 2014/15 a review of the current priorities and sub-priorities has been undertaken to set: -

- priorities that continue into 2014/15 for sustained attention;
- priorities that can now be removed as completion of a time-limited piece of work e.g. Single Status;
- priorities which could be merged e.g. School Improvement and School Modernisation; and
- emerging priorities for 2014/15 e.g. People Change and Development.

3.02 For each sub-priority which continues to be high profile for 2014/15 there has been a review based on: -

- the reasoning for the priority status;
- what we will do and how we will measure achievement; and
- the risks that will need to be managed.

The final draft Plan is attached as Appendix 1.

3.03 The draft Improvement Plan presented to the May Cabinet meeting has been provided for consultation at each of the Overview and Scrutiny Committees along with the accompanying targets for measures and milestone dates on which achievement will be measured ('How we measure achievement' document). A summary of the key issues and responses is provided as Appendix 2.

3.04 The Improvement Plan 2014/15 is presented to Cabinet with the more detailed 'How we measure achievement' document (Appendix 3) which identifies the targets and milestones for achievement.

3.05 The Improvement Plan 2014/15 will be presented to County Council, for formal adoption in June. It will be accompanied by the 'How we measure achievement' document (Appendix 3).

4.00 RECOMMENDATIONS

4.01 Members to agree the Improvement Plan 2014/15 prior to adoption by Council and final publication in June.

5.00 FINANCIAL IMPLICATIONS

5.01 The Council's Medium Term Financial Plan is aligned to resource these priorities.

6.00 ANTI POVERTY IMPACT

6.01 Poverty is a specific priority within the Improvement Plan 2014/15.

7.00 ENVIRONMENTAL IMPACT

7.01 Environment is a specific priority within the Improvement Plan 2014/15.

8.00 EQUALITIES IMPACT

8.01 Equalities will be taken into consideration through any policy changes determined by the Plan and its implementation.

9.00 PERSONNEL IMPLICATIONS

9.01 Any personnel implications will be considered through any relevant changes determined by the Plan and its implementation.

10.00 CONSULTATION REQUIRED

10.01 Overview and Scrutiny Committees have reviewed the priorities, including the "How we measure our achievements" document.

10.02 Feedback on the Improvement Plan is invited to assist with both contributing on our priorities and further improvement in presentation and format. This feedback is encouraged from the public, workforce, our key partners and businesses.

11.00 CONSULTATION UNDERTAKEN

11.01 Corporate Management Team and senior officers have contributed and helped shape the Improvement Plan 2014/15. In addition the Wales Audit Office has been informally consulted.

12.00 APPENDICES

12.01 **Appendix 1:** Improvement Plan 2014/15

Appendix 2: O&S Committees – summary of key issues

Appendix 3: How we measure our achievement

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Contact Officer: Vicki Robarts
Telephone: 01352 701457
Email: vicki.robarts@flintshire.gov.uk

FRONT PAGE

As last year but change date to read 2014/15 instead of 2013/14

Also change the colour of the words Improvement Plan to a dark purple colour

DRAFT

Welcome to Flintshire County Council's Improvement Plan for 2014/15

This Improvement Plan sets out our priorities for the 2014/15 Council year and what we aim to achieve.

Flintshire is a well-governed and progressive Council. We are performing well as a direct provider and commissioner of public services, and as a partner to others. Our recent track record in key services such as education, social care, housing, planning and street scene show that we do deliver on what we say we will do.

Everything we do is important to someone, so selecting a set of priorities for the year is never an easy task.

We have set four shared priorities with our partners at a County level, and eight priorities for the Council itself. The Council's current 8 priorities have been in place for a year and so will be familiar. These priorities still focus on being challenging with the emphasis being on making a real and noticeable impact.

Similarly to last year the plan sets out the full list of the Council's eight priorities and all the detailed sub-priorities for action, and then concentrates on highlighting the specific ones where we will make a bigger impact this year, page by page. All of our priorities remain important but in any one year a number of them will stand out for special attention. An explanation for the choice of each one is given.

For 2014/15 the priorities and sub-priorities have been reviewed to set:

- the priorities that will continue into 2014/15 for sustained attention;
- priorities that can now be removed as completion of a time-limited piece of work e.g. Single Status;
- priorities which could be merged e.g. School Improvement and School Modernisation; and
- emerging priorities for 2014/15 e.g. People Change and Development.

Over the five year life of the Council, 2014/15 being the third year, the full set of priorities will adapt, and the annual set of priorities selected for special attention will change according to need and circumstance.

We hope that you find the Plan both informative and uplifting. Your feedback on the Plan itself, and on what we aim to achieve, would be very welcome.

Insert pictures of Chief Exec and Leader

Contents Page

XX Welcome to Flintshire County Council's new style Improvement Plan

XX Setting our Priorities and Judging our Performance

XX Following the Plan – An Easy Guide

XX Priorities for the 2014/15 Improvement Plan

XX Priority: Housing

XX Priority: Living Well

XX Priority: Economy and Enterprise

XX Priority: Skills and Learning

XX Priority: Safe Communities

XX Priority: Poverty

XX Priority: Environment

XX Priority: Modern and Efficient Council

XX Statement of Responsibility

XX Contacts for Feedback and Review

Page numbers to be confirmed once document has been through Design

Setting Our Priorities and Judging our Performance

The priorities for Flintshire as a County have been set by the Council and its local public sector partners. We work together as a Local Service Board (LSB) combining our resources for the benefit of Flintshire.

The priorities for the County, shared by us all, have been selected for special attention where we believe that concentrated effort by the partners working together will make a big difference to the communities of Flintshire. The Priorities are:

- **Priority 1:** Leading by example as employers and Community Leaders
- **Priority 2:** People are safe
- **Priority 3:** Vulnerable people have their support needs met, and their wellbeing is promoted and enhanced
- **Priority 4:** Organisational environmental practices

The Council has also set a number of priorities for itself as an individual partner organisation. Setting priorities helps us focus our attention and resources on the things that matter most; these priorities are echoed in the Council's business plans. We are legally required to set priorities known as Improvement Objectives (under the Local Government (Wales) Measure 2009). We call these our Improvement Priorities.

In setting our Improvement Priorities we have to take a number of things into account from Welsh Government policy, to the expectations of our key partners, to our legal responsibilities, to the views of local people.

We then set our targets, and judge our performance against them by using a wide range of information both quantitative (performance judged by numbers) and qualitative (performance judged by feedback, the results of consultation etc.).

To ensure that we know how well we are doing in meeting the expectations for our priorities we have a series of 'measures' which we keep under regular review. These performance measures are set out for each of our priorities page by page. They are detailed more fully in a linked document.

Each of our sub-priorities is described individually on the following pages. We provide information about:

- The impact - what difference will be made
- Why the priority is important in 2014/15
- What we will do
- How we will measure achievement
- What risks we need to manage
- What some of our language means

We will let you know how well we have performed against our outcomes in two ways:

- 1) regular reports to the Council's Cabinet and Scrutiny committees, and
- 2) next years published Annual Performance Report for 2014/15.

Following the Plan – An Easy Guide

The following two pages set out the Council's eight standing priorities for the period for which it is elected - 2012-2017. The priorities are shown graphically in two sets of four. The purpose of these pages is to show both the standing priorities and the sub-priorities which support them, and the selected sub-priorities where we aim to make a big impact in 2014/15.

Each standing priority is illustrated with a different colour. For example, **Poverty** is orange and **Housing** is green. This colour coding should make the priorities easier to follow as the reader works through the document.

On the graphic illustration we have set out against each priority the impacts we aim to make. Under each impact we list the sub-priorities where action and achievement will help achieve the impact. A sub-priority is simply a specific programme of work on a given theme. Taken together, success in achieving the aims of a set of sub-priorities will deliver the ambition for the bigger, standing priority of the same theme.

Every organisation has to prioritise its attention and its resources to make an impact. The Council has selected a number of the sub-priorities for special attention in the 2014/15 Council year. The ones selected are highlighted in the graphic illustration with block colouring. Each of these selected sub-priorities then has a dedicated page to itself later in the document.

For example on page XX, you will see the priority for **Living Well**. This has two impacts:-

- Improving people's quality of life
- Helping more people to live independently and well at home

Both these impacts have at least one sub-priority selected for attention in 2014/15. The reason for selection is explained on their dedicated pages (pages XX and XX):-

- Independent Living
- Integrated Community Social and Health Services

All other sub-priorities not selected for special attention in 2014/15 continue to be important and are 'business as usual'.

The sub-priorities shown with a (insert shaking hands symbol) symbol are also County priorities which we share with our partners.

Partners: Coleg Cambria, Natural Resources Wales, Public Health Wales North Wales Police, Betsi Cadwaladr University Health Board, Wales Probation, Flintshire Local Voluntary Council, North Wales Fire & Rescue Service and Welsh Government

MAPS - 2 pages facing each other showing the priorities

DRAFT

Regulation, Audit and Inspection

As a public organisation the Council is regularly inspected to examine and challenge its performance and effectiveness. This work is mainly undertaken by a number of appointed bodies including Wales Audit Office (WAO), Estyn and the Care and Social Services Inspectorate (CSSIW).

The latest report from the Wales Audit Office was the Annual Improvement Report June 2013 (link to Annual Improvement Report). There were no statutory recommendations made within this report and the findings about the Council were generally positive. The main findings being:

- *“In 2012-13, the Council made good progress against the improvement priorities we looked at and improved its overall performance against the national indicators.*
- *The Council has taken action to strengthen its approach to performance evaluation, but further work is required to harmonise its improvement planning and performance reporting arrangements.*
- *The Council has enhanced its arrangements for planning and supporting improvement, but further action is required to provide the rigour necessary to cope with the challenges ahead.*
- *The Council is likely to make arrangements to secure continuous improvement for 2014-15.”*

Our Annual Performance Report 2013/14 will contain more detailed findings of the work of our Auditors/Regulators along with our responses.

How Consultation Informs our Plan

The priorities set for the Improvement Plan were, from the outset, based on a wide range of previous consultations in service areas with both partners and representative groups (e.g. community safety, anti-poverty, education, economic development) and, in some cases, service users directly (e.g. housing).

There has been no one intensive consultation exercise on the Plan itself, by local choice, given this background. A local decision has been made by elected members to use their representative role to test the relevance of the priorities of Plan against local public opinion as explained in the Plan.

The Council remains open to feedback on the plan and amending it following new service based consultations at any time.

Priority	Sub-Priority	Impact
Housing	Extra Care Housing	Helping more people to live independently and well at home

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

- Meet local housing and support needs.
- Prioritise extra care to meet demand for semi-independent living building on our experience of our previous schemes
- Meet the housing and support needs of people with dementia.
- Reduce the demands for unscheduled health care by providing care support.
- Provide options to support independent living for persons with a disability.

What we will do in 2014/15

1. Develop and agree plans to extend our extra care provision to provide units in Flint and Holywell, providing 60 units in each location.

Achievement will be measured through: -

- Agreed Business Model and funding for the developments
- Firm plans agreed with Social Housing partners for both schemes
- The new schemes and business model developed and supported by sound consultation

Risks to manage: -

- How we can switch revenue resources from more traditional to new housing and care services models.
- Keeping up with demand and aspirations for alternative housing models for independent living.
- Keeping up with specialist demand such as meeting the specific needs of those with dementia and physical and learning disabilities.

What we mean by: -

Extra Care – providing self-contained homes for people with varying levels of care and support needs on site.

Priority	Sub-Priority	Impact
Housing	Modern, Efficient and Adapted Homes	Improving the choice and quality of local housing

This is a priority this year because we need to:

- Provide a range of affordable and flexible rented housing to meet local housing need.
- Reduce the number of empty private sector properties in Flintshire and bring them back to use and increase housing supply.
- Give applicants wider access to social housing through working together as landlords with other sectors.
- Make available more sites for housing development through the Local Development Plan.

What we will do in 2014/15:

1. Implement a wider range of models of private finance to deliver increased numbers of affordable homes through the newly formed North East Wales Homes.

Achievement will be measured through:

- Business plan measures:
 - Provision of a management service for 26 private rented sector properties
 - Entering into a lease agreement for 10 over 55's properties
 - Receive the freehold for and manage 19 units of gifted accommodation
- Approval for the Flint Town Centre regeneration plan which includes new housing provision

2. Implement the strategy to grow and sustain the private rented sector through the North East Wales Homes business plan.

Achievement will be measured through:

- Business plan measures:
 - Provision of a management service for 26 private rented sector properties
 - Entering into a lease agreement for 10 over 55's properties
 - Receive the freehold for and manage 19 units of gifted accommodation
- Bringing of 30 empty homes back into use for residential living

3. Develop a county wide housing register and implement a single allocations policy for Flintshire with partners.

Achievement will be measured through:

- A county wide housing register and single allocations policy in place by Autumn 2014.

4. Agree the Local Development Plan's vision, objectives and options to accommodate growth.

Achievement will be measured through:

- In accordance with the timetable of the Delivery Agreement; by November 2014.

Risks to manage:

- Maximising our joint resources with our partners.
- Maximising the availability of private finance.
- Encouraging developers to build a range of affordable housing in the current economic climate.
- Unclear about the implications of the changes proposed through the Planning Bill on timing of the progress of the Local Development Plan.

What we mean by:

Affordable and Flexible Housing - covers a range of tenure options for renting and purchase.

Local Development Plan - the Council's land use planning document that will guide development until 2030.

DRAFT

Priority	Sub-Priority	Impact
Housing	Achieve the Wales Housing Quality Standard	Improving quality of life for our tenants through improved housing

This is a priority this year because we need to:

- Provide good quality housing for our tenants.
- Meet the target of Welsh Government for all social housing being brought up to the Wales Housing Quality Standard.
- Meet commitments given to tenants to improve their homes.
- Maximise resources available to improve homes owned by the Council.

What we will do in 2014/15:

1. Deliver the housing revenue account business plan to achieve the Wales Housing Quality Standard (WHQS) by 2020.

Achievement will be measured through:

- Investing in improving the housing stock
- Tenant satisfaction of work completed
- Performance measured against commitments made to tenants at the housing ballot
- Managing expenditure within or below budget to maximise available financial resources.

2. Reach a voluntary settlement with Welsh Government to exit the Housing Revenue Account (HRA) subsidy system by 31st March 2015.

Achievement will be measured through:

- The implementation of a voluntary agreement by the deadline which gives the Council certainty about future funding

3. Develop a revised stock investment plan to meet the objectives in the Assets Management Strategy in conjunction with Tenants and Members.

Achievement will be measured through:

- Agreement of a 6 year investment programme by March 2015
- Delivery of capital improvement programmes

Risks to manage:

- Ensure Contractors perform effectively and that costs are contained within budget.
- Gaining agreement with all 11 stock retaining Councils and Welsh Government on approach to dismantling the HRA subsidy system.
- Ensuring that the Council identifies and plans for the resources required to meet the WHQS by 2020.

What we mean by:

Wales Housing Quality Standard - Welsh Government's physical quality standard for modern social housing.

Housing Revenue Account subsidy system – the system used by UK Government to determine the amounts needed by local authorities for their housing and to identify whether they require subsidy support.

Priority	Sub-Priority	Impact
Living Well	Independent Living	Improving people's quality of life

This is a priority this year because we need to:

- Support more people to live in an ageing population.
- Meet the growing demand for specialist care for people with dementia.
- Support whole families to live independently.
- Develop a model of support for persons with a disability which encourages independent living.
- Prevent homelessness.

What we will do in 2014/15

1. Maintain the success of the reablement / recovery approach, engaging in regional working for the further roll out of telecare / telehealth and improve the timeliness of adaptations.

Achievements will be measured through

- Extended local use of telecare / telehealth technologies consistent with regional plans
- Exceed the all Wales average for adaptations
- Meet local improvement targets for reablement

2. Implement a series of actions to support greater independence for individuals with a frailty and/or disability including completion of rightsizing exercises for all supported living projects provided and commissioned. Implement a night support service.

Achievements will be measured through:

- Improved quality of life for service users with a disability
- Reduction in care hours in supported living
- Reduction in one to one care needed in supported living

3. Use a whole family approach through the Integrated Family Support Service.

Achievements will be measured through:

- Number of families receiving a service
- Average "distance travelled" score at 12 month review
- Maintain level of repeat referrals to Children's Social Services

4. Examine the Children's Services structure with a view to remodelling the teams to create capacity to do more preventative work.

Achievements will be measured through:

- Implementation of the new model by March 2015
- Maintain level of repeat referrals to Children's Social Services

5. Prevent homelessness for people who are:

- alcohol and drug dependent; and /or
- victims of domestic violence; and/or
- ex-offenders; and/or
- young people including care leavers.

Achievements will be measured through:

- Homeless prevention for at least 6 months for people who are: -

- alcohol and drug dependent; and /or
- victims of domestic violence; and/or
- ex-offenders; and/or
- young people including care leavers
- Monitoring the success of the 6 month pilot being introduced to trial measures proposed in the Housing Bill to strengthen homeless prevention.

6. Carry out a major review of the Transition Service and implement findings.

Achievements will be measured through:

- Effective transition pathway

Risks to manage

- Keeping up with specialist demand such as the specific residential needs of those with dementia.
- Ensuring we have enough capital funding for disabled facilities grants alongside other competing demands for capital resources.
- How we encourage service users and carers to embrace greater independence.
- Service user/ family resistance to using new technologies e.g. telecare.
- Managing demand and expectations with limited resources.

What we mean by:

Telecare / Telehealth – providing support through telecommunication devices in the home.

Commissioning plans – ensure purchased and commissioned care meets demand and service user need.

Transition Service – dedicated service for children and young people with disabilities who are supported to become young adults.

Integrated Family Support Service – specific time limited and well researched support for families with parents who abuse substances.

Reablement – an intense, short term approach to social care for individuals to gain or regain the skills and confidence to live as independently as possible.

Adaptations – changes to a person's home to enable her/him to live as independently as possible.

Disabled Facility Grant – a grant available for larger adaptations to a person's home.

Priority	Sub-Priority	Impact
Living Well	Integrated Community Social and Health Services	Enabling more people to live independently and well at home

This is a priority this year because we need to:

- Avoid unnecessary admissions to hospital and support early and successful hospital discharges.
- Work with Betsi Cadwaladr University Health Board (BCUHB) to develop the Enhanced Care Model in all localities in Flintshire as a result of the Health Review “Health Care in North Wales is changing”.
- Co-ordinate the provision of support for Service Users more effectively with BCUHB and others.
- Make effective use of Intermediate Care Funds to support unscheduled care pressures, transformation of services and improvements in people’s wellbeing.

What we will do in 2014/15

1. Continue the integration of community based health and social care teams within three localities.

Achievements will be measured through

- Development of our second co-located team in 2014/15
- Plans for our third and final co-located team in 2015/16

2. Support the introduction of Enhanced Care Service (ECS) in North East and South Localities by March 2015.

Achievements will be measured through

- Agree and implement the business case for ECS in the North East & South Localities
- Improved experiences of patients

3. Ensure that effective services to support carers are in place as part of the integrated social and health services.

Achievements will be measured through

- Plans to support carers are agreed and implemented

4. Ensure Single Integrated Plan (SIP) priorities are progressed through localities.

Achievements will be measured through

- Improved communication and governance arrangements to ensure that localities deliver the priorities of the SIP.

5. Effective and efficient use of Intermediate Care Funds to support individuals to remain in their own homes.

Achievements will be measured through

- Agree and implement action plan for use of Intermediate Care Funds
- Independent evaluation of outcomes achieved

Risks to manage:

- Ensuring effective joint working with BCUHB to achieve common goals.

- Ensuring that the new model does not result in unexpected increased costs to the Council.
- Spending the Intermediate Care Fund on mainstream services that we can continue with once the funding stream has finished.

What we mean by:

Enhanced Care Service - short term intensive community based care as an alternative to hospital.

Crisis Intervention Team – team to provide short term intensive care to prevent people's health deteriorating or enable swift discharge from hospital into the community.

Reablement – an intense, short term approach to social care where individuals are supported to gain or regain the skills and confidence to live as independently as possible.

DRAFT

Priority	Sub-Priority	Impact
Economy and Enterprise	Business Sector Growth	Creating jobs and growing the local economy

This is a priority in year because we need to:

- Continue to meet the employment needs of local people.
- Continue to attract businesses to the area to support economic growth.
- Develop the energy and advanced manufacturing sectors in line with regional and national priorities.
- Grow the local economy creating opportunities for all sectors of our community.

What we will do in 2014/15:

1. Promote and support the growth of the Flintshire economy including Deeside Enterprise Zone (DEZ) as a recognised centre for energy and advanced manufacturing.

Achievement will be measured through:

- Percentage of enquiries converted to investment in Flintshire
- Number of jobs created and sustained in Flintshire
- Percentage of enquiries converted to investment in the DEZ
- Number of jobs created and sustained in the DEZ

2. Implementation of the “masterplan” for the Northern Gateway site to facilitate development of a key part of the Enterprise Zone.

Achievement will be measured through:

- Approval of the Northern Gateway site “masterplan” by April 2014
- Scale of development on the site beginning with the commencement of infrastructure works in July 2014

3. Explore with Welsh Government the opportunities to improve local infrastructure (transport, utilities, environment etc.)

Achievement will be measured through: -

- The approval by Welsh Government and implementation of the Infrastructure Business Plan for the DEZ

Risks to manage:

- Ensure the DEZ can be continued with pace as part of the Welsh Government group of Enterprise Zones.
- Ensure the DEZ has proportionate financial support from Welsh Government.
- Work with local employers and learning providers to meet the skills based needs of the future.

What we mean by:

Enterprise Zone – a Welsh Government initiative to stimulate growth and support business in designated areas.

Masterplan – the plan that sets out the intentions and actions for the Northern Gateway site.

Learning providers – Schools, Further and Higher Education establishments.

Priority	Sub-Priority	Impact
Economy and Enterprise	Town and Rural Regeneration	Making local communities viable

This is a priority in year because we need to:

- Protect the commercial and business viability of our town centres and rural areas.
- Protect the vitality of town centres as centres for economic activity and social contact.
- Support the local and regional economy through the provision of sustainable infrastructure.
- Develop the tourism economy to maximise expenditure within the County.

What we will do in 2014/15:

1. Progress and invest in the eight Town Centre Masterplans to meet local priorities and need.

Achievement will be measured through:

- Scale and take up of the Business Grant Scheme in Town Centres
- Delivery and completion of actions set out in the Masterplans

2. Deliver an integrated programme of regeneration in Flint to realise the vision set out in the Flint Masterplan

Achievement will be measured through:

- Completion of heritage trail and St. Mary's Square renovation
- Delivery of the Townscape Heritage Initiative including the renovation of the Old Courthouse
- Phased demolition of the maisonette blocks
- Purchase of former Police station and court building
- Completion of Flint House over 55s development

3. Complete the rural development schemes in Mold, Holywell and villages; extending accessibility and improving the local environment.

Achievement will be measured through:

- Delivery and completion of in-year rural development schemes with final outputs including:
 - 40 jobs created
 - 40 micro enterprises created
 - 35 village renewal projects supported
 - 21 community facilities sustained
 - improved visitor facilities created in Talacre / Gronant

Risks to manage:

- Maximisation of funding opportunities through external programmes to invest in our urban and rural areas.
- Ensuring sufficient project management capacity to successfully complete the programmes.

What we mean by:

Town Centre Masterplans – Plans that set out the regeneration priorities for each Town Centre.

Business Grant Scheme – Grant available to Town Centre property owners and tenants to refurbish properties and improve their frontages.

DRAFT

Priority	Sub-Priority	Impact
Economy and Enterprise	Social Enterprise	Supporting and creating new forms of local business

This is a priority in year because we need to:

- Develop alternative economic models to strengthen and expand the local economy.
- Develop a stronger Social Enterprise community in Flintshire which can provide opportunities including employment.
- Maximise social benefits in the community e.g. increasing training opportunities for young people; keeping local money in the community.

What we will do in 2014/15:

1. Raise awareness of the Flintshire Social Enterprise Fund.

Achievement will be measured through:

- Establish or assist 10 social enterprises

2. Develop effective support for social enterprises.

Achievement will be measured through:

- Establishing a wider range of community benefit clauses to be used when procuring services
- The number of Social Enterprises which survive and prosper
- Strengthening and consolidating the Social Enterprise Network

3. Develop new Social Enterprise projects to meet the Council's priorities.

Achievement will be measured through:

- Establishment of further social enterprises from within the Council

Risks to manage:

- How we maintain the necessary capacity and investment to support the development of social enterprises.
- Building the skills in the community to develop social enterprises.
- Local social enterprises need to compete effectively in the market.

What we mean by:

Social Enterprises – businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.

Flintshire Social Enterprise Fund – financial assistance for start-up or development of social enterprises.

Community benefit clauses - benefits to local communities from major procurements e.g. training and employment opportunities, community facilities. This incorporates social value by taking wider impacts and benefits into account other than price.

Priority	Sub-Priority	Impact
Skills and Learning	Modernised and High Performing Education	Improving learning provision to get better learner outcomes

This is a priority this year because we need to:

- Continue to achieve better learning opportunities, outcomes and wellbeing for all children and young people.
- Support the national Welsh Government priorities to improve literacy and numeracy outcomes and reduce the impact of poverty on educational attainment.
- Make better use of education resources through reducing surplus places and improving learning environments.
- Maintain effective and challenging governance arrangements in schools for the benefit of local learners and communities.

What we will do in 2014/15:

1. Make a difference through our Education Improvement and Modernisation Strategy by raising standards through: -

- Improving skills in literacy and numeracy
- Improving educational achievements of children in a position of disadvantage including our Looked after Children
- Sharing best teaching practice and resources across schools and the region
- Improving the preparation of young people for the work place
- Continuing the implementation of 21st Century Schools programme
- Implementing the outcomes of the asset review including primary school organisation
- Strengthening collaborative work between schools to improve curriculum continuity and facilitate additional delegation of responsibility and resources
- Raising standards through effective use of new technologies
- Ensuring best quality educational support during implementation of the national model for regional working

Achievement will be measured through:

- Outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at all Key Stages
- Percentage of learners achieving 5 or more A* to C passes at GCSE or the vocational equivalent
- Raising standards achieved by learners who are entitled to free school meals, "Looked After" or are otherwise identified as vulnerable
- Improving governance and financial resilience in schools
- Reduction of surplus places
- Completion of 21st Century school milestones in line with target dates

Risks to manage:

- Ensuring that schools receive the support they need from the Council and those organisations commissioned to provide school improvement services.
- Ensuring schools work together effectively to share and develop best practice.
- Changing demographics and impact on supply of school places.

- Limited funding to address the backlog of known repair and maintenance works in educational and community assets.
- Programme delivery capacity for the 21st Century Schools Programme.

What we mean by: -

Core Subject Indicator – learners achieve the expected level in Mathematics, English or Welsh 1st language and Science.

21st Century Schools – a national programme of funding to improve school buildings and environments.

Surplus places – the difference between the number of learners a school can accommodate and the number on roll.

DRAFT

Priority	Sub-Priority	Impact
Skills and Learning	Apprenticeships and Training	Meeting the skills and employment needs of local employers

This is a priority this year because we need to:

- Extend and improve the education, employment and training opportunities available for people.
- Improve the employment prospects of local people.
- Meet the needs of local employers.
- Help young people take the step from education to employment.
- Place and retain people in work.

What we will do in 2014/15:

1. Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities.
2. Make an impact with the Employers' Promise in key areas e.g. developing further apprenticeship opportunities and employees' skills.
3. Market and communicate broadly the range of apprenticeship and training programmes available.
4. Identify sectors with skills gaps in order to develop apprenticeships and alternative programmes and investment in training.
5. Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.
6. Continue to develop and increase the number and range of Communities First job clubs.
7. Commission and deliver skills development programmes in partnership with local employers.

Achievement will be measured through:

- Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance
- Securing high levels of 16 years olds in education, employment and training
- Improving the local skills base to improve employability and earning prospects through improved qualifications
- Increase the number of apprenticeships in the public and voluntary sector

Risks to manage:

- Ensuring that employer places match current and future aspirations and needs.
- Ensuring capacity to support paid work placements and other programmes.
- Ensuring that education providers participate fully.
- Strengthening the links between schools, colleges and employers.
- Work with local employers and learning providers to meet the skills based needs of the future.

What we mean by:

Employers' Promise – employers committed to working together to create additional training, apprenticeships and work opportunities.

Communities First job club programmes – work to support adults into employment.

Young Entrepreneur Programme – an opportunity for young people to work with mentors on their business ideas.

Flintshire Business Entrepreneurship Network – employers working together to support Entrepreneurship Programmes.

DRAFT

Priority	Sub-Priority	Impact
Safe Communities	Community Safety	Keep people and communities safe

This is a priority this year because we need to:

- Support the victims of domestic abuse.
- Address the impact of substance misuse on individuals and their families in the County.
- Reduce people's actual and perceived fear of crime in their communities.
- Continue to manage anti-social behaviour and increase public confidence in how we do that.

What we will do in 2014/15:

1. Contribute to the delivery of the North Wales Community Safety Plan priorities:

- Reduce the impact of domestic abuse on high risk repeat victims
- Raise awareness of sexual violence amongst young people
- Manage the impacts of anti-social behaviour
- Manage the impacts of substance misuse

Achievement will be measured through:

- Delivery of the work programme for the North Wales Safer Communities Board
- Fewer high risk repeat victims of domestic abuse
- Percentage of young people reporting increased awareness of sexual violence following interventions at school
- Determine the feasibility of producing and implementing a Flintshire wide anti-social behaviour strategy
- 'Completed treatments' and waiting times for substance misuse services

2. Reduce fear of crime by:

- Making best use of the latest technologies including closed circuit television (CCTV)
- Ensuring the street-lighting system is working effectively
- Removing graffiti within the Streetscene timescales

Achievement will be measured through:

- Sustaining a workable network of CCTV provision
- The time taken to repair streetlight failures
- Remove graffiti from Council buildings and property within the agreed Streetscene timescales
- Improve the environment through the use of environmental visual audits (EVAs) in partnership with North Wales Police

3. Develop further awareness and profile of the Council's approach to Safeguarding which includes the wider issues of prevention of human trafficking and sexual exploitation.

Achievement will be measured through:

- The impact of introducing a single Safeguarding Unit beginning with the co-location of the Adult and Children's Safeguarding teams
- Roll out of Human Trafficking training via the Flintshire Wrexham Local Safeguarding Children Board
- Capturing data on children who are reported missing

Risks to Manage:

- How we can improve the public's perception of safety in the community.
- How we can fund the provision of CCTV with local partners.
- Ensuring that new Community Safety Partnership arrangements work effectively.

What we mean by:

Substance Misuse – the continued use of drugs or alcohol despite negative consequence to the individual using, their friends, family and the community.

Human Trafficking – 'trade' in people, most commonly for the purpose of sexual slavery, forced labour or for the extraction of organs or tissues.

Sexual Exploitation – the use of another person in non-consensual sex for profit.

Anti-social Behaviour – behaviour that lacks consideration for others and that may cause damage to society, whether intentionally or through negligence.

CCTV – to prevent and respond to crime and disorder.

Environmental Visual Audits – detailed "community intelligence" to support both crime reduction and deliver other improvements to quality of life issues via partnership working.

DRAFT

Priority	Sub-Priority	Impact
Safe Communities	Traffic and road management	Improving road safety

This is a priority in year because we need to:

- Make roads safer in our communities by:
 - Having high quality street lighting
 - Having roads in good condition
 - Minimising reportable accidents

What we will do in 2014/15

1. Complete implementation of the first phase of our 20mph zones outside schools.
Achievement will be measured through:
 - Implementation of 65 schemes of 20mph advisory zones
2. Prioritise the Council's road infrastructure repairs and maintenance to improve road safety.
Achievement will be measured through:
 - Numbers of collisions in 'collision cluster sites' following safety improvements schemes completions
 - Time taken to repair street lamp failures
 - Time taken to respond to service requests for highway defects
3. Implement Regional Transport Plan road safety schemes.
Achievement will be measured through:
 - Completion of road safety schemes

Risks to Manage:

- Gaining public and local support for our road safety schemes.
- Making best use of our resources to meet our priorities for road safety.
- Being able to obtain timely decisions of statutory approval for schemes from Welsh Government.

What we mean by:

'Collision Cluster Site – a site where there have been 5 or more collisions, resulting in personal injury, recorded in the past 3 years within a 50 metre radius

Priority	Sub-Priority	Impact
Poverty	Welfare Reform	Protecting people from poverty

This is a priority this year because we need to:

- Support people to manage the impact of Welfare Reform.
- Prevent homelessness.
- Help people claim the benefit they are entitled to.
- Help people manage their debts.

What we will do in 2014/15:

1. Place a greater emphasis on preventing homelessness.

Achievements will be measured through

- The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months
- Number of tenants helped to move to more affordable accommodation (because of the spare room subsidy)

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

Achievement will be measured through:

- Number of Flintshire residents assisted by Flintshire County Council to maximise their income
- Number of residents supported to successfully challenge adverse benefit decisions
- Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by Flintshire County Council
- Amount of monthly debt managed as a result of advice provided by the Money Advice Service
- Amount of monthly discretionary housing payment (DHP) paid to support peoples housing needs including changes due to Welfare Reform

3. Support the implementation of Universal Credit (UC) within the Shotton Jobcentre Plus area

Achievement will be measured through

- Number of Universal Credit claimants referred to Citizens Advice Bureau for Personal Budgeting support
- Number of Universal Credit claimants assisted with on-line access
- Number of claims referred from Jobcentre Plus to Flintshire County Council Housing Benefit service

Risks to manage

- Meeting the growing costs of homeless prevention.
- Advice and support services sufficient to be able to meet demand.
- Eviction levels rising if tenants are unable to afford to pay their rent.
- Local economy may suffer as residents have less income to spend.
- Resources to meet the requirements of the Universal Credit roll-out.

What we mean by

- **Welfare reform** - a range of measures being introduced by Central Government to reform the Welfare Benefits system

- **Universal Credit** – new benefit which replaces the current means tested benefit for working age claimants
- **Homeless prevention** - take reasonable steps to prevent homelessness for anyone at risk of homelessness within 56 days

DRAFT

Priority	Sub-Priority	Impact
Poverty	Fuel Poverty	Protecting people from poverty

This is a priority this year because we need to:

- Support people on low incomes and those impacted by Welfare Reform.
- To support people to reduce the impact of rising fuel costs.
- Install energy efficiency measures into homes as part of the Council meeting the Wales Housing Quality Standard for its housing stock.

What we will do in 2014/15:

1. Improvement in the energy efficiency of housing on Deeside through the Vibrant and Viable Places regeneration framework.

Achievements will be measured through:

- The installation of additional energy efficiency measures including solid wall insulation and solar PV

2. Help residents in the private sector to access funding support to improve the energy efficiency of their homes.

Achievements will be measured through:

- Number of households accessing Eco and other energy efficiency funding
- Number of households accessing the opportunity to convert from oil to gas heating systems in the Aston and Mostyn areas

3. Deliver energy efficiency measures to Council homes.

Achievements will be measured through:

- Number of Council homes receiving energy efficiency measures
- Number of Council homes in the Aston and Mostyn areas being converted from oil to gas

Risks to manage:

- Residents may not take up the energy efficiency measures available as we hope.
- Available funding might fall short of public demand.

What we mean by:

Vibrant and Viable Places – Welsh Government’s regeneration framework launched in March 2013 with the vision that everyone in Wales should live in well-connected, vibrant, viable and sustainable communities with a strong local economy and good quality of life.

Priority	Sub-Priority	Impact
Environment	Transport Infrastructure and Services	People being able to access employment, local services and facilities

This is a priority this year because we need to:

- Improve accessibility to and between employment, homes, leisure, health and social activity.
- Provide convenient and affordable travel services.
- Help to reduce congestion on our highway network.
- Facilitate economic growth.

What we will do in 2014/15:

1. Use available funding to support Council priorities for accessing employment, health, leisure and education.

Achievement will be measured through:

- Completion of funded projects within the Regional Transport Fund

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

Achievement will be measured through:

- Condition of the highway's infrastructure
- Road works being completed within agreed timescales
- Minimising the disruption to our road network through reduction in the number of revisits to defective road-works

3. Improve facilities and routes for pedestrians and cyclists.

Achievement will be measured through:

- Undertake mapping for the Active Travel Bill by March 2015
- Increased usage of the County's cycleways

4. Seek approval from Welsh Government for the Deeside Infrastructure Business Plan and implement its proposals.

Achievement will be measured through:

- Approval of the Northern Gateway site "masterplan" by April 2014
- Scale of development in the site beginning with the commencement of infrastructure works by July 2014

5. Develop proposals for coordinated transport across the region.

Achievement will be measured through:

- Development of the Regional Transport Plan/Local Transport Plan by March 2015
- Developing proposals to enable the implementation of the Regional Bus Strategy by March 2015

6. Continuously review the Council's subsidised bus services to improve access to employment, health, leisure and education.

Achievement will be measured through:

- Scale and take-up of bus passenger numbers

Risks to manage:

- Ensuring that the County's infrastructure is adequate to support economic growth.
- Securing funding to ensure our highways infrastructure remains safe and capable of supporting economic growth.
- Ensuring sustainable transport options remain attractive to users.
- Transition of TAITH to new model for regional transport including contingency planning and resourcing.
- Reductions in Welsh Government grants for subsidising services.

What we mean by:

Deeside Infrastructure Business Plan – A plan that has been developed to improve the highways, transport and utility services capacity around the Deeside Enterprise Zone.

Deeside Enterprise Zone – Deeside Enterprise Zone is one of the first to be created in Wales and covers over 2000 hectares that will provide space for new and existing businesses to grow.

Infrastructure – Facilities, systems sites and networks that are necessary for the County to function.

Sustainable transport – Changing behaviour in the promotion of more resource efficient and healthier ways to travel including car sharing, public transport, cycling and walking.

DRAFT

Priority	Sub-Priority	Impact
Environment	Carbon Control and Reduction	Reducing our carbon impact on the natural environment

This is a priority in year because we need to:

- Reduce our carbon 'footprint'.
- Continue to reduce our carbon emissions to meet Welsh Government targets.
- Play our part in helping to address the consequences of climate change.
- Reduce the Council's energy costs.
- Sustain our natural resources for future generations.

What we will do in 2014/15:

1. Market and promote carbon reduction measures within the Council, with our partners and with the public to help manage and reduce emission levels.
2. Challenge the Council's carbon emissions, through our assets, vehicles and behaviour:-
 - investing in renewable energy schemes;
 - investing in a more efficient fleet (vehicles);
 - improving the efficiency of our street lighting; and
 - increasing recycling of the Council's own waste.

Achievement will be measured through:

- carbon reduction commitment
- renewable energy and energy retrofit schemes
- monitoring the fuel consumption of our fleet
- carbon emissions from Council street lighting
- recycling performance

3. Encourage public utilisation of recycling facilities and services.

Achievement will be measured through:

- Improved recycling performance

4. Encourage residents and employees to use more sustainable forms of transport.

Achievement will be measured through:

- Increased bus passenger numbers and use of cycleways

5. Complete the review and rationalise the Council's assets.

Achievement will be measured through:

- Reduction in the Council's assets portfolio

Risks to manage:

- Ensuring that buildings are used effectively to match our priorities.
- Securing sufficient funding for renewable energy schemes, further street lighting improvement programmes and to maintain the Council's recycling service.
- Ensuring that recycling and energy efficiency programmes are supported up by the public and employees.

What we mean by:

Carbon footprint – The amount of Carbon Dioxide that enters the atmosphere through electricity and fuel used.

Renewable energy schemes – Schemes designed to use energy from a source that is naturally replenished e.g. sunlight

Carbon reduction commitment – A mandatory scheme aimed at improving energy efficiency and reducing emissions in large public sector and private organisations.

DRAFT

Priority	Sub-Priority	Impact
Modern & Efficient Council	Organisational Change	Managing services well to achieve our priorities.

This is a priority in year because we need to:

- Become more lean and modern.
- Have a clear vision of what the Council will need to look like by 2017 with less money, and have a plan to reform and change the organisation to fit.
- Achieve our priorities.
- Deliver quality services with reduced financial resources.

What we will do in 2014/15:

Agree an organisational change programme that will:

1. Implement the newly agreed operating model for the Council.

Achievement will be measured through:

- successful transition into the new operating model
- streamline the organisation

2. Integrate business units and consider alternative models.

Achievement will be measured through:

- agreement of internal service functional mergers and re-alignments as a follow through of the operating model and senior management review implementation
- agreed proposals for sustainable models for each of the services/functions listed for transformation
- Overall annual efficiency savings from a combination of the above

Risks to manage:

- Gaining workforce and Trade Union agreement and acceptance of the transition into the new operating model.
- Transitional risks of the operating model.

What we mean by:

Operating Model - how an organisation is structured, functions and performs according to its objectives and values.

Working practices – the Council's internal processes and procedures.

Social business model – the way in which we run the Council as an accountable and ethical organisation operating in a business world. This incorporates social value; the importance of the overall quality of the outcomes.

Priority	Sub-Priority	Impact
Modern & Efficient Council	Financial Strategy	Protecting local front-line public services and delivering Council priorities through the best use of our resources

This is a priority in year because we need to:

- Protect local services as a first priority.
- Have in place a longer term financial plan which models anticipated funding and costs over the medium term and which identifies the annual and cumulative efficiency targets which will need to be achieved to deliver services within available resources.
- Ensure we have the necessary revenue and capital funding in place to deliver front line services and Council priorities and be able to invest for future years.
- Achieve the 2014/15 targets for the organisational change and efficiency programme.
- Integrate the development of the next stages of the change and efficiency programme with the revenue and capital elements of the financial strategy.
- Maximise our income to invest in public services.

What we will do in 2014/15:

1. Develop a longer term financial plan.

Achievement will be measured through:

- A medium term financial plan which is fully reflective of anticipated funding, costs and efficiencies
- The effectiveness of the plan as an aid to strategic decision making
- Producing a sustainable four year plan which meets the funding gap and supports investment needs

2. Agreement of the capital and revenue resources to deliver the priorities within the Improvement Plan.

Achievement will be measured through:

- resources being available to fund each priority and reflected in the medium term financial plan

3. Deliver on the four programmes of the organisational change and efficiency programme:

- Corporate Efficiency: assets, customer, finance and procurement.
- Organisational Design: operating model, functional and structural design, alternative delivery models.
- Workforce Scaling: workforce planning, workforce reduction, vacancy management, costs of employment.
- Functional Efficiency: value for money in all service and support functions.

Achievement will be measured through:

- achieving the financial target efficiencies for each of the four programmes set for 2014/15
- identifying further efficiency measures for 2015/16 and beyond to meet the projected funding gaps in each year
- agreement of a corporate approach to the setting of fees and charges

Risks to manage:

- Ensuring that capital and revenue resources are sufficient to operate effectively.
- Uncertainty in the level of Welsh Government funding which represents 80% of the funding of Council services.
- Gaining agreement to the financial strategy.
- Delivery of the 2014/15 efficiency savings in full.
- Gaining agreement to further efficiency measures from 2015/16 onwards.
- Gaining agreement to a new corporate approach for fees and charges.

What we mean by:

Revenue funding – spending on day to day running costs for the Council e.g. salaries and wages, supplies and services, energy.

Capital funding – spending on assets (e.g. buildings, equipment and land).

Fees and Charges – the amount service users pay for services which are not provided for free.

Efficiency Targets – financial savings we aim to achieve within a given period of time through specific actions.

Values for Money – being efficient and effective in using our resources to achieve our service objectives and standards.

Priority	Sub-Priority	Impact
Modern & Efficient Council	People Change & Development	The Council has sufficient capability and capacity to operate effectively as a reduced sized organisation

This is a priority in year because we need to:

- Enable the effective implementation of the new Council Structure and provide a foundation for on-going sustainable organisational change.
- Implement the new agreed pay model.
- Optimise the benefits of having modern terms and conditions to enable the Council to be more flexible in service delivery.
- Provide capability and capacity to manage a reduced sized organisation.
- Modernise working practices.

What we will do in 2014/15:

Implement the People Strategy focusing on:

1. Employee performance and productivity – including organisational and job design, effective workforce planning, flexible working and working patterns, terms and conditions and robust performance management.
2. Employee Development and Talent Management – including employee engagement, talent management, behaviour and competencies development, learning and skills development.
3. Health and Wellbeing – including development of 'Flintshire Healthy Workplace', information channels for employees to manage health and welfare, initiatives that support the reduction of sickness absence as part of the Council's Attendance Management Strategy.
4. Implement the new pay model as part of Single Status and address any ongoing Equal Pay liabilities.

Achievement will be measured through:

- Minimising cost and increasing flexibility of services e.g. by extending service hours, there is no increase in the service operating costs
- Implementation of competency based appraisals by June 2014 and tracking of outcomes – ratings on performance and development requirements
- Reduced sickness absence figures
- Targeted employee engagement initiatives and surveys and improvement actions
- Reduced use and expenditure for agency / interim workers and consultants
- Numbers of employees progressing through skills development and Management Development programmes

Risks to manage:

- Ensuring organisational capability to make the changes happen and sustain the new operating model.

- Keeping up workforce motivation and morale to prevent resistance to organisational change and minimise service disruption such as industrial action.
- Controlling the terms of the new pay model and terms and conditions of employment post implementation to prevent new Equal Pay risks from emerging.

What we mean by:

Equal pay – equality legislation prohibits less favourable treatment between men and women in terms of pay and conditions of employment. Where there has been a potential historical pay gap between men and women, Equal Pay claims may be brought.

Medium-term Financial Plan - the Council's plan forecasts funding levels and resource requirements over the medium term, identifies the gap between the two with specific actions identified to balance the budget and manage resources.

DRAFT

Priority	Sub-Priority	Impact
Modern & Efficient Council	Asset Strategy	Having the right buildings in the right places for the right uses

This is a priority this year because we need to:

- Become an even more modern organisation.
- Reduce Council overhead costs to protect and invest in front-line services.
- Reduce carbon emissions.

What we will do in 2014/15:

1. Refresh the Asset Strategy along-side capital planning.
2. Reduce the number and review the usage of Council property assets.
3. Further extend the use of agile working and so free up the amount of office and other space needed to deliver services.
4. Increase the rate and take up of Community Asset Transfers.

Achievement will be measured through:

- Reducing maintenance and asset costs
- Increased joint use of assets with partners
- Carbon reduction
- Increased agile working
- Fewer Council owned and maintained property assets

Risks to manage:

- Gaining public acceptance.
- How we can invest and ensure we have the capacity to implement the strategy.
- Gaining workforce agreement and acceptance of agile working practices.

What we mean by:

Asset Strategy – long term plan to make best use of our buildings.

Council Property Assets – buildings owned and maintained by the Council.

Agile Working – working across locations in a flexible way with the use of technology.

Capital – money spent on assets (e.g. buildings, equipment and land).

Community Asset Transfers – transfers of land or buildings into the ownership or management of a Voluntary / Community Sector organisation or statutory body.

Priority	Sub-Priority	Impact
Modern & Efficient Council	Procurement Strategy	Making our money go further through smart procurement

This is a priority in year because we need to:

- Minimise procurement costs.
- Ensure that goods and services purchased represent value for money.
- Ensure that community benefits are optimised through our procurement arrangements.
- Achieve efficiency targets to protect and invest in local front-line public services.

What we will do in 2014/15:

1. Optimise procurement efficiencies through the use of regional and national procurement collaborations.

Achievement will be measured through:

- the scale of the use of the National Procurement Service and the resulting efficiencies
- the scale of the use of regional procurement collaboration and the resulting efficiencies

2. Implement proposals for a joint Flintshire and Denbighshire corporate procurement unit.

Achievement will be measured through:

- the merger of Flintshire and Denbighshire procurement teams to a single corporate procurement unit serving the two organisations.

3. Develop an improved corporate approach to community benefits and supply chain management to benefit the organisation, local communities and the local economy.

Achievement will be measured through:

- increasing inclusion of community benefit clauses in contracts.

Risks to manage:

- Keep up the pace of collaboration to maximise procurement efficiencies through the use of the National Procurement Service and Welsh Procurement Consortium frameworks.
- Ensure the internal adoption of revised procurement practice and process.
- Having the creativity to apply community benefit clauses within contracts.

What we mean by:

Community benefit clauses - benefits to local communities from major procurements e.g. training and employment opportunities, community facilities. This incorporates social value by taking wider issues into account other than price.

Procurement collaborations – ways of procuring goods and services within agreed terms and conditions.

Priority	Sub-Priority	Impact
Modern & Efficient Council	Access to Council Services	Achieving customer focused, modern and efficient access to council services

This is a priority in year because we need to:

- Improve access to our services for our customers through use of a multi channel approach.
- Improve customer care, service and satisfaction levels.

What we will do in 2014/15:

1. Implement Phase 2 of our Flintshire Connects programme with extended range of services and locations.

Achievement will be measured through:

- the opening and scale of use of the Flintshire Connects centres
- customer feedback on Flintshire Connects
- range of services provided
- percentage of customers having their needs met at first point of contact

2. Review and improve our Customer Service Standards.

Achievement will be measured through:

- customer satisfaction ratings

3. Extend and improve (i) customer access to Council information and services using technology and (ii) opportunities for participation in consultation exchanges etc.

Achievement will be measured through:

- number of customers using technology to access Council information and services
- number of customers using technology to participate in consultation exchanges etc.
- customer feedback
- percentage of customers having their needs met at first point of contact

Risks to manage:

- How we can ensure the investment to further improve access to our services.
- Ensuring our customers can access our digital services.
- Ensuring a positive public response to the changing ways our services can be accessed.
- How the Council adjusts its processes and practices to support Flintshire Connects and the increased use of self service.

What we mean by:

Flintshire Connects Centres - simpler and more “joined up” access to Council and other public sector services in County towns in a modern and welcoming environment.

Customer Service Standards – what customers can expect when they make contact with the council e.g. how quickly we answer the phone, respond to email etc.

Statement of Responsibility

This publication fulfils in part the statutory requirements to publish an annual Improvement Plan as part of the Local Government (Wales) Measure (2009). This is our 'forward-looking' document for the year. The second part of the statutory requirement is the Annual Performance Report which is our 'backward-looking' document and reviews performance against our objectives set for the previous year. This second report is published in October.

Contacts for Feedback and Review

On-going review about the Council's priorities and this plan is available through our website where feedback forms are available for the public, our partners, our workforce and businesses. We would like to know what you think about our priorities and those for the future. We would value your feedback and hope that you can spend a few minutes to tell us what you think.

In the meantime our contacts for any initial observations are:

Policy and Performance Team:

Tel: 01352 702744

Email: Policy and Performance Team@flintshire.gov.uk

This document is available in alternative formats or your own language on request.

Summary of Key Issues / Responses to the Consultation with Overview & Scrutiny Committees

Lifelong Learning Overview & Scrutiny Committee – 15 May 2014

Issue / Response to Consultation	Responses to issues raised
Revised plan for 2014/15 welcomed by Members as were the examples of good progress against the 2013/14 Improvement Plan.	N/A
Sub-priority - Modernised & High Performing Education	
Concern raised about using the measure – ‘percentage of learners achieving 5 or more A* - C passes at GCSE or vocational equivalent’.	It was explained that this is a national measure set by Welsh Government.
General concern regarding the level of importance attached to performance measures and particularly the use of measures relating to free school meals (FMS).	It was advised that the range of data is vast and not just about the recent outcomes for learning but also about bringing enjoyment, confidence, and well-being to all pupils.
Concern raised that the target for surplus places may not be achievable.	It was confirmed that the target is a Welsh Government target set for all authorities.
Request that the activity relating to educational achievements of children in a position of disadvantage including looked after children (LAC), be reworded to reflect that the authority is ensuring equal opportunity to access education for all children.	It was agreed that the wording would be revisited, although it would not be possible to deviate too far from the original wording as this is a national priority.

Community Profile & Partnerships Overview & Scrutiny Committee – 9 June 2014

Issue / Response to Consultation	Responses to issues raised
Revised plan for 2014/15 welcomed by Members as were the examples of good progress against the 2013/14 Improvement Plan.	N/A
Sub-priority - Community Safety	
Query raised as to whether a plan is in existence for CCTV provision across the county.	A separate report is to be made to the committee concerning arrangements for future CCTV provision.

Housing Overview & Scrutiny Committee – 10 June 2014

Issue / Response to Consultation	Responses to issues raised
Revised plan for 2014/15 welcomed by Members as were the examples of good progress against the 2013/14 Improvement Plan.	N/A
Sub-priority – Extra Care Housing	
The planned extension of extra care housing to include additional units in Flint and Holywell was welcomed.	N/A
Sub-priority – Modern, Efficient and Adapted Homes	
Query raised as to whether the team for the new housing company is in place yet.	It was confirmed that the Board is in place and that the committee would receive regular reports, the first being in the autumn.
The target for empty homes brought back into use was queried.	It was confirmed that the target of 30 for 2014/15 relates to the private sector and that work is on-going in relation to council homes.
Sub-priority – Achieve the Wales Housing Quality Standard	
Continued investment was welcomed.	N/A
Query raised regarding the locations of the new council homes to be built.	It was confirmed that potential sites had been identified but that no formal plans were in place yet.
Query raised in relation to the 'right to buy' for occupiers of the new council homes to be built.	It was confirmed that the terms of the Welsh Government suspension policy are currently being looked at.
Sub-priority – Welfare Reform	
Query raised regarding the implementation of Universal Credit and the effect that it is having on increased debt within the County.	<p>It was confirmed that: -</p> <ul style="list-style-type: none"> • a phased approach is being taken to implementation over the next 2 – 3 years; and • it is too early to see the impacts on debt levels but a report will be made to the next meeting of the committee concerning this matter.

Sub-priority – Fuel Poverty	
Query raised as to whether the council would promote the opportunities of the Governments 2 nd phase of the 'Green Deal'.	It was confirmed that local citizens are referred to the opportunities which will best suit their circumstances.

This page is intentionally left blank

FLINTSHIRE COUNTY COUNCIL

IMPROVEMENT PLAN 2014/15

**How achievement will be measured?
Supporting milestones and measures**

Priority	Sub-Priority	Impact
Housing	Extra Care Housing	Helping more people to live independently and well at home

What we will do in 2014/15:

1. Develop and agree plans to extend our extra care provision to provide units in Flint and Holywell, providing 60 units in each location.

Achievement will be measured through:

- Agreed Business Model and funding for the developments
- Firm plans agreed with Social Housing partners for both schemes
- The new schemes and business model developed and supported by sound consultation

Achievement Milestones for strategy and action plans:

- Consultation for the new schemes to be complete by March 2015
- Business Model agreed by March 2015
- Funding for the developments agreed by March 2015
- Agreement with Social Housing Partners for both schemes by December 2014

Priority	Sub-Priority	Outcome / Impact
Housing	Modern, Efficient and Adapted Homes	Improving the choice and quality of local housing

What we will do in 2014/15:

1. Implement a wider range of models of private finance to deliver increased numbers of affordable homes through the newly formed North East Wales Homes.

Achievement will be measured through:

- Business plan measures:
 - Provision of a management service for 26 private rented sector properties
 - Entering into a lease agreement for 10 over 55's properties
 - Receive the freehold for and manage 19 units of gifted accommodation
- Approval for the Flint Town Centre regeneration plan which includes new housing provision

Achievement Milestones for strategy and action plans:

- Approval of the Flint Town Centre regeneration plan including new housing provision by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Provision of a management service for 26 private rented sector properties	Chief Officer – Community and Enterprise	N/A – new measure	26 properties	TBC
Entering into a lease agreement for 10 over 55's properties		N/A – new measure	10 properties	TBC
Receive the freehold for and manage 19 units of gifted accommodation		N/A – new measure	19 units	TBC

2. Implement the strategy to grow and sustain the private rented sector through the North East Wales Homes business plan.

Achievement will be measured through:

- Business plan measures:
 - Provision of a management service for 26 private rented sector properties
 - Entering into a lease agreement for 10 over 55's properties
 - Receive the freehold for and manage 19 units of gifted accommodation
- Bringing of 30 empty homes back into use for residential living

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Provision of a management service for 26 private rented sector properties	Chief Officer – Community and Enterprise	N/A – new measure	26 properties	TBC
Entering into a lease agreement for 10 over 55's properties		N/A – new measure	10 properties	TBC
Receive the freehold for and manage 19 units of gifted accommodation		N/A – new measure	19 units	TBC
IPH2M1 - Number of empty homes brought back into use		32 homes	30 homes	120 homes (cumulative)

3. Develop a county wide housing register and implement a single allocations policy for Flintshire with partners.

Achievement will be measured through:

- A county wide housing register and single allocations policy in place by December 2014.

Achievement Milestones for strategy and action plans:

- A county wide housing register and single allocations policy in place by December 2014.

4. Agree the Local Development Plan's vision, objectives and options to accommodate growth.

Achievement will be measured through:

- In accordance with the timetable of the Delivery Agreement; by November 2014

Achievement Milestones for strategy and action plans:

- Agree the Local Development Plan's vision, objectives and options to accommodate growth in accordance with the delivery agreement by November 2014.

Priority	Sub-Priority	Impact
Housing	Achieve the Wales Housing Quality Standard	Improving quality of life for our tenants through improved housing

What we will do in 2014/15:

1. Deliver the housing revenue account business plan to achieve the Wales Housing Quality Standard (WHQS) by 2020.

Achievement will be measured through:

- Investing in improving the housing stock
- Tenant satisfaction of work completed
- Performance measured against commitments made to tenants at the housing ballot
- Managing expenditure within or below budget to maximise available financial resources.

Please note the six year plan is currently out for consultation and feedback may affect the proposed targets. Current targets are based on the Choices document.

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Capital Works Target – Heating Upgrades	Chief Officer – Community and Enterprise	977	600	TBC dependant on WHQS Plan
Capital Works Target – Kitchen Replacements		1118	922	
Capital Works Target – Smoke Detectors		804	500	
Capital Works Target – Bathroom Replacements		200	N/A	Not in current plan for 2016/17
Tenant satisfaction of capital works completed on kitchens, heating and bathrooms.		N/A – new measure	Establish baseline 2014/15	TBC once baseline established

IPH3M1 - Capital Programme expenditure on improvement work streams <i>(Managing expenditure within or below budget to maximise available financial resources - Capital works budget)</i>		£12m	£9.76m	TBC
--	--	------	--------	-----

2. Reach a voluntary settlement with Welsh Government to exit the Housing Revenue Account (HRA) subsidy system by 31st March 2015.

Achievement will be measured through:

- The implementation of a voluntary agreement by the deadline which gives the Council certainty about future funding

Achievement Milestones for strategy and action plans:

- Implementation of a voluntary agreement with Welsh Government to exit the Housing Revenue Account subsidy system by 31st March 2015

3. Develop a revised stock investment plan to meet the objectives in the Assets Management Strategy in conjunction with Tenants and Members.

Achievement will be measured through:

- Agreement of a 6 year investment programme by March 2015
- Delivery of capital improvement programmes

Achievement Milestones for strategy and action plans:

- Agreement of a 6 year investment programme by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPH3M1 - Capital Programme expenditure on improvement work streams	Chief Officer – Community and Enterprise	£12m	£9.76m	TBC

Priority	Sub-Priority	Impact
Living Well	Independent Living	Improving people's quality of life

What we will do in 2014/15

1. Maintain the success of the reablement / recovery approach, engaging in regional working for the further roll out of telecare / telehealth and improve the timeliness of adaptations.

Achievements will be measured through

- Extended local use of telecare / telehealth technologies consistent with regional plans
- Exceed the all Wales average for adaptations
- Meet local improvement targets for reablement

Achievement Milestones for strategy and action plans:

- Extended local use of telecare / telehealth technologies consistent with regional plans by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
PSR/009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.	Chief Officer – Social Care	257 days	270 days	237 days
PSR/009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults.		247 days	250 days	237 days
SCAM2L - Percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of Reablement.		77%	71 – 75%	80%

2. Implement a series of actions to support greater independence for individuals with a frailty and/or disability including completion of rightsizing exercises for all supported living projects provided and commissioned. Implement a night support service.

Achievements will be measured through:

- Improved quality of life for service users with a disability
- Reduction in care hours in supported living
- Reduction in one to one care needed in supported living

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Number of minor adaptations (under £1000) completed for service users with a disability.	Chief Officer – Social Care	377 *	TBC	TBC
Number of people receiving Direct Payments / Citizen Directed Support.		302	320	350
Maintain The percentage of clients who are supported in the community in the top quartile for Wales. (SCA/020)		86%	90%	90%

**Note: Baseline data for measure 1. is based on minors under £500 – we are collecting data on all minors from 01/04/2014. Targets to be agreed based on Q1 data in July 2014.*

3. Use a whole family approach through the Integrated Family Support Service.

Achievements will be measured through:

- Number of families receiving a service
- Average “distance travelled” score at 12 month review
- Maintain level of repeat referrals to Children’s Social Services

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
----------------------	--------------	-----------------------	----------------	-----------------------------

Number of families referred to IFSS	Chief Officer – Social Care	TBC	TBC	TBC
Average “distance travelled” score at 12 month review		TBC	TBC	TBC
SCC/010a – The percentage of referrals that are re-referrals within 12 months		13%	Below 15%	Below 15%

4. Examine the children’s services structure with a view to remodelling the teams to create capacity to do more preventative work.

Achievements will be measured through:

- Implementation of the new model by March 2015
- Maintain level of repeat referrals to Children’s Social Services

Achievement Milestones for strategy and action plans:

- Implementation of the new model by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
SCC/016 - The percentage of reviews of child in need plans carried out in accordance with the statutory timetable	Chief Officer – Social Services	53%	82%	85%
SCC/010a – The percentage of referrals that are re-referrals within 12 months		13%	Below 15%	Below 15%

5. Prevent homelessness for people who are:

- alcohol and drug dependent; and/or
- victims of domestic abuse; and/or
- ex-offenders; and/or
- young people including care leavers.

Achievements will be measured through:

- Homeless prevention for at least 6 months for people who are:
 - alcohol and drug dependent,
 - victims of domestic abuse,
 - ex-offenders;
 - young people including care leavers
- Monitoring the success of the 6 month pilot being introduced to trial measures proposed in the Housing Bill to strengthen homeless prevention

Achievement Milestones for strategy and action plans:

Evaluate the success of the 6 month pilot being introduced to trial measures proposed in the Housing Bill to strengthen homeless prevention by January 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	Chief Officer – Community and Enterprise	84.89%	90%	90%
Homeless prevention for at least 6 months for people who are victims of domestic abuse.		During 2014/15 changes to recording and reporting of data will be made to systems to create a baseline for these indicators in 2014/15 so that target setting can take place for 2015/16.		
Homeless prevention for at least 6 months for people who are ex-offenders.				
Homeless prevention for at least 6 months for people who are young people including care leavers				

6. Carry out a major review of the Transition Service and implement findings.

Achievements will be measured through:

- Effective transition pathway

Achievement Milestones for strategy and action plans:

- Collection of feedback from service users by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Number of people receiving Direct Payments / Citizen Directed Support.	Chief Officer – Social Services	302	320	350

Priority	Sub-Priority	Impact
Living Well	Integrated Community Social and Health Services	Enabling more people to live independently and well at home

What we will do in 2014/15

2. Continue the integration of community based health and social care teams within three localities.

Achievements will be measured through

- Development of our second co-located team in 2014/15
- Plans developed for our third and final co-located team in 2015/16

Achievement Milestones for strategy and action plans:

- Development of our second co-located team by March 2015
- Plans developed by March 2015 for our third and final co-located team in 2015/16

2. Support the introduction of Enhanced Care Service (ECS) in North East and South Localities by March 2015.

Achievements will be measured through

- Agree and implement the business case for ECS in the North East & South Localities
- Improved experiences of patients

Achievement Milestones for strategy and action plans:

- Agree the business case for ECS in the North East Locality by November 2014
- Implement the business case for ECS in the North East Locality by March 2015
- Agree the business case for ECS in the South Locality by November 2014
- Implement the business case for ECS in the South Locality by March 2015
- Collection of a further 3 patient stories by March 2015

3. Ensure that effective services to support carers are in place as part of the integrated social and health services.

Achievements will be measured through

- Plans to support carers are agreed and implemented

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
SCA/018c - The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service.	Chief Officer – Social Services	85%	75% – 80%	90%

4. Ensure Single Integrated Plan (SIP) priorities are progressed through localities.

Achievements will be measured through

- Improved communication and governance arrangements to ensure that localities deliver the priorities of the SIP.

Achievement Milestones for strategy and action plans:

- Inclusion of relevant SIP priorities in the Locality Leadership Teams plans by March 2015
- Achievement of relevant outcomes in Locality Leadership Teams plans by March 2015

5. Effective and efficient use of Intermediate Care Funds to support individuals to remain in their own homes.

Achievements will be measured through

- Agree and implement action plan for use of Intermediate Care Funds
- Independent evaluation of outcomes achieved

Achievement Milestones for strategy and action plans:

- Agree an action plan for use of Intermediate Care Funds by June 2014
- Implement the action plan for use of Intermediate Care Funds by March 2015
- Determine process for evaluation of outcomes by March 2015

Priority	Sub-Priority	Outcome / Impact
Economy and Enterprise	Business Sector Growth in Deeside	Creating jobs and growing the local economy

What we will do in 2014/15:

1. Promote and support the growth of the Flintshire economy including Deeside Enterprise Zone (DEZ) as a recognised centre for energy and advanced manufacturing.

Achievements will be measured through

- Percentage of enquiries converted to investment in Flintshire
- Number of jobs created and sustained in Flintshire
- Percentage of enquiries converted to investment in the DEZ
- Number of jobs created and sustained in the DEZ

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Percentage of enquiries converted to investment in Flintshire	Chief Officer – Community & Enterprise	N/A New Measure	Baseline Year	TBC once baseline established
Number of jobs created and sustained in Flintshire		N/A New Measure	Baseline Year	TBC once baseline established
Percentage of enquiries converted to investment in the DEZ		54%	60%	60%
Number of jobs created and sustained in the DEZ		1234 jobs	1300 jobs	1300 jobs

2. Implementation of the “masterplan” for the Northern Gateway site to facilitate development of a key part of the Enterprise Zone.

Achievements will be measured through

- Approval of the Northern Gateway site “masterplan” by April 2014
- Scale of development on the site beginning with the commencement of infrastructure works in July 2014

Achievement Milestones for strategy and action plans:

- Approval of the Northern Gateway site “masterplan” by April 2014
- Commencement of infrastructure works in July 2014

3. Explore with Welsh Government the opportunities to improve local infrastructure (transport, utilities, environment etc.)

Achievements will be measured through

- The approval by Welsh Government and implementation of the Infrastructure Business Plan for the DEZ

Achievement Milestones for strategy and action plans:

- The approval by Welsh Government and implementation of the Infrastructure Business Plan for the DEZ by Summer 2014.

Priority	Sub-Priority	Outcome / Impact
Economy and Enterprise	Town and Rural Regeneration	Making local communities viable

What we will do in 2014/15:

1. Progress and invest in the eight Town Centre Masterplans to meet local priorities and need.

Achievements will be measured through

- Scale and take up of the Business Grant Scheme in Town Centres
- Delivery and completion of actions set out in the Masterplans

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPEE2M1 - Scale and take up of the Business Grant Scheme in Town Centres	Chief Officer – Community & Enterprise	10 grants	25 grants	25 grants

2. Deliver an integrated programme of regeneration in Flint to realise the vision set out in the Flint Masterplan

Achievements will be measured through

- Completion of heritage trail and St. Mary’s Square renovation
- Delivery of the Townscape Heritage Initiative including the renovation of the Old Courthouse
- Phased demolition of the maisonette blocks
- Purchase of former Police station and court building
- Completion of Flint House over 55s development

Achievement Milestones for strategy and action plans:

- Completion of heritage trail and St. Mary's Square renovation by 31 March 2015
- Delivery of the Townscape Heritage Initiative including the renovation of the Old Courthouse by 31 March 2015
- Phased demolition of the maisonette blocks by 31 March 2015
- Purchase of former Police station and court building by 31 March 2015
- Completion of Flint House over 55s development by 31 March 2015

3. Complete the rural development schemes in Mold, Holywell and villages; extending accessibility and improving the local environment.

Achievements will be measured through

- Delivery and completion of in-year rural development schemes with final outputs including:
 - 40 jobs created
 - 40 micro enterprises created
 - 35 village renewal projects supported
 - 21 community facilities sustained
 - improved visitor facilities created in Talacre / Gronant

Achievement Milestones for strategy and action plans:

- Improved visitor facilities created in Talacre / Gronant in by 31 March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Creation of 40 jobs through the delivery and completion of the in-year rural development schemes	Chief Officer – Community & Enterprise	11.26 jobs	40 jobs	N/A
40 micro enterprises created through the delivery and completion of the in-year rural development schemes		16 micro enterprises	40 micro enterprises	N/A
35 village renewal projects supported through the delivery and completion of the in-year rural development schemes		10 renewal projects	35 renewal projects	N/A

21 community facilities sustained through the delivery and completion of the in-year rural development schemes		12 community facilities	21 community facilities	N/A
--	--	-------------------------	-------------------------	-----

Priority	Sub-Priority	Outcome / Impact
Economy and Enterprise	Social Enterprise	Supporting and creating new forms of local business

What we will do in 2014/15:

1. Raise awareness of the Flintshire Social Enterprise Fund.

Achievements will be measured through

- Establish or assist 10 social enterprises

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Establish or assist 10 social enterprises	Chief Officer – Social Services	N/A New measure	10 social enterprises	11 social enterprises

2. Develop effective support for social enterprises.

Achievements will be measured through

- Establishing a wider range of community benefit clauses to be used when procuring services
- The number of Social Enterprises which survive and prosper
- Strengthening and consolidating the Social Enterprise Network by a numerical increase in numbers and how effectively the network is working

Achievement Milestones for strategy and action plans:

- Establishing a wider range of community benefit clauses to be used when procuring services by October 2014.

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
The number of Social Enterprises which survive and prosper	Chief Officer – Social Services	New Measure – baseline data not available	N/A – Management Information	N/A – Management Information

3. Develop new Social Enterprise projects to meet the Council’s priorities.

Achievements will be measured through

- Establishment of further social enterprises from within the Council

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Establishment of further social enterprises from within the Council	Chief Officer – Social Services	New Measure – baseline data not available	1 social enterprise	2 social enterprises

Priority	Sub-Priority	Impact
Skills and Learning	Modernised and High Performing Education	Improving learning provision to get better learner outcomes

What we will do in 2014/15:

1. Make a difference through our Education Improvement and Modernisation Strategy by raising standards through: -
 - Improving skills in literacy and numeracy
 - Improving educational achievements of children in a position of disadvantage including our Looked after Children
 - Sharing best teaching practice and resources across schools and the region
 - Improving the preparation of young people for the work place
 - Continuing the implementation of 21st Century Schools programme
 - Implementing the outcomes of the asset review including Primary School Organisation
 - Strengthening collaborative work between schools to improve curriculum continuity and facilitate additional delegation of responsibility and resources
 - Raising standards through effective use of new technologies
 - Ensuring best quality educational support during implementation of the national model for regional working

Achievements will be measured through

- Outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at all Key Stages
- Percentage of learners achieving 5 or more A* to C passes at GCSE or the vocational equivalent
- Raising standards achieved by learners who are entitled to free school meals, "Looked After" or are otherwise identified as vulnerable
- Reduction of surplus places
- Completion of 21st Century school milestones in line with target dates

Achievement Milestones for strategy and action plans:

- Completion of 21st Century school milestones in line with target dates:
- Appointment of constructors June/July 2014
- Completion of full business cases for Holywell and Post 16 Hub by November 2014, John Summers by February 2015

<ul style="list-style-type: none"> All facilities open by September 2016 				
Achievement Measures	Lead Officer	Baseline Data (Summer 2013)	2014/15 Target (Summer 2014)	Aspirational Target (Summer 2015)
Outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at all Key Stages				
IPSL1M1 - The percentage of learners achieving GCSE grade C or above in Mathematics	Chief Officer Education and Youth	68.5%	72.4%	75.5%
IPSL1M2 - The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in Mathematics		86.5%	87.3%	90.9%
IPSL1M3 - The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in Mathematics		88.2%	90%	92%
IPSL1M4 - The percentage of learners achieving GCSE grade C or above in English		72.7%	75%	77.4%
IPSL1M5 - The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in English		85.8%	86.8%	90.5%
IPSL1M6 - The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in English		88.1%	89%	90%
EDU/003 - The percentage of learners achieving the Core Subject Indicator at Key Stage 2		85.5%	86.2%	87%
EDU/004 - The percentage of learners achieving the Core Subject Indicator at Key Stage 3		80%	82%	86.5%
Percentage of learners achieving 5 or more A* to C passes at GCSE or the vocational equivalent				
IPSL1M10 - The percentage of learners achieving the Level 2 Threshold (5 or more A* to C passes at GCSE or the vocational equivalent)	Chief Officer Education and Youth	79.6%	81.4%	86.3%

EDU/017 - The percentage of learners achieving the Level 2 Threshold inclusive of Mathematics and English and/or Welsh 1 st Language		62.2%	66.2%	69.9%
Raising standards achieved by learners who are entitled to free school meals, "Looked After" or are otherwise identified as vulnerable				
IPSL1M7 - Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 1 Indicator (Five GCSE passes A* to G or vocational equivalent)	Chief Officer Education and Youth	91.2%	94.6%	95.8%
IPSK1M8 - Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 2+ Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1 st Language)		35.7%	51.5%	61.3%
IPSK1M8 - Improve performance of cohort of learners entitled to Free School Meals (FSM) in The Capped Points Score indicator. (Points achieved in best eight course outcomes)		293.0	323.9	330.9
EDU/002ii - Reduce the percentage of learners (in local authority care) leaving education without a recognised qualification		0%	0%	0%
Surplus Places				
EDULM12a - Reduce the percentage of surplus places (primary)	Chief Officer Education and Youth	16.3%	10%	10%
EDULM12b - Reduce the percentage of surplus places (secondary)		17.3%	10%	10%

Priority	Sub-Priority	Impact
Skills and Learning	Apprenticeships and Training	Meeting the skills and employment needs of local employers

What we will do in 2014/15:

1. Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities.
2. Make an impact with the Employers' Promise in key areas e.g. developing further apprenticeship opportunities and employees' skills.
3. Market and communicate broadly the range of apprenticeship and training programmes available.
4. Identify sectors with skills gaps in order to develop apprenticeships and alternative programmes and investment in training.
5. Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.
6. Continue to develop and increase the number and range of Communities First job clubs.
7. Commission and deliver skills development programmes in partnership with local employers.

Achievements will be measured through

- Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance
- Securing high levels of 16 years olds in education, employment and training
- Improving the local skills base to improve employability and earning prospects through improved qualifications
- Increase the number of apprenticeships in the public and voluntary sector

Achievement Milestones for strategy and action plans:

- Agree to purchase and use the Annual Business Enquiry for business registration in order to provide baseline, progress and comparison of business performance Flintshire by August 2014
- Refine and improve the processes and systems of apprenticeship data collection for Flintshire both in line with national measures and as the basis for year-on-year comparison by January 2015

Achievement Measures	Lead Officer	Baseline Data (Summer 2014)	2014/15 Target (Summer 2015)	2016/17 Aspirational Target (Summer 2016)
Reducing the percentage of 18 – 24 year olds claiming Jobseekers Allowance	Chief Officer Education and Youth	5.7%	5.1%	4.9%
Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance for at least 6 months		1%	0.95%	0.9%
Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance for at least 12 months		0.8%	0.75%	0.7%
Securing high levels of 16 years olds in education, employment and training*		96.4%	97.9%	98%
Proportion of resident population of area aged 16-64 qualified to NVQ level 2 and above.		71.5%	72%	74%
Proportion of resident population of area aged 16-64 qualified to NVQ level 3 and above.		52.5%	53%	54%
Proportion of resident population of area aged 16-64 qualified to NVQ level 4 and above.		29.7%	30%	31%

**target may be subject to a mid-year review due to recently raised enquiries about the methodology and subsequent calculation. We do, however, want to keep this target aspirational.*

Priority	Sub-Priority	Impact
Safe Communities	Community Safety	Keep people and communities safe

What we will do in 2014/15:

1. Contribute to the delivery of the North Wales Community Safety Plan priorities:

- Reduce the impact of domestic abuse on high risk repeat victims
- Raise awareness of sexual violence amongst young people
- Manage the impacts of anti-social behaviour
- Manage the impacts of substance misuse

Achievement will be measured through:

- Delivery of the work programme for the North Wales Safer Communities Board
- Fewer high risk repeat victims of domestic abuse
- Percentage of young people reporting increased awareness of sexual violence following interventions at school
- Determine the feasibility of producing and implementing a Flintshire wide anti-social behaviour strategy
- 'Completed treatments' and waiting times for substance misuse services

Achievement Milestones for strategy and action plans:

- Delivery of the work programme for the North Wales Safer Communities Board by February 2015
- Determine the feasibility of producing and implementing a Flintshire wide anti-social behaviour strategy by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPSC1M1 - Fewer high risk repeat victims of domestic abuse	Chief Officer – Planning and Environment	28%	28%	28%
IPSC1M2 - Numbers of schools accessing Cats Paw Theatre Productions		12 schools (100%)	6 schools	18 schools
IPSC1M3 - Percentage of young people reporting increased awareness following Performances of Cats Paw Production		90%	87%	90%

IPSC1M4 - Achieve a waiting time of less than 20 days from referral to treatment (KPI 2)		67.08%	80%	80%
IPSC1M5 - Substance Misuse Treatment Completes (KPI 6)		69.53%	80%	80%
SCY/003a - All young people on a statutory order with a substance misuse issue are offered an appointment with a substance misuse worker within 5 working days *	Chief Officer – Social Care	88.6%	85% - 100%	85% - 100%
SCY/003b - All young people on a statutory order with a substance misuse issue are offered an intervention within 10 working days *		100%	85% - 100%	85% - 100%

* A range has been set for the targets so as to allow for the large changes in percentages that are possible due to the small cohort sizes

2. Reduce fear of crime by:

- Making best use of the latest technologies including closed circuit television (CCTV)
- Ensuring the street-lighting system is working effectively
- Removing graffiti within the Streetscene timescales

Achievement will be measured through:

- Sustaining a workable network of CCTV provision
- The time taken to repair streetlight failures
- Remove graffiti from Council buildings and property within the agreed Streetscene timescales
- Improve the environment through the use of environmental visual audits (EVAs) in partnership with North Wales Police

Achievement Milestones for strategy and action plans:

- Meeting the agreed timetable for implementing changes to CCTV provision by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
THS/009 - The average number of calendar days taken to repair street lamp failures during the year	Chief Officer – Transport and Streetscene	3 days	3 days	3 days
IPSC2M5 - Installation and replacement of structurally failed street lighting columns		5%	5%	6% per year

Remove graffiti from Council buildings and property within the agreed Streetscene timescales		2 working days	2 working days	2 working days
Percentage of wards who have agreed a protocol for EVAs and identified priority areas.		100%	90% - 100%	90% - 100%

3. Develop further awareness and profile of the Council's approach to Safeguarding which includes the wider issues of prevention of human trafficking and sexual exploitation.

Achievement will be measured through:

- The impact of introducing a single Safeguarding Unit beginning with the co- location of the Adult and Children's Safeguarding teams
- Roll out of Human Trafficking training via the Flintshire Wrexham Local Safeguarding Children Board.
- Capturing data on children who are reporting missing

Achievement Milestones for strategy and action plans:

- Co-location of the Adult and Children's Safeguarding teams by October 2014
- Roll out of Human Trafficking training via the FWLSCB by March 2015
- Extension of existing mechanisms for reporting children missing from care, to include all children who are reported missing, by October 2014

Priority	Sub-Priority	Impact
Safe Communities	Traffic and road management	Improving road safety

What we will do in 2014/15:

1. Complete implementation of the first phase of our 20mph zones outside schools.

Achievement will be measured through:

- Implementation of 65 schemes of 20mph advisory zones

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPSC2M1 - Implement 20 mph advisory zones	Chief Officer – Transport and Streetscene	0 schools in 2013/14 *	65 schools	90 schools (All Schools)

**19 schools cumulative total as at 2013/14 year end*

2. Prioritise the Council's road infrastructure repairs and maintenance to improve road safety.

Achievement will be measured through:

- Numbers of collisions in 'collision cluster sites' following safety improvements schemes completions
- Time taken to repair street lamp failures
- Time taken to respond to service requests for highway defects

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
----------------------	--------------	-----------------------	----------------	-----------------------------

Number of collisions in collision cluster sites following safety improvement schemes	Chief Officer – Transport and Streetscene	N/A New Measure	0 collisions	0 collisions
THS/009 - The average number of calendar days taken to repair street lamp failures during the year		3 days	3 days	3 days
Time taken to respond to service requests for highway defects		N/A New Measure	1 day	1 day

3. Implement Regional Transport Plan road safety schemes.

Achievement will be measured through:

- Completion of road safety schemes

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPSC2M7 - Implement road safety schemes	Chief Officer – Transport and Streetscene	100%	100%	100%

Priority	Sub-Priority	Impact
Poverty	Welfare Reform	Protecting people from poverty

What we will do in 2014/15:

1. Place a greater emphasis on preventing homelessness.

Achievement will be measured through:

- The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months
- Number of tenants helped to move to more affordable accommodation (because of the spare room subsidy)

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	Chief Officer – Community and Enterprise	84.89%	90%	90%
Number of tenants helped to move to more affordable accommodation because of the spare room subsidy		50	65	TBC

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

Achievement will be measured through:

- Number of Flintshire residents assisted by Flintshire County Council to maximise their income
- Number of residents supported to successfully challenge adverse benefit decisions
- Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by Flintshire County Council
- Amount of monthly debt managed as a result of advice provided by the Money Advice Service
- Amount of monthly discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	Chief Officer – Community and Enterprise	£2.3 million	£2 million	£2.6 million
The following indicators are provided for information and monitoring only and are not suitable for setting targets against				
Number of Flintshire residents assisted by FCC to claim Additional Social Security and Tax Credits	Chief Officer – Community and Enterprise	1,680	N/A	N/A
Number of residents supported to successfully challenge adverse benefit decisions		180	N/A	N/A
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by Flintshire County Council		£2.3 million	N/A	N/A
Amount of monthly debt managed as a result of advice provided by the Money Advice Service <i>It has been decided this year to exclude the housing costs (i.e., total amount of outstanding mortgage) from the debt managed</i>		N/A – new measure	N/A	N/A
Amount of monthly discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes		N/A – new measure	N/A	N/A

3. Support the implementation of Universal Credit (UC) within the Shotton Jobcentre Plus area

Achievement will be measured through:

- Number of Universal Credit claimants referred to Citizens Advice Bureau for Personal Budgeting support
- Number of Universal Credit claimants assisted with on-line access
- Number of claims referred from Jobcentre Plus to Flintshire County Council Housing Benefit service

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
The following indicators are provided for information and monitoring only and are not suitable for setting targets against				
Number of Universal Credit claimants referred to Citizens Advice Bureau for Personal Budgeting support	Chief Officer – Community and Enterprise	N/A – new measure	190	TBC
Number of Universal Credit claimants assisted with on-line access		N/A – new measure	140	TBC
Number of claims referred from Jobcentre Plus to Flintshire County Council Housing Benefit service		N/A – new measure	250	TBC

Priority	Sub-Priority	Impact
Poverty	Fuel Poverty	Protecting people from poverty

What we will do in 2014/15:

1. Improvement in the energy efficiency of housing on Deeside through the Vibrant and Viable Places regeneration framework.				
Achievement will be measured through:				
<ul style="list-style-type: none"> The installation of additional energy efficiency measures including solid wall insulation and solar PV 				
Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Number of homes receiving energy efficiency measures	Chief Officer – Community and Enterprise	N/A – new measure	25	30
Average SAP score of homes receiving measures		65	70	70

2. Help residents in the private sector to access funding support to improve the energy efficiency of their homes.				
Achievement will be measured through:				
<ul style="list-style-type: none"> Number of households accessing Eco and other energy efficiency funding Number of households accessing the opportunity to convert from oil to gas in the Aston and Mostyn areas 				
Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Overall annual fuel bill reduction for residents	Chief Officer – Community and Enterprise	£142,430	£175,000	£250,000
Annual reduction in carbon emissions		11,661 tonnes	25,000 tonnes	20,000 tonnes

IPE2M5 – Number of homes benefiting from improved domestic energy performance measures		466 homes	650 homes	1000 homes
--	--	-----------	-----------	------------

3. Deliver energy efficiency measures to Council homes.

Achievement will be measured through:

- Number of Council homes receiving energy efficiency measures
- Number of Council homes in the Aston and Mostyn areas being converted from oil to gas

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPP2M4 - Number of Council homes receiving energy efficiency measures	Chief Officer – Community and Enterprise	161 council homes	400 council homes	500 council homes
Number of Council homes in the Aston and Mostyn areas being converted from oil to gas (this is a sub-measure of IPP2M4 above)		N/A – new measure	233 council homes	N/A

Priority	Sub-Priority	Outcome / Impact
Environment	Transport Infrastructure and Services	People being able to access employment, local services and facilities

What we will do in 2014/15:

1. Use available funding to support Council priorities for accessing employment, health, leisure and education.

Achievement will be measured through:

- Completion of funded projects within the Regional Transport Fund

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPE1M1 - Completion of funded projects within the Regional Transport Fund	Chief Officer – Transport & Streetscene	3 projects	3 projects	3 projects

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

Achievement will be measured through:

- Condition of the highway's infrastructure
- Road works being completed within agreed timescales
- Minimising the disruption to our road network through reduction in the number of revisits to defective road-works

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
----------------------	--------------	-----------------------	----------------	-----------------------------

THS/012 - The percentage of principal (A) roads, non-principal (B) roads and non principal (C) roads that are in overall poor condition	Chief Officer – Transport & Streetscene	4.3%	6%	6%
Road works being completed within agreed timescales		N/A - new measure	Baseline Year	TBC once baseline established
Number of revisits to defective road-works		N/A - new measure	Baseline Year	TBC once baseline established

3. Improve facilities and routes for pedestrians and cyclists.

Achievement will be measured through:

- Undertake mapping for the Active Travel Bill by March 2015
- Increased usage of the County's cycleways

Achievement Milestones for strategy and action plans:

- Undertake mapping for the Active Travel Bill by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPE1M7 - Number of users on the cycleway networks evidenced through counter data	Chief Officer – Transport & Streetscene	82,500 users	120,000 users	150,00 users

4. Seek approval from Welsh Government for the Deeside Infrastructure Business Plan and implement its proposals.

Achievement will be measured through:

- Approval of the Northern Gateway site "masterplan" by April 2014
- Scale of development in the site beginning with the commencement of infrastructure works by July 2014

Achievement Milestones for strategy and action plans:

- Approval of the Northern Gateway site “masterplan” by April 2014
- Scale of development in the site beginning with the commencement of infrastructure works by July 2014

5. Develop proposals for coordinated transport across the region.**Achievement will be measured through:**

- Development of the Regional Transport Plan/Local Transport Plan by March 2015
- Developing proposals to enable the implementation of the Regional Bus Strategy by March 2015

Achievement Milestones for strategy and action plans:

- Development of the Regional Transport Plan/Local Transport Plan by March 2015
- Developing proposals to enable the implementation of the Regional Bus Strategy by March 2015

6. Continuously review the Council’s subsidised bus services to improve access to employment, health, leisure and education.**Achievement will be measured through:**

- Scale and take-up of bus passenger numbers

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
THS/007 - The percentage of adults aged 60 or over who hold a concessionary travel pass	Chief Officer – Transport & Streetscene	80.94%	78%	80%
Number of passengers on Deeside Shuttle		63,500 passengers	64,000 passengers	64,000 passengers

Priority	Sub-Priority	Outcome / Impact
Environment	Carbon Control and Reduction	Reducing our carbon impact on the natural environment

What we will do in 2014/15:

1. Market and promote carbon reduction measures within the Council, with our partners and with the public to help manage and reduce emission levels.

2. Challenge the Council's carbon emissions, through our assets, vehicles and behaviour:-

- investing in renewable energy schemes;
- investing in a more efficient fleet (vehicles);
- improving the efficiency of our street lighting; and
- increasing recycling of the Council's own waste.

Achievement will be measured through:

- Carbon reduction commitment
- Renewable energy and energy retrofit schemes
- Monitoring the fuel consumption of our fleet
- Carbon emissions from Council street lighting
- Recycling performance

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
EEFLM1 - Carbon Reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non domestic portfolio)		1.51% (increase)	29% (reduction)	60% reduction by 2021

Investment in renewal energy schemes	Chief Officer – Transport & Streetscene	£300k	Between £100k and £200k	TBC subject to budget setting
Monitoring the fuel consumption of our fleet (litres)		N/A New Measure	Baseline Year	TBC once baseline established
Reduction in carbon emissions from Council street lighting through installing improved and energy efficient street lighting, signs and bollards.		1.8%	1.75% per annum	2.5% per annum
WMT/009b - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way.		55.07%	57%	58%

3. Encourage public utilisation of recycling facilities and services.				
Achievement will be measured through:				
<ul style="list-style-type: none"> ▪ Improved recycling performance 				
Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
WMT/011 - The percentage of local authority municipal waste received at all local authority household waste amenity sites that is prepared for reuse, recycled or of source segregated bio waste that is composted or treated biologically in another way.	Chief Officer – Transport & Streetscene	54.47%	67%	75%

4. Encourage residents and employees to use more sustainable forms of transport.

Achievement will be measured through:

- Increased bus passenger numbers and use of cycleways

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Increased bus passenger numbers.	Chief Officer – Transport & Streetscene	N/A New Measure	Baseline Year	TBC once baseline established
IPE1M7 - Number of users on the cycleway networks evidenced through counter data		82,500 users	120,000 users	150,000 users

5. Complete the review and rationalise the Council's assets.

Achievement will be measured through:

- Reduction in the Council's assets portfolio

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPE2M11 - Reduce the number of corporate office buildings we own and occupy	Chief Officers – Organisational Change	0	Reduction of 1 building	Reduction of 2 buildings

	Sub-Priority	Impact
Modern & Efficient Council	Organisational Change	Managing services well to achieve our priorities.

What we will do in 2014/15:

Agree an organisational change programme that will:

1. Implement the proposed future operating model for the Council.

Achievement will be measured through:

- Successful transition into the new operating model
- Streamlining the organisation

Achievement Milestones for strategy and action plans:

- Implementation of senior management structure phase 1 operating model on time and on budget by June 2014
- Agreement of senior management phase 2 proposals for implementation throughout 2014-15 by September 2014

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Minimising service disruption and failure, which affects performance targets, during the transition phase of the new model	Chief Executive	65% Improvement plan targets met	TBC	TBC
Overall annual efficiency savings from a combination of the achievement milestones above		N/A	£1.450m	£2.000m

2. Integrate business units and consider alternative models

Achievement will be measured through:

- Agreement of internal service functional mergers and re-alignments as a follow through of the operating model and senior management review implementation
- Agreed proposals for sustainable models for each of the services/functions listed for transformation
- Overall annual efficiency savings from combination of the above

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Number of mergers/re-alignments achieved in functional areas	Chief Executive	N/A	Between 5 and 8	Between 8 and 10
Number of sustainable models agreed for transformation		N/A	Between 3 and 5	Between 3 and 5
Overall annual efficiency savings from a combination of the above		£TBC	£TBC	Between £TBC and £TBC

Priority	Sub-Priority	Impact
Modern & Efficient Council	Financial Strategy	Protecting local front-line public services and delivering Council priorities through the best use of our resources

What we will do in 2014/15:

1. Develop a longer term financial plan.

Achievement will be measured through:

- A medium term financial plan which is fully reflective of anticipated funding, costs and efficiencies
- The effectiveness of the plan as an aid to strategic decision making
- Producing a sustainable four year plan which meets the funding gap and supports investment needs

Achievement Milestones for strategy and action plans:

- A medium term financial plan which is fully reflective of anticipated funding, costs and efficiencies by February 2015
- Alignment of specified resources to Council priorities by February 2015
- Producing a sustainable four year plan which meets the funding gap and supports investment needs by February 2015

2. Agreement of the capital and revenue resources to deliver the priorities within the Improvement Plan.

Achievement will be measured through:

- Resources being available to fund each priority and reflected in the medium term financial plan

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPME2M1 - Resources in place to fund 2014/15 priorities	Chief Officer - People & Resources	100%	100% for 2015/16 budget	100%

3. Deliver on the four programmes of the organisational change and efficiency programme:

- **Corporate Efficiency:** assets, customer, finance and procurement.
- **Organisational Design:** operating model, functional and structural design, alternative delivery models.
- **Workforce Scaling:** workforce planning, workforce reduction, vacancy management, costs of employment.
- **Functional Efficiency:** value for money in all service and support functions.

Achievement will be measured through:

- Achieving the financial target efficiencies for each of the four programmes set for 2014/15
- Identifying further efficiency measures for 2015/16 and beyond to meet the projected funding gaps in each year
- Agreement of a corporate approach to the setting of fees and charges

Achievement Milestones for strategy and action plans:

- Identifying further efficiency measures for 2015/16 and beyond to meet the projected funding gaps in each year by February 2015
- Agreement of a corporate approach to the setting of fees and charges by April 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Achieve 85% or more of the agreed efficiencies for Corporate Efficiency included within the 2014/15 budget.	Chief Officer - People & Resources	N/A – new measure	85%	100%
Achieve 80% or more of the agreed efficiencies for Organisational Design included within the 2014/15 budget.		N/A – new measure	80%	100%
Achieve 80% or more of the agreed efficiencies for Workforce Scaling included within the 2014/15 budget.		N/A – new measure	80%	100%
Achieve 85% or more of the agreed efficiencies for Functional Efficiency included within 2014/15 budget.		N/A – new measure	85%	100%
Seek alternative efficiencies for the remaining 15% (or more) for the Corporate Efficiency included within the 2014/15 budget to		N/A – new measure	15%	0%

bring the outturn within budget.				
Seek alternative efficiencies for the remaining 20% (or more) for the Organisational Design efficiency included within the 2014/15 budget to bring the outturn within budget.		N/A – new measure	20%	0%
Seek alternative efficiencies for the remaining 20% (or more) for the Workforce Scaling efficiencies included within the 2014/15 budget to bring the outturn within budget.		N/A – new measure	20%	0%
Seek alternative efficiencies for the remaining 15% (or more) for the Functional Efficiency efficiencies included within 2014/15 budget to bring the outturn within budget.		N/A – new measure	15%	0%

Priority	Sub-Priority	Impact
Modern & Efficient Council	People Change & Development	The Council has sufficient capability and capacity to operate effectively as a reduced sized organisation

What we will do in 2014/15:

Implement the People Strategy focusing on:

1. Employee performance and productivity – including organisational and job design, effective workforce planning, flexible working and working patterns, terms and conditions and robust performance management.
2. Employee Development and Talent Management – including employee engagement, talent management, behaviour and competencies development, learning and skills development.
3. Health and Wellbeing – including development of ‘Flintshire Healthy Workplace’, information channels for employees to manage health and welfare; initiatives that support the reduction of sickness absence as part of the Council’s Attendance Management Strategy.
4. Implement the new pay model as part of Single Status and address any on-going Equal Pay liabilities.

Achievement will be measured through:

- Minimising cost and increasing flexibility of services e.g. by extending service hours but with no increase in the service operating costs
- Implementation of competency based appraisals by June 2014 and tracking of outcomes – ratings on performance and development requirements
- Reduced sickness absence figures
- Targeted employee engagement initiatives and surveys and improvement actions
- Reduced use and expenditure for agency / interim workers and consultants
- Numbers of employees progressing through skills development and Management Development programmes

Achievement Milestones for strategy and action plans:

- Minimising cost and increasing flexibility of services e.g. by extending service hours, there is no increase in the service operating costs (Date TBC)
- Implementation of competency based appraisals by June 2014 and tracking of outcomes including ratings on performance and development requirements

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
CHR/002 – The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	Chief Officer - People & Resources	10.82 days/shifts	9.6 days/shifts	8.3 days/shifts
REM3 - Increase the percentage of employees receiving an annual appraisal with Individual Development Plan 100%		TBC	100%	100%
Reduced expenditure for agency / interim workers and consultants		TBC	TBC	TBC
Number of Flintshire County Council employees undertaking the supervisory and management training programmes developed with Coleg Cambria		TBC	125-135 employees	135-140 employees
Percentage of Flintshire County Council employees completing the supervisory and management training programmes developed with Coleg Cambria		TBC	90% - 95%	95% -100%

Priority	Sub-Priority	Impact
Modern & Efficient Council	Asset Strategy	Having the right buildings in the right places for the right uses

What we will do in 2014/15:

1. Renew the Asset Strategy along-side capital planning.
2. Reduce the number and review the usage of Council property assets.
3. Further extend the use of agile working and so free up the amount of office and other space needed to deliver services.
4. Increase the rate and take up of community asset transfers.

Achievement will be measured through:

- Reducing maintenance and asset costs
- Joint use of assets with partners
- Carbon reduction
- Increased agile working
- Fewer Council owned and maintained property assets

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
CAM/001b (i) - Percentage of the total value of required maintenance to Priority 1 (Urgent) Works	Chief Officers – Organisational Change	1.4%	1.6%	2%
CAM/001b (ii) - Percentage of the total value of required maintenance to Priority 2 (Essential) Works		39.5%	42%	46%
CAM/001b (iii) - Percentage of the total value of required maintenance to Priority 3 (Desirable) Works		59.1%	56.4%	52%
EEFLM1 - Carbon Reduction Commitment		1.51% increase	29%	60% by 2021
Reduction in square meters of occupied office accommodation		TBC	TBC	TBC

Reduction in other operational assets (square meters)		TBC	TBC	TBC
Number of community asset transfers		2	2 - 4	8 - 10

Priority	Sub-Priority	Impact
Modern & Efficient Council	Procurement Strategy	Making our money go further through smart procurement

What we will do in 2014/15:

1. Optimise procurement efficiencies through the use of regional and national procurement collaborations.

Achievement will be measured through:

- The scale of the use of the National Procurement Service and the resulting efficiencies
- The scale of the use of regional procurement collaboration and the resulting efficiencies

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPME4M3 - Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	Chief Officer - Governance	£303,000	£250,000	£300,000

2. Implement proposals for a joint Flintshire and Denbighshire corporate procurement unit.

Achievement will be measured through:

- The merger of Flintshire and Denbighshire procurement teams to a single corporate procurement unit serving the two organisations

Achievement Milestones for strategy and action plans:

- The merger of Flintshire and Denbighshire procurement teams to a single corporate procurement unit serving the two organisations by 1 July 2014

3. Develop an improved corporate approach to community benefits and supply chain management to benefit the organisation, local communities and the local economy.

Achievement will be measured through:

- Increasing inclusion of community benefit clauses in contracts

Achievement Milestones for strategy and action plans:

- Establishing a wider range of community benefit clauses to be used when procuring services by October 2014

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
Percentage of applicable contracts which include community benefits clauses	Chief Officer - Governance	100%	100%	100%

Priority	Sub-Priority	Impact
Modern & Efficient Council	Access to Council Services	Achieving customer focused, modern and efficient access to council services

What we will do in 2014/15:

1. Implement Phase 2 of our Flintshire Connects programme with an extended range of services and locations.

Achievement will be measured through:

- The opening and scale of use of the Flintshire Connects centres
- Customer feedback on Flintshire Connects
- Range of services provided
- Percentage of customers having their needs met at first point of contact

Achievement Milestones for strategy and action plans:

- Establish and implement a system for reporting the percentage of customers having their needs met at first point of contact by 31March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPME6M1 - The opening of new Flintshire Connects Centres	Chief Officer – Community & Enterprise	2	4 (cumulative)	5 (cumulative)
IPME6M2 - Scale of use of all Flintshire Connects Centres (footfall)		43,656	70,000	100,000
Range of services provided		Holywell only = 36	36	36
IPME6M3 - Customer satisfaction rating		Holywell only = 100% based on verbal feedback	80% - 90%	80% - 90%

2. Review and improve our Customer Service Standards.

Achievement will be measured through:

- Customer satisfaction ratings

Achievement Milestones for strategy and action plans:

- Approval of the revised Customer Service Standards by December 2014

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
CUSM1L - Efficient Complaints Handling: The percentage of initial complaints responded to within 10 working days	Chief Officer – Community & Enterprise	83.93%	84%	85%

3. Extend and improve (i) customer access to Council information and services using technology and (ii) opportunities for participation in consultation exchanges etc.

Achievement will be measured through:

- Number of customers using technology to access Council information and services
- Number of customers using technology to participate in consultation exchanges etc.
- Customer feedback
- Percentage of customers having their needs met at first point of contact

Achievement Milestones for strategy and action plans:

- Establish and implement a system for reporting the percentage of customers having their needs met at first point of contact by 31 March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target
IPME6M4 - Scale and take-up of the new digital services (no. of visitors) per annum	Chief Officer – Community & Enterprise	2,001,881	2,000,000	2,000,000
IPME6M5a - Customer feedback: satisfied with visit to website *		Not Available	80%	85%
IPME6M5b - Customer feedback: successfully found what they were looking for *		Not Available	80%	85%
IPME6M6 - Take-up of Flintshire's Mobile App		293	200	200
IPME6M7 - No. of enquiries received via the mobile app		393	150	150

* Subject to availability of website take up survey

This page is intentionally left blank

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY 17 JUNE 2014**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **STRATEGIC PARTNERSHIP PERFORMANCE – END OF YEAR REVIEW**

1.00 PURPOSE OF REPORT

- 1.01 To note and endorse the end of year assessments for:
- the progress of the Local Service Board Priorities and its key Strategic Partnerships and;
 - the priorities for each of the Strategic Partnerships for the year ahead.

2.00 BACKGROUND

2.01 The Flintshire Local Service Board (LSB) 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.
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 The LSB has recently published its Single Integrated Plan, focussing on four priorities and supported by the work of LSB related strategic partnerships.

3.00 CONSIDERATIONS

3.01 Flintshire's Local Service Board adopted the four priorities of the Local Service Board in July 2012. These priorities are:

- Priority 1: Lead by example as employers and community leaders
- Priority 2: People are safe
- Priority 3: People enjoy good health, wellbeing and independence
- Priority 4: Organisational environmental practices

As previously reported all four priorities have detailed programme plans, governance and reporting arrangements, and integrate with the Council's Improvement Plan.

The Single Integrated Plan, as endorsed at Cabinet's May meeting, in effect brings together these commitments and activities into one plan.

The accompanying Appendix 1 provides an end of year assessment for these four priorities.

- 3.02 In addition the work of the local Service Board is supported by its key related strategic partnerships, namely i) Children and Young Peoples Partnership, ii) Housing Partnership and iii) Regeneration Partnership. The former Health Social Care and Wellbeing Partnership was dissolved in December 2013 and a new partnership of the Health, Wellbeing and Independence Board has been formed to lead on Priority 3 of the LSB.

The accompanying Appendix 2 provides an end of year assessment for these partnerships.

- 3.03 A summary of the progress against milestones and activities and confidence in outcomes is shown below against both the four priorities of the LSB and the 3 other strategic partnerships.








'Progress' shows achievement against scheduled activity and has been categorised as follows: -





- 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

An assessment of our level of confidence in achieving the 'outcome(s)' has been categorised as: -

- 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)

Single Integrated Plan Priorities	Progress	Outcome
1. Lead by example as employers and community leaders		
2. People are safe		
3. People enjoy good health, wellbeing and independence		
4. Organisational environmental practices		

Key Strategic Partnerships	Progress	Outcome
Children and Young People's Partnership		
Regeneration Partnership		
Strategic Housing Partnership	TBD	TBD

3.04 The reports have been formatted to reflect the good practice adopted by the production of the Council's Annual Performance Report 2012/13 and have taken into account potential improvements raised by the Wales Audit Office such as providing a balanced view of performance during the year.

3.05 These end of year reports will be reported in various ways:

- To the Community Profile and Partnerships Overview and Scrutiny Committee in July
- To the next Local Service Board meeting in July
- Included in the Council's Annual Performance Plan 2013/14 published (and web-based) in October.

4.00 RECOMMENDATIONS

4.01 Members to note the progress made in the end of year reports and endorse the commitments for the current year as reflected in the Single Integrated Plan.

5.00 FINANCIAL IMPLICATIONS

5.01 The Council's Medium Term Financial Plan is aligned to resource the Council's contribution to these partnership priorities.

6.00 ANTI POVERTY IMPACT

6.01 Welfare Reform is a sub priority of Priority 3: “People enjoy good health, wellbeing and independence”.

7.00 ENVIRONMENTAL IMPACT

7.01 “Organisational environmental practices” is Priority 4 within the SIP.

8.00 EQUALITIES IMPACT

8.01 Equalities will be taken into consideration through any policy changes determined by the Plan and its implementation.

9.00 PERSONNEL IMPLICATIONS

9.01 Any personnel implications for the Council will be considered through any relevant changes determined by the Plan and its implementation.

10.00 CONSULTATION REQUIRED

10.01 Consultation with the Community Profile and Partnerships Overview and Scrutiny, Local Service Board and as part of the Annual Performance Report is planned.

11.00 CONSULTATION UNDERTAKEN

11.01 All Local Service Board partners and respective delivery boards and partnerships have contributed to the development of the end of year reports.



12.00 APPENDICES

12.01 **Appendix 1: SIP priority assessments 2013/14**
Appendix 2: Strategic Partnership assessments 2013/14

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

Contact Officer: Karen Armstrong
Telephone: 01352 702740
Email: Karen.armstrong@flintshire.gov.uk

Priority 1: Employment, Skills and Jobs Board, 2013/4 Report

<p>Priority 1: Lead by example as employers and community leaders.</p> <p>In 2013/14 we intended to:</p> <p>(1) Protect and promote the well-being of our employees, volunteers & the community.</p> <p>(2) Support lifelong learning & employability of our employees & volunteers.</p> <p>(3) Improve the education, training & employment prospects for young people up to 25 years of age.</p>		
Progress status	Progress RAG 	Outcome RAG 
What we did in 2013/14	<p>For 2014 / 2015 most delivery work has been focused around the third sub priority:- Improve the education, training and employment prospects for young people up to 25 years of age as follows:</p> <ul style="list-style-type: none"> • Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities. • Set a marketing strategy to communicate the range of apprenticeship and training programmes available. • Identify the skills gaps for an increased number of apprenticeship and alternative programmes and investment in training. • Continue to develop and increase the number and range of Communities First Job Club programmes. • Support the development of the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network. • Implement skills development programmes in partnership with local employers. <p>One of the major challenges faced by the partnership was to quantify the impact of interventions.</p>	
What went well	<ul style="list-style-type: none"> • National Youth Engagement and Progression Framework. • Interim provision mapping and database design. • Self-Employment continues to illustrate improvement for young people, particularly with the success for Dragon's Den. 	
What didn't go so well	<ul style="list-style-type: none"> • The partnership was severely short-staffed for most of the year. • We need to improve our intelligence mechanisms. 	

Our evidence for this is:**(i) Achievement milestones**

Brief description of key activities and milestones achieved in the year are:

National Youth Engagement and Progression Framework

- The new National Youth Engagement and Progression Framework has enabled new standardised performance information and analysis to and the local implementation plan highlights a number of consistent themes about labour market information, harmonised information systems across the county and ensuring an up-to-date mapping of provision in order to improve understanding.

Information Sharing Protocol

- An Information Sharing Protocol (ISP) is complete and is being quality assured.

Apprenticeships

- Flintshire has provided Board level leadership with the development of the Construction Industry Training Apprenticeship Scheme this will create at least 50 additional apprenticeships per year. Regionally, we are working with Welsh Government to promote the range of apprenticeships and training programmes available to young people, this rapidly progressed from a local priority to a national priority.

Engagement with Businesses

- Work has been undertaken with the Deeside Enterprise Zone to engage businesses to work closely with schools around the Science, Technology, Engineering and Mathematics (STEM) subjects identifying business needs. Argoed High School's head has started working with local employers, Coleg Cambria and Higher Education Institutions (HEI) to analyse employer expectation and how key skills can be embedded.

Communities First Activity

- Communities First is continuing to work in partnership with Business Supporting Communities and Groundwork to take forward the Jobs Growth Wales & Young Recruits Programme and further opportunities are being explored. Especially to support community-based job opportunities for young people in Flintshire who require more intensive support in the work place. We will also be helping many young people who require more intensive support.

(ii) Achievement measures

There are three key measures to illustrate progress with this priority in lieu of baseline setting for revised targets for levels of qualification held among the local population and further examination of unemployment figures.

NEET

With the NEET measurement (measured within year), progress is consistent and high performing. The NEET measurement is a measurement of 16 year olds only and at 2.3% is the second lowest in Wales.

	2009	2010	2011	2012
Flintshire	3.7	2.8	2.7	2.3

Registered 18 – 24 year old unemployment

January 2010	1,185	9.5%
January 2011	1,000	7.9%
January 2012	1,040	8.4%
January 2013	890	7.2%
January 2014	710	5.8%

The table above illustrates the progress made with bringing unemployment levels down for 18 – 24 year olds in Flintshire. In 2010 young people were feeling the impact of the recession and downturn as employers placed training and apprenticeship programmes on the “back-burner”.

Apprenticeship Programmes

The Apprenticeship Programmes offered by the Council and Coleg Cambria have seen the following: (information to be confirmed).

(iii) What we will do in 2014 onwards

From 2014 the partnership will build upon the excellent impact already made by improving life opportunities for young people over the previous year. We will be looking to deliver a combination of:

1. Disseminating lessons from effective programme delivery.
2. Ensure that Flintshire is at the heart of the North Wales Economic Ambition Board’s activity.
3. Develop new programmes.
4. Securing funding and resources for the delivery of programmes.



Key areas of work from 2014 will include:

- Develop a comprehensive mapping of service provision in order to improve education and training outcomes for young people.
- Development of apprenticeship frameworks, particularly among SMEs and in industry specific groups.
- Delivery of the Flintshire Youth Engagement and Progression Framework.
- Improved delivery of the Youth Guarantee.
- Delivery of an information sharing protocol.
- Further engage with local businesses to secure outcomes for young people and meet business needs.
- Promote the positive impact of Communities First Activity and expand the programme’s lessons into further interventions.

Priority 2: People are Safe Delivery Board, 2013/4 Report

In 2013/14 we intended to:

- Address the inappropriate availability & misuse of alcohol in our communities
- Reduce alcohol related harm including injuries
- Prevent & manage alcohol related anti-social behaviour and address environmental crime
- Improving Services for vulnerable people with a focus on those suffering domestic abuse, missing people and restorative approaches (ESVP) related anti-social behaviour & address environmental crime

Priority 2: 'People are Safe'		
Progress status	Progress RAG	Outcome RAG
		
What we did in 2013/14	<ol style="list-style-type: none"> 1. Signed up to the North Wales Community Safety Plan, 2014/7. 2. All secondary schools in Flintshire have received theatrical performances from the 'Cat's Paw' theatre company whose aim it is to raise greater awareness of domestic abuse and sexual violence amongst young people in year 9. A further breakdown of figures is provided below: <ul style="list-style-type: none"> ▪ Overall number of secondary schools receiving performances in 2013/4: 12 ▪ Overall number of performances delivered in 2013/4: 22 ▪ Number of schools accessing performances in Q4: 5 schools ▪ Estimated increase awareness of pupils (full report will be prepared by the end of school year): 90% 3. Performed as an effective Multi Agency Risk Assessment Conference (MARAC), addressing the support needs of high risk victims of domestic abuse. 4. Adopted intelligence led approach to identify crime and disorder trends through the monthly Anti-Social Behaviour and Crime Tasking Groups. 5. Contributed to the development of the North Wales Substance Misuse Needs Assessment. 6. Monitored and reviewed the performance of the Substance Misuse Action Plan Fund and the Youth 	

	<p>Crime Prevention Fund, amounting to in excess of £900k in 2013/4.</p> <p>7. Introduction of domestic abuse workplace policy for Flintshire County Council employees.</p>
What went well	<ol style="list-style-type: none"> 1. Effective partnership working on a local and regional level, strategically and operationally. 2. In July 2013 the Flintshire Community Safety Partnership was formally subsumed within the LSB. The statutory duties of the Community Safety Partnership will now be discharged through the work of the LSB, however the 'People are Safe' delivery board, which sits under the LSB, has been delegated to oversee the work of the Partnership. 3. A successful Christmas campaign was also launched to promote a safe drinking message, encouraging revellers of the county to 'know their limits' and behave responsibly over the festive season. 4. As part of the Council Plan's commitment to promote 'safer communities' all secondary schools have welcomed the 'Cat's Paw' Theatre Company, to deliver interactive performances around the subject areas of domestic abuse and sexual violence. It was delivered in an age appropriate manner, and very positive feedback has been received from all schools. 5. For the second consecutive year the community safety co-ordinated very successful events in Deeside College and Northop College in support of the White Ribbon campaign in relation to domestic violence. Partner agencies were involved and information was provided for students and college staff. Some young people felt able to raise issues about their own personal circumstances and were given specific guidance and details of access to professional support. 6. Task and finish groups and operations emanating from the ASB Tasking group to deal with specific issues that required a multi-agency approach, for example: <ul style="list-style-type: none"> ▪ Working with Cheshire services (mental health team) with regard to a vulnerable Flintshire resident based in Saltney. ▪ Developing specific action plans with regard to specific issues in towns such as Flint, Buckley and Connah's Quay

What did not go so well	<p>Substance Misuse services saw a slight increase in waiting between referral and treatment. The Welsh Government's KPI is for 80% of service users to receive treatment within 20 days. Flintshire figure for 2013/4 was 67.08%. In part this may be attributed to the low numbers of actuals which skews percentages, and also there have been a number of staffing difficulties experienced.</p> <p>The number of completed treatments for Flintshire stood at 69.53%, which is slightly under the KPI set by the Welsh Government. However Flintshire's performance is significantly better than the rest of North Wales.</p>
--------------------------------	--

Our evidence for this is:

Achievement Measures	2013/14 Milestones & Performance	Performance RAG
Completion of North Wales Community Safety Plan	Action Completed	GREEN
Implementation of Flintshire County Council's Domestic Abuse Workplace Policy for employees	Action Completed	GREEN
Fewer high risk repeat victims of domestic abuse	28%	GREEN
Numbers of schools accessing Cats Paw Theatre Productions	100%	GREEN
Percentage of young people reporting increased awareness following Performances of Cats Paw Production	90%*	GREEN
Achieve a waiting time of less than 20 days from referral to treatment (KPI 2)	67.08%	RED
Treatment Completes (KPI 6)	69.53%	AMBER

*Provisional until the end of the 13/14 school year

(iii) What we will do in 2014 onwards

The key priorities identified within the Community Safety Plan are captured in the table below, along with the objectives and indicators:







The People are Safe Board have now adopted these regional priorities, and reports to both the LSB and Safer Communities Board on progress or challenges. At the next 'People are Safe Board' meeting members will seek to identify specific actions relating to Flintshire.

Priority	Objectives	Indicators
Domestic Abuse and Sexual Violence	People are more confident, and aware, to report domestic abuse and sexual violence offences	<ul style="list-style-type: none"> ▪ Number of domestic violence incidents reported to North Wales Police ▪ Number of sexual offences reported to North Wales Police
	Young people are aware of the nature and implications of sexual violence, and where to access support	<ul style="list-style-type: none"> ▪ Well informed young people in relation to sexual violence (monitored via post intervention surveys)
	Deal effectively first time with high risk cases of domestic abuse through successful MARAC intervention	<ul style="list-style-type: none"> ▪ Number of cases referred more than once to MARAC
Acquisitive Crime	Identify locally emerging trends in relation to acquisitive crime and develop targeted and appropriate responses to those trends	<ul style="list-style-type: none"> ▪ Number of reported offences of acquisitive crime
	Jointly address those who cause the greatest harm in our communities	<ul style="list-style-type: none"> ▪ Number of offences committed by repeat offenders in relation to acquisitive crimes
Anti-Social Behaviour	Support high risk and repeat victims of anti-social behaviour	<ul style="list-style-type: none"> ▪ Number of repeat high risk victims of anti social behaviour
	Providing appropriate interventions to locally identified anti-social	<ul style="list-style-type: none"> ▪ Number of reported anti-social behaviour incidents


	behaviour problems in our communities	
Substance Misuse	Improving availability and quality of education, prevention and treatment services and related support, with the emphasis on the relationship between alcohol, drugs and crime.	<ul style="list-style-type: none"> ▪ Meeting the Welsh Government's Key Performance Indicator on substance misuse services

Priority 3: Health, Wellbeing and Independence Board, 2013/4 Report

In 2013/14 we intended to:

Priority 3. – People enjoy good health, wellbeing and independence.		
Sub priority areas-		
1. Ensure co-ordinated and integrated approaches to the planning, commissioning and delivery of services		
2. Promote independent living & well-being (ESVP).		
3. Respond to welfare reform & manage its impacts.		
Progress status	Progress RAG	Outcome RAG
1. Ensure co-ordinated and integrated approaches to the planning, commissioning and delivery of services		
2. Promote independent living & well-being		
3. Respond to welfare reform & manage its impacts.		

What we did in 2013/14	<p><u>Sub priorities 1 and 2</u></p> <p>Statement of Intent relating to older people (over 65) with complex needs and county level action plan devised and implementation commenced</p> <p>Regional bid submitted to Welsh Government to secure Intermediate Care Funding</p> <p>Co-located one health and social care team in North West Flintshire</p> <p>Introduction of Enhanced Care Service within North West Flintshire</p> <p>Programme of work commenced to develop Flintshire's Single Point of Access</p> <p>Involvement in the regional development of a simplified and common assessment process for older people</p> <p>The Flying Start Project has expanded from a service for 743 children in 2012-2013 to a service to 1078 children during 2013-2014 delivered by four integrated and co-located locality teams.</p>
-------------------------------	---

	<p>Joint planning and delivery of service priorities by the Locality Leadership Teams</p> <p>Opening of Llys Jasmine Extra Care Home with specialist dementia accommodation in October 2013. There are a total of 61 one and two bedroom apartments, 15 of which are for people who have dementia. There are also 2 bungalows on site offering accommodation of people with Learning Disabilities.</p> <p>Significant work has taken place at a regional level to develop evidence based Service Models for the Prevention and Management of Falls in Acute, Care Home and Community Settings. Early signs of progress at a local level to improve the way that partner organisations respond to this agenda although there is significant work to be taken forward.</p> <p>The Transition Team is established. Work continues to take place to reduce the number of out of county placements although it is not possible to meet all young people needs within the county</p> <p>Carers receive a wide range of support services when they are known to service providers. The Carers Strategy Group provides strong leadership relating to the commissioning and monitoring of carer services.</p> <p>The Health, Social Care and Wellbeing Partnership wrote an End of Strategy Summary for the HSCWB Strategy containing details of achievements and key messages for the future.</p>  <p>Y:\Partnership Development and Per</p> <p><u>Sub priority 3</u></p> <p>The Advice Management Board (now called the Tackling Poverty Partnership) reviews and plans the mitigating actions to reduce the effects of Welfare Reform report to the LSB through this Board. During 2013/14 we:</p> <ul style="list-style-type: none"> ○ Targeted vulnerable households impacted by the welfare reforms with advice and support ○ Introduced amendments to the FCC housing allocation and rent arrears policies to ensure they were able to respond to the challenges created by the housing options benefit reforms ○ Developed an integrated single Gateway process with Flintshire CAB to provide a single point of access for advice and support ○ Continued with the Advisors' Network quarterly meetings
--	--

	<p>to update all partner agencies on advice-related matters</p> <ul style="list-style-type: none"> ○ Supported the introduction of the Universal Credit pilot in Shotton
What went well	<p><u>Sub priorities 1 and 2</u></p> <p>Patient and carer feedback in response to the Enhanced Care Service has been positive</p> <p>The expansion of Flying Start from 1st April</p> <p>The co-location of health and social care staff within Holywell Community Hospital has been very successful for organisations and citizens.</p> <p>The opening of Llys Jasmine Extra Care including accommodation to meet the needs of people with dementia.</p> <p>The engagement and networking opportunities afforded through Locality Working.</p> <p><u>Sub priority 3</u></p> <p>Improved targeting for support and advice to vulnerable households; especially those affected by the spare room subsidy.</p> <p>Partnership agreement with Flintshire CAB to support the i) Single Gateway and ii) introduction of the Universal Credit pilot</p> <p>Successful outcomes from interventions of the Welfare Rights Team generated additional welfare benefit and tax credit totalling £2.3m p.a.</p>
What did not go so well	<p><u>Sub priorities 1 and 2</u></p> <p>Challenge of identifying an appropriate location for co-location</p> <p>Roll out of Enhanced Care has been affected by a need to review and reconsider the model as a results of lessons learned</p> <p><u>Sub priority 3</u></p> <p>Introduction of sufficient levels of suitable accommodation to remove the need to homeless households, especially those containing children, to be temporary housed, albeit in an</p>

	emergency, within Bed and Breakfast accommodation.
--	--

Our evidence for this is:

(i) Achievement milestones

Sub priorities 1 and 2

- Structures are now in place to lead and deliver in the planning of integrated services etc.
- Full expansion of Flying Start took place on 1st April 2014
- Llys Jasmine opened October 2013
- Enhanced Care Service began in late August/early September 2013
- Statement of Intent to meet the needs of Older People with Complex Needs submitted to Welsh Government
- Intermediate Care Fund Bid to Welsh Government
- Publication of a report into Partnership Developments within Children Services recognised success and areas for improvement



Y:\Partnership
Development and Per

Sub priority 3

- On schedule for the introduction of the Universal Credit pilot in Shotton, in partnership with DWP
- Delivery of the Advisor Network events

(ii) Achievement measures (until 31st March 2014)

Sub priorities 1 and 2

- The Flying Start Project has expanded from a service for 743 children in 2012-2013 to a service to 1078 children during 2013
- Llys Jasmine is fully occupied and there is a waiting list for apartments when they become available.
- Approximately 54 patients have been supported by the Enhanced Care Service
- Statement of Intent agreed by Welsh Government. Flintshire action plan developed
- Welsh Government approved Flintshire bid for just over £1.9m of non recurring funding to support a range of developments to create improvements in the provision of Intermediate Care.

Sub priority 3

- Increased the percentage of homeless households prevented from becoming homeless from 83.4% in 2012/13 to 84.9% in 2013.14.

- Met and exceeded all the indicator targets to demonstrate that advice and support services helped people to protect their income:
 - Increased the amount of additional Social Security and Tax Credits paid to Flintshire residents by over £347k on 2012/13; assisting 1,600 residents
 - Helped 50 residents to move to more affordable accommodation
 - Assisted 65 residents to access money management training
 - Increased the number of residents supported to successfully challenge adverse benefit decisions by 80%

(iii) What we will do in 2014 onwards

Sub priorities 1 and 2

- Ensure that the commitments made within the regional and county level action plans to take forward the Statement of Intent are implemented
- Support and provide leadership where necessary to ensure that the Intermediate Care Fund project delivers against the commitments made
- Expansion of the Flying Start to provide service to an additional 198 children
- With reference to the End of Strategy Report completed for both the Health, Social Care and Well being Strategy (see above) and Children and Young Peoples Plan, Identify further or additional priority areas for action for this Board and/or advocate for consideration through other Single Plan priority delivery.
- Strengthen the performance management role of the HWIB.
- Open a Flying Start Centre at the Bryn Deva School Site in the autumn of 2014.
- Respond to recommendations within the report into Partnership Developments(see above)
- Identify an appropriate mechanism through which to take forward cross cutting health improvement actions that support health, wellbeing and independence.

Sub priority 3





- Place a greater emphasis on preventing homelessness
- Continue to provide advice and support services to help people protect their income
- Support the implementation of Universal Credit (UC) within the Shotton Jobcentre Plus area

LSB: Single Integrated Plan – Priority 4

2013/4 Report

In 2013/14 we intended to:

- Ensure that we reduce our carbon footprint
- Future proof our business plans to respond to climate change

Priority 4. – Organisational environmental practices		
Sub priority areas-		
1. Ensure that we reduce our carbon footprint		
2. Future proof our business plans to respond to climate change		
Progress status	Progress RAG	Outcome RAG
1. Ensure that we reduce our carbon footprint		
2. Future proof our business plans to respond to climate change		

What we did in 2013/14	<p><u>Sub priority 1</u></p> <ul style="list-style-type: none"> ○ Continued our “Invest to Save” programme where building fabric and efficiency of heating systems have been upgraded to give the building a longer lease of life and make it more energy efficient. Examples of works carried out include installation of building management systems in key Council buildings and lighting refurbishment/replacement (Castell Alun and Hawarden High Schools). ○ Renewable technologies have been installed where practicable such as photovoltaics at Castell Alun and Argoed High Schools, County Offices Flint and Alltami Depot. Plus the second biomass woodchip boiler at Ysgol Bryn Garth, Penyffordd near Holywell. ○ New building designs particularly schools have been provided with options for energy reduction; Ysgol Caer Nant (Connah’s Quay) and the replacement school at Ysgol Taliesin (Shotton). <p><u>Sub priority 2</u></p> <ul style="list-style-type: none"> ○ Completed the climate change adaptation plan framework
-------------------------------	--

	<p>which provides the overview for the climate change adaptation project.</p> <ul style="list-style-type: none"> ○ Undertook strategic planning workshops with partners to develop and complete adaptation action plans for Assets and Highways
What went well	<p><u>Sub priority 1</u></p> <ul style="list-style-type: none"> ○ Partnership working on a local and regional level, strategically and operationally to update and provide quarterly carbon data. ○ Significant energy reductions and actual carbon usage, following a very mild, if stormy winter. ○ The Carbon Trust schools energy reduction programme was well received by the schools involved in this pilot (10 primary schools) <p><u>Sub priority 2</u></p> <ul style="list-style-type: none"> ○ Increased engagement across partners to develop the climate change adaptation action plans with positive endorsement of lead partners and individuals to the plans' commitments.
What did not go so well	<ul style="list-style-type: none"> ○ Strategic planning for information sharing especially around 'lessons learned'.

Our evidence for this is:

(i) Achievement milestones

- Completion of partner CO2 data (up to Q3)
- Completion of 3 of the 4 larger Council photo voltaic renewable energy schemes
- Structures now in place to lead and deliver the climate change adaptation action plans

(ii) Achievement measures (until 31st March 2014)

- Reduction in absolute CO2 of 8.09% (once weather corrected this value shows a 1.51% increase)

(iii) What we will do in 2014 onwards

- Review and set the targets in the carbon reduction strategy
- Continue to make prudent changes through 'Invest to Save' schemes
- Continue with a programme of carbon emission and energy reduction during maintenance and new build designs
- Develop the climate change adaptation action plans for the remaining strategic risks

Children and Young People's Partnership Board (CYPP)

The CYPP is undergoing a transition to a new programme delivery model which will be reported to the next LSB meeting.


During 2013/14 we intended to:

C.Y.P.P. Making a Positive Difference, 2011 – 2014

The C.Y.P.P. Plan aimed to deliver on the following Action areas to ensure whole population outcomes:









An "outcome" was defined as a *condition of wellbeing* for a population and therefore is unlikely to be achieved in the short or medium term. Therefore, a Red RAG status within the Outcome RAG column is not an indicator that satisfactory progress is not being made.







However, the Progress RAG column defines whether the appropriate type, level and pace of progress has

been made at an activity level during the reporting period as follows:  Limited Progress – delay in

scheduled activity; not on track  Satisfactory Progress – some delay in scheduled activity, but on

track,  Good /completed.

Outcome	Progress RAG	Outcome RAG*	<u>Rationale/Comments</u>
			Aim = Original aims from CYPP Plan Results = Results of outcomes from CYPP plan 2013 - 14
1			<div style="background-color: #ff0000; color: white; padding: 2px;">Action area 1 Aim</div> <ul style="list-style-type: none"> Babies are born healthy, and have a healthy weight at birth. Babies are breastfed at birth and breastfeeding continues for at least 6 months Children and young people will receive all early immunisations within recommended timescales
2			<div style="background-color: #ffcc00; padding: 2px;">Action area 2 Aim</div> <ul style="list-style-type: none"> Children are ready for school and can benefit from a broad range of learning opportunities. All children and young people in Flintshire who have additional learning needs receive appropriate support to achieve their potential. All children and young people in Flintshire develop skills relevant to access work or training.
3			<div style="background-color: #ffff00; padding: 2px;">Action area 3 Aim</div> <ul style="list-style-type: none"> Children and young people will not smoke, be a healthy weight for their age and height, and will have healthy teeth. Children and young people will be physically active for at least 30 minutes 5 times a week. Services to support, young people and families with high levels of need will be delivered in line with Families First model.
4			<div style="background-color: #90ee90; padding: 2px;">Action area 4 Aim</div> <ul style="list-style-type: none"> Increased access for children and young people for formal and informal opportunities for leisure, sport and cultural activities. All population groups (including those most at risk of exclusion from participation) are able to access and afford activities.

			<ul style="list-style-type: none"> Children, young people, parents and carers understand the importance of play and leisure activities and are able to access and afford opportunities.
5			<p>Action area 5 Aim</p> <ul style="list-style-type: none"> Children and young people will be active in their own communities and will be involved in decisions that affect them and their communities All children and young people are confident, self reliant and give/receive respectful acceptance of their cultural differences. UNCRC Rights and advocacy awareness are actively promoted and built in to workforce training.
6			<p>Action area 6 Aim</p> <ul style="list-style-type: none"> Support families in difficulty through the Families First programme and/or other appropriate support to minimise short-term and longer term negative impacts on wellbeing and safety. All children, young people and families live in safe accommodation appropriate to their needs, in neighbourhoods that are safe. Children, young people and families deemed 'vulnerable' (including care leavers and children with disabilities) are able to live independent lives, with appropriate support where necessary.
7			<p>Action area 7 Aim</p> <ul style="list-style-type: none"> All families have sufficient financial and other resources to access a healthy lifestyle and achieve their potential Parents, children and young people have the necessary skills and are able to access meaningful employment and training. The most vulnerable families will receive the most support.

What we did in 2013/14 What went well	<p>Action area 1 Results</p> <ul style="list-style-type: none"> Ensured more babies are born healthy and have a healthy birth weight Increased breastfeeding rates Continue to increase/sustain childcare rates Smoking cessation service in anti-natal stage introduced Achieved Breastfeeding Friendly Initiative BCUHB Breastfeeding development – supporters – support group Immunising in situation to make it as easy as possible for families to attend Implementation and expansion of Flying Start programme Parenting programmes offered to parents – infant programme – toddlers – nurturing programme Quality childcare provision increased and bilingual provision increased
	<p>Action area 2 Aim</p> <ul style="list-style-type: none"> Increased school attendance Flying start programme delivery Early education partnership development Parenting programmes delivered and evaluated in several settings School readiness programme Family learning programmes, e.g. language and play help your child to learn literacy and numeric skills School based learning mentor, family link workers
	<p>Action area 3 Aim</p> <ul style="list-style-type: none"> Improved dental health /Design to smile programme Dental health promotion via partners such as childcare providers Increased levels of physical activity in children and young people, e.g. via active 4 – 16 Families First programme Community practitioners trained to deliver cook and eat programmes. Delivered in Communities First areas by Teulu Cyfan Healthy schools scheme/HSPSS; 5*3 Schools, Childcare providers, Play Services, County side services, Leisure

	<p>Services, Family Information Service collaboration to deliver holistic services.</p> <ul style="list-style-type: none"> • Parenting programmes – strengthen parents understanding of play and importance of engaging in activities with their children. <p>Action area 4 Aim</p> <ul style="list-style-type: none"> • Increase the availability of and access to safe and affordable places to meet • Provide appropriate support • Develop innovative outreach services • Use the Welsh Assembly Government ‘Parenting Strategy • Leisure service and Youth Service – Play area, leisure centres, play strategy – Childcare settings , Active 4 – 16 programme • Families First –Core Assets – Mentors for me – Daffodils - • FIS –outreach worker in rural North Flintshire <p>Action area 5 Aim</p> <ul style="list-style-type: none"> • Encourage all children and young people to engage in meaningful decision making via school councils, youth forum • Value all children and young people’s views • 21st Century school consultation programme bespoke approach for young people • Help all children and young people to know about and understand their rights
<p>What did not go so well</p>	<p>Action area 6 Aim</p> <ul style="list-style-type: none"> • Develop the ‘Team Around the Family’ approach to service delivery achieved • Ensure that all families (including vulnerable families) live in appropriate accommodation and receive tenancy support • Increase joint training for collaborative delivery of services • Community safety/ ASB and environmental crime awareness and training <p>Action area 7 Aim</p> <ul style="list-style-type: none"> • Improve the skills level of parents and young people e.g. Novus/Quest Reduce the inequalities that exist in health, education and economic for children living in poverty, by improving the outcomes of the poorest • Data from AEWB Board work re Needs prevention/ apprenticeships • Audit of food bank usage and unmet needs (Vulnerable families mapping) • Maximise family income via advice management board. • Families First Poverty reduction/income maximisation programme <p>The inability to recruit to posts via grant money due to internal systems for recruitment have also delayed the possible utilisation of grant funding and have resulted in delays in recruitment.</p>





L:\Shared CYPP\FAMILY FIRST\Cordis L:\Shared CYPP\FAMILY FIRST\Cordis

Our evidence for this is: The Families First evaluation report and the partnership development report are a part of the evidence of difference made.

Flintshire Housing Partnership

In 2013/14 we intended to:

- i) Input to the Local Development Plan process
- ii) Mitigate the impacts of Welfare Reform
- iii) Private rented sector improvement
- iv) RSL Liaison – Social Housing Grant Programme & SARTH
- v) Vibrant & Viable Places Regeneration Framework

1. Input to the Local Development Plan process		
Progress status	Progress RAG 	Outcome RAG 
What we did in 2013/14	<ul style="list-style-type: none"> • Commission a new Local Housing Market Assessment to inform the LDP process • Commission a study in to the Private Rented Sector in Flintshire, again to inform the LDP • Provide the support of the Affordable Housing Officer to consider new applications for residential development above 25 units (the threshold for an affordable element). 	
What went well	<ul style="list-style-type: none"> • The Local Housing Market Assessment is underway and will meet the requirement as stipulated by the Minister for Housing & Regeneration • The study in to the Private Rented Sector was completed and will inform the LDP process • The Affordable Housing Officer has provided intelligence of housing need in various areas across the County which can support the LDP 	
What did not go so well	<ul style="list-style-type: none"> • There was a short delay to the Local Housing Market Assessment due to the complexities of collaboration 	

Our evidence for this is:

(i) Achievement milestones



- The Local Housing Market Assessment commenced in March 2014.
- The Private Rented Sector Study was concluded in March 2013

(ii) Achievement measures

- Achievement measures will be evident through the LDP process and delivery of appropriate housing of all tenures across the County.

(iii) What we will do in 2014 onwards

- Continue to provide Officer support and intelligence as a Partnership to the LDP process

2. Mitigating the Impacts of Welfare Reform		
Progress status	Progress RAG 	Outcome RAG 
What we did in 2013/14	<ul style="list-style-type: none"> • Share data between Council housing and RSL partners on the effects of Welfare Reform and the strategies each landlord was employing to mitigate those effects. • Ensure that each social landlord partner was taking a joined up approach to enforcement measures in the sector, so that action by one wasn't negatively impacting on the other • Gaining intelligence as to the impact in the private rented sector, so appropriate support was being provided • Ensuring that the support provided through the Welfare Response Team and Supporting People Service was appropriately targeted. 	
What went well	<ul style="list-style-type: none"> • A strategy to deal with those falling in to rent arrears as a direct consequence of welfare reform was established • Shared intelligence on how social landlords were gathering information to support those affected by the new under occupancy rules provided a consistent approach • Information on the private rented allowed for the appropriate targeting of DHP resources. 	
What did not go so well	<ul style="list-style-type: none"> • There is a need to engage more extensively with landlords in the private rented sector. North East Wales Homes will assist in this. 	

Our evidence for this is:

(i) Achievement milestones



- There is a coordinated approach across the social housing sector in Flintshire for assisting those in rent arrears as a direct consequence of welfare reform
- Additional accommodation support officers were appointed to ensure that assessed need could be met.

(ii) Achievement measures

- Number of households provided with accommodation support
- Number of households assisted to access Discretionary Housing Payments
- Number of households prevented from becoming homeless

(iii) What we will do in 2014 onwards

- Continue and expand open dialogue amongst social landlords and private landlords to ensure appropriate and targeted support is available.

3. Private Rented Sector Improvement		
Progress status	Progress RAG 	Outcome RAG 
What we did in 2013/14	<ul style="list-style-type: none"> • Support the Houses into Homes revolving loan fund for long term empty properties, creating high quality rented accommodation • Monitored the condition of the rented sector through the private sector support team, issuing bonds to landlords against appropriate properties • Reviewed the quality of some Houses in Multiple Occupation and established works of improvement required • Supported the development of the WG Property Improvement Loan Scheme, which will address condition issues in both the private rented and own occupied sector 	
What went well	<ul style="list-style-type: none"> • The Houses into Homes fund successfully returned 9 long term vacant properties in to use as rented accommodation this year • The private sector support team assisted people to access good quality accommodation • The loan scheme has been developed and should be available in 2014 	
What did not go so well	<ul style="list-style-type: none"> • Organisational capacity to tackle sub standard rented properties is limited, as is the ability to tackle landlords engaged in harassment and illegal eviction. A business case has been submitted to start to address both these issues. 	

Our evidence for this is:

(i) Achievement milestones



- There has been an increase in the availability of good quality private rented accommodation and a smaller reduction in category 1 hazards across the sector

(ii) Achievement measures

- Number of rented units of accommodation created as a consequence of the Houses into Homes Scheme
- Number of category 1 hazards eliminated in private rented property
- Number of deposit bonds issued to private sector landlords

(iii) What we will do in 2014 onwards

- Further promote the private rented sector and improve engagement with private landlords through the establishment of a Council wholly owned property management company – North East Wales Homes
- Submit a business case for an Environmental Health Officer – Housing Standards to begin to address the lack of capacity for housing enforcement and harassment and illegal eviction cases.

4. RSL Liaison – Social Housing Grant Programme & SARTH		
Progress status	Progress RAG 	Outcome RAG 
What we did in 2013/14	<ul style="list-style-type: none"> • Expended over £4M in Social Housing Grant, against an indicative allocation of £1.5M • The above resource supported a total of 87 socially rented units of accommodation to be built by partner RSL's • Gained Cabinet Approval for a common allocations policy and a single waiting list across RSL stock in Flintshire • Supported the development of an Accessible Housing Register as part of SARTH 	
What went well	<ul style="list-style-type: none"> • An additional £2.5M grant being expended in Flintshire with lower allocation afforded to neighbouring local authority areas as a result. • 87 socially rented units were built this year, an increase of 80 on the previous year • The SARTH project is progressing well and will be implemented in 2014/15. A new housing access team is being piloted to support the introduction. 	
What did not go so well	<ul style="list-style-type: none"> • There is still an unresolved ICT issue in relation to SARTH and the system to be used as Council's and RSL's are currently utilising different systems. 	

Our evidence for this is:

(i) Achievement milestones



- There has been an increase in the availability of good quality social rented accommodation
- The SARTH project has gained political support and approval and is moving forward

(ii) Achievement measures

- Number of social rented units of accommodation supported through the social housing grant programme
- Amount of social housing grant allocated against the original allocation
- Number of customers supported to access appropriate housing through the housing access team

(iii) What we will do in 2014 onwards

- Continue to deliver of the 3 year Social Housing Grant programme to support the development of social rented accommodation in areas of need
- Fully implement SARTH and formally establish the housing access team as part of the Housing Solutions model to Homeless Prevention

5. Vibrant & Viable Places Regeneration Framework		
Progress status	Progress RAG 	Outcome RAG 
What we did in 2013/14	<ul style="list-style-type: none"> • Prepared in conjunction with Regeneration a successful bid for funding through the Vibrant & Viable Places regeneration framework • Discussed potential projects with all partners, including the Regeneration Partnership and other public, private and third sector bodies • Begin to develop a suite of projects and programmes to match the funding received 	
What went well	<ul style="list-style-type: none"> • £6M of funding has been awarded for town centre and housing regeneration across the Deeside area • The range of projects supported compliment previous activity across Deeside through the Specific Capital Grant for Renewal Areas • The programme will assist in meeting the Council's objective around supporting people in to employment 	
What did not go so well	<ul style="list-style-type: none"> • The Council and its partners were only awarded 40% of the funding it bid for 	

Our evidence for this is:

(i) Achievement milestones

- A successful bid for Vibrant & Viable Places funding was submitted to Welsh Government
- All partners across the public, private and third sector were fully consulted in the preparation of the bid.
- A suite of projects for town centre and housing regeneration is under development

(ii) Achievement measures



- Approval of each project by Welsh Government
- Projects delivered on time and on budget
- Number of employment opportunities secured through the programme

(iii) What we will do in 2014 onwards

- Deliver approved projects as set out in the bid, on time and on budget
- Support employment opportunities through the programme and Jobs Growth Wales

Flintshire Regeneration Partnership

In 2013/14 we intended to:

1. Progress and invest in the eight Town centre “masterplans” to meet local priorities and need.		
Progress status	Progress RAG 	Outcome RAG 
What we did in 2013/14	<ul style="list-style-type: none"> Submitted bid to WG to Vibrant and Viable Places support for Deeside. Cabinet approval received October 2013 for towns capital programme. Project design processes underway in most towns. Delivered ERDF and RDP funding projects for town centre regeneration. Supported Holywell events programme. Continued support to town partnerships. Launched Building Enhancement Scheme to bring vacant High Street properties back into use. 23 enquiries received to date. 2 projects almost complete. 	
What went well	<ul style="list-style-type: none"> Vibrant and Viable Places funding secured for Deeside - £6.024m for town centre regeneration and housing. Phased demolition of maisonettes in Flint underway through year. Flintshire Connects in Flint opened. Design process complete for Mold Daniel Owen Square refurbishment. Tendering completed early April 2014. 	
What did not go so well	<p>Slower progress than anticipated with towns capital programme has pushed peak expenditure back into September and December 2014 quarters, increasing the level of risk to the ERDF and RDP projects.</p> <p>The Streetscape Improvement Grant has suffered from applicants delaying and / or withdrawing from the scheme. The Building Enhancement Scheme has also been slower to become established than expected with applicants taking up to six months in some instances to move from their first stage approval to submitting their full applications.</p>	



Our evidence for this is:

(i) Achievement milestones

Completion of the ERDF Town Centre Regeneration Project – June 2015

(ii) Achievement measures

- Scale and take-up of the Business Grant Scheme in Town Centres
- Delivery and completion of actions set out in the “masterplans”

2. Complete the rural development schemes in Mold, Holywell and village areas	
Progress status	Progress RAG  Outcome RAG 
What we did in 2013/14	The programme management of the four Axis 3 projects has continued involving regular monitoring of the project delivery organisations and the administration of financial claims.
What went well	<ul style="list-style-type: none"> • Flintshire Enterprise Project – the project total of 60 bursaries awarded was achieved this year. Businesses established this year with assistance from the project include: bespoke party cakes, childcare for autistic children, vintage clothes retailer, jewellery designer and equestrian products provider. • Linking Flintshire Communities – the Gronant Pegasus crossing and safety scheme was completed and has been well received particularly by the equestrian community. Footpath 64 enhancements in Mostyn were also completed this year. The Talacre to Ffynnongroyw cycleway is in development and is scheduled for completion by the end of 2014. • Community Key Fund – this has been extremely successful in supporting the refurbishment of rural community facilities and the capital key fund grant was fully committed in this financial year. Projects completed this year include the development of a community space within St Michael’s Church in Brynford, the creation of a community room at Pontblyddyn Cricket Club, the renovation of Pantymwyn Village Hall and facility improvements at Gwespyr Village Hall. • Town and Village Streetscape Enhancements – three Streetscape Improvement Grant schemes were completed this year – 53 High Street in Mold and 30-34 High Street and 46D High Street in Holywell. Art work at Talacre Roundabout and Gronant Shore Road was also installed.
What did not go so well	<p>The Town and Village Streetscape project has experienced difficulties with the implementation of the Streetscape Improvement Grant. The creation of an overspill car park facility at Talacre has been delayed working through the extensive legal and regulatory processes needed.</p> <p>The outcomes for several of the projects are low as of the end</p>










	of 2013/14 but the projects themselves are still running and due to complete in September 2014. They are mostly expected to meet their forecast cumulative targets which, in most cases, can only be claimed late in the project lifespan when all of the relevant supporting evidence has been collated.
--	---

Our evidence for this is:



(i) Achievement milestones

Delivering and completing in-year rural development schemes

(ii) Achievement measures

Achievement Measures	2013/14 Target	Year-End Outturn	RAG status
Flintshire Enterprise Project			
Number of micro enterprises created	26	16	
Gross number of jobs created	23	11.26	
Number of bursaries awarded	25	26	
Linking Flintshire's Communities			
Number of new services/facilities available to the rural population	2	0	
Number of marketing and promotional activities	3	0	
Community Key Fund			
Number of projects financially supported	12	11	
Number of villages benefiting from renewal and development	3	10	
Town & Village Streetscape Enhancements			
Number of projects financially supported	12	2	
Number of enterprises advised or assisted to develop projects relating to village renewal and development	12	0	

3. Promote Deeside as a recognised centre for energy and advanced manufacturing through joint marketing and promotion of Deeside Industrial Park (DIP) and Deeside Enterprise Zone (DEZ).

Progress status	Progress RAG 	Outcome RAG 
What we did in 2013/14	<ul style="list-style-type: none"> Promoted DEZ with property and land agents to raise awareness of DEZ to encourage relocation and expansion opportunities within the EZ Worked in partnership with WG marketing team to develop promotional material, dedicated DEZ web pages and social media activity to raise awareness of DEZ as a desired location for AM&M sector businesses Engaged with WG overseas investment team, EAB, MDA, other EZs and local business ambassadors to raise awareness of DEZ to maximise interest and 	



	potential for inward investment.
What went well	<ul style="list-style-type: none"> • Achieved 37 new DEZ enquiries against a target of 55. The number of enquiries steadily increased throughout the year • Achieved a 54% conversion rate from new enquiries to investment (expansion by local businesses and new businesses locating within the EZ) against a target of 60%. This conversion rate is an improvement on 40% reported 2012-13 • Supported DEZ businesses to apply for WG Business Rate Scheme and Economic Growth Fund which in turn supports sustainability and growth potential
What did not go so well	<ul style="list-style-type: none"> • Although we share our DEZ investment enquiries with WG on a monthly basis, communication is one way. We are unaware of DEZ enquiries being directly supported by WG. As a result, there are investment enquiries and opportunities that remain unreported / omitted from our data • Although we raised awareness and assisted businesses to apply for WG Business Rate Scheme and Economic Growth Fund, we are unable to report the number of successful applicants despite several requests to WG for basic data.

Our evidence for this is:



(i) Achievement milestones

Scale and take-up of enquiries leading to inward investment in DIP and DEZ

(ii) Achievement measures

Achievement Measure	2013/14 Target	Year-End Outturn	RAG status
Number of enquiries received in DEZ (includes the DIP)	55	37 Year end	
Percentage of enquiries that have led to investment (includes the DIP)	60%	54% Year end	

4. Support the growth of the existing business on Deeside, to maximise opportunities for business development

Progress status	Progress RAG 	Outcome RAG 
What we did in 2013/14	<ul style="list-style-type: none"> • Worked in partnership with local business ambassadors to introduce potential investors to the local business community • Provided support to existing businesses to develop bids 	



	<p>with parent companies to maximise opportunity for growth and expansion within Flintshire</p> <ul style="list-style-type: none"> Generated interest with local businesses to recruit from the Flintshire / regional skills pipeline; promoting local jobs for local people Worked in partnership with Communities First, Careers Wales, DWP, Job Centre Plus, HE, FE to raise awareness of self employment and local career opportunities and workforce development.
What went well	<ul style="list-style-type: none"> Safeguarded 396 jobs within the EZ operating a Rapid Redundancy unit with public and private sector partners when job losses were announced Achieved 838 new jobs within DEZ, a significant increase from 410 reported 2012-13 Worked with commercial land and property agents to identify suitable, fit for purpose premises, thereby enabling rapid investment
What did not go so well	<ul style="list-style-type: none"> Although we share details of jobs created and safeguarded with WG on a monthly basis, communication is one way. We are unaware of job creation whereby the company is being directly supported by WG. As a result, there are new jobs that remain unreported / omitted from our data

Our evidence for this is:

(i) Achievement milestones

Number of jobs sustained and created

(ii) Achievement measures

Achievement Measure	2013/14 Target	Year-End Outturn	RAG status
Number of jobs safeguarded within the DEZ	1400	396	
Number of jobs created within the DEZ	600	838	

What we will do in 2014 onwards

1. Progress and invest in the eight Town Centre Masterplans to meet local priorities and need.
2. Deliver an integrated programme of regeneration in Flint to realise the vision set out in the Flint masterplan
3. Complete the rural development schemes in Mold, Holywell and our villages; extending accessibility and improving the local environment.

4. Promote and support the growth of the Flintshire economy including Deeside Enterprise Zone (DEZ) as a recognised centre for energy and advanced manufacturing.
5. Implementation of the “masterplan” for the Northern Gateway site to facilitate development of a key part of the Enterprise Zone.
6. Explore with Welsh Government the opportunities to improve local infrastructure (transport, utilities, environment etc.)

FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: 17TH JUNE 2014

REPORT BY: CHIEF OFFICER, SOCIAL SERVICES

SUBJECT: SOCIAL SERVICES AND WELL-BEING ACT 2014

1.00 PURPOSE OF REPORT

1.01 To provide an update on the Social Services and Well-being (Wales) Act 2014, the key implications and timelines for implementation.

2.00 BACKGROUND

2.01 The Social Services and Well-being (Wales) Act gives effect to policy which was originally developed in the White Paper '*Sustainable Social Services for Wales: A framework for Action*'. This White Paper outlines the Welsh Governments response to the significant challenges currently facing social services in Wales, including the challenges of evolving societal expectations, demographic changes and a difficult financial resource environment.

2.02 The intended purpose of the Act is to enable the transformation of priority areas of social care, bringing about significant change in how services are delivered and to ensure they are sustainable.

2.03 The Act places greater legal obligations on Local Authorities and Local Authority partners to: promote equality, improve the quality of services and the provisions for information and advice, provide service users and carers with a stronger voice and real control over the services they receive and encourage a renewed focus on prevention and early intervention.

2.04 Flintshire has been proactive in developing a strategic approach to planning and developing services that respond to the drivers of the Act and the outcomes it seeks to achieve (see section 3 below).

3.00 CONSIDERATIONS

3.01 The Act has now been passed through the Assembly and gained Royal Assent on the 1st of May 2014. The Welsh Government intends that implementation will commence in **2015-2016**.

3.02 Subordinate legislation including relevant regulations, codes and guidance will be drafted following the achieved Royal Assent, providing further clarity on the requirements of the Act through **2014-2015**. Training and transitioning is anticipated to take place in **2015**.

3.03 Key Proposed Changes and updates

3.04 The following sections provides a summary of the features and requirements of the Act:

3.05 Understanding need (Section 14)

A duty will be placed on Local Authorities and Health Boards to better understand the needs of the local population. This will involve a collaborative assessment undertaken jointly by Health Boards and Local Authorities. This assessment should determine the level of needs within the local population and how needs can be met.

The joint commitment to integrated working between Social Services and Health both at a strategic and operational level, in Flintshire will provide an important cornerstone in delivering this work. The establishment of a Strategic Locality Leadership Team, and a commitment to develop a joint Health and Social Care Commissioning strategy for older people with dementia are both positive examples of how this agenda is being taken forward.

3.06 Enhancing Wellbeing (Section 2)

The Act states there is a shared responsibility on all services and organisations to promote the well-being of service users. Guidance is required to clarify how this translates in practice across organisations.

Alongside corporate ownership for promoting wellbeing there will be an increasing emphasis on how individuals and communities can be enabled to take responsibility for their own wellbeing. This agenda is reflected in our preventative and early intervention work and the Council's Improvement Plan priority 'Living Well'.

3.07 Early Intervention and prevention (Section 14 – 15)

The Act provides a greater focus on the importance of preventative and early intervention services. Local Authorities will be required to promote the availability of preventative services from the third sector

There will also be a duty for Local Authorities and Local Authority partners to provide information, advice and assistance to help people understand how the care and support system works, what services are available locally and how to access the services. Flintshire is currently leading on the development of a Single Point of Access, which is an information service geared to providing people with the right information and support in the right place at the right time.

3.08 Providing support (Section 32-33)

The Act requires the development of proportionate and accessible assessments for all citizens to establish if people need and are eligible for support. The focus should be on the outcomes people want to achieve, promoting independence

and control. This means that anyone who needs help and support to promote their well-being, no matter how small the need may appear, will be legally entitled to a proportionate assessment. In many cases this will involve a conversation with a person about how, and where, they can draw on support that is available within their community.

Locally, a draft integrated assessment document has been developed to help guide a 'what matters' conversation. We are working in partnership across North Wales and with Health to launch this proportionate and person centred approach to assessment in the summer.

3.09 National Eligibility Framework (Section 32)

There will be a new national eligibility framework, meaning the level at which people are entitled to receive support from social services will be consistent across Wales. A three stage approach is envisaged which centres on:

1. Better access to information and community resources for everyone.
2. Proportionate Community Well-being Support for those who need some help.
3. Managed Support for those who need it.

Flintshire have been directly involved in a Task Group that has worked to inform and shape a National Eligibility Framework. This work means that we will be well placed to respond to and implement the criteria once finalised.

3.10 Direct Payments (Section 50-53)

For those people requiring managed support there will be a greater emphasis on the use of Direct Payments. Direct Payments will need to be seen as 'business as usual' rather than as an aside to other, more traditional service led forms of care, and service users will need support to understand the benefits of such an approach.

Arrangements to support people to take up the offer of a Direct Payment are in place. We are about to embark on a lean review of Direct Payments to ensure our processes are simplified, responsive and cost effective.

3. Integration (Section 166)

11

There will be extended duties on social services and their partners to collaborate in the delivery of integrated services, including the use of pooled budgets, partnership working and working with others to reduce bureaucracy.

Across North Wales we have developed a Statement of Intent with Health which sets out our ambition to work in collaboration and to secure integrated services for older people. The Statement is supported by a local Flintshire action plan which will help to direct and realise the ambition for greater integration.

3.12 Social Enterprise (Section 16)

There will be a duty on Local Authorities to promote the development of new models of delivery through social enterprises, co-operatives, user led and third sector services.

Our proposals to develop Double Click as a social enterprise reflects our early engagement in the new models envisaged by the Act.

3.13 Prisoner Rights (Section 187)

Social Service duties have changed for people detained in prison. Prisoners are now to be considered ordinary residents where the prison is located and therefore are entitled to support from that Local Authority.

3.14 Supporting Carers (Section 24)

Carers will for the first time be treated in the same way as persons in need of care and support. This is a significant change, which places carers on a similar legal footing to those they care for. The Act removes the requirement that a carer must be providing “a substantial amount of care on a regular basis”, before they can be assessed; instead it places a single duty on Local Authorities to undertake carers assessments.

Our arrangements to identify, assess and support the needs of carers are well established. A recent CSSIW inspection of our commissioning arrangements for people with dementia identified that carers identified the NEWCIS (North East Wales Carers Information Service) service we commission as being highly valued.

3.15 Safeguarding (Section 126-142)

There will be new provisions for ‘Adult Safeguarding.’ Local Authorities can now make enquiries where there is suspected risk and also apply to the court for ‘Adult protection and support orders’. Providing powers of entry where there is suspected risk.

A National Independent Safeguarding Board will be created. The Act also allows for children and adults safeguarding boards to merge.

We have established Safeguarding arrangements and will continue to proactively consider the options for future development aligned to the Act.

3.16 Advocacy (Section 181 – 183)

There will be a duty on Local Authorities and Health Boards to ensure advocacy services are made available to people with needs for care and support. Whether or not those needs are being met by a local authority.

We will be exploring the implications of this requirement at a local and regional level. At a regional level proposals have been developed for a North Wales advocacy service for children and young people that brings together existing arrangements into a coherent framework.

Note:

Please see Appendix 1 for a legal overview Summary.

3.17 Next Steps: Welsh Government

3.18 The Deputy Minister has confirmed that the next steps from Welsh Government will include :

- A detailed timetable for subordinate legislation will be published now the Act has received Royal Assent.
- Developing a programme of training for the social care, health and third sector workforces to prepare for changes to practice.
- Reprioritising the Welsh Government's programmes for social services to align resources towards implementing sustainable social services.
- Coordinating this activity in a comprehensive three-year implementation plan covering the broad areas of legislation, training, communications and finance.
- Developing the new model for care and well-being including arrangements for assessment and eligibility.

3.19 Next Steps for Flintshire

3.20 We have made sound progress in transforming and modernising our services. Delivering the Act within the context of growing demand for care and support, increasing complexity of need, and significant budgetary pressures requires us to build on our strengths to deliver an ambitious programme of service redesign and reform. The scale and pace of the change that is required should not be underestimated.

3.21 The Act requires transformational change in the way we manage and commission services for vulnerable people. We need to ensure that vulnerable people have access to high quality services whilst at the same we need to remodel more traditional models of care, and empower people and communities to take responsibility for their own wellbeing. This change agenda cannot be delivered in isolation. The council, the NHS, independent and voluntary providers of care and support and local communities will need to work together to turn the Act's ambitious plans and principles into an everyday reality.

3.22 In summary Flintshire will need to:

- Adopt a 'whole council' approach to addressing well-being; working with and across departments.
- Further develop and strengthen partnership arrangements with Health and other statutory agencies, including integrated and shared services where appropriate.

- Develop a greater understanding of local need and establish new approaches to commissioning to ensure high quality, sustainable services that deliver good outcomes.
- Ensure both children and adult's services are focussed on early intervention and prevention.
- Ensure robust programme and project management to deliver sustainable change.
- Deploy finite resources to fund services that meet existing need whilst investing in the design and development of new approaches and service models.

4.00 RECOMMENDATIONS

- 4.01 It is recommended that the legislative changes and obligations associated with the Act are directed and overseen through the established Modernising Social Services Board.
- 4.02 There will need to be a sustained focus on how services are commissioned, provided and where appropriate integrated. The Council's response will also need to be informed as we receive through proposed regulations and guidance from Welsh Government.
- 4.03 It is recommended that we conduct a self-assessment against the new guidance/regulations when they are published. As there is no timescale for publication it is suggested that self-assessment is undertaken within 3 months of publication.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The Act does not provide the detail of how additional legal requirements, underpinned by regulations and guidance, can be funded and clarity has been called for nationally. Welsh Government Minister Gwenda Thomas has provided further detail about financial provision. (See Appendix 2)
- 5.02 Funding for workforce training and implementation costs has been identified in the Act. The Welsh Government plan to fund these costs via current funding streams, for example, the workforce grant is already being focussed to support the training and implementation.

6.00 ANTI POVERTY IMPACT

- 6.01 Greater clarity with regard to Ministerial Regulations is required in order to ascertain the potential impact and successes of the Act.

7.00 ENVIRONMENTAL IMPACT

7.01 None arising from this report

8.00 EQUALITIES IMPACT

8.01 The intention of this Act is to promote Equality. If the Act is successful, then a number of provisions (see above) when implemented will have a positive impact on equalities.

9.00 PERSONNEL IMPLICATIONS

9.01 Our staff will need training to equip them with proper knowledge about new legal responsibilities arising from the Act and the associated expectations and processes relating to their role.

10.00 CONSULTATION REQUIRED

10.01 Consultation has been undertaken by Welsh Government.

11.00 CONSULTATION UNDERTAKEN

11.01 Welsh Government Consultation Undertaken 2013.

12.00 APPENDICES

12.01 The Social Services & Well-being (Wales) Act 2014 Overview, Professor Luke Clements.

12.02 Statement of Intent, Gwenda Thomas.

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

'Sustainable Social Services for Wales: A framework for Action' (Welsh Government, February 2011). [Http: Wales.gov.uk](http://Wales.gov.uk). Social Services and Well-Being (Wales) Act.'

Contact Officer: Craig Macleod
Telephone: 01352 701313
Email: craig.macleod@flintshire.gov.uk

This page is intentionally left blank

The Social Services & Well-being (Wales) Act 2014 overview

Professor Luke Clements¹

Background

- 2011 Law Commission Report
- 2013 Social Services & Well-being (Wales) Bill introduced into Assembly
- 2014 1st May Royal Assent
- 2014-15 Regulations, codes and guidance drafted
- 2016 Full (or partial) implementation

The Welsh Act is materially different to the English Bill (the Care Bill) which is still expected to come into force in 2015. One effect of this will be that English court judgments may no longer be of direct relevance in Wales.

Details of the various debates/ amendments / statements etc concerning the Act can be accessed at www.senedd.assemblywales.org/mqIssueHistoryHome.aspx?Id=5664

Legislation to be repealed

- National Assistance Act 1948
- Health Services & Public Health Act 1968
- Chronically Sick and Disabled Persons Act 1970 (but only for adults)
- Health & Social Services & Social Security Adjudications Act 1983
- Disabled Persons (Services, Consultation and Representation) Act 1986
- NHS & Community Care Act 1990
- Carers Acts
- Health & Social Care Act 2001 (DPs)

Definitions (sections 2- 4)

Disability – has the same meaning as in the Equality Act 2010.

Carers – a person who provides or intends to provide care for an adult or disabled child (but excludes paid carers etc)

Individual – an adult, a carer or a disabled child

Underpinning principles (section 4)

The promotion of 'well-being'

- A general (target) duty
- Defined expansively in section 2
- The making explicit of the duty to promote an individual's well-being
 - applies when exercising 'functions' under the Act
 - 'individual' includes both 'adults in need and adult carers

¹ Cerebra Professor of Law, solicitor and Special Adviser to the Joint Parliamentary Select Committee that scrutinised the draft Care Bill (the Care & Support Bill 2013).

“Well-being” (section 2)

- physical and mental health and emotional well-being;
- protection from abuse and neglect;
- education, training or recreation;
- domestic, family and personal relationships;
- contribution made to society;
- securing rights and entitlements;
- social and economic well-being;
- suitability of living accommodation.

for adults

- control over day to day life;
- participation in work.

“Well-being”

LA must have regard to—

- the individual’s views, wishes and feelings,
- the importance of promoting and respecting the dignity of the individual,
- the characteristics, culture and beliefs of the individual (including, for example, language), and
- the importance of providing appropriate support to enable the individual to participate in decisions that affect him or her to the extent that is appropriate in the circumstances, particularly where the individual’s ability to communicate is impaired through age, disability or otherwise.

for adults

- the importance of beginning with the presumption that the adult is best placed to judge the adult’s well-being, and
- the importance of promoting the adult’s independence where possible.

UN principles (section 7)

Duty to have regard to the UN Principles for Older Persons (1991) and the UN Convention on the Rights of the Child (in Part 1 of the Schedule to the Rights of Children and Young Persons (Wales) Measure 2011)

Code of practice (sections 8-13)

- Welsh Ministers must issue a statement relating to the well-being of people in Wales in need care and support within 3 years of the Act receiving Royal Assent (section 8);
- Welsh Ministers must issue a code to help achieve the outcomes specified in the statement (including ‘standards’, ‘measures’ and ‘targets’) (section 9);
- LA’s must ‘act in accordance with any relevant requirements imposed upon it by a code’ and ‘have regard to any relevant guidance contained in that code’ (section 10).

Prevention (sections 14 - 15)

Strategic duty: on LA’s and LHB’s:

- to assess the extent of need for range and level of preventative services (section 14);

LA duty to provide / arrange preventative services that will:

- contribute towards preventing or delaying the development in its area of needs for care and support;
- reduce the needs for care and support in its area;
- minimise the effect on disabled people of their disabilities;

- contribute towards preventing people from suffering abuse or neglect;
- enable people to live their lives as independently as possible.
- + Specific provisions for children

Promoting social enterprises etc (section 16)

LA's must promote:

- the development of social enterprises / co-ops / third sector organisations to provide care and support and preventative services;
- care and support and preventative services that involve service users in the design and running of services;

Information (section 17)

The provision of a service to provide adults in need / carers with information about care and support;

Includes:

- how the LA care system operates;
- the choice of types of care and support, and the choice of providers in the local authority's area,
- how to access the care and support that is available;
- how to raise concerns about safety /well-being of an adult who has needs for care and support

Assessment of adults in need (section 19)

Specific duty

- Mirrors existing s47 NHS&CC 1990 duty
- Duty to consult carer 'so far as is feasible'
- draft Care & Support (Eligibility Criteria) Regulations

Assessment of children in need (section 21)

Specific duty

- Much more specific than current s17 Children Act 1989 duty

Carers Assessments (section 24)

Specific duty that codifies the existing three Carers Acts – but drops (1) the 'regular & substantial' requirement; and (2) the requirement to 'request' an assessment.

Applies to carers of any age. Carers' assessments must include:

- whether the carer able / willing
- the outcomes the carer wishes in day-to-day life,
- whether the carer works or wishes to (and / or) to participate in education, training or recreation

Combined assessments of carer and cared for person (section 28)

Subject to relevant consents

Eligibility criteria (section 32 - 33)

The Act provides that eligibility criteria will be detailed in regulations. The intention is that draft guidance / criteria will be published for consultation in spring of 2014. In a statement in November 2013² the Welsh Government stated that:

Whilst assessment and eligibility will play an integral role in the new system ... [its] significance ... will be considerably reduced. ... the new system will place greater focus on prevention, transparency, and building on people strengths to enable [people in need] to exercise voice and control over what matters to them, their needs and aspirations. This will mean that more people will be supported outside the eligibility framework

the regulations and the Code will:

- set out a minimum threshold on what needs are eligible needs for care and support
- focus on the person's needs for care and support, the impact of those needs on their well-being, and the level of risk to the individuals if those needs are not met
- make it clearer for people what their entitlements are; and introduce a level of consistency about the threshold to give people more confidence that if they want to move to another area in Wales, and their circumstance have not changed, then their eligibility for care and support will continue
- set out the criteria for people who are to be 'passported' to be treated as eligible i.e. those who the local authority must protect from abuse or neglect, or risk of abuse or neglect, and also in the case of children: harm, or risk of harm
- prevent local authorities from tightening their eligibility criteria beyond that set out in the regulations
- place on-going responsibilities on local authorities to look at wider support across the new care and well-being system to ensure that a greater number of people with needs are supported in a range of ways that can be accessed outside the eligibility criteria.
- The eligibility framework must be sensitive to the differing needs, context and outcomes for children, adults and carers. It cannot therefore be a one size fits all.

On 1st February 2014 revised assessment and care planning guidance for older people (people aged 65 and over) came into force in Wales replacing the 'Unified Assessment Process'³ guidance (apart from its eligibility criteria in Chapter 5).

Duty to provide care & support for individuals in need (section 32)

If a local authority determines that any needs meet the eligibility criteria then the authority must—

- (a) consider what could be done to meet those needs;
- (b) consider whether it would impose a charge for doing those things, and if so, determine the amount of that charge.

This duty applies to adults (section 35), to disabled children (section 37), and to carers whether they are adults (section 40) or a child (section 42).

Self-funders (sections 35)

In addition to the duty to meet the needs of adults in need and adult carers whose financial resources are below the financial limit, the Act imposes a duty on LA's to meet the needs of self funders – if the self funder 'asks'.

² Written Statement Gwenda Thomas AM, Deputy Minister for Social Services *Assessment and Eligibility Framework* 5 November 2013.

³ NAFWC 'Creating a Unified & Fair System for Assessing & Managing Care' NAFWC 09/2002 (2002).

Care and support (section 34)

Duty to provide a range of 'services' for carers / dependent people

- a) accommodation in a care home, children's home or in premises of some other type;
- b) care and support at home or in the community;
- c) services, goods and facilities;
- d) information and advice.
- e) counselling and advocacy;
- f) social work;
- g) payments (including direct payments);
- h) aids and adaptations;
- i) occupational therapy.

Charging (section 59 - 73)

LA's can charge for care and support provided under sections 35 - 45 to meet a person's needs but only 'the cost that the local authority incurs in meeting the needs to which the charge applies' (section 59(2)). The Act also requires that the charge imposed be no more than is 'reasonably practicable for the person to pay' (section 66)

NHS interface (section 47)

Couglan – prohibits LA funding nursing care that the NHS has a 'power or duty' to provide;

- Section 47 – only prohibits LA providing nursing care that the NHS has a 'duty' to provide;

Couglan – enables a LA to fund nursing care provided if it is (1) merely ancillary or incidental to the provision of social care support, and (2) of a 'nature' that you would expect a social services to provide.

- Section 47 is silent as to the 'nature' of the nursing care, and so risks moving the NHS Continuing Healthcare boundary to further reduce the NHS obligations in this context.

Care & support plans (section 54 - 55)

Similar to current law.

Direct Payments (sections 50 - 53)

Little change

In England it is expected that these will be extended to cover residential care costs – it is unclear if this is being proposed in Wales.

Continuity of care (portability) (sections 56)

- If 1st authority notifies 2nd authority that person is moving;
- When move happens:
- If 2nd authority not assessed / or put in place care plan for adult in need and/or carer:
- Then 2nd authority must meet the same needs as 1st authority
- Until it has assessed / produced care plan

Safeguarding (section 126 – 142))

Part 7 of the Act deals with safeguarding – and includes children. In relation to adults there is a duty to make enquiries if adult with care & support needs:

- Is experiencing, or is at risk of abuse of neglect; and
- Is unable to protect him/herself against the abuse / neglect

The Act introduces a statutory duty on LA's to have Safeguarding Boards and in addition provides for an 'authorised officer' to apply to the magistrates court for 'an adult protection and support' order' which provides a power of entry to premises to enable the authorised officer and any other person accompanying the officer to:

- speak in private with a person suspected of being an adult at risk,
- ascertain whether that person is making decisions freely, and
- assess whether the person is an adult at risk and to make a decision what, if any, action should be taken.

The powers under s47 NAA 1948 are repealed (section 129);
The power to protect property is retained (section 58)

Human Rights Protection

On 1st May 2014 the Westminster Government announced its intention to amend the English Care Bill to insert a new clause (48) which will provide that where care or support is arranged by a local authority, or paid for (directly or indirectly, and in whole or in part) by the authority and that care is provided by a registered care provider to an adult or a carer either in their own home or in care home Then the provider is deemed to be a public authority for the purposes of the Human Rights Act 1998. The provision will apply to Wales.

Complaints (section 171 - 180)

Part 10 of the Act provides for further reform of social services procedures (adults and children – as well as for privately funded care). The 2012 Consultation on reforming the social services complaints process⁴ – proposed the removal of the third stage and the transfer of this responsibility to the Public Services Ombudsman for Wales (who would also be able to investigate complaints by self-funders concerning their social care services). Both provisions have already been implemented in England.

Advocacy (section 181 – 183)

Provides for regulations requiring local authorities to arrange for advocacy services for people with needs for care and support needs (whether or not those needs are being met by a local authority).

⁴ Welsh Government *Making things better - Review of Social Services complaints*. The consultation will close on the 30th May 2012 – see <http://wales.gov.uk/consultations/healthsocialcare/better/?lang=en>

Gwenda Thomas AM, Deputy Minister for Social Services

During my appearance at the Health and Social Care Committee on 6 June, and in a written submission to the Finance Committee last month, I gave a commitment to make a Written Statement on finance for the Social Services and Well-being (Wales) Act before recess.

As Assembly Members and Leaders in Local Authorities will know, over the course of the last three Local Government Settlements additional funding for social services equivalent to 1% higher than the overall Welsh Local Government budget uplift has been included in the Revenue Support Grant.

However, with evidence showing that the current model of social care provision in Wales is no longer sustainable, and with it becoming increasingly apparent that the reductions to the Welsh Government budget in future years will continue to place considerable pressure on the full range of public services in Wales, it is clear that we cannot invest at the level of previous years. Between 2010-11 and 2014-15 the Assembly revenue budget has been cut in real terms by £1 Action. Simply trying to protect the social services element of a reducing overall budget is not a viable long term answer. Legislating for a change in how we deliver services is the only way forward and the only one which will ensure the Welsh Government can continue to meet its duty of care to some of the most vulnerable in society.

The continuing reality of these pressures is why I have sought to be clear on many occasions that there simply is no more money. The Social Services and Well-being (Wales) Act is part of the Welsh Government's response to the challenges highlighted by the Sustainable Social Services White paper, published in 2011 and it recognises that the key to achieving a more sustainable footing for the sector is change.

What this means is that all of us from Government to front line delivery must be prepared to think differently about how services are commissioned and delivered. This thinking needs to include how we can re-align existing funding with the new duties and priorities set out under the Act.

Deciding how we go about doing this - what we keep, what we change and what arrangements we put in place to work together more effectively across the public sector and in particular health and social care – will involve difficult decisions now and in the longer term. The implementation plan and policy

Appendix 2

intent for regulations will help us make these decisions and this is why I have made a commitment for work in these areas to be undertaken in parallel with the passage of the Act.

I am confident in our ability to meet this challenge because I have seen, through my National Social Services Partnership Forum, many examples of the commitment to improve services – and therefore the lives – of people in need of care and support. I am also confident because I already see work which points us in the direction we need to take across the sector under this Act.

One example is the roll-out of Integrated Family Support Services (IFSS) which provides intensive support to complex families and aims to keep families together by helping them take positive steps to change and improve their lives.

The Welsh Government has allocated £4.5m for the implementation and delivery of the service which will cover the whole of Wales by the end of this year. The core values of IFSS - recognising people as part of families, a focus on achieving greater integration, the building of trust between those in need of care and support and skilled professionals, and the offering of services in a way in which people are valued and their voice is heard - are of course direct reflections of the values we are seeking to extend to other parts of the sector through the Act. Through the provisions for developing partnership arrangements the Act will give us the ability to do more of this type of work.

Further examples can be found in the projects funded by the Regional Collaboration Fund. I have said before how pleased I am with the forward thinking this fund has facilitated. I also feel that the work done by the Association of Directors of Social Services Cymru (ADSSC) and the Welsh Local Government Association (WLGA) in developing a local government implementation plan for Sustainable Social Services has been instrumental in providing a platform for the development of these collaborative projects. This is real evidence of effective leadership and delivery of change.

As a result of the fund we now have projects such as the North Wales Multi-Agency Safeguarding Hub, which aims to improve communications and collaboration between adults and children services as well as the Adult Social Care and Health and Social Care integration Project which is redesigning

Appendix 2

current social care and health care models for key population groups including older people.

These projects, along with others, are delivering innovation due to the £10m put into the Regional Collaboration Fund to drive public service collaboration. This is a way of investing in change that has cross government support and which has allowed local authorities to access financial support to underpin their ideas for change. Our challenge therefore is to use such initiatives, including Invest to Save (which is pump-priming funding to underpin innovation and transformation), as catalysts to exploring new approaches to service delivery. We know already for example that health and social care joint working Invest to Save projects are benefitting from £13.2m investment.

We also need to identify where we can stop implementation or delivery in areas which are no longer compatible with our direction or which have been superseded by the Act. Again we have good experience of doing just this in the form of the £4.5m provided to Local Authorities through the Revenue Support Grant to help meet the additional burdens of the Children and Young Person's Act 2008. Having agreed a phased approach to the implementation of that legislation over three years (2009/10 - 2011/12) and after making good progress up until April 2011, the decision was taken to defer the third phase of implementation. This is because it was due to involve the consolidation of regulations which would be central to the Social Services and Well-being (Wales) Act. This decision allowed for a proportion of the funding to be retained by Local Authorities for the purposes of offsetting future burdens that would arise in implementing the Social Services and Well-Being (Wales) Act. In an environment of reducing resource these are the kinds of clear decisions on priorities that we need to be willing to take together.

We also need a good shared understanding of the scale of the challenge we face and the potential benefits that can be realised. This is why I was pleased to meet with the Institute of Public Care at the ADSS Cymru National Social Services Conference last month and to learn more of the work they are undertaking on behalf of the WLGA and Society of Welsh Treasurers. I very much hope this report will contribute to our approach to analysing opportunities and potential benefits as well as the interim transition costs in order that we get a full picture of the impact of this legislation.

The split between long term costs and transition funding is one I have drawn attention to on a number of occasions during Stage 1 scrutiny. I have been

Appendix 2

clear in my commitment to support local authorities as they make the transition to the new arrangements. The Explanatory Memorandum (EM) that accompanied the Act when it was introduced indicated that this support would include funding. I would now like to share some of the latest developments with you.

I announced at the ADSS Cymru Conference on 27 June that £1.5m from the Sustainable Social Services budget will be distributed directly to local authorities this financial year. This funding will be ring fenced and used to support capacity building at a local level, something that local authorities and their partners have been clear that they would welcome. It is in addition to the funding already provided to the Social Services Improvement Agency (SSIA) for the development of local government implementation of Sustainable Social Services. Further discussion with WLGA and ADSS Cymru on the most appropriate mechanisms for distribution is underway, but I expect this to take the form of a targeted grant scheme using the public services footprint as a basis.

The purpose of this scheme is clear. It is intended to build the local capacity needed to support the transformational agenda set out in sustainable social services and to prepare for and support the shift to new legislative arrangements set out in the Social Services and Well-being (Wales) Act. Crucially, this latter aim includes the co-design of core regulations and Codes of Practice - key areas of partnership working if we are to introduce a Act that meets the policy objectives of the Government in a way that can be delivered locally.

This is also why leadership at local level will be vital. Securing the right leadership capacity to head a team in each footprint area and drive forward the programme of change with partners from other organisations, including the NHS, will be a priority under the grant. So too will be creating the infrastructure to sustain a programme of change through to 2016. This is the cornerstone of making our vision a reality across Wales and what we are building here is a long term model for distributing funding. I will provide further updates on this work as it progresses.

This is not the only area where we have provided funding to assist with transition. I have now agreed a total of £622,000 in this financial year with which to support the safeguarding agenda and further strengthen multi-agency arrangements for citizens to ensure that they are free from

Appendix 2

exploitation and abuse. This includes work to strengthen the national approach to safeguarding and protecting neglected children as well as funding for the recently appointed Safeguarding and Protection Expert Development Panel which will provide advice on the future safeguarding and protection arrangements for children and adults as they are developed through Regulations and Codes of Practice.

Similarly, in April of this year £50,000 was made directly available to ADSS Cymru for the commissioning of resource to further develop out plans for a National Adoption Service. This follows the endorsement of a functional model by the Adoption Expert Advisory group and the recognition that additional capacity would be required to work through some of the detail ahead of any implementation. This funding will now enable ADSS Cymru to undertake a number of key tasks including the identification of core business components required by the service and the development of a national performance framework. A report will then be presented to the Welsh Government in August so that next steps can be agreed.

Our ability to achieve the generational change in service delivery required under this Act is reliant on making sure all those involved in delivery have the skills they need. We should not underestimate therefore, the importance of the training requirements that will arise from the implementation of this legislation. For this reason the Explanatory Memorandum for the Act makes reference to the Social Care Workforce Development Grant (SCDWP) of which 70% of the total cost is made up of a grant used by employers to supplement their own training resources. In 2013/14 this amounts to £8.1m. The EM makes clear my intention for this grant funding to be “re-directed to ensure the relevant staff receive the training they need throughout the preparation for, and implementation of, the Act”. This is in keeping with the original purposes for this grant which first came into being to support major legislation such as the Children Act 1989 and the National Health Service and Community Care Act 1990.

In achieving this we cannot afford to lose those training schemes or qualifications which have continuing value as we move towards the new system. For this reason, officials have begun a process of consultation with practitioners to develop a National Training Plan that will specifically take into account how existing training and development needs can be supported or adapted.

Appendix 2

Nevertheless, we must recognise that the considerable funding provided through SCDWP will need to be a primary source of money for ensuring that the Social Care workforce are supported with the training they need and that they are duly equipped to embrace and deliver their functions under the new ways of working

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **17TH JUNE 2014**

REPORT BY: **CHIEF OFFICER, SOCIAL CARE**

SUBJECT **CSSIW NATIONAL REVIEW OF COMMISSIONING FOR ADULT SOCIAL CARE IN WALES 2013 – 14**

1.00 PURPOSE OF REPORT

1.01 To inform Cabinet about the outcome of a national review of commissioning in adult social care. The review included an inspection of how well services for people with dementia and their carers are being commissioned in Flintshire

2.00 BACKGROUND

2.01 The Care and Social Services Inspectorate for Wales (CSSIW) conducted a national review of commissioning in adult social care between July 2013 and January 2014. The review was conducted in partnership with Healthcare Inspectorate Wales (HIW) and Auditor General for Wales (AGW).

2.02 The review was conducted in two phases. The first phase involved the completion of a self-assessment by local authorities, evaluating the quality of their overall commissioning with their partners in relation to their strategic priorities. This was followed by a meeting with CSSIW to verify the evidence contained within the self-assessment.

2.03 The second phase comprised field work which focused on the commissioning of services for people with dementia and their carers. The inspectorate visited five local authorities including Flintshire. Flintshire was the only authority in North Wales to be selected.

2.04 A site visit lasting three days was undertaken in early January 2014. Three inspectors, along with a representative from the Welsh Audit Office tracked five current cases of service users living with dementia. They visited the resources used by these service users, met support staff, their carers and family members. They interviewed the professionals involved from Health and Social Care and had access to all documentation.

2.05 The inspectors also held focus groups with large numbers of representatives from the Voluntary Sector, the independent sector, as well as our in-house care teams. They undertook a series of meetings

at all levels of the organisation including elected members and met with Strategic Managers from BCUHB.

- 2.06 The CSSIW report on commissioning arrangements in Flintshire is attached. The report forms part of the wider National Report entitled “National Review of Commissioning for Social Services in Wales 2014”. The national report can be found at:

<http://cssiw.org.uk/our-reports/national-thematic-report/2014/?lang=en>

3.00 CONSIDERATIONS

- 3.01 Flintshire’s report was published on CSSIW website on 16th April 2014. Overall it is very positive about the services in place for people living with Dementia in this Authority. In relation to our Commissioning Strategy for people living with Dementia it states

“Flintshire County Council’s Commissioning Strategy for long term placements for older people with Dementia is a comprehensive document which considers current and future demand and links this to budget information and the state of the market place. The analysis and conclusion decisions are sophisticated and advanced and put the Local Authority in the position of making sound long term decisions and managing the market rather than working in a reactive way. They also have a very detailed strategy for concerns”.

- 3.02 The report goes on to identify a number of areas of “best practice” it found in Flintshire namely:-

- i. The “Living Well” domiciliary care team supporting people living with Dementia using in-house domiciliary care staff.
- ii. The North East Wales Carers Information Service (NEWCIS) as a model of best practice in supporting carers and families, (indeed a follow up visit by Marya Shamte Head of CSSIW has been arranged for early May).

- 3.03 Flintshire’s Community Care Brokerage Service was described as proactive and commended for brokering Continuing Health Care packages in order to ensure that CHC and palliative care is provided in a timely way. Flintshire’s working relationships and processes work smoothly for Providers across Flintshire.

- 3.04 The report recognised Flintshire’s contribution to the development of a Regional approach to commissioning through its work with the North Wales Regional Commissioning Hub and the development of a Regional Framework for domiciliary providers. It highlighted Flintshire’s focus on ‘quality and responsiveness of services’, noting positively that the Authority does not commission 15 minute domiciliary care calls and describing relationships with providers as

“very positive and very collaborative”.

- 3.05 The inspection report acknowledges the current lack of resources in terms of specialist EMI nursing home placements within Flintshire boundaries and the challenge this presents in the face of growing demand for the future.
- 3.06 The report states that “partnership arrangements with BCUHB for people with dementia are not as effective or developed as they should be.” Inspectors report that they were informed BCUHB were not in a position to commit to long term commissioning and partnership arrangements at the time of the inspection, recognising that the authority is already addressing the issue.
- 3.07 More positively the report goes on to recognise that “there is a commitment on both sides to further develop the partnership arrangements and build on initiatives already in place.” Discussions with senior staff in BCUHB have reaffirmed this commitment.
- 3.08 Service users and carers reported to inspectors that “it was often difficult to clear the first hurdle of their GP” recognising problems were linked to Dementia and refer on to a ‘Memory Clinic’. Inspectors also did not find evidence of the Dementia support workers, (joint funded posts) making a difference at a primary care level.
- 3.09 The report makes three recommendations to improve the services for people living with dementia in Flintshire.
1. The Local Authority and Local Health Board should accelerate an integrated outcome focused approach to supporting people with dementia and their carers. This should include co-location of operational teams and agreeing the Care Management arrangements and approach to risk.
 2. The Local Authority and Local Health Board should review the Dementia Support Worker Service to optimise access and availability, especially at the time of diagnosis.
 3. The Local Authority and its Partners should develop a joint approach and plan to commission locally based, high quality nursing home capacity.
- 3.10 There are a number of strands to how we will take the recommendations forward in Flintshire.

We have secured additional funding through the Intermediate Care Fund to bring additional capacity to:

- Develop a Market Position Statement for Dementia Services. This will set out the services we will ensure are in place to provide timely and effective social care support for people with dementia

and their carers

- To extend the Living Well service into the independent sector to enhance the number of people with dementia that can be supported to live well at home.
- To provide additional training and support for staff working in the independent sector on the delivery of good quality dementia care
- To arrange training for carers and family members on dementia so they can better understand and support a family member with dementia

3.11 We recognise that responding to the recommendations requires a strong and committed partnership approach. BCUHB are critical partners in taking forward this agenda.

3.12 We have started the process of developing co-located Health and Social Care Teams with the first Team now in place. Our plans for co-location of the remaining two localities are reflected in the Authority's Improvement Plan and progress will be monitored through the associated performance management arrangements of the Plan.

3.13 We have started to discuss the development of a joint commissioning strategy with BCUHB. This strategy and associated action plans will include the development of a joint approach to commissioning locally based, high quality nursing home capacity.

3.14 Given that the footprint of BCUHB extends across the whole of North Wales we recognise that we will need to work towards this goal largely through a regional collaborative approach, involving Social Services colleagues in the other five Local Authorities.

3.15 We will complete a detailed action plan for developing and further strengthening dementia care by the end of June 2014. The development of the action plan will require effective consultation with partners.

4.00 RECOMMENDATIONS

4.01 Cabinet are asked to consider the findings arising from the CSSIW report and support the development of an action plan detailing our response to the recommendations.

4.02 A strong, reciprocal, partnership approach between BCUHB and the local authority will be integral to developing the action plan and ensuring that good quality support and care is available to people with dementia and their carers. It is recommended that a progress report, and the final draft of the action plan, is brought to Scrutiny and Cabinet in July for review and consideration.

5.00 FINANCIAL IMPLICATIONS

5.01 Actions to take forward the recommendations arising from the report

will need to be costed and developed within available resources.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 None.

8.00 EQUALITIES IMPACT

8.01 None.

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 CSSIW Flintshire Report

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

None.

Contact Officer: Lin Hawtin – Commissioning Manager
Craig Macleod – Senior Manager
Telephone: 01352 701448/ 01352 701313
Email: lin.hawtin@flintshire.gov.uk
craig.macleod@flintshire.gov.uk

This page is intentionally left blank

National Review of Commissioning for **Adult** Social Care in Wales 2013-2014

Local Authority Feedback Flintshire County Council



Introduction

This report provides an overview of the effectiveness of commissioning for adult social care in this local authority. The focus of the inspection was on the commissioning of care and support for people with dementia and their carers.

Commissioning Infrastructure for Dementia Services

Flintshire County Council has in place a number of governance and partnership arrangements to oversee its strategic and commissioning plans for adult social services. The Modernising Social Services Programme Board leads on the work that is linked to the Social Services and Well-being Bill and there is commitment from members and the corporate centre to protect and develop social services.

There are a number of joint governance structures in place with health including the Local Service Board, one of whose priorities is that "people enjoy good health, well-being and independence". The local authority and Betsi Cadwalader University Health Board (BCUHB) also have a Well-being and Independence Board, Local Services Board. In addition, the Strategic Partnership Board is a forum based on the county footprint chaired by the Leader of the Council and has both CEOs represented.

The Local Service Board has started to deliver in a number of areas such as extra care housing, falls prevention, enhanced care at home and co-location of staff. There is the Flintshire Improvement Plan: Living Well, which is aimed at helping more people to live independently and well at home. The main actions are developing reablement services, commissioning plans and supporting social enterprises, the latter being an aspiration and not yet in place.

However, partnership arrangements with BCUHB for people with dementia are not as developed or effective as they should be. The BCUHB has withdrawn financial assistance to third sector services and they are not in a position to commit to long-term commissioning and partnership arrangements. They are currently focused on their own internal agenda of service improvement and have their own draft dementia strategy 2013 – 2015. This sets out a plan for improving the experiences of people with dementia in hospitals, addressing a shortfall, community psychiatric nursing (CPN) capacity and improving access to diagnosis. The BCUHB is in transition because of changes at senior level which are well documented. It is anticipated by the senior team at the local authority that this situation will continue for some time although there is a commitment on both sides to further develop the partnership arrangements and build on initiatives already in place.

Flintshire County Council's commissioning strategy for long-term placements for older people with dementia is a comprehensive document which considers current and future demand, and links this to budget information and the state of the market-place. The analysis and conclusions drawn are sophisticated and nuanced, and puts the local authority in the position of making sound long-term decisions and managing

the market rather than working in a reactive way. They also have a very detailed commissioning strategy for carers.

The local authority has developed a “Dementia Road” from early diagnosis to living in a care home which is intended to deliver an integrated approach in the future. However, joint commissioning between the BCUHB and local authority has not moved beyond statements of principles and intentions. In line with strategic documents they have commissioned one joint post with BCUHB to improve the patient experience on the dementia pathway.

Housing is in the same community directorate as social care which ensures that these are linked across policy areas and service developments. For example, they are planning to introduce “step down” beds in their sheltered housing schemes and there is no waiting list for housing adaptations.

The council has a budget shortfall which equates to £47m over four years and has had a 4% budget reduction. Adult services are currently managing within the available resources. There is an alignment between management and performance information and budgets, access to re-ablement services is targeted at people who have an identified need, and who would benefit, from the service.

The local authority has undertaken a needs analysis which has projected an increase of between 400 and 500 new referrals for adult services per year and that the numbers of people with dementia will also increase by 26% by 2020/2021. It is recognised that services will need to be reconfigured and, where possible, expanded to meet this demand. The authority has restructured its in-house domiciliary care services to provide re-ablement services and now commissions 80% of ongoing care and support from the independent sector. It has also used a corporate “empty houses” scheme to find a suitable building for a day centre for people with dementia, which provides a homely environment.

The North Wales commissioning hub started with high cost low volume activity and now has in place a set of contracts and frameworks which are used across the region. The head of procurement in Flintshire County Council is a shared appointment with Denbighshire County Council and this post manages a joint team across both organisations. They also provide advice to the North Wales regional commissioning hub and, whilst it has already contributed to efficiency savings, senior managers at Flintshire County Council told us that it has potential and that much more should have been achieved through this arrangement

Flintshire County Council has an extremely proactive approach to brokerage which is managed by a central team. The relationship with providers is very strong. When the service was piloted, the authority seconded someone from the independent sector to help inform how it could best work from their perspective. This team also provides brokerage for Continuing Health Care (CHC) packages at no cost to the local health board, but ensures that this take place in a timely way for service users and the payment process works smoothly for the providers.

Prevention and Early Intervention

There have historically been some challenges with the infrastructure for voluntary services in Flintshire County Council and a lot of work has been done to improve this position. The aim is to avoid the need for specialist services for longer periods of time. An example of this is the Well Check service (initially jointly with BCUHB) which supports people through lunch clubs, eating well initiatives, safety checks in the home, avoiding falls etc. Originally set up by the authority and the health board, this important service is now underpinned by Supporting People funding (following the withdrawal of health finance) and is run by North East Wales Age Concern.

The council is looking at how it uses its warden service in the sheltered housing schemes, linking this up with the Well Check service and identifying three tiers of service based on the tenants need for support and oversight. Some people will not require any checking and others a care package funded by the authority. The Alzheimer's Society is supported through core funding and has a very strong local profile through its provision of dementia support workers. The Red Cross provides a home from hospital service. The health funding for this service is under threat and the council is considering alternative means to sustain it. The Voluntary Service Council leads for the council across all the third sector organisations in the county.

The local authority has researched a number of models for dementia cafes at Llys Jasmine Extra Housing Scheme. A number are already operating in a range of community based venues across the county run by the Alzheimer's Society.

The local authority has a number of Flintshire Connect Centres in development in local towns which will operate as one stop shops and will, where possible, be co-located with other agencies such as the Police and Job Centre Plus. Flintshire Connect will provide the universal first contact point for Flintshire residents and people who need a social services response are then passed through to Duty who screen people based on a set of questions linked to the Fair Access to Care's eligibility criteria. Where a person has an identified need, and it is clear that they would benefit from re-ablement, the re-ablement team can be deployed at this point. A project to set up an integrated single point of access with BCUHB is scheduled to begin shortly, and will be in place by 2016. People who do not meet the eligibility threshold can be signposted to services in the third sector such as the Age Concern Well Check service which can provide up to six weeks of support delivered by staff and volunteers.

Users and carers report that it was very difficult to clear the first hurdle of their GP recognising that their problems were linked to dementia and be referred to a memory clinic. One person described this stage in their journey as "shambolic" and felt that NHS staff did not care. No-one that we talked to had experience of the dementia support worker at primary care level and it was felt that support at this early point would have been invaluable in providing the guidance or information that they desperately needed.

Supporting People in the Community

A range of services are in place to support people with dementia in the community who meet Flintshire County Council's eligibility threshold which is currently set at critical and substantial. The Living Well service is an in-house domiciliary care service which provides specialised support for people with dementia and their carers. The service is set up to work flexibly and staff are able to change the times and care plans without necessarily referring back to the social worker. It is targeted at people who are difficult to engage with, have complex needs, where carers are very stressed or those who have had a number of failed care packages which can be linked to challenging behaviour. Dementia support workers are based in the locality teams. There are a range of day opportunities such as Flintshire Sounds for people with dementia and their carers and a specialist social worker for people with early onset dementia.

The local authority is planning to shift towards a "frontloading" of services towards prevention and improving how people are supported in the community. Joint planning with BCUHB is under development. There are, for example, fledgling enhanced care teams in place – a first step toward the virtual ward approach. The authority is also committed to establishing locality teams and co-location of social services and health staff. There are currently no plans to share IT systems with the NHS.

The Older People's Mental Health team, however, operates county wide and, although there are good working relationships reported on an individual basis, they are working in parallel rather than in an integrated way. An example of which is the withdrawal of CPNs from Holywell health centre at the same point as which the local authority staff were moving in; the Head of Service was unaware of this development. The cases we tracked did not exhibit a wrap around approach to supporting people in the community across health and social care. In one very complex case, the considerable risks were managed solely by a social worker and there was no sense of joint ownership from the NHS.

Flintshire County Council commissions domiciliary care in collaboration with the North Wales commissioning hub. Those who take part in the hub work to a collective framework agreement and an approved provider process in place. The local authority does not commission 15 minute visits and there is focus on quality and responsiveness.

A joint project to modernise care services across North Wales is under way. The aim is to collect data, and to benchmark services and commissioning practice against models used across Wales and elsewhere. The project will also undertake a gap analysis between current and future models of commissioning services and develop a marker position statement.

Relationships with the independent sector are very positive and demands are monitored through a resource database which can flag up where there are stresses in the system and distribution of services. Three local authorities in North East Wales have worked together to produce the care fees methodology. This supports consistency and transparency in how care home fees are determined. The case

examples we tracked where people were receiving support in a care home were positive.

The council is looking at models of good commissioning practice such as the HTL@H model in Wiltshire, which commissions services by outcomes rather than time and tasks. It is also using leisure services to provide day opportunities for people with learning disabilities and older people, and developing dementia friendly communities. They are also keen to explore co-production with a range of stakeholders.

Llys Jasmine is an extra care housing scheme in Mold which includes 15 apartments for people with dementia which have been specifically designed for this purpose and has been delivered in partnership with Wales & West Housing Association. People were supported through the Living Well service to maximise their living skills before moving into Llys Jasmine including some people who moved from residential care homes. There is an ambition to build two further schemes but plans are not yet well advanced.

The Living Well service is an in-house domiciliary care service which supports people with dementia who are resistant to accepting support and/or have challenging behaviour. Staff delivering the service have the discretion to be flexible and, if necessary, they can extend their visits to respond to the needs of the person they are supporting and can also bank hours. During the inspection, we met a carer who felt that the staff now knew their mother “better than I do”.

Direct payments are actively promoted and the direct payments officer sits on the resource panel to make sure that this option is considered. Flintshire also has the option of a provider administered direct payment (managed account) and currently have 300 people with a direct payment.

People are supported to access telecare and Flintshire reports that it provided 556 telecare assessments for individuals last year, a large percentage of whom had a level of dementia. This can be linked to the Just Checking service which is a monitoring system that builds up a profile of a person’s daily routines such as if they are awake for long periods in the middle of the night.

The NEWICS service is highly valued by the carers we spoke to who benefit from the emotional and practical help they receive. They have a long-term group which continues to provide support after the person they are caring for has died and also have a group to support male carers. Carers told us about a number of different

ways they had been supported including receiving a carer’s grant for a holiday, and access to day opportunities and flexible respite care and sitting services.

However, the people we spoke to expressed concern about their experience of primary care and described how difficult it was to get support at this critical point, and get referred to the memory clinic and access to a diagnosis. These experiences are

confirmed by information provided to the Flintshire County Council scrutiny committee which notes a waiting time of up to 22 weeks in some parts of Flintshire.

Providers participate in a strategic planning group and in locality meetings. They describe Flintshire Social Services as “very collaborative” and say they treat providers as allies and co-workers. Dementia training is delivered across both organisations and to the independent and third sectors via a voucher system.

Supporting People with Complex Needs

People who have a learning disability who develop dementia are supported to services appropriate to their individual needs. One individual with a learning disability and dementia has, for example, moved to the Llys Jasmine extra care housing scheme. The local authority had been working towards a Section 33 agreement with for learning disability services, but the BCUHB has withdrawn from negotiations. The commissioning plan for long-term care includes detailed scoping of the authority’s required capacity for care homes with nursing for people with dementia which is recognised as a shortfall. It only has one EMI nursing home within its boundary and 69 people who need this type of provision are placed out of county. The authority is in discussion with independent providers, but there are no immediate plans to build further provision in Flintshire and this has been highlighted as a risk for the local authority. Flintshire County Council has very low numbers of delayed transfers of care and people are only admitted to residential care from hospital if appropriate. However, 45% of the demand for residential beds is on behalf of people in hospital. There is access to step down facilities and community hospital beds via the BCUHB. This will continue to be an area of demand and cost pressure in the future.

Engaging Service Users and Carers

Flintshire County Council has consulted extensively with users and carers about its commissioning plans for services. This included carrying out a survey and using Care Checker, a listening organisation, to meet with residents and families and gather feedback about their experiences. Inspectors also received positive feedback about the authority’s approach to engagement during the inspection, both face-to-face and in writing from people who could not be present but wished to make their views known.

Service users and carers have questionnaires to complete about the services they are using which are simple and easy to use. This information, as well as any complaints and compliments, is captured as part of the quality monitoring process. Examples of completed documents had comments that were positive about the services provided and the council also has a detailed process for managing services of concern and improving the quality of care.

Complaints and concerns are dealt with effectively and feedback given to providers and effective action taken. This was evidenced by a situation reported by a family carer where there had been issues with the new gas boiler that had been installed through the housing department. It had not been working correctly since installation and therefore her mother had been without hot water and heating for some days.

The complaint had been made and the issue resolved to the satisfaction of all concerned within a very short period of time. Flintshire has access to a number of agencies and services for people whose first language is Welsh. They are also able to support people who, for religious reasons, cannot be in the presence of men outside their family.

GOOD PRACTICE: Living Well

The Living Well service aims to support people with dementia living in their own home as safely as possible. It is person centred and is able to offer an individualised support plan which is based on their past life, personal strengths and wishes. Staff have the discretion to vary the plan according to the situation on the day and introduce telecare to help assure security and reduce risk. It is particularly helpful for people who are difficult to engage with and where carers are under significant stress.

Recommendations

- The local authority and the local health board should accelerate an integrated outcome focused approach to supporting people with dementia and their carers in the community. This should include the co-location of teams and agreeing the care management arrangements and approach to risk.
- The local authority and local health board should review the dementia support workers service to optimise access and availability for people with dementia and their carers, especially around the time of diagnosis.
- The local authority and its partners should develop a joint approach and plan to commission locally based, high quality nursing home capacity.

This page is intentionally left blank

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 17 JUNE 2014**

REPORT BY: **CHIEF OFFICER, COMMUNITY & ENTERPRISE**

SUBJECT: **SUPPORTING PEOPLE COMMISSIONING PLAN**

1.00 PURPOSE OF REPORT

1.01 To update Cabinet on the Supporting People Programme in Flintshire and seek support for the Local Commissioning Plan (LCP) and Local Spend Plan (LSP).

2.00 BACKGROUND

2.01 In 2012, Welsh Government merged the two Supporting People funding streams – Supporting People Grant (SPG) and Supporting People Revenue Grant (SPRG) into one Supporting People Programme Grant (SPPG). The new SPPG also introduced a new governance framework for the programme with the establishment of a Supporting People National Advisory Board, chaired by the Minister, and a number of Regional Collaborative Committees (RCCs), with elected member and lead officer membership, to ensure high quality services are delivered effectively and efficiently across boundaries. The North Wales RCC includes all six North Wales councils.

2.02 The Local Authority is required to develop a 3-year Commissioning Strategy that will inform the priorities within the Regional Commissioning Strategy. Local Authorities in North Wales have developed 12-month Commissioning plans to cover the transition period and allow time for reviewing of existing services, new developments and appropriate targeting of reductions. Welsh Government has been supportive of this approach, recognising that the level of reductions in North Wales makes longer term planning at this stage more of a challenge.

2.03 The Commissioning Plan attached at appendix one details the proposals for how the grant will be allocated for the next year. It is important to note this plan is set within the context of reduced funding. This will be replaced by a longer term strategy to be drafted in the summer of 2014 detailing the Supporting People Commissioning intentions.

3.00 CONSIDERATIONS

3.01 Supporting People Funding Reductions

The Supporting People Programme Grant is subject to reductions across Wales. The 2013/14 Local Commissioning Plan highlighted that Flintshire was expected to face significant reductions to the Supporting People Programme Grant allocation. Flintshire received a reduction in funding for 2013/2014 of 5% of the grant, equating to £296,221

3.02 The reductions for 2014/15 are less than originally indicated. On 29th July 2013 a letter was sent from Welsh Government asking for Regional Collaborative Committee feedback on how reductions should be modelled across Wales, at the time the modelling was being based on an assumed average 10% reduction to the grant. The option chosen would have seen Flintshire's grant reduced by 12% in 2014/15. Later in the summer the Local Authority received confirmation from the Minister for Housing and Regeneration that the grant had been protected from that level of reduction. The statement referenced the important role Supporting People services play in dealing with the government's welfare reforms and easing pressure on other statutory services. Indicative budget allocations for 2014/15 and 2015/16 as follows:-

- 2014/2015 £6,483,688.26 (reduction of £341,246.75)
- 2015/2016 £6,104,992.24 (reduction of £378,960.20)

3.03 The reductions to the Supporting People funding are a concern for the Local Authority. The grant funds services that play an important role in preventing people requiring some health and social services and can reduce homelessness and community safety costs. Managing the impacts from the on-going transformation of the social security system, including the development of the Local Support Services Framework to support the implementation of universal credit and changes to the homeless legislation may all increase pressure on housing support services who play a key prevention role and help people deal with the difficult circumstances they face.

The reductions place significant pressure on the team to make best use of available funding by ensuring it is targeted at priority services and that those services produce demonstrable outcomes and evidence value for money. The impact of these cuts in the current financial climate will have significant impact on services moving forward.

Managing the Reductions

3.04 Flintshire continues to take a pro-active and strategic approach to managing the reductions. Welsh Government suggested that Local Authorities work within some guiding principles when finding savings.

Flintshire has committed to these guiding principles and shared them with service providers who have been invited to submit a challenge if they believe the Local Authority is not adhering to the principles.

3.04.1 'A Strategic Approach'

Flintshire has not proposed blanket cuts to services and the LCP demonstrates a commitment to find efficiency savings through housekeeping and innovative approaches that do not see cuts to services or impact customers, such as remodelling projects or working with providers on leaner processes. Flintshire is aware that some more recently commissioned projects have been through these processes and are in line with Supporting People cost guidelines and could not manage a blanket cut applied across projects.

3.04.2 'Homeless Prevention at Core'

Welsh Government has suggested that the commissioning of services is focussed on homeless prevention in preparation for the changes to the Homeless Legislation in 2015. Flintshire recognises the valuable contribution these services make to preventing homelessness and recently commissioned developments contribute directly to the homeless prevention agenda, such as the two homeless prevention projects described in section 4.2 of the Local Commissioning Plan and 3.07.9 of this plan.

3.04.3 'Quality of Services'

It is expected that Local Authorities avoid commissioning processes that drive down costs and create 'cheap services'. Commissioning should have a clear emphasis on quality services. The supporting people procurement and tendering evaluation process has a strong weighting on quality as opposed to cost. The team need to ensure that this remains a priority within regional and collaborative proposals.

3.04.4 'Exploring Alternative Funding Options'

The Local Authority and Regional Collaborative Committee are asked to consider alternative appropriate funding wherever this is relevant to prevent the need to lose valuable services. There is ongoing work with Social Services to identify appropriate funding streams where it is identified that services are not eligible or not a priority for supporting people funding. The team have successfully realigned ineligible funding and invested in strategically relevant services such as Extra Care and the Promoting Independence Service for people with physical disabilities.

3.04.5 'Savings through Collaboration and Regional Approaches'

The Regional Collaborative Committee has now been fully implemented. There is recognition that partnership working and regional collaboration can achieve efficiencies without reducing or affecting service delivery. Over the last twelve months, Flintshire has achieved savings through collaborative working on a sub regional basis. The LCP proposes further plans for collaborative projects in

2014 including a sub-regional older person's service and sub-regional work on grant administration efficiencies.

- 3.04.6 'Equality Impact of Reductions and Involvement of Providers'
Flintshire will carry out a comprehensive equality impact assessment of its Local Commissioning Plan. Flintshire held a well attended provider forum in September 2013 to consult and seek feedback from support providers. There is also senior level representation on the regional provider forum and the Regional Collaborative Committee. The team invites providers to present their proposals for service improvements and efficiencies throughout the year.

National, Regional and Local Developments

- 3.05 **Regional Collaboration**
The Regional Collaborative Committee (RCC) has a role in delivering a fair and consistent approach across the region and identifying opportunities for savings through collaboration. The RCC has been in place since September 2012. During this transitional period the RCC has implemented a number of work packages (such as consistency, information sharing and a young people's work package). The RCC has also endorsed the development of jointly commissioned projects.
- 3.06 Following a review of the success of the RCCs across Wales, a Memorandum of Understanding has been developed and is currently out for consultation to strengthen the existing governance arrangements of the committees.
- 3.07 On a National level, we know that Welsh Government will continue to review the overall provision through the Supporting People Grant. The reduction for 2014/15 was less than originally indicated, but clearly this position remains subject to change. In this context, there is an ongoing need for regular view of Supporting People provision in light of the changing overall financial position.
- 3.08 **Flintshire Developments over the Last Twelve Months**
Flintshire Supporting People Team has led on a number of successful local and sub regional developments over the last twelve months
- 3.08.1 **Flintshire 'Nightstop' Service** – Supporting People has joint commissioned this with Housing and Children's Services. The project provides a safe alternative to emergency B&B accommodation in a family home for homeless 16-18 year olds. The project commenced in April and up to December 2013 provided 511 nights of accommodation. The homeless prevention and move on outcomes for young people have been outstanding and the project has saved approximately £5,000 for Social Services for Children and Housing in accommodation costs.

- 3.08.2 **The Service User Engagement Project** – This project has been delivered by Us UnLtd who have been carrying out focus groups and engaging with a range of customers who have used supporting people and homeless services. The project will submit a report by the end of March which will be used to shape future service delivery.
- 3.08.3 **Llys Jasmine Resettlement Officer** – Supporting People funding provided additional support whilst residents moved into Llys Jasmine and funds an ongoing activities co-ordinator which will build on the success of the post in Llys Eleanor.
- 3.08.4 **Supported Lodgings** – Flintshire has been delivering a successful Supported Lodgings Project in the county that provides a supported environment for young people to develop independent living skills in a home environment. This year the team worked with Denbighshire County Council to develop the scheme into a sub regional scheme with additional capacity.
- 3.08.5 **Body Positive** – Flintshire has led on the commissioning and review of the North Wales Body Positive Service which is a floating support service for people with HIV and AIDS. The Regional Collaborative Committee has committed to continuing to fund this project based on the positive performance reports and review outcomes.
- 3.08.6 **Regional Domestic Abuse Project** – The Supporting People team has achieved cost efficiencies by decommissioning two domestic abuse floating support projects and commissioning one single sub regional project working across Wrexham and Flintshire.
- 3.08.7 **The Support Gateway** – The support gateway has been in development over recent months and was launched as a central referral gateway in January 2014. The work to date has already realised some positive outcomes including reduced duplication of services, reduced waiting lists and empty spaces on support projects. The investment in the gateway has been an important development to ensure best use is made of resources including better matching of service users to projects, reduction in vacant places, improved turnover in projects and reduced risk of people with complex needs falling between gaps in services.
- 3.08.8 The project now intends to work with third sector providers and the Department for Work and Pensions to see if the benefits of the gateway can extend to advice services. Community Support Services are keen to develop and pilot a combined Advice and Support Gateway. The aim is to simplify and increase resident's access to advice and support services. Within the Gateway, advice referrals will be triaged, ensuring that the most effective service provider is requested to assist the resident in a timely manner. The Gateway will

also maximise the effective use of available resources by identifying (and reducing) duplication of effort and assist advice providers by only referring through to a particular service residents who meet any eligibility criteria.

- 3.08.9 **Homeless Prevention** – Supporting People Programme Grant is a ring fenced grant. Flintshire has committed to investing in valuable short term projects to make use of money while it is available for the benefit of the community and to support other statutory services. In the past six months Supporting People funding has funded support officers to complement the work of the homeless prevention services.

One temporary post has been working with families and individuals in interim accommodation to reduce the length of time people remain in B&B accommodation. Another temporary post has been supporting people placed in private sector accommodation to reduce the level of tenancy breakdown and repeat homelessness. Both initiatives have been successful and the reduction in B&B usage is reflected in the housing quarterly performance reporting data.

The Local Commissioning Plan

- 3.09 The Local Commissioning Plan (LCP) details the strategic priorities for Flintshire and focuses on ensuring that the programme funds the most appropriate housing related support services for local people, in order to maximise the outcomes achieved by service users. The LCP also covers a summary of the current need, existing supply and service gaps. Consultation on the Supporting People Programme is an integral part of the work of the team. The LCP details good examples of partnership working and consultation. The Supporting People Team has been supporting customer engagement across a number of other services.

LCP Priorities 2014/15

New Investment

- 3.10 As funding is reduced year on year, there remain opportunities for some short term developments to make best use of funding that is available now but cannot be committed long term.
- 3.10.1 **A two year Mental Health Low Level Floating Support Service** – The LCP provides the background information which demonstrates the need for this service. Flintshire has a shortage of support outside of Social Services for individuals with mental health needs. This service will work closely with Social Services for Adults and be able to provide support to those individuals who do not meet the threshold for social services and provide a service to meet the demand in Flintshire.

3.10.2 **One year additional funding to Age Connects** - This funding is being allocated for one year to allow time for a gradual reduction to the service following the withdrawal of BCUHB funding from April 2014. This funding will prevent a negative impact for existing vulnerable people in receipt of support by preventing a sudden and significant reduction in service.

Reductions

3.10.3 The Supporting People Team have been working with providers to identify the necessary savings.

- 3.10.4
- A reduction of £211,000 from Adult Social Services from services which are not eligible to be funded by Supporting People Programme Grant.
 - A reduction of £98,280 from BCUHB Learning Disability Services which are not eligible to be funded by Supporting People Programme Grant.
 - The plan details the ongoing efficiency savings from external projects, formerly funded via SPRG tariffs, in order to demonstrate value for money.

4.00 RECOMMENDATIONS

4.01 Cabinet notes the reductions to the Supporting People Grant and approves the proposed approach to managing reductions.

4.02 Cabinet approves the Flintshire Local Commissioning Plan 14/15.

5.00 FINANCIAL IMPLICATIONS

5.01 The Supporting People Grant is a specific grant for funding housing related support services. For 2014-2015 Flintshire County Council have been informed of a reduction to the grant of 5% with further reductions expected in the following years as a result of redistribution.

5.02 The LCP highlights new services for priority development. However, services will only be developed according to available funding.

5.03 The LCP has identified a need to reduce funding to some services which are deemed ineligible for Supporting People funding. This will have an impact on Adult Social Services and as such Adult Social Services have planned to manage this reduction.

6.00 ANTI POVERTY IMPACT

6.01 The numerous projects that are commissioned within the Flintshire Supporting People Programme play a fundamental role in tackling

disadvantage within the County by providing services that help vulnerable members of our communities to avoid poverty or to be helped out of poverty. They also provide services that embrace the concepts of early and timely intervention, enable resilience and discourage dependency and all the projects make positive contributions to the attainment of the Welsh Government's tackling poverty performance indicators.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no specific environmental implications within this report.

8.00 EQUALITIES IMPACT

8.01 The Supporting People Programme was established to provide low - level accommodation support services to people with an assessed need for support. Access to these support services should be available to all people who need them.

8.02 At present, some services are delivered as part of Social Services core services. Releasing SPPG funding from these 'core' services will provide the opportunity to develop services in the community. This will enable equality of access to accommodation support services amongst those in our communities who have a need for such support.

9.00 PERSONNEL IMPLICATIONS

9.01 Flintshire County Council expects the sub-regional collaboration project reviewing the administration of the grant to create circa £40k savings.

9.02 All necessary consultation will take place with staff that may be affected.

10.00 CONSULTATION REQUIRED

10.01 A joint Supporting People and Homeless Forum which includes a range of stakeholders was held in September 2013 to consult on the Flintshire Supporting People Commissioning Strategy. The Commissioning Strategy will be presented to the Regional Collaborative Committee. The Supporting People Team will meet all providers individually to discuss their projects and explore opportunities to make best use of resources. A further Supporting People and Homeless Forum will be held in June 2014.

11.00 CONSULTATION UNDERTAKEN

11.01 Flintshire Supporting People have had a three year commissioning strategy up to 2013 which was developed in partnership with stakeholders and providers. Flintshire Supporting People Team hold

a provider forum annually to keep providers informed about local, regional and national developments and consult on changes within the annual plans and this transitional plan.

- 11.02 Information on need, supply and gaps is collected through information provided from service users, providers and wider stakeholders through the needs mapping exercise, the annual supply return, quarterly monitoring meetings and formal reviews.

12.00 APPENDICES

12.01 Appendix 1: Flintshire Local Commissioning Plan

12.02 Appendix 2: Flintshire Local Spend Plan

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

None

Contact Officer: Katie Davis
Telephone: 01352 703518
Email: katie.davis@flintshire.gov.uk

This page is intentionally left blank

Flintshire County Council

Supporting People Local Commissioning Plan

2014-2016

Awaiting Approval



Contents:

1. Introduction	- 3 -
2. Strategic Priorities	- 3 -
3. Need, supply and service gaps	- 4 -
3.1 Need	- 4 -
3.2 Supply	- 5 -
3.3 Gaps	- 7 -
4. Consultation evidence	- 8 -
4.1 Stakeholder Involvement	- 8 -
4.2 Working in Partnership	- 8 -
4.3 Service User Involvement	- 9 -
5. Priorities for development	- 10 -
6. Service Development and Spend Plan	- 14 -

1. Introduction

In 2012, Welsh Government merged the two Supporting People funding streams – Supporting People Grant (SPG) and Supporting People Revenue Grant (SPRG) into one Supporting People Programme Grant (SPPG). The new SPPG also introduced a new governance framework for the programme with the establishment of a Supporting People National Advisory Board, chaired by the Minister, and the Regional Collaborative Committees (RCCs), with elected member and lead officer membership, to ensure high quality services are delivered effectively and efficiently across boundaries.

The Local Authority is required to develop a 3 year Commissioning Strategy that will inform the priorities within the Regional Commissioning Strategy. Local Authorities in North Wales have developed 12 month Commissioning Strategies to cover the transition period and allow time for reviewing existing services, new developments and appropriate targeting of reductions.

The commissioning plan details how the grant will be spent for the next year. This will be replaced by a longer term Homeless Prevention Strategy, incorporating the Supporting People Commissioning intentions, to be drafted in the summer of 2014. It is important to note that this plan is set within the context of reduced funding and Flintshire continues to take a pro-active and strategic approach to managing the reductions.

The previous Local Commissioning Plan highlighted that Flintshire was to receive a funding reduction of £296,221 for the period 2013/2014.

Welsh Government have now provided Local Authorities with indicative budget allocations for 2014/15 and 2015/16 as follows:-

2014/2015	£6,483,688.26
2015/2016	£6,104,992.24

2. Strategic Priorities

Flintshire Supporting People Team continues to ensure that the programme funds the most appropriate housing related support services for the county, in order to maximise the outcomes achieved by service users.

Welsh Government suggested that Local Authorities work within some guiding principles when finding savings. Flintshire has committed to these guiding principles and shared them with providers and invited challenge where providers do not feel the Local Authority is adhering to these principles.

- A Strategic Approach

Flintshire has always been committed to a strategic approach and has not proposed blanket cuts to services. The plan demonstrates a commitment to find efficiency savings where that does not impact on services to customers. Flintshire is aware that some more recently commissioned

projects have proved themselves to be extremely lean and could not manage a blanket cut applied across projects.

- Homeless Prevention at Core

Welsh Government have suggested that all services are focused in preparation for the changes to the Homeless Legislation in 2015.

- Quality of Services

It is expected that savings are not found by driving down costs and the creation of 'cheap services'. Commissioning should have a clear emphasis on quality services.

- Exploring Alternative Funding Options

The Local Authority and regional Collaborative Committee are asked to consider alternative funding wherever this is relevant to prevent the need to lose valuable services.

- Savings through Collaboration and Regional Approaches

Flintshire has achieved savings through collaborative working on a sub regional basis and has further plans for collaborative projects in 2014/15.

- Equality Impact of Reductions and Involvement of Providers

Flintshire will carry out a comprehensive Equality Impact Assessment of its Local Commissioning Plan. A Provider Forum was held in September 2013 to consult on the draft plan and feedback was obtained from all stakeholders.

3. Need, supply and service gaps

3.1 Need

North Wales Supporting People Teams have developed a regional Needs Mapping Database, which is hosted by Denbighshire County Council.

Flintshire Supporting People providers submitted the lowest number of Needs Mapping Forms from across the region, for the period 2012/2013. In order to re-address this and ensure that all relevant information is submitted, with effect from April 2014, the Needs Mapping Form will be a requirement of the Central Referral Gateway, and referrals will not be accepted unless the form has been completed.

The development of the Central Referral Gateway will also provide more detailed information in relation to repeat presentations and complex needs. All referrals to Supporting People projects (other than direct access) will be

directed through the Gateway. Any referral highlighted as complex needs, will instigate a complex needs meeting prior to allocation of the referral, in order that all relevant stakeholders can be involved in the development of a support plan.

We expect Welfare Reform changes to start to have an impact both on the number of people presenting as homeless and also the number of people requesting support to sustain their current accommodation. Supporting People needs to ensure that reductions to the grant funding are implemented whilst also continuing to provide a range of quality, effective services to meet the needs of vulnerable people.

3.2 Supply

The current supply for Flintshire is summarised below into client groups, this corresponds with the spend plan information recently submitted to the North Wales Regional Collaborative Committee.

Client Group	Number of Units 2013/14	Number of Units 2014/15	Reason for Change
Women experiencing Domestic Abuse	54	47	Decommissioned 2 floating support projects – created 1 sub-regional project
Men experiencing Domestic Abuse	0	0	(Supply included in above category)
People with Learning Disabilities	122	116	Withdrawal of funding from BCUHB LD project
People with Mental Health Issues	56	76	Development of low level floating support service
People with Alcohol Issues	0	0	(supply included in substance misuse category)
People with Substance Misuse Issues	46	46	
People with Criminal Offending History	40	40	
People with Refugee Status	0	0	
People with Physical and/or Sensory Disabilities	37	32	Withdrawal of funding from Greenfield ABI project

People with Developmental Disorders (i.e. Autism)	0	0	
People with Chronic Illnesses (including HIV, Aids)	3	3	
Young People who are Care Leavers	0		
Young People with Support Needs (16 to 24)	137	125	Amendment of support units for the service user involvement project
Single Parent Families with Support Needs	0	0	
Families with Support Needs	71	64	Reduction to number of family units at Plas Bellin
Single People with Support Needs not listed above (25 to 64)	0	0	
People with 55 years of age with Support Needs (this category must be exclusive of alarm services)	2851	2901	Allocation of funding to the new Extra Care project – Llys Jasmine
Generic/Floating Support/Peripatetic (tenancy support services which cover a range of user needs)	169	169	
Alarm Services (including in sheltered/extra care)	217	217	
Total	3803	3833	

A full breakdown of the types of support provided, either accommodation based or floating support, can be viewed in Appendix A (Spend Plan for 2013/2014).

Over the previous 12 months, Flintshire Supporting People Team has led on a number of sub-regional developments. These are:-

Supported Lodgings – Sub-regional project in conjunction with Denbighshire County Council

Flintshire has been delivering a successful Supported Lodgings Project in the county that provides a supported environment for young people to develop independent living skills in a home environment. This year the team worked with Denbighshire to develop the scheme into a sub regional scheme with additional capacity.

Nightstop – Sub-regional project in conjunction with Denbighshire County Council

Supporting People has joint commissioned this with Housing and Children's Services. The project provides a safe alternative to emergency B&B accommodation in a family home for homeless 16-18 year olds. The project commenced in April and up to December 2013 provided 511 nights of accommodation. The homeless prevention and move on outcomes for young people have been outstanding and the project has saved approximately £5,000 for Children's and Housing in accommodation costs.

Domestic Abuse Floating Support – Sub-regional project in conjunction with Wrexham County Borough Council

The Supporting People team has achieved cost efficiencies by decommissioning two domestic abuse floating support projects and commissioning one single sub regional project working across Wrexham and Flintshire.

Body Positive – Regional project with all 6 North Wales Local Authorities

Flintshire has led on the commissioning and review of the North Wales Body Positive Service. The Regional Collaborative Committee has committed to continuing to fund this project based on the positive performance reports and review outcomes.

3.3 Gaps

Building on the work undertaken by DCLG, around the Positive Pathway Approach for young people, Flintshire believes these principles can also be applied to other vulnerable groups and will use them to guide the housing solutions and services it provides to deliver the Homeless Prevention Strategy and the Supporting People, Local Commissioning Plan. The principles are:-

- Integrated whole system actions to prevent homelessness, support, where necessary, an individual's planned moves along a positive pathway to independence
- An ethos which places individuals and their families at the heart of planning and delivery – significant, supportive relationships with one or two skilled professionals often the key to success
- Invest in early intervention rather than just reacting to crisis
- Seamless, joined up and coordinated, easy to use services, making the best use of resources, pooling budgets of all agencies, local

knowledge, community assets and voluntary effort, whenever it is effective to do so

- Information and advice at all stages of the pathway, not only about housing, but on other aspects of individuals lives where they may need support
- Progress to independence for each individual, through having a range of accommodation options to meet different needs
- Service users involved in how services are shaped and delivered leads to excellence in provision and gives individuals important learning opportunities for the future

We have and will continue to assess our current provision against these principles alongside wider needs information and stakeholder feedback to identify gaps.

4. Consultation evidence

4.1 Stakeholder Involvement

Flintshire Supporting People have had a three year commissioning strategy in place which was developed in partnership with stakeholders and providers. Flintshire Supporting People Team hold a provider forum annually to keep providers informed about local, regional and national developments and consult on changes within the annual plans.

Information on need, supply and gaps is collected through information provided from service users, providers and wider stakeholders through the needs mapping exercise, the annual supply return, quarterly monitoring meetings and formal reviews.

A joint Supporting People and Homeless Forum which includes a range of stakeholders was held in September 2013 to consult on the Local Commissioning Plan. The Plan will be presented to the Regional Collaborative Committee. The Supporting People Team will meet all providers individually to discuss their projects and explore opportunities to make best use of resources.

4.2 Working in Partnership

Supporting People has worked closely with Housing Options, Neighbourhood Housing Services, Children's Services, Adult Social Services, Service Providers, Housing Associations, Probation, Youth Justice and the Health Board on pilot projects. There are currently 2 pilot projects operating within Flintshire Housing Services.

Support Worker – Flintshire Bond Scheme – providing floating support to tenants who access the private rented sector via a Flintshire Bond Deposit.

Support Worker – temporary Accommodation – providing floating support to those people placed in emergency temporary accommodation, such as Bed & Breakfast, to enable them to move on to more settled accommodation as quickly as possible.

The Flintshire Housing Partnership is currently acting as the Local Supporting People Planning Group and additional members and stakeholders are co-opted onto this group in order to feed in to the Supporting People Planning Process. This group has overseen the Supporting People Programme through 2013.

4.3 Service User Involvement

Flintshire is committed to involving service users and is aware that this needs to go beyond consultation events to incorporate meaningful participation and engagement. Flintshire wants to be sure that service user involvement delivers these key outcomes:-

- Increases the influence of service users on how Homelessness and Supporting People and other related services are commissioned and delivered in Flintshire
- To involve and inspire those who have been homeless or are receiving housing related support and give them the confidence to provide constructive feedback on all areas of service planning, delivery, policy and review.

In order to improve service user involvement in Flintshire and deliver these outcomes, the team engaged a service user led Social Enterprise to deliver on the following areas:-

- Delivering opportunities for people who have been Homeless or who are receiving support including volunteering opportunities, involvement in street football and peer mentoring and reviewing opportunities.
- Work with people who've experienced homelessness, supported housing and other forms of social exclusion; to consult, learn and listen; so that they can influence the improvement of services. The organisation will be able to seek views from a more neutral perspective than the Local Authority or service provider.
- When decisions are made it can only be good practice to consult with those who will feel a direct impact. The organisation will build on the peer reviewing programme to train and develop a group of service users / ex- service users who can be called upon to provide advice on policy or service developments and participate as a key stakeholder in development groups and forums.
- The organisation will offer the services of users to undertake questionnaires and interviews in relation to the effectiveness of existing services.

A full review of the outcomes achieved by this project is underway, and it is the intention of the Supporting People Team to continue with this project (albeit at a reduced level) in 2014/15.

- 4.4** An Equality Impact Assessment will be undertaken on this Plan in March 2014.

5. Priorities for development

5.1 Community Care

Flintshire Social Services for Adults have provided continued commitment to reduce the amount of ineligible funding currently allocated to the Learning Disabilities Service. Supporting People and Social Services have worked in partnership to ensure that there is a plan for reduction in place which does not destabilise current services.

In addition, further reductions will be made to services delivered by BCUHB where it has been identified that the funding provided does not meet the SPPG criteria.

Supporting People are currently working with Social Services for Adults in order to re-commission the supported housing service based at Ty Nyth in Mold.

Increasingly, Supporting People projects are working with service users with a range of complex needs. One of the major factors in this is the people who present with low-level mental health needs and are not eligible for statutory services. In previous years, Supporting People have funded training for support staff in relation to mental health awareness, in order to try and address the difficulties faced by support workers in achieving outcomes for service users.

A survey undertaken by Homeless Link (2011) identified that around 70 percent of people accessing homelessness services have a mental health problem. Although the causes of homelessness are complex, mental ill health is a major contributing factor.

Flintshire Community Mental Health Teams have seen a 70% increase in the number of referrals from Care Coordinators requesting floating support for service users.

In order to assess the on-going need for services, Supporting People will develop a 2 year pilot project, which will provide low-level floating support to those people who are not eligible for statutory mental health services, and/or those who are ready to move-on from statutory services and require some level of on-going support within the community.

In 2010, Supporting People introduced a small funding element into the Acquired Brain Injury project in Greenfield, to recognise the element of

support required in order for people to resettle into homes within the community. Initially, this worked well and assisted service users to establish their tenancies.

However, the need for this continued support is no longer evident. The support required is now predominantly in relation to personal care needs, and as a result, the supporting People element of funding will be withdrawn.

Supporting People are committed to the continuing funding for the disability outreach service and the promoting independence service. Specialist support for people who can not access statutory services, and/or for those who are socially isolated as a result of their disability is key to sustaining independence.

Flintshire Supporting People has led on the Regional Development of the Body Positive pilot project, which ends In March 2014.

The Regional Collaborative Committee have agreed an extension to this project and Flintshire will continue to lead on this contract for a further 2 years.

5.2 Community Safety

Over the past 12 months Flintshire, in partnership with Wrexham County Borough Council, have developed a sub-regional domestic abuse floating support service. This service, the Aster Hope project, is delivered by Hafan Cymru and has capacity to support up to 40 individuals across both counties.

In order to ensure that there are appropriate pathways of support available for people experiencing domestic abuse, Flintshire are committed to piloting the dispersed domestic abuse refuge project. The tender for this project will be developed as a priority within 2014/15.

Flintshire Supporting People funds the Doorstop project which provides support and accommodation for people with substance misuse issues. Recently, as a result of welfare reform and the implementation of the spare room subsidy, it has become increasingly difficult for service users to afford to access this project and the service has become reliant upon Discretionary Housing Payments to enhance the Housing Benefit levels.

Supporting People are working closely with the Landlord and the service provider in order to resolve these issues, and this may involve some element of remodelling in order to make the project more accessible for this client group and understand the links between substance misuse and offending.

5.3 Homeless and Homeless Prevention

Supporting People are committed to ensuring that there are appropriate pathways of support for all young people who need to access homeless or homeless prevention services.

Over the past 18 months, Supporting People has played an integral role in the developments of joint working protocols as a result of the Southwark ruling. Part of this work has been the development of a Nightstop service in order to provide an alternative to young people accessing Bed and Breakfast accommodation. This is a jointly commissioned service with Denbighshire County Council and involves Housing, Children's and Supporting People funding in each Local Authority.

Following the transfer of projects from the former Supporting People Revenue Grant funding stream to the new Supporting People Programme Grant funding stream, the final three projects were transferred to Flintshire at in October 2013, with a new support provider. These projects are Plas Bellin, Sunraye and Outreach support, formerly delivered by Save the Family and now delivered by Local Solutions. Flintshire Supporting People Team is working with the provider and wider stakeholders to look at the future specification for all three services.

Flintshire Housing statistics show that for the past 3 years 46% of people aged 25 and over, found to be homeless are males. Supported accommodation for males aged 25 and over is limited to one hostel, (Greenbank Villas). Females have previously been able to access both Greenbank Villas and Sunraye. Therefore, Supporting People will remodel the current provision at Sunraye to generic supported accommodation which can be accessed by males and females. This will include the transfer of support for single females from Sunraye hostel to Plas Bellin, where support will be provided in single units in the main house.

The Central Referral Gateway for all referrals into Supporting People services went live in January 2014. The start up period has been phased to initially take referrals for all supported accommodation projects (except those that are Direct Access) and will be followed by the floating support services in April 2014. The aim of the Gateway is to reduce duplication for referrers and projects, and to be able to best match a person requiring support with the most appropriate project.

The project now intends to work with third sector providers to see if the benefits of the gateway can extend to advice services. Community Support Services are keen to develop and pilot a combined Advice and Support Gateway. The aim is to simplify access to advice and support services and ensure people receive the correct service as early as possible.

5.4 Regional Priorities

Flintshire are committed to continuing to work with North Wales authorities in order to improve the services that we provide.

As previously detailed in 3.2 above, Flintshire currently lead on a number of regional and sub-regional projects. During 2014, Flintshire will work with Wrexham County Borough Council to develop a cross-boundary service for Older People, providing short-term support in order to prevent the need to access statutory services.

In addition, we will continue to contribute to the work of the RCC including delivering on the outcomes required from the current work packages such as the Young People's Work Package and the Consistency Work Package.

There are further opportunities to provide efficiencies across all Local Authorities by expanding on the current arrangements for Information Sharing. Flintshire will work with the North Wales Authorities to explore the opportunities for sharing of review and monitoring information in order to avoid duplication between teams and providers.

6. Service Development and Spend Plan

Timescale	Client Group	Action	Remodel / New Service/ Decommission / Service Improvement / One-Off Project	Financial Cost (+, -, neutral)	Development Priority (Low, Medium, High, On-going)	Expected Outcome
2014/2015	Domestic Abuse	Continue with the pilot development of dispersed refuge units	New Service	Budget allocation £90,000	High	To enable a full assessment of the housing needs for people fleeing domestic abuse. To be able to provide a range of accommodation based services for people with larger families, pets etc.
		Ensure appropriate pathways of support are available for people experiencing/fleeing domestic abuse	Service Improvement	Neutral	On-going	To ensure that Supporting People funding is targeted at flexible and responsive services in order to meet the needs of individuals and their families
	Learning Disabilities	Reduction to funding for BCUHB LD projects, previously identified as not strategically relevant	Decommission	-£98,280	High	To ensure that all SPPG funding is targeted at those services which meet the strategic aims of the programme
		Reduction to funding for FCC LD projects, previously identified as not strategically relevant	Decommission	-£200,000	High	To ensure that all SPPG funding is targeted at those services which meet the strategic aims of the programme

		Joint commissioning of the Ty Nyth project in collaboration with Social Services for Adults	Service Improvement	Neutral	High	To ensure that appropriate pathways of support are available for people with learning disabilities
	Mental Health	Commission a 2 year floating support service for people experiencing low level mental health issues	New Service	£35,000	High	To assess the need for the provision of low level support for people who fall outside of the criteria for statutory services
	Substance Misuse	Remodel of accommodation and support services for people with substance misuse issues	Service Improvement	Neutral	High	To ensure services are accessible to those most in need
Page 349	Offenders	On-going commitment to the requirement for floating support provision for this service user group	On-going	Neutral	Medium	Continue to improve outcomes for this client group
	PDSI	Decommissioning of the Supporting People internal funding element of the Greenfield ABI project	Decommission	-£11,055	High	To ensure that all SPPG funding is targeted at those services which meet the strategic aims of the programme
	Chronic Illness	Continued commitment to the regional HIV/AIDS project	Service Improvement	Neutral	High	To ensure that service users from this client group receive support from a project that understands their needs
	Young People	Continued commitment to the involvement of	Service Improvement	Neutral	High	Service users feel fully involved and informed in

		service users at all levels of the Supporting People commissioning process				relation to all aspects of the Supporting People commissioning process
		Move-on properties – remodelling of the current outreach flats	Remodel	Neutral	High	Better mix of client groups across current provision. Ensures that young people are not faced with unrealistic expectations in relation to the availability of move on properties
Page 350		Relocation of the current Sunraye project to Plas Bellin site. This will allow the current property in Connahs Quay to be remodelled to provide generic supported accommodation for both genders age 18+	Remodel	Neutral	High	Better utilisation of the rooms within the main house at Plas Bellin, which are not suitable for use as family accommodation. Increase of supported accommodation available for people aged 18+
		Reduction to the SP funding element for the current Youth Justice Post.	Remodel	-£15,000	High	Allow improved flexibility in relation to support able to be provided by the YJT Accommodation Support Worker
	Families	Reduction to the number of units for families at Plas Bellin.	Remodel	Neutral	High	Reduce the number of families expected to reside in accommodation that is not self contained
		Increase to the Additional Support to Parents project	Remodel	+£15,000	High	To meet the demands of the current service and reduce the amount of time that families are waiting to receive support

	Over 55's	Develop a cross-boundary preventative support service in partnership with WCBC	Remodel	+£40,000	High	To ensure continuing support is available, in order to minimise the need for people to access statutory services
		Continue to monitor the success of the community based accommodation support service and assess how this links with other floating support services for older people	On-going	Neutral	Medium	To ensure that services are targeted at those most in need
Page 351	Generic	Provide a 9 bed supported accommodation project for people aged 18+	Remodel	Neutral	High	To ensure that there is appropriate supported accommodation available for both males and females aged 18+
		Expansion of the Central Referral gateway to include complex case support and referrals for advice services	Service Improvement	+£20,000	High	To build on the success of the project implemented in Denbighshire, which shows a drastic reduction in the number of evictions from Supporting People projects
	Local Service Improvements	Value for Money discussions with all former SPRG providers to ensure that funding levels are appropriate and proportionate to the support provided	Service Improvement	TBC	High	To ensure that vital services are sustainable as a result of the reduction to the SPPG

	Regional Service Improvements	Continue to seek opportunities for regional collaboration, where this will provide improved outcomes for service users and improved value for money	Service Improvement	TBC	High	To continue to commit to the WG agenda for the efficient governance of the SPPG
		Continue to work with neighbouring authorities to look for efficiency savings relating to the administration of Supporting People	Service Improvement	TBC	High	To ensure that the SPPG is targeted in the most efficient way, and the administration burden for providers is reduced.

Local Authority Spend Plan Pro-Forma 2014-2015

The Total SPPG must not exceed the Annual Allocation

Regional Collaborative Committee:	North Wales
Local Authority:	Flintshire
SPPG Annual Allocation:	6,483,688.26

Client Spend Category (The category to which the service is primarily focused)	Service Type												Total	Local Authority Contribution	Proposed (Reserved) Service Plans		
	Fixed Site (Accommodation Based)						Floating (Community Based)								Client Units	Cost	Comments
	Client Units	Less than 6 Months	Client Units	6 to 24 Months	Client Units	24 Months plus	Client Units	Less than 6 Months	Client Units	6 to 24 Months	Client Units	24 Months plus					
Numbers	£	Numbers	£	Numbers	£	Numbers	£	Numbers	£	Numbers	£	£	£	Numbers	£		
Women experiencing Domestic Abuse	17	295,000	10	110,000						20	78,152			483,152			
Men experiencing Domestic Abuse														0			
People with Learning Disabilities					80	£1,495,071.00				36	120,000			1,615,071			
People with Mental Health Issues										76	275,131			275,131			
People with Alcohol Issues														0			
People with Substance Misuse Issues			6	54,000				20	10,050	20	82,719			146,769			
People with Criminal Offending History								40	60,846					60,846			
People with Refugee Status														0			
People with Physical and/or Sensory Disabilities										32	75,225			75,225			
People with Developmental Disorders (i.e. Autism)														0			
People with Chronic Illnesses (including HIV,Aids)										3	11,074			11,074			
Young People who are Care Leavers														0			
Young People with Support Needs (16 to 24)	3	7500	47	653,102				40	62,235	35	65,150			787,987	15000		
Single Parent Families with Support Needs														0			
Families with Support Needs	15	149,306	12	300,000				37	107,962					557,268			
Single People with Support Needs not listed above (25 to 54)														0			
People over 55 years of age with Support Needs (this category must be exclusive of alarm services)					2846	1,478,606		55	179,337					1,657,943	40000		
Generic/Floating Support/Peripatetic (tenancy support services which cover a range of user needs)	5	109,013	10	178,107				134	295,865	60	92,831			675,816			
Alarm Services (including in sheltered/extra care)					217	20,699								206,699			
TOTALS	40	560819	85	1295209	3143	2994376	326	716295	282	800282	0	0	6366981	55000			0

Team Costs £109,101
 Total Allocation £6,476,082
 Unallocated Grant £7,606

Please read this guidance prior to completion of the workbook.

Please do not alter the format of this document.

Deviations from the prescribed format will not be accepted.

When inserting funding amounts into the workbook sheets, please insert only in round thousands, i.e.

*** if the client category funding figure is £62,050.29, please insert 62,050**

*** if the client category funding figure is £1,050,620.54, please insert 1,050,620**

This page is intentionally left blank

Local Authority Spend Plan 2014-15 Version 1.0
Table 1

Local Authority Spend Plan 2014-15

Complete the pale green area only. Fill with ONE ZERO "0" if there is no entry

Client Spend Category (The category to which the service is primarily focused)	Previous year Total units from spend plan	Previous year Total cost from spend plan	Fixed Site (Accommodation Based)						Floating (Community Based)						Local Authority contribution	Total Units (exc LA cont)	Total (exc LA cont)			
			Client Units		Less than 6 Months		6 to 24 Months		Client Units		Less than 6 Months		6 to 24 Months					£	Numbers	£
			Numbers	£	Numbers	£	Numbers	£	Numbers	£	Numbers	£	Numbers	£						
Women experiencing Domestic Abuse	47	530,254.39	17	273,324.00	17	273,324.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	47	431,028.50		
Men experiencing Domestic Abuse	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00		
People with Learning Disabilities	122	1,954,488.00	122	1,954,488.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	122	1,954,488.00		
People with Mental Health Issues	98	240,130.00	113	290,522.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	113	290,522.00		
People with Substance Misuse Issues (Alcohol)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00		
People with Substance Misuse Issues (Drugs and Volatile Substances)	48	147,362.21	48	147,362.21	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	48	147,362.21		
People with Criminal Offending History	40	60,848.00	40	60,848.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	40	60,848.00		
People with Behavioural Issues	42	63,264.00	42	63,264.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	42	63,264.00		
People with Physical and Sensory Disabilities	42	93,690.00	42	93,690.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	42	93,690.00		
People with Developmental Disorders (ie Autism)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00		
People with Chronic illnesses (including HIV, AIDS)	3	10,000.00	3	10,000.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	3	10,000.00		
Young People who are Care Leavers	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00		
Young People with Support Needs (16-24)	125	818,460.98	125	818,460.98	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	125	818,460.98		
Single parent Families with Support needs	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00		
Families with Support Needs	71	801,659.75	16	149,200.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	16	149,200.00		
Single people with Support Needs not listed above (25-54)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00		
People over 55 years of age with Support needs (this category must be exclusive of alarm services)	2,901	1,619,248.00	0	0.00	0	0.00	0	0.00	2,901	1,619,248.00	0	0.00	0	0.00	0	0.00	2,901	1,619,248.00		
Generic Floating support to prevent homelessness (temporary support services which cover a range of user needs but which must be exclusive of fixed site support)	169	599,364.88	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	169	599,364.88		
Alarm Services (including in sheltered extra care). Expenditure which does not directly link to the spend plan categories above.	217	24,308.00	2	108,417.52	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	217	24,308.00		
Expatriation required in accompanying email	0	119,785.59	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	119,785.59		
TOTALS	3,939	6,824,637.00	461	539,289.00	94	1,285,531.00	3,143	2,924,980.00	348	739,061.50	206	483,025.00	87	341,281.76	0.00	3,888	6,483,688.28			

Service Type	Client Units	Less than 6 Months	6 to 24 Months	24 Months plus	Client Units	Less than 6 Months	6 to 24 Months	24 Months plus	Local Authority contribution	Total Units (exc LA cont)	Total (exc LA cont)
Fixed Site (Accommodation Based)	16	16	15	15	16	16	15	15	0.00	16	20,899.00
Floating (Community Based)	16	16	15	15	16	16	15	15	0.00	16	428,280.79
TOTALS	32	32	30	30	32	32	30	30	0.00	32	449,180.00

Match totals vertical
 Match Allocation
 Is the difference between allocation and total greater than 10 per cent
 Count Blank

This page is intentionally left blank

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 17 JUNE 2014**

REPORT BY: **DIRECTOR OF LIFELONG LEARNING**

SUBJECT: **QUEENSFERRY PRIMARY SCHOOL - CHANGE IN AGE-RANGE FROM SEPTEMBER 2014. RESPONSES TO THE STATUTORY NOTICE**

1.00 PURPOSE OF REPORT

- 1.01 To inform members of the response to the publication of the statutory notice relating to the change of age range of Queensferry Primary School from 4-11 to 3-11 years from September 2014.

2.00 BACKGROUND

- 2.01 Proposals were published in July 2013 to close the Croft Nursery School, Larch Avenue, Shotton, and to integrate nursery provision into the neighbouring St. Ethelwold's Church in Wales Voluntary Aided Primary School, Melrose Avenue, Shotton, and Queensferry C.P. Primary School, Queensferry Campus, Chester Road West, Queensferry from September 2014. Neither of these schools currently have a nursery provision, and are currently the only Primary Schools in Flintshire without nursery provision.

3.00 CONSIDERATIONS

- 3.01 Consultations have been held with the relevant schools, in accordance with the requirement of the Welsh Government School organisation Code 2013. Only two responses were received at that stage, and both were supportive of the change in age-range.
- 3.02 Following approval of the Cabinet in February 2014 to progress to the statutory stage, formal proposals were published, together with information on how anyone could object in writing to the proposals during the following 28 days. This period came to an end on Monday 26th of May. No written objections have been received. In this event, the Cabinet of Flintshire County Council has the authority to determine the proposal.

4.00 RECOMMENDATIONS

4.01 That Cabinet approve the proposal to change the age-range of Queensferry CP School, Queensferry Campus, Chester Road West from 4-11 to 3-11 years from September 2014.

5.00 FINANCIAL IMPLICATIONS

5.01 Provision has been made from the directorate budget for the Disability Discrimination Act (DDA) adaptations to St. Ethelwold's for £160k and £100k for DDA adaptations to Queensferry Primary School.

6.00 ANTI POVERTY IMPACT

6.01 There is no direct impact as a result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 There is no direct impact as a result of this report.

8.00 EQUALITIES IMPACT

8.01 There is no direct impact as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 Staff from the Croft Nursery School will be recommended to be transferred to St. Ethelwold's VA Primary School and Queensferry Primary School in order to staff the nursery provision. The Governing Bodies of both schools will be responsible for any appointments.

10.00 CONSULTATION REQUIRED

10.01 No further consultation required.

11.00 CONSULTATION UNDERTAKEN

11.01 With the relevant schools, statutory consultees, in accordance with the requirements of the School organisation Code 2013.

12.00 APPENDICES

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

Contact Officer: tom davies
Telephone: 4011
Email: tom.davies@flintshire.gov.uk

This page is intentionally left blank

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **17 JUNE 2014**

REPORT BY: **CHIEF EXECUTIVE/CHIEF EXECUTIVE**

SUBJECT: **2013/14 YEAR END HEAD OF SERVICE PERFORMANCE REPORTS**

1.00 PURPOSE OF REPORT

1.01 To receive the 2013/14 Year End service performance reports produced at Divisional level. The reports cover the period 1 April 2013 to 31 March 2014.

1.02 To note the following: -

- the progress updates for the Council Improvement Priorities that are not set as an in-year priority;
- Service Plan progress;
- progress / performance against Corporate measures e.g. absence management;
- the assessment of any regulatory reports and
- performance against Improvement Targets, National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs).

2.00 BACKGROUND

2.01 Twice annually (at quarters 2 and 4) performance highlight reports (referred to as the Reports herein) will be presented from the Heads of Service. These will be similar to those previously produced for quarterly reporting with a focus on performance exceptions, both good and poor. This ensures that the 'business as usual' is still being monitored and reported against.

2.02 The contents of the Reports include:

- The Council Improvement Priorities that are not set as an in-year priority
- Service Plan progress
- Corporate measures e.g. absence management
- Reporting against findings from internal and external regulatory

bodies e.g. Wales Audit Office, Care and Social Services Inspectorate Wales or Estyn

- Improvement Targets, NSIs and PAMs

3.00 CONSIDERATIONS

3.01 The Reports have been prepared by the Heads of Service within the three Directorates and by the Corporate Heads of Service.

3.02 Copies of the detailed Reports are available in the Members' Library and on request. Members will receive respective reports when circulated with the Overview & Scrutiny Committee agendas.

3.03 Appendix 1 of this report contains a schedule of all the quarterly and annually reported Improvement Targets, NSIs and PAMs.

3.04 Analysis of performance against the performance indicators is undertaken using the RAG (Red, Amber, Green) status. This is defined as follows: -

- RED equates to a position of unacceptable performance.
- AMBER equates to a mid-position where the performance has not achieved target but is within an acceptable level.
- GREEN equates to meeting or exceeding target.

3.05 Analysis of the Reports showed 0 (nil) performance indicators had been assessed as Red, 44 Amber and 38 Green.

3.06 Analysis of the performance indicators has been undertaken which examines the number of indicators for which performance had improved, downturned or was maintained. Analysis showed: -

- 51 (60.7%) improved
- 5 (6%) maintained the same level of performance
- 28 (33.3%) downturned

11 performance indicators could not be compared with target as data is to be confirmed or in a few cases unavailable from different sources.

9 performance indicators could not be compared with previous years as they were new indicators in 2013/14 and 3 performance indicators maintained performance at the best possible level of performance.

4.00 RECOMMENDATIONS

4.01 That Cabinet consider the Year End Head of Service performance reports and recommend any specific issues which may require management action and / or referral to the appropriate Overview and

Scrutiny Committees for consideration.

4.02 To note the following: -

- the progress updates for the Council Improvement Priorities that are not set as an in-year priority;
- Service Plan progress;
- progress / performance against Corporate measures e.g. absence management;
- the assessment of any regulatory reports and
- performance against Improvement Targets, NSIs and PAMs.

5.00 FINANCIAL IMPLICATIONS

5.01 There are no specific financial implications within this report.

6.00 ANTI POVERTY IMPACT

6.01 There are no specific anti-poverty implications within this report.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no specific environmental implications within this report.

8.00 EQUALITIES IMPACT

8.01 There are no specific equality implications within this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no specific personnel implications within this report.

10.00 CONSULTATION REQUIRED

10.01 Overview and Scrutiny Committees will receive the Reports relevant to their areas of work as part of their forward work programme alongside the appropriate Improvement Plan monitoring reports.

11.00 CONSULTATION UNDERTAKEN

11.01 Cabinet members have been fully consulted in the risk assessment and management of risks and priorities. Corporate Management Team, Heads of Service and Performance Leads have been directly involved in the development of these Reports.

11.02 The Reports are being shared with Portfolio holders prior to being presented to Overview and Scrutiny Committees.

12.00 APPENDICES

12.01 Appendix 1 - Schedule of Improvement Targets, NSIs and PAMs

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

Contact Officer: Victoria Woolf

Telephone: 01352 702249

Email: victoria.woolf@flintshire.gov.uk

Type	Title	Unit of Measure	Direction of Positive Performance	RAG	Trend (Improved, Downturned or Maintained)	Actual 2012/13	Actual 2013/14	Target 2013/14	Owner
Finance									
Improvement/ Local	DWP1L - Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims.	Days	Lower	A	Downturned	16.47 Days	19.96 Days	17.50 Days	Jennifer Griffiths
Improvement/ Local	DWP2L - Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) change events.	Days	Lower	A	Downturned	6.78 Days	9.07 Days	9 Days	Jennifer Griffiths
Improvement/ SID	CFH 006 - The percentage of undisputed invoices which were paid in 30 days	%	Higher	A	Improved	85.80%	91.26%	95%	Debbie Griffiths
Human Resources & Organisational Development									
Improvement/ SID	CHR 002 - The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	Days/ Shifts	Lower	A	Improved	11.03 Days/ Shifts	10.8 Days/ Shifts	9.60 Days/ Shifts	Helen Stappleton
Page 365 Local/ Improvement	REM3L - FCC - The percentage of employees receiving an annual appraisal with Individual Development Plan (excluding schools)	%	Higher	TBC	TBC	Community Services = 84% Corporate Services = 38% Environment = 70% Lifelong Learning = 66%	TBC	100%	Helen Stappleton
ICT & Customer Services									
Improvement/ Local	CUSM1L Efficient Complaints Handling - The percentage of initial complaints responded to within 10 working days	%	Higher	G	Improved	75.11%	83.93%	80%	Denise Naylor
Housing									
NSI/PAM	HHA 013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	%	Higher	A	Improved	83.41%	84.89%	90%	Katie Davis

Improvement/ Local	HLS 013bL - The average amount of rent loss due to empty property	%	Lower	G	Improved	2.01%	1.80%	1.80%	Helen Grant
Improvement/ Local	HLS 014L - The average number of calendar days taken to let lettable units of permanent accommodation during the financial year.	Days	Lower	A	Improved	47.44 Days	42.28 Days	35 Days	Helen Grant
NSI/ Improvement	PSR 004 - The percentage of private sector dwellings that had been vacant for more than 6 months at 1st April that were returned to occupation during the year through direct action by the local authority	%	Higher	G	Improved	5.96%	6.73%	6%	Gavin Griffith
Social Care									
Improvement	IA1.1L4 - Number of adults receiving a personal budget for services via either a direct payment or Citizen Directed Support	People	Higher	G	Improved	215 People	302 People	200 People	Alwyn Jones
NSI/PAM	PSR 002 - The average number of calendar days taken to deliver a Disabled Facilities Grant	Days	Lower	G	Improved	391 Days	246.43 Days	350 Days	Alwyn Jones
SID/ Improvement	PSR 009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for Children and Young People	Days	Lower	G	Improved	481.56 Days	219.50 Days	345 Days	Carol Salmon
SID/ Improvement	PSR 009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults	Days	Lower	G	Improved	384.85 Days	247 Days	400 Days	Alwyn Jones
NSI	SCA 001 - The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	Rate per 1,000	Lower	Not Applicable	Not Applicable	1.11 Rate per 1,000	To be confirmed by HOWIS in August	2 Rate per 1,000	Alwyn Jones
NSI	SCA 002a - The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	Rate per 1,000	Lower	N/A	Improved	66.69 Rate per 1,000	65.15 Rate per 1,000	Not set	Alwyn Jones
NSI	SCA 002b - The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	Rate per 1,000	Lower	G	Maintained	15.9 Rate per 1,000	15.9 Rate per 1,000	21 Rate per 1,000	Alwyn Jones
PAM	SCA 007 - The percentage of clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year	%	Higher	G	Improved	91.80%	98.48%	84%	Alwyn Jones

PAM	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	%	Higher	G	Downturned	91.85%	90.72%	89%	Alwyn Jones
SID/ Improvement	SCA 018c - The percentage of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service	%	Higher	G	Improved	66.9%	85.11%	74%	Alwyn Jones
NSI/PAM/ Improvement	SCA 019 - The percentage of adult protection referrals completed where the risk has been managed	%	Higher	G	Downturned	98.96%	98.90%	88%	Alwyn Jones
PAM	SCA 020 - The percentage of adult clients who are supported in the community during the year	%	Higher	A	Downturned	88.44%	85.10%	90.00	Alwyn Jones
Local/ Improvement	SCAM2L - The percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of reablement	%	Higher	G	Not Applicable	Not Applicable	76.63%	60%	Alwyn Jones
PAM	SCC 001a - The percentage of first placements of looked after children during the year that began with a care plan in place	%	Higher	A	Downturned	96.05%	93.98%	94%	Carol Salmon
NSI/PAM/ Improvement	SCC 004 - The percentage of children looked after on 31st March who have had three or more placements during the year.	%	Lower	G	Improved	8.16%	6.54%	7.50%	Carol Salmon
PAM	SCC 011a - The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	%	Higher	G	Improved	74.23%	90.14%	80%	Carol Salmon
NSI	SCC 011b - The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	%	Higher	A	Improved	33.76%	52.54%	54%	Carol Salmon
SID/ Improvement	SCC 021 - The percentage of looked after children reviews carried out within statutory timescales during the year	%	Higher	A	Downturned	91.34%	85.88%	93%	Carol Salmon
PAM/ Improvement	SCC 025 - The percentage of statutory visits to looked after children due in the year that took place in accordance with the regulations	%	Higher	A	Downturned	94.22%	76.57%	93%	Carol Salmon
PAM	SCC 030a - The percentage of young carers known to Social Services who were assessed	%	Higher	A	Downturned	82.86%	66.67%	92%	Carol Salmon

NSI	SCC 033d - The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	%	Higher	A	Downturned	84.62%	75%	90%	Carol Salmon
NSI	SCC 033e - The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non emergency accommodation at the age of 19	%	Higher	A	Downturned	100%	91.67%	95%	Carol Salmon
NSI	SCC 033f - 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	%	Higher	A	Downturned	81.82%	58.33%	75%	Carol Salmon
NSI	SCC 041a - The percentage of eligible, relevant and former relevant children that have pathway plans as required	%	Higher	G	Maintained	100%	100%	98%	Carol Salmon
PAM/ Improvement Page 368	SCC 045 - The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	%	Higher	Not Applicable	Downturned	89.01%	82.14%	Not set	Carol Salmon
Leisure, Libraries & Culture									
NSI/ Improvement	LCL 001b - The number of visits to Public Libraries during the year, per 1,000 population	Rate per 1,000	Higher	A	Downturned	5389.03 Rate per 1,000	5314.73 Rate per 1,000	5,400.00 Rate per 1,000	Lawrence Rawsthorne
NSI	LCS 002b - The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	Visits	Higher	G	Improved	9,995.87 Visits	10,056.59 Visits	9,499.61 Visits	Mike Welch
Planning									
SID/ Improvement	PLA 004a - The percentage of major planning applications determined during the year within 13 weeks	%	Higher	A	Downturned	40.63%	35.62%	40%	Glyn P Jones
SID/ Improvement	PLA 004b - The percentage of minor planning applications determined during the year within 8 weeks	%	Higher	A	Improved	47.38%	61.98%	66%	Glyn P Jones
SID/ Improvement	PLA 004c - The percentage of householder planning applications determined during the year within 8 weeks	%	Higher	G	Improved	73.82%	92.21%	91%	Glyn P Jones

NSI/PAM/Improvement	PLA 006b - The percentage of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.	%	Higher	A	Downturned	33.18%	22.44%	25%	Andy Roberts
Public Protection									
PAM/Improvement	PPN 009 - The percentage of food establishments which are 'broadly compliant' with Food Hygiene standards	%	Higher	G	Improved	83.64%	85.70%	80%	Anne Inskip
SID/Improvement	PSR 008 - The percentage of high risk private sector dwellings improved to an acceptable level	%	Higher	G	Improved	77.78%	100%	75%	Ian Vaughan-Evans
Streetscene									
PAM	STS 005b - The percentage of highways inspected of a high or acceptable standard of cleanliness	%	Higher	A	Improved	75.98%	92.89%	95%	Derrick Charlton
NSI/Improvement	STS 006 - The percentage of reported fly tipping incidents cleared within 5 working days	%	Higher	G	Improved	92.16%	95.81%	95%	David James
NSI/PAM/Improvement	WMT 004b The percentage of municipal waste collected by local authorities sent to landfill	%	Lower	G	Downturned	41.37%	41.83%	48%	Gabrielle Povey
NSI/PAM	WMT 009b - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	%	Higher	A	Improved	54.92%	55.07%	59%	Kevin Edwards
SID/Improvement	WMT 011 - The percentage of local authority municipal waste received at all local authority household waste amenity sites	%	Higher	A	Improved	53.70%	54.47%	62%	Kevin Edwards
SID/Improvement	CMT 001 - The percentage of total length of rights of way which are easy to use by members of the public	%	Higher	A	Downturned	63.87%	60.86%	69%	David James
Assets & Transportation									
Local/Improvement	EEFLM1 - Carbon Reduction Commitment (percentage)	%	Lower	A	Downturned	2.66% (reduction)	1.51% (increase)	5% (reduction)	Will Pierce
Local/Improvement	IA3.1L1 - Increase average Standard Assessment Procedure rating in council housing stock	%	Higher	G	Improved	70.96%	74.88%	69%	Will Pierce
NSI/Improvement	THS 007 - The percentage of adults aged 60 or over who hold a concessionary bus pass	%	Higher	A	Downturned	81.10%	75.49%	78%	Katie Wilby

PAM	THS 012 - The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	%	Lower	G	Improved	5.41%	4.31%	6%	David James
-----	---	---	-------	----------	----------	-------	-------	----	-------------

Education

Type	Title	Unit of Measure	Direction of Positive Performance	RAG	Trend (Improved, Downturned or Maintained)	Actual 2012/13	Actual 2013/14	Target 2013/14	Owner
NSI	SCC 002 - The percentage of children looked after at 31st March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months	%	Lower	A	Downturned	10.62%	14.75%	0.00%	Kate Wylde
SID/ Improvement	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	%	Higher	A	Downturned	50%	33.33%	60%	Kate Wylde
SID/ Improvement	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	%	Higher	A	Maintained	50%	50%	60%	Kate Wylde
NSI/ Improvement	SCC 037 - The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	Points	Higher	G	Improved	122.4 Points	225.33 Points	186 Points	Kate Wylde
Type	Title	Unit of Measure	Direction of Positive Performance	RAG	Trend (Improved, Downturned or Maintained)	Actual Summer 2012	Actual Summer 2013	Target Summer 2013	Owner
NSI/PAM	EDU 002i - The percentage of: All pupils (inc. those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification.	%	Lower	A	Downturned	0.17%	0.72%	0.20%	Kevin Grandfield

NSI/ Improvement	EDU 002ii - The percentage of:Pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification.	%	Lower	G	Maintained	0.00%	0.00%	0.00%	Kate Wylde
NSI/PAM/ Improvement	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.	%	Higher	G	Improved	81.30%	85%	81.70%	Claire Homard
PAM/ Improvement	EDU 004 - The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	%	Higher	G	Improved	76.02%	79.99%	77.20%	Kevin Grandfield
NSI	EDU 006ii - The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	%	Higher	Not Applicable	Improved	4.64%	6%	Not set	Kevin Grandfield
NSI/PAM/ Improvement	EDU 011 - The average point score for pupils aged 15 at the preceding 31 Aug, in schools maintained by the local authority	Points	Higher	G	Improved	509.03 Points	526.73 Points	496 Points	Kevin Grandfield
NSI	EDU 015a - The percentage of final statements of special education need issued within 26 weeks including exceptions	%	Higher	A	Improved	90.77%	92.31%	100%	Karen Parry
NSI	EDU 015b - The percentage of final statements of special education need issued within 26 weeks excluding exceptions	%	Higher	G	Maintained	100%	100%	100%	Karen Parry
PAM	EDU 016a - The percentage of pupil attendance in primary schools	%	Higher	A	Downturned	94.54%	94.16%	94.60%	David Messum
PAM	EDU 016b - The percentage of pupil attendance in secondary schools	%	Higher	G	Improved	93.05%	93.33%	93.30%	David Messum
NSI/ Improvement	EDU 017 - The percentage of pupils aged 15 at the preceding 31st August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	%	Higher	A	Improved	59.60%	62.15%	62.80%	Kevin Grandfield
Local/ Improvement	EDULM11L - Decrease the percentage of learners who are NEET (Yr11)	%	Lower	A	Downturned	2.30%	3.60%	2.20%	David Messum

Local/ Improvement	EDULM1L - Percentage of learners achieving the Core Subject Indicator at Key Stage 4	%	Higher	A	Improved	57.60%	59%	62.30%	Kevin Grandfield
Local/ Improvement	EDULM2L - Percentage of learners achieving the Level 1 threshold	%	Higher	A	Downturned	95.60%	94.30%	96.70%	Kevin Grandfield
Local/ Improvement	EDULM3L - Capped Point Score - Improve performance of cohort of learners entitled to Free School Meals (FSM) to reduce the gap in performance of FSM and non FSM learners	Points	Higher	A	Improved	267.8 Points	293 Points	319.30 Points	Kevin Grandfield
Local/ Improvement	EDULM3L - Level 1 threshold - Improve performance of cohort of learners entitled to Free School Meals (FSM) to reduce the gap in performance of FSM and non FSM learners	%	Higher	A	Improved	89.50%	91.20%	93.80%	Kevin Grandfield
Local/ Improvement	EDULM3L - Level 2 threshold - Improve performance of cohort of learners entitled to FSM to reduce gap in performance of FSM and non FSM learners	%	Higher	A	Improved	26%	35.70%	48%	Kevin Grandfield
Local/ Improvement	EDULM4L - KS2 - Improve outcomes achieved by boys for CSI at each Key Stage (Level 2 threshold including English/Welsh and Maths at Key Stage 4	%	Higher	G	Improved	77.60%	83%	78.10%	Claire Homard
Local/ Improvement	EDULM4L - KS3 - Improve outcomes achieved by boys for CSI at each Key Stage (Level 2 threshold including English/Welsh and Maths at Key Stage 4	%	Higher	G	Improved	73.70%	75.40%	75%	Kevin Grandfield
Local/ Improvement	EDULM4L - KS4 -Improve outcomes achieved by boys for CSI at each Key Stage (Level 2 threshold including English/Welsh and Maths at Key Stage 4	%	Higher	A	Improved	55%	56.90%	61%	Kevin Grandfield
Local/ Improvement	EDULM5aL - KS2 - Improve outcomes in Mathematics	%	Higher	G	Improved	86.30%	88.20%	86%	Claire Homard
Local/ Improvement	EDULM5aL - KS3 - Improve outcomes in Mathematics	%	Higher	G	Improved	83.90%	86.50%	85.10%	Kevin Grandfield
Local/ Improvement	EDULM5aL - KS4 - Improve outcomes in Mathematics	%	Higher	A	Downturned	69.40%	68.50%	71.50%	Kevin Grandfield
Local/ Improvement	EDULM5bL - KS2 - Improve outcomes in English	%	Higher	G	Improved	83.80%	88%	85.40%	Claire Homard

Local/Improvement	EDULM5bL - KS3 - Improve outcomes in English	%	Higher	G	Improved	83.10%	85.80%	84.70%	Kevin Grandfield
Local/Improvement	EDULM5bL - KS4 - Improve outcomes in English	%	Higher	A	Improved	69.20%	72.70%	75.10%	Kevin Grandfield
Local/Improvement	EDULM5cL - KS2 - Improve outcomes in Welsh (first language)	%	Higher	G	Improved	78.90%	90%	86.50%	Claire Homard
Local/Improvement	EDULM5cL - KS3 - Improve outcomes in Welsh (first language)	%	Higher	A	Downturned	67.90%	67.70%	80%	Kevin Grandfield
Local/Improvement	EDULM5cL - KS4 - Improve outcomes in Welsh (first language) KS 3	%	Higher	A	Improved	61.80%	71.30%	73%	Kevin Grandfield
Local/Improvement	EDULM6L - Improvement of outcomes in Capped Points score, including increasing the proportion of A* and A grades	Points	Higher	A	Improved	336.8 Points	337.1 Points	339.5 Points	Kevin Grandfield
Local/Improvement	EDULM8aL - The number of school days lost due to fixed term exclusions during the academic year in primary schools	School Days	Lower	Not Applicable	Not Applicable	99 School Days	TBC	94 School Days	David Messum
Local/Improvement	EDULM8bL - The number of school days lost due to fixed term exclusions during the academic year in secondary schools	School Days	Lower	Not Applicable	Not Applicable	509 School Days	TBC	460 School Days	David Messum
Local/Improvement	EDULM9L - FP - Reduce the frequency of fixed term exclusions of six days or more	Number	Lower	Not Applicable	Not Applicable	0 Number	TBC	0.00 Number	David Messum
Local/Improvement	EDULM9L - KS2 - Reduce the frequency of fixed term exclusions of six days or more	Number	Lower	Not Applicable	Not Applicable	9 Number	TBC	6 Number	David Messum
Local/Improvement	EDULM9L - KS3 - Reduce the frequency of fixed term exclusions of six days or more	Number	Lower	Not Applicable	Not Applicable	14 Number	TBC	10 Number	David Messum
Local/Improvement	EDULM9L - KS4 - Reduce the frequency of fixed term exclusions of six days or more	Number	Lower	Not Applicable	Not Applicable	25 Number	TBC	23 Number	David Messum

This page is intentionally left blank

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 17 JUNE 2014**

REPORT BY: **CORPORATE FINANCE MANAGER**

SUBJECT: **REVENUE BUDGET MONITORING 2013/14 (MONTH 12)**

1.00 PURPOSE OF REPORT

1.01 To provide Members with the latest revenue budget monitoring information for 2013/14 for the Council Fund and the Housing Revenue Account based on actual income and expenditure as at Month 12 based on the most up to date information available.

1.02 INDEX OF CONTENTS

Section 2	Executive Summary
Section 3	Council Fund Latest In Year Forecast
Section 4	Inflation
Section 5	Monitoring Budget Assumptions & Risks
Section 6	Unearmarked Reserves
Section 7	Housing Revenue Account
Appendix 1	Council Fund - Movement in Variances from Month 11
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
Appendix 10	Carry Forward Requests

2.00 EXECUTIVE SUMMARY

The projected year end position, as estimated at Month 12 is as follows:

Council Fund

- Net in year expenditure forecast to be £3.152m less than budget. (An increase of £0.937m on the £2.215m reported at Month 11).
- Projected contingency reserve balance at 31 March of £5.093m.

Housing Revenue Account (HRA)

- Net in year expenditure forecast to be £0.124m less than budget (£0.171m as at Month 11).
- Projected closing balance at 31 March 2014 of £1.533m

3.00 COUNCIL FUND LATEST IN YEAR FORECAST

3.01 The table below shows a projected positive variation of expenditure against budget of £3.152m.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend	
			Month 11	Month 12
	£m	£m	£m	£m
<u>DIRECTORATES (Service Groups)</u>				
Services for Adults	45.642	44.485	(0.780)	(1.434)
Services for Children	11.906	12.144	0.712	1.150
Housing Services	1.800	1.746	(0.254)	(0.281)
Development & Resources	1.688	1.628	0.114	0.013
TOTAL : COMMUNITY SERVICES	61.036	60.003	(0.208)	(0.552)
Assets and Transportation	6.015	5.139	(0.175)	(0.143)
Planning	1.708	1.717	(0.042)	(0.039)
Public Protection	3.455	3.465	(0.073)	(0.076)
Regeneration	0.715	0.705	0.032	0.027
Streetscene	19.320	20.005	0.331	0.306
Mgt, Support & Performance	1.088	1.076	(0.023)	(0.030)
TOTAL : ENVIRONMENT	32.301	32.107	0.050	0.045
Culture & Leisure	6.876	6.363	0.314	0.279
Inclusion Services	14.058	13.331	0.027	0.080
Primary School Services	43.374	43.723	(0.176)	(0.174)
Secondary School Services	36.638	37.725	(0.010)	0.003
Development & Resources	12.118	12.310	(0.313)	(0.264)
TOTAL : LIFELONG LEARNING	113.064	113.452	(0.158)	(0.076)
Chief Executive	2.356	2.303	(0.123)	(0.135)
Finance	14.265	14.225	(1.039)	(1.259)
HR & OD	2.427	2.749	(0.022)	(0.041)
ICT & Customer Services	4.922	5.048	(0.018)	(0.115)
Legal & Democratic Services	3.145	3.142	(0.148)	(0.146)
TOTAL : CORPORATE SERVICES	27.115	27.467	(1.350)	(1.696)
TOTAL DIRECTORATES	233.516	233.029	(1.666)	(2.279)
Central and Corporate Finance	26.236	26.723	(0.549)	(0.873)
Total	259.752	259.752	(2.215)	(3.152)

- 3.02 The table in 3.01 shows an increase of £0.937m on the projected underspend of £2.215m reported at Month 11 and the main reasons for the movement are detailed below.

Community Services

Within Community Services there has been an overall increase in the underspend of £0.344m which relates to a number of factors including additional income from charging clients for care within residential services, additional income from the Health Board within Social Services for Adults and lower than anticipated care costs for transition due to the timing of clients entering the service.

Corporate Services - Finance

Finance is reflecting an overall improved position of £0.220m, the majority of which relates to the net impact of year end changes in relation to the Revenues and Benefit Service, including the level of bad debt provision, subsidy receivable and the collection fund surplus.

Central & Corporate Finance

Within Central & Corporate Finance there is a positive variance of £0.100m due an accounting adjustment as a result of the sale of the Council's claims in LBI (formerly Landisbanki), additional rental income of £0.134m for Unity House in Ewloe and additional income from investments of £0.060m. In addition to this a lower provision is required to pay debt on capital expenditure (Minimum Revenue Provision) which has resulted in an additional underspend of £0.060m.

- 3.03 The original budget column reflects in-year virements which have been approved in compliance with Financial Procedure Rules.
- 3.04 All the movements for Month 12 are summarised in Appendix 1 with the detailed reasons for all variances by Directorate summarised within Appendices 2 to 8.

Carry Forward Requests

- 3.05 As reported in the Month 11 report, a number of carry forward requests have been reviewed during the month and been identified as requiring carry forward into 2014/15. Each request is detailed in Appendix 10.

Programme of Efficiencies

- 3.06 The 2013/14 budget contains £5.331m of specific efficiencies and the table below summarises the current position in relation to the achievement of these items. The analysis shows that it is projected that £4.213m (79%) will be achieved resulting in a net underachievement of £1.118m. Full details are shown in Appendix 9.

Status of Efficiency	Value of Budgeted Efficiency £m	Value of Projected Efficiency £m	(Under) Over Achievement £m
Already Achieved	3.454	3.454	0.000
Expected to be achieved in full	0.451	0.451	0.000
Achievable in part	0.516	0.308	(0.208)
Not achievable	0.910	0.000	(0.910)
Total	5.331	4.213	(1.118)

4.00 INFLATION

4.01 **Pay Inflation** of £0.734m is included within service budgets to reflect the national pay award agreed earlier in the year.

4.02 **Non Standard price inflation** – amounts for energy, fuel and food costs were included in the budget and held centrally. Allocations have been made to service areas as outlined below:

- £0.255m in respect of Energy for Street Lighting
- £0.161m in respect of Energy (electricity and gas for property)
- £0.187m in respect of Fuel
- £0.141m in respect of Food

An amount of £0.036m remains unallocated and is included in the projected underspend within Central & Corporate.

5.00 MONITORING BUDGET ASSUMPTIONS AND RISKS

5.01 Along with its strategic partners, the Council has intervened in relation to the former chemical plant in Sandycroft (Euticals Ltd). Estimated costs have been revised and the expenditure in 2013/14 is £0.288m a reduction from the £0.300m previously reported in Month 11. The site is being managed and the specialist advisors appointed by Flintshire are preparing the tender documents for the decommissioning work and phase 1 of the work should be ready to go out to tender at the end of June.

5.02 As we are now nearing the end of the financial year there is a reduced risk of significant changes occurring, however, the final outturn will not be known until the accounts have been closed down and reported in July.

6.00 UNEARMARKED RESERVES

- 6.01 The 2012/13 final outturn reported to Cabinet on 16 July 2013 showed unearmarked reserves at 31 July 2013 (above the base level of £5.564m) of £3.409m after taking into account a commitment in 2013/14 for use of £0.297m to meet one-off time limited costs. In July, Cabinet allocated £0.250m to the Winter maintenance reserve, bringing the level in the reserve to £3.159m.
- 6.02 In accordance with International Accounting Standards (IAS 19), any known costs that are associated with termination benefits in relation to the workforce efficiencies must be accounted for in the relevant financial year. Due to the advanced stage of the Senior Management phase 1 review as at 31st March 2014 there is a need to make provision for the relevant exit costs in the 2013/14 financial year.
- 6.03 A provision has been made in the 2014/15 budget for these exit costs. However to meet the requirements of IAS 19 and to ensure that these costs are accounted for correctly they costs have initially been met from the contingency reserve in 2013/14, but will be repaid in 2014/15 from the budgeted allocation.
- 6.04 After bringing in the impact of the projected in year budget position the current projected level of the contingency reserve at the end of March 2014 is £5.093m.

7.00 HOUSING REVENUE ACCOUNT

- 7.01 On 19 February 2013, the Council approved a Housing Revenue Account (HRA) budget for 2013/14 of £28.259m. The budget provided for a closing balance of £0.903m, which at 3.2% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
- 7.02 The 2012/13 final outturn reported to Cabinet on 16 July 2013 showed a closing balance at the end of 2012/13 of £1.931m which was £0.861m more than when the 2013/14 budget was set. This had the effect of increasing the opening balance for 2013/14 by the same amount.
- 7.03 For 2013/14 there is an overall projected under spend of £0.124m and a projected closing balance at Month 12 of £1.533m, which at 5.36% of total expenditure satisfied the prudent approach of ensuring a minimum level of 3%.
- 7.04 **Carry Forward Request**
Within the Month 11 report an amount of £0.085m was approved to be carried forward to fund software costs in relation to job scheduling and PDA's (Personal Digital Assistant hand held devices). A further review of this area in Month 12 has identified that the amount needed to be carried forward is now £0.180m (£0.070m for PDA's and £0.110m for software). It is therefore requested that the additional amount of £0.095m be approved for carry forward into 2014/15.

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

8.00 RECOMMENDATIONS

Members are recommended to:-

- a) Note the overall report.
- b) Note the projected Council Fund contingency sum as at 31st March 2014 (paragraph 6.04).
- c) Note the projected final level of balances on the Housing Revenue Account (paragraph 7.03).
- d) Approve the carry forward requests (Appendix 10) and para 7.04.

9.00 FINANCIAL IMPLICATIONS

9.01 The financial implications are as set out in Sections 3.00 – 7.00 of the report.

10.00 ANTI-POVERTY IMPACT

10.01 None.

11.00 ENVIRONMENTAL IMPACT

11.01 None.

12.00 EQUALITIES IMPACT

12.01 None.

13.00 PERSONNEL IMPLICATIONS

13.01 None.

14.00 CONSULTATION REQUIRED

14.01 None.

15.00 CONSULTATION UNDERTAKEN

15.01 None.

16.00 APPENDICES

Council Fund - Movement in Variances from Month 11 - Appendix 1
Council Fund Significant 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
Carry Forward Requests – Appendix 10

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Contact Officer: Sara Dulson
Telephone: 01352 702287
Email: sara.dulson@flintshire.gov.uk

This page is intentionally left blank



COUNCIL FUND - REVENUE BUDGET 2013/14
FLINTSHIRE COUNTY COUNCIL

Budget Monitoring (Month 12)
Summary of Movement from Month 11

	£m	£m
Month 11		
Service Directorates	(1.666)	
Central and Corporate Finance	(0.549)	
Variance as per Cabinet Report		(2.215)
Month 12		
Service Directorates	(2.279)	
Central and Corporate Finance	(0.873)	
Variance as per Directorate Returns		(3.152)
Change Requiring Explanation		(0.937)
Community Services		
Services For Adults		
• Intake & Reablement (Resource and Regulated Services) - Additional income from charging for residential services to clients (-£0.081m), allocation of energy non-standard inflation (-£0.035m)	(0.117)	
• Intake & Reablement (Reablement Service) - Additional income from health board (-£0.030m), rebate on overpaid energy costs (-£0.013m)	(0.046)	
• Locality Teams - Residential Services (-£0.144m) -including additional property income (-£0.118m), recovered payment from self funding client (-£0.025m), offset by movement of +£0.055m on Minor Adaptations due to a backlog of invoices being paid late in the year.	(0.085)	
• Disability Services (Resource and Regulated Services) - a review of transition client costs has taken place. Due to the timing of transition clients entering this service full costs were not known until recently. The actual care costs are less than originally anticipated.	(0.204)	
• Disability Services (Vulnerable Adults and Disability Service) - a review of transition client costs has taken place. Due to the timing of transition clients entering this service full costs were not known until recently. The actual care costs are less than originally anticipated.	(0.108)	
• Disability Services (Administrative Support) - reduced expenditure on advocacy fees	(0.041)	
• Mental Health Services (Residential & Domiciliary) - the reduction of expenditure reflects the changes in package costs	(0.028)	
• Mental Health Services (Forensic budget) - the increase in expenditure reflects changes in package costs	(0.033)	
• Other minor changes of less than £0.025m for Services for Adults	0.008	
Subtotal: Services for Adults		(0.654)
Development & Resources		
• Business Systems & Financial Assessments - Committed expenditure on IT software and hardware not utilised, savings on stationery due to budgets being centralised and unbudgeted Supporting People grant income	(0.050)	
• Good Health team - commitments for third party payments not utilised	(0.051)	
Subtotal: Development & Resources		(0.101)
Services For Childrens		
• Out of county placements - changes in placement costs (+£0.057m), transfer of client from leaving care service (£0.087m)	0.145	
• Professional Support - increase in projected costs for clients leaving care	0.244	
• Special Projects (Flying Start) - grant clawback from 2012/13	0.046	
• Other minor changes of less than £0.025m	0.003	
Subtotal: Services For Childrens		0.438
Housing Services		
• Other minor changes of less than £0.025m	(0.027)	
Subtotal: Housing Services		(0.027)
Total: Community Services		(0.344)

Environment

Assets & Transportation	
● Valuations & Estates - actual income from Deeside Power lower than originally estimated due to reducing power generation levels but this was not known until April 2014	0.068
● Highways & Transportation - Increased staff recharge income and lower than anticipated design fee charges	(0.024)
● Other minor changes of less than £0.010m	(0.012)
Subtotal: Assets & Transportation	0.032
Planning	
● Other minor changes of less than £0.010m	0.003
Subtotal: Planning	0.003
Public Protection	
● Other minor changes of less than £0.010m	(0.003)
Subtotal: Public Protection	(0.003)
Regeneration	
● Other minor changes of less than £0.010m	(0.005)
Subtotal: Regeneration	(0.005)
Streetscene	
● Winter Maintenance - milder winter conditions with lower than projected salt usage	(0.026)
● Other minor changes of less than £0.010m	0.001
Subtotal: Streetscene	(0.025)
Management Support & Performance	
● Other minor changes of less than £0.010m	(0.007)
Subtotal: Management Support & Performance	(0.007)
Total: Environment	(0.005)

Lifelong Learning**Culture & Leisure**

- Leisure Services - minor variances. (0.009)
- Libraries, Culture & Heritage - the underspend has increased by £0.026m since period 11. This relates to minor changes across Libraries & Arts, Records Management and Museums. (0.026)

Subtotal: Culture & Leisure

(0.035)**Inclusion Services**

- Out of County - the projected expenditure has increased by £0.055m since month 11. The major increases relate to one new placement costing £0.028m, reduced health contributions of £0.020m and a change of placement costing £0.024m. Savings of £0.017m relate to minor changes to several final invoices. 0.053

Subtotal: Inclusion Services

0.053**Primary School Services**

- Primary School Services - minor variances. 0.002

Subtotal: Primary School Services

0.002**Secondary School Services**

- Secondary School Services - minor variances. 0.013

Subtotal: Secondary School Services

0.013**Development & Resources**

- Children, Youth & Community - £0.049m relates to clawback of the Flying Start Grant relating to ineligible expenditure identified during the audit process. The remainder relates to minor variances. 0.041
- Schools ICT Services - minor variances (0.005)
- Business Units - the projection has increased since period 11 by £0.012m on unexpected insurance claims and £0.016m on mobile classrooms. The remaining £0.002m relates to minor variances. 0.030
- Facilities - minor variances. (0.005)
- Management & Business Support - minor variances. (0.012)

Subtotal: Development & Resources

0.049**Total: Lifelong Learning**

0.082

Corporate Services

- Legal and Democratic Services - Members Services increased underspend (£0.013m), reduced Staff Recharges £0.015m 0.002
- HR and Organisational Development - reduction in DBS expenditure (£0.003m), vacancy savings (£0.010m), Occupational Health external support (£0.014m), minor variances £0.008m (0.019)
- ICT and Customer Services - postage spend (£0.006m), vacancy savings (£0.004m), ICT services efficiencies (£0.065m), Procurement efficiencies (£0.022m) (0.097)
- Finance - vacancy savings including staff recharges to Services (£0.066m), HB Subsidy and Council Tax variances (£0.154m) (0.220)
- Chief Executives Department - Community Strategy underspend (£0.013m), other minor variances £0.001m (0.012)

(0.346)**Central & Corporate Services**

- Sale of Claims in relation to Landsbanki resulting in adjustment to carrying value of impairment (0.100)
- Lower provision required to pay debt on capital (Minimum Revenue Provision) (0.060)
- Movement in relation to actual income received at year end being higher than projected throughout the year (0.060)
- Additional income in relation to Unity House Ewloe (0.134)
- Other minor variances 0.030

(0.324)**Total Changes**

(0.937)

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 12)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Services for Adults Hospital Social Work (Intake and Reablement)	0.405	0.362	(0.043)	(0.044)	The underspend is mostly due to a Hospital Social Worker covering in the Crisis Intervention Team. These costs (£0.038m) are recovered from Health.	One-off.
Resources and Regulated Services (Intake and Reablement)	5.410	4.964	(0.446)	(0.328)	<u>Extra Care</u> Projected underspend on Llys Jasmine (£0.351m) is due to an initial delay in opening the facility, less a £0.005m overspend on Llys Eleanor <u>In-house Domiciliary Care</u> underspend (£0.082m) due to greater use of reablement and independent sector care providers. <u>Client Transportation Service</u> underspend (£0.034m) relates to staff vacancies. <u>Day Services</u> underspend (£0.051m) mostly due to vacancies (£0.042m) - plus other minor underspends These underspends are offset by a projected overspend within <u>In-house Residential Service</u> (£0.067m) due to the need to ensure staff cover (£0.195m) and additional premises costs (£0.029m) and additional supplies and services (£0.044) offset by client (£0.151m) and Health (£0.050m) income.	<u>Extra Care</u> The underspend against is one-off and non recurring and has arisen due to the opening of the facility being part way through the current year. <u>Client Transportation Service</u> Underspend adjusted in budget rationalisation. <u>Residential Service</u> further work required to determine the most appropriate way to address the overspend.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 12)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Locality Teams (Localities)	13.881	13.830	(0.051)	0.033	<p><u>Older People Services</u></p> <ul style="list-style-type: none"> > Locality Teams are together expected to underspend (£0.183m) mostly due to vacant posts. > Purchased domicilliary costs are projected to overspend (£0.094m) due to additional service user costs. > Purchased residential costs are projected to underspend (£0.046m) due to additional service user costs. > Early Onset Dementia is projected to overspend (£0.062m) due to purchased domiciliary care costs. > Minor adaptations overspend (£0.035m) due to increased client demand 	<p>Keep under review.</p> <p>Most of the PDSI elements previously included as part of the locality team budgets are now shown within the Disability Services Heading with only the Occupational Therapy service remaining as part of the locality teams.</p>
Resource and Regulated Services (Disability Services)	15.735	15.312	(0.423)	(0.220)	<p>Learning Disabilities - As previously noted this service includes a budget to help offset the expected impact of a review of joint funded packages between FCC and Health. This accounts for a saving of £0.140m within the net underspend projection, and remains unchanged from month 3. There are some other compensating variances across this large service which reflect the changes in client demand.</p>	<p>The underspend in relation to the negotiations with Health on jointly funded packages is based on current assumptions. These will be kept under review and adjusted if proven necessary.</p>

COMMUNITY SERVICES

Budget Monitoring 2013/14 (Month 12)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Transition and Disability Services (Disability Services)	0.658	0.771	0.113	0.106	This is mostly due to overspends against staff pay costs (£0.030m), third party payments (£0.039m), transport (£0.024m), transfer payments (£0.020m), and a shortfall of grant income of £0.028m. (Supporting People), offset by some additional other grant income.	Keep under review.
Disability Services (Disability Services)	1.580	1.493	(0.087)	0.021	Reduction in staffing costs	Keep under review.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 12)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Administrative Support (Disability Services)	0.392	0.418	0.026	0.067	This is mostly due to an overspend against staff pay costs (£0.152m) and premises costs (£0.005m)	Keep under review.
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.654	0.559	(0.095)	(0.067)	This underspend is based on current care packages. An additional £0.0259m budget has been added to this area in 2013 to reflect the expectation of the transfer from Health of an individual with a high cost transition package, there has been a delay in transferring this client into the service. The current underspend would therefore be higher but reflects the cost of current care packages including some other new clients.	Keep under review.
Professional Support (Mental Health & Substance Misuse Service)	0.829	0.720	(0.109)	(0.115)	This is mostly (£0.050m) due to a one-off pay cost reduction following an agreed absence with no pay.	One-off.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 12)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Forensic Budget (Mental Health & Substance Misuse Service)	0.305	0.161	(0.144)	(0.110)	Reflects current care packages for 2013/14.	Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts. The possibility of re-aligning budget between the two services has been considered and dismissed for now as there are early indications of additional Mental Health clients although at this stage potential costs or start dates are unknown.
Forensic Budget (Learning Disability)	0.482	0.515	0.033	0.027	Reflects current care packages for 2013/14.	
Other Services for Adults variances (aggregate)	4.154	3.946	(0.208)	(0.150)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	44.485	43.051	(1.434)	(0.780)		

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 12)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Development & Resources						
Vacancy Control	(0.100)	0.000	0.100	0.100		Realignment of vacant posts
Business Systems & Financial Assessments	1.084	1.015	(0.069)	(0.019)	Underspend on IT software and hardware, stationery and unbudgeted Supporting People grant income	
Other Development & Resources variances (aggregate)	0.644	0.626	(0.018)	0.033	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	1.628	1.641	0.013	0.114		

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 12)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Services for Children						
Family Placement (Children's Services)	1.977	2.361	0.384	0.372	The overspend is mainly as a result of an increase in the number of foster care placements within the service. It is also due to the increasing number of court orders for Residence and Special Guardianship orders which invariably attract an ongoing allowance for the carers.	A review of the Family Placement Team has been undertaken the outcome of which is being considered and will inform future planning and possible efficiencies.
Youth Offending Team (Children's Services)	0.334	0.277	(0.057)	(0.041)	The underspend within this area is mostly due to vacant posts.	One-off.
Professional Support (Children's Services)	5.496	5.690	0.194	(0.050)	Additional numbers of leaving care clients resulting in higher total placement costs.	

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 12)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Out of County Pooled Budget (Children's Services)	3.178	3.755	0.577	0.432	Costs reflect existing placements up until March 2014, and include transfer of costs for one client who was previously accounted for within the leaving care service.	The focus of high cost placements is now a North Wales project and will continued to be reviewed.
Other Services for Children variances (aggregate)	1.159	1.211	0.052	(0.001)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	12.144	13.294	1.150	0.712		

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 12)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Housing Services						
Homelessness Accommodation (Housing Services)	0.360	0.147	(0.213)	(0.203)	Variance is due to improvements in the service where methods have been put in place to reduce the cost of temporary accommodation. Quay House project has been delayed until 2014/15.	Keep under review. Variance is due to improvements in the service where methods have been put in place to reduce the cost of temporary accommodation.
Accommodation Support Team (Housing Services)	1.106	1.101	(0.005)	(0.008)	Service recently undergone a restructure now fully reflected within projection.	Restructure now implemented.
Other variances (aggregate)	0.280	0.217	(0.063)	(0.043)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	1.746	1.465	(0.281)	(0.254)		
Total :	60.003	59.451	(0.552)	(0.208)		

ENVIRONMENT

APPENDIX 3

Budget Monitoring 2013/14 (Month 12)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 11 (£m)	Cause of Variance	Action Required
Assets & Transportation Industrial Units	5.139 (1.241)	4.996 (1.264)	(0.143) (0.023)	(0.175) (0.074)	Estimated net income shortfalls across the Industrial Estate portfolio have been offset by the Wales Audit Office recommendation, that a provision for income relating to Deeside Power of £200k due in May 2014, should now be made in 2013/14. The actual income figure was not received until April 2014 and this is £65k less than projected due to reducing energy generation at the plant.	
Property Holdings	0.083	0.057	(0.026)	(0.037)	Lower than anticipated NNDR charges	Review of site budgets necessary in line with asset management programme
Property Asset & Development	0.528	0.430	(0.098)	(0.098)	Net Vacancy Savings	
Highways Development Control & Regulatory Services	0.813	0.876	0.063	0.083	Lower than anticipated levels of income for Fixed Penalty Notices (based on improving standards of repair by utility companies) & road closures. A commitment of £60k is included as a provision for a potential claim. The improving position at Period 12 is due to additional staff recharge income and lower than anticipated design fee recharges.	
Transportation	1.469	1.410	(0.059)	(0.055)	Bus Subsidy payments to Bus Operators that have reduced due to re-negotiated contract prices.	
Aggregate of other Variances	3.487	3.487	0.000	0.006		

ENVIRONMENT

APPENDIX 3

Budget Monitoring 2013/14 (Month 12)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 11 (£m)	Cause of Variance	Action Required
Planning	1.717	1.678	(0.039)	(0.042)		
	0.363	0.356	(0.007)	0.001	Minor improvement on planning fee income at Period 12.	
Public Protection	1.354	1.322	(0.032)	(0.043)	Net Vacancy Savings and staff recharge income for specialist planning advice to neighbouring authorities.	
	3.465	3.389	(0.076)	(0.073)		
Regeneration	1.243	1.181	(0.062)	(0.048)	Includes a Court Costs award following the successful prosecution of Talacre Park Holiday Park by the Health & Safety Enforcement Team.	
	2.222	2.208	(0.014)	(0.025)	Net Vacancy Savings	
Streetscene	20.005	20.311	0.306	0.331		
	9.706	10.082	0.376	0.359	Plastic Recycling prices reduced by £100 per tonne between July and September resulting in an estimated income reduction of £50k. Staff backfilling costs as a result of the on-going investigation within waste. The Sustainable Waste Management Grant (SWMG) has been reduced in-year by up to 5% resulting in a funding shortfall of at least £150k Due to operational issues experienced with the leachate treatment plant, income will be affected slightly due to reduced capacity.	Consider impact on MTFP going forward

ENVIRONMENT

APPENDIX 3

Budget Monitoring 2013/14 (Month 12)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 11 (£m)	Cause of Variance	Action Required
Winter Maintenance	0.999	0.919	(0.080)	(0.050)	Planned winter maintenance turnouts matched an average winter. However, there were no significant snow events so this has resulted in reduced costs and less Rock Salt being required than previous projections indicated.	
Aggregate of other Variances	9.300	9.310	0.010	0.022	Increased cost of winter flooding events	
Management Support & Performance	1.076	1.046	(0.030)	(0.023)		
Management Support & Performance	1.076	1.046	(0.030)	(0.023)	Net Vacancy Savings ahead of service review implementation and reduced commitments on supplies and services budgets.	
Total :	32.107	32.152	0.045	0.050		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Culture & Leisure	6.363	6.642	0.279	0.314	<p>School Library Service (£0.099m saving) Following an agreement at DMT, to mitigate the Directorate overspend and to contribute towards the value for money programme, a number of measures will be taken to reduce expenditure in the School Library Service.</p> <p>Libraries, Culture & Heritage (£0.048m saving) Minor variances</p> <p>Leisure Services (£0.426m pressure) A pressure of £0.026m relates to Swim Flintshire, this programme ceased in August 2013. A saving of £0.145m relates to reduced salary costs across centres. £0.363m relates to pressures on income across centres. Pressures of £0.115m relate to premises costs. The remaining £0.067m relates to minor variances.</p>	
Inclusion Services & Special Schools	13.331	13.411	0.080	0.027	<p>Inclusion Services & Special Schools (£0.082m pressure) £0.087m relates to existing Out of County placements.</p>	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Primary School Services	43.723	43.549	(0.174)	(0.176)	Primary School Services (£0.174m saving) £0.030m relates to controls on expenditure on supplies and services budgets. £0.141m relates to savings on 3 year old placements in maintained and non maintained settings in the Early Entitlement budget. £0.005m relates to additional regional costs for Welsh in Education. £0.008m relates to minor savings on School SLA income.	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Secondary School Services	37.725	37.728	0.003	(0.010)	Secondary School Services (£0.003m pressure) Minor Variances	
Development & Resources	12.310	12.046	(0.264)	(0.313)	Schools ICT (£0.154m saving) In an effort to reduce the Directorate overspend and to contribute towards the value for money programme, DMT have made the decision to place a hold on uncommitted expenditure in Schools ICT. Service Units (£0.018m saving) Pressures of £0.102m on Pupil Support (Free School Meals, School Trips and Music Remissions) have been offset by estimated savings on Mobile Classrooms (£0.080m), Insurance (£0.035m) and other minor variances of £0.005m. Facilities Services (£0.042m saving) Minor Variances Management & Business Support (£0.050m saving) £0.006m relates to Governor Training, £0.013m to the directorate training budget, £0.014m relates to printing, stationery and other office expenditure. The remaining £0.017m relates to other minor variances (subscriptions, telephones etc.).	
Total :	113.452	113.376	(0.076)	(0.158)		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.303	2.168	(0.135)	(0.123)	<p>£0.017m Corporate voluntary sector contribution to Dangerpoint</p> <p>(£0.094m) Vacancy savings</p> <p>(£0.020m) Corporate Communications efficiencies including Consultation and Public Relations</p> <p>(£0.013m) Community Strategy efficiency</p> <p>(£0.024m) use of LSB Grant to offset in year costs</p> <p>(£0.001m) minor variances</p>	
Finance	14.225	12.966	(1.259)	(1.039)	<p>The overall position for Finance is reflecting an in year underspend of £1.259m at Month 12 which is an improvement of £0.220m on the Month 11 position.</p> <p>Of the above, (£0.202m) relates to net vacancy savings on the service following in year realignment of budget.</p> <p>The remaining (£1.057m) reflects an improvement of £0.154m, which is due to a number of factors including a reduced shortfall in Council Tax Reduction Scheme funding and additional surplus on Council Tax Collection Fund and Housing Benefits Subsidy (including overpayments and Discretionary Housing Payments). The movement is mainly as a result of a recalculated provision for bad debt as a result of year end accounting which has contributed to the improved position.</p>	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Legal & Democratic Services	3.142	2.996	(0.146)	(0.148)	(£0.013m) net Vacancy savings including the use of Agency/Locums and recharges (£0.036m) Members Services underspend (£0.091m) Members Allowances underspend (inc. training, travel etc.) (£0.012m) reduced Legal Subscriptions expenditure £0.015m reduced Staff recharge for Legal Services (£0.009m) minor variances	
Human Resources & Organisational Development	2.749	2.708	(0.041)	(0.022)	(£0.028m) reduced DBS Check expenditure (£0.030m) Vacancy savings (£0.014m) reduced external Occupational Health support £0.033m loss of income from external organisations (£0.002m) minor variances	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
ICT & Customer Services	5.048	4.933	(0.115)	(0.018)	£0.039m postage costs (£0.022m) Customer Services Vacancy savings (£0.014m) additional Registrars Income (£0.024m) ICT Strategy underspend (£0.065m) other ICT Services underspends including lower in-year Package Software costs than anticipated (£0.022m) Procurement efficiency due to recharge to 3 County Procurement Project (£0.007m) minor variances	
Total :	27.467	25.771	(1.696)	(1.350)		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Central Loans & Investment Account	15.283	14.788	(0.495)	(0.263)	Minimum Revenue Provision (MRP) (-£0.060m), impact of change in the capital programme. Internal Interest £0.025m overspend Committed sums higher than expected. Debt management (-£0.012m, staff recharges lower than expected. Sale of claims of Landsbanki (-£0.100m) underspend. Investment Income (-£0.060m) cash balances higher than projected. Other income (-£0.020m) higher than expected.	Continue to monitor in line with Treasury Management Strategy.
Coroners	0.193	0.263	0.070	0.055	Quarter 4 Coroners recharge was an estimated accrual based on data received from Denbighshire County Council, this invoice has now been received resulting in a £0.015m variance	Regular monitoring with Denbighshire County Council undertaken on in year spend
Centrally Held Provisions	3.109	1.992	(1.116)	(1.137)	Net budget adjustments of (£0.680m) as approved in the Month 3 report (Community Services £1.185m, Leisure Management (-£0.505m) Over recovery of corporate windfall income (£0.226m) (First Steps Imp Package) Additional income for Unity House Ewloe (-£0.134m). Other minor variances (£0.024m).	Budgets are considered as part of 2014/15 Council Budget
Central Service Recharges	(1.590)	(1.244)	0.346	0.311	Shortfall of £0.346m of internal income, now not recoverable from ex trading accounts.	Subject to an overall review of Support Services
Former Euticals Ltd - Sandycroft site	0.000	0.288	0.288	0.300	Costs have been revised for 2013/14.	Ongoing monthly monitoring

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Mass Matrix Contract	(0.315)	(0.192)	0.123	0.125	A review of the rebate on the Matrix Contract has been undertaken. Agency usage has decreased in 2013/4 and the variance projection reflects the up to date position.	Further analysis to be undertaken to consider the impact in 2014/15
Flintshire Futures	(0.051)	0.033	0.084	0.080	Under achievement of efficiency within the Invest to Change programme.	Continued challenge of spend categories will support further efficiencies in 2014/15.
Other variances - aggregate	10.094	9.921	(0.173)	(0.020)	Reduced Carbon Commitment (£-0.045m). Credit for monies held with insurance (-0.021m). Increased Misc Write Offs (-0.034m). Residual balance of (£-0.027m) for Regional Transformation Fund. Post levy receipt of (-0.025m) for MMI from four ex Clwyd constituent Authorities. Other minor variances (-£0.021m).	
Total :	26.723	25.849	(0.873)	(0.549)		

APPENDIX 7

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2013	9.540	
Less - Base Level (inclusive of total increase of £0.270m agreed as part of the 2013/14 budget)	(5.834)	
Total Reserves above base level		3.706
Less - Amount approved by Council on 1 st March for funding of one-off costs in the 2013/14 budget proposals		(0.297)
Less - Amount approved by Cabinet on 16 th July for reinstatement of funding within the Winter Maintenance reserve following utilisation of funding during 2012/13 (late March severe weather event)		(0.250)
Amount available for delegation to Cabinet		3.159
Add projected underspend as at 31 st March 2014		3.152
Less - Actual severe weather recovery costs		(0.473)
Less – contribution to termination benefits relating to workforce efficiencies – Senior Management Phase 1.		(0.745)
Projected Level of Total Contingency Reserve as at 31st March 2014		5.093

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
HRA Subsidy	6.167	6.328	0.162	0.189	Capital Financing charges amended after budget rounds completed. Further amendments to Capital figures for inclusion in 2nd HRAS return. Under payment on 2012/13 of (£0.031m) calculated on Advance Final return.	
Rents	(26.946)	(27.182)	(0.236)	(0.202)	Actual bad debt provision saving of (£0.226m).	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Repairs and Maintenance	8.393	8.754	0.361	0.255	<p>Net under spend of (£0.201m) variance on salaries due to long term vacancies and recruitment freeze in place.</p> <p>Agreed Subcontractor overspend of £0.268m due to adverse weather conditions . There has been an increase in the number of major works on void properties throughout the last quarter of the financial year. As a whole the service has completed 3000 more jobs compared to last year. Sub contractors have also been encouraged to use Travis Perkins to source materials which in turn increases our net profit with them.</p> <p>(£0.070m) variance is based on the carry forward request for Personal Digital Assistant costs which will be purchased in 2014/15.</p>	<p>Housing Asset Management Team is working closely with Travis Perkins on price reductions due to the volume of materials being purchased through the partnership arrangement.</p> <p>An in-house kitchen team is being created to undertake kitchen installations in void properties which will reduce the level of subcontractor spend in this area.</p>

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Finance & Support	2.656	2.226	(0.430)	(0.243)	<p>Support Recharges reflected at 2012/13 actuals, saving (£0.106m). Information on 2013/14 has been requested.</p> <p>Pension Fund Strain costs (£0.080m) lower than anticipated creating saving.</p> <p>Insurance claim non-reimbursement reviewed and reflected at 2012/13 figures, saving (£0.034m)</p> <p>Variance is based on the carry forward requests totalling (£0.125m) which are to be actioned in 2014/15 ... (£0.110m) due to software costs not materialising in 2013/14 but will be purchased in 2014/15.</p> <p>(£0.015m) due to Maisonette budget not being fully spent in year.</p>	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Housing Estates	1.852	1.705	(0.147)	(0.181)	Procurement reimbursement for screening received in amount of (£0.058m). Void clearance recharges generating a further (£0.017m) income. Water commission generated a further (£0.034m) of income due to early bird discount scheme which offsets the £0.055m variance on the water bill. Cancellation of cleaning contract saving (£0.005m) on maisonette blocks. Salary savings of (£0.067m) over all areas.	
Other variances (aggregate)	8.375	8.541	0.166	0.011		
Total :	0.497	0.372	(0.124)	(0.171)		

Month 12

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Fees & Charges (APPENDIX 7a)						
<i>Community Services</i>						
Residential Charging - Increased Income From Demand	0.100	✓				
Mental Health Service Users	0.018	✓				
TOTAL	0.118					
Service Change (APPENDIX 7b)						
<i>Community Services</i>						
Reablement in the level of extra care	0.100	✓				
Preserved Rights - reduced activity levels	0.053	✓				
External Funding for Existing Post - Children's Services	0.043	✓				
Family Placement Team - revision of existing practices	0.040	✓				
Early Retirement - Non replacement of staff - CSA	0.015	✓				
General Office Administration Review	0.021	✓				
Housing Efficiency Savings	0.028	✓				
Homelessness - Timing of presentations	0.106	✓				

Month 12

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Youth Justice - Appropriate adult service	0.010	✓				
Legal Fees - Use of solicitors / barristers	0.010	✓				
Children's Services - Transport costs efficiency	0.015	✓				
Children's Services - FAST team budget reduction	0.010				✓	The FAST team is currently showing an overspend of £0.027.
Preventative foster care service - day care	0.005	✓				
TOTAL	0.456					
Procurement (APPENDIX 7c)						
<i>Community Services</i>						
PARIS - post implementation expenditure review	0.030	✓				
Housing Services - Supplies and Services	0.003	✓				
Social Care - Supplies and Services	0.075	✓				
Procurement Hub - regional procurement of high cost low volume placements	0.020	✓				

Month 12

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Children's Services - out of county placements - improved procurement practice	0.533	✓				As at month 3 this budget was showing an underspend of £(0.344). However due to change in service user circumstances this budget is now showing an overspend of £0.432
Transport Review - revised contracts	0.025	✓				
TOTAL	0.686					
Organisational Design (APPENDIX 7d)						
<i>Community Services</i>						
Review of Supported Living Service	0.350				✓	The efficiency is fully achievable from 2014/15, as a result of implementation of the new structure from April 2014. An extensive consultation achieved a successful outcome, and retention of staff goodwill going forward. Some savings have been made as a result of right sizing.
Service Review of Warden Service	0.018	✓				
Children's Services - Removal of one team manager post	0.040	✓				
Development and Resources - Rationalisation of Management Team	0.050	✓				
TOTAL	0.458					

Month 12

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Fees & Charges (APPENDIX 7a)						
<i>Environment</i>						
Agricultural Estate rentals	0.008	✓				Agricultural Estates currently reporting a surplus income position.
Public Protection - increase to market rates	0.025	✓				Fees for both Licensing and Bereavement Services were increased from 1st June 2013
Markets Service - increased lettable space	0.019		✓			Markets currently reporting a surplus income position.
Traffic Regulation order Notices	0.013		✓			Budget Reduction met from within Highways Policy Budget
Streetscene - leachate processing	0.075				✓	It is anticipated that the new income target will be under recovered by £15k due to capacity issues at the leachate treatment plant.
TOTAL	0.140					
Service Change (APPENDIX 7b)						
<i>Environment</i>						
Street Lighting - non-residential areas post midnight turn-off	0.050		✓			The new Street Lighting policy has been adopted and this efficiency will be achieved in full
Highways Asset Management Plan (HAMP) - rephasing of full implementation	0.225		✓			Previous approved pressure that was not required in 2013/14 and 2014/15 due to Local Government Borrowing Initiative (LGBI)

Month 12

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Public Conveniences - revisit of strategy	0.050			✓		Tower Gardens, Holywell didn't close until 30th April 2013 and Cilcain and Caerwys have been further delayed with ongoing consultation necessary and under achievement on the efficiency by £21k is likely.
Streetscene - implementation of Part III agreement	0.300				✓	The achievement of this efficiency is dependant on the implementation of Single Status so is anticipated to be achieved in 2014/15. The 2013/14 shortfall is being met from the Single Status reserve.
Waste Services - vehicle savings from full roll out of Saturday collection	0.140				✓	The achievement of this efficiency is dependant on the implementation of Single Status so is anticipated to be achieved in 2014/15. The 2013/14 shortfall is being met from the Single Status reserve.
Business Development team - agile working	0.004	✓				Budget Monitoring Position at Period 4 indicates achievement of this efficiency.
Staff travel - reduced mileage payments	0.003	✓				Budget Monitoring Position at Period 4 indicates achievement of this efficiency.
Directorate Support & Performance - Supplies and Stationery - Streamline current processes	0.008	✓				Budget Monitoring Position at Period 4 indicates achievement of this efficiency.
TOTAL	0.780					
Procurement (APPENDIX 7c)						
<i>Environment</i>						
Waste Services - Tender Transport arrangements for waste disposal	0.050		✓			New Transport arrangements have been awarded as part of a tender process and are now in place.
Transportation Services - Review of subsidised Bus Service Contracts and re-tender	0.036		✓			Efficiency absorbed within service budget

Month 12

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Reduction in use of consultants	0.013		✓			Efficiency absorbed within service budget
Reduction in influencable spend	0.025		✓			Efficiency absorbed within service budget
Streamline current processes within Directorate Support	0.020		✓			Efficiency absorbed within service budget
TOTAL	0.144					
Organisational Design (APPENDIX 7d)						
<i>Environment</i>						
Review Management Recharge to the Communities First Programme	0.020	✓				It is anticipated that this will be achieved as part of the Communities First Grant Claim for 2013/14
TOTAL	0.020					
Other Efficiencies (APPENDIX 7e)						
<i>Environment</i>						
Agricultural Estates - balance not required	0.025	✓				Specific Directorate Balance in the Environment Balance Sheet
Licensing / Health & Safety - balance not required	0.025	✓				Specific Directorate Balance in the Environment Balance Sheet
TOTAL	0.050					

Month 12

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Fees & Charges (APPENDIX 7a)						
<i>Lifelong Learning</i>						
Library Service - Fines	0.001	✓				
Library - Hire charges increase	0.001	✓				
Leisure Services - increased charges	0.175			✓		Tariffs were increased on the 1st January as agreed but as income targets are not expected to be met, the efficiency is also not likely to be fully achieved. Estimated amount achievable £0.162m.
Review of post 16 distance limit	0.030			✓		The amendment to the proposal to continue to provide transport to Colleg Cambria means that only £0.010m of the efficiency can be achieved. Work is ongoing to confirm this. However, we do not anticipate a pressure on the Transport budget at this time.
TOTAL	0.207					
Service Change (APPENDIX 7b)						
<i>Lifelong Learning</i>						
Operational efficiencies	0.025	✓				
Youth Service - reduction of senior area workers	0.032	✓				The budget for area workers had previously been reduced. This efficiency created a budget flow which has been addressed as part of the Youth Strategy by retaining part of the £0.050m below on a recurring basis.

Month 12

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Youth Service - term time only contracts	0.026			✓		This change is being introduced as part of the Youth Strategy and has not yet been implemented though negotiations have started.
Youth Service - Service reconfiguration	0.012	✓				
Youth Service - Building costs savings	0.011	✓				
Youth Service - Building rationalisation	0.005	✓				
Youth Service - Holding back £50k (CC 1/3/13)	(0.050)	✓				This additional contribution is no longer required during 2013/14.
Facilities - Management / Central Office - structure review	0.015	✓				
Facilities - County Hall revised opening hours - reduced energy / overtime costs	0.025				✓	Although we do not expect a pressure on the Facilities budget this year, the decision to revise the County Hall opening hours has not yet been made.
LL ICT - Interim Service review - post reduction	0.025				✓	The Schools ICT Service Review has now been combined with the Corporate ICT Review. We do not anticipate a pressure on the schools ICT budget at this time.
Leisure Services - removal of swimming subsidy	0.023	✓				
Directorate Management Team Restructure	0.043	✓				
TOTAL	0.192					

Month 12

Efficiency Description	Budgeted Efficiency (£m)	Current Position			Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	
Procurement (APPENDIX 7c)					
<i>Lifelong Learning</i>					
Reduction of Postage within the Library Service	0.001	✓			
Out of County - Improved procurement through framework agreements and monitoring of placements.	0.385	✓			
School Transport Service - Operational efficiencies	0.080	✓			
TOTAL	0.466				

Organisational Design (APPENDIX 7d)					
<i>Lifelong Learning</i>					
Libraries - Flexible retirement	0.015	✓			
Libraries - Library Service Review	0.037	✓			
TOTAL	0.052				

Other Efficiencies (APPENDIX 7e)					
<i>Lifelong Learning</i>					
Demographic Change in Schools (pupil numbers)	0.132	✓			
TOTAL	0.132				

Efficiency Description	Budgeted Efficiency (£m)	Current Position			Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	
Fees & Charges (APPENDIX 7a)					
<i>FINANCE - Corporate Services</i>					
Revenues - increased number of Council Tax fines	0.027			✓	
<i>ICT & CUSTOMER SERVICES - Corporate Services</i>					
Registrars - increased fees	0.019	✓			
Network Services - income from hosting PSBA equipment	0.004	✓			
<i>LEGAL & DEMOCRATIC - Corporate Services</i>					
External Fees - conveyancing / S106 agreements	0.015	✓			
TOTAL	0.065				
Service Change (APPENDIX 7b)					
<i>Chief Executive - Corporate Services</i>					
Corporate Comms - reduced workforce bulletins	0.003	✓			
<i>HR & OD - Corporate Services</i>					
CRB checks - review of options	0.035	✓			
<i>LEGAL & DEMOCRATIC - Corporate Services</i>					
Democratic Services - reduced paper usage	0.010	✓			
Members Allowances (Basic Allowance) - no inflationary increase	0.010	✓			
Members Allowances - Special Responsibility Allowances - reduction of number allocated	0.070	✓			
Members Allowances - NI contributions reduction linked to reduced number of Special Responsibility allowances	0.010	✓			
TOTAL	0.138				

Efficiency Description	Budgeted Efficiency (£m)	Current Position			Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	
Procurement (APPENDIX 7c)					
<i>Chief Executive - Corporate Services</i>					
Employee / Residents Consultations - reduction in number	0.003	✓			
Supplies and Services	0.010	✓			
Joint Working - costs reduction	0.002	✓			
Alterations / Improvements reductions - future agile working	0.002	✓			
Employee Safety Measures - reduced demand on budget	0.010	✓			
Conferences/Seminars/Lectures - reduced attendance	0.001	✓			
ICT & CUSTOMER SERVICES - Corporate Services					
Training Budget - Procurement via new solutions	0.001	✓			
Reduced maintenance costs due to new security equipment	0.025	✓			
Networking Hardware - reduced procurement	0.002	✓			
ICT Cabling - reduction enabled by IPT solution	0.002	✓			
Leasing - budget adjustment	0.006	✓			
Software Licensing - Microsoft licences procured through other agreements	0.010	✓			
Hardware Maintenance - letting of MFD contracts	0.001	✓			

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Reduce influencable spend by 3%	0.004	✓				
Reduced ICT Expenditure	0.003	✓				
Rationalisation of third party software costs	0.013			✓		
Avoidance of inflationary rises - software maintenance costs	0.020			✓		
Reduced licence costs - via renegotiation	0.018	✓				
Supplies and Services	0.061	✓				
Training budget reduction - build around training solutions	0.001	✓				
Alterations & Improvements - Datacentres	0.004	✓				
Other Consumables - reduction in expenditure	0.001	✓				
Hardware Maintenance - new technology with warranty	0.015	✓				
Listing Paper - More use of electronic means	0.002	✓				
Enterprise Servers - hardware	0.003	✓				
Services work and Consultancy	0.004	✓				
Supplies & Services	0.009	✓				

Efficiency Description	Budgeted Efficiency (£m)	Current Position			Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	
Supplies & Services	0.012	✓			
TOTAL	0.245				
Organisational Design (APPENDIX 7d)					
<i>Chief Executive - Corporate Services</i>					
Reduction in mileage travelled - Emergency Planning	0.001	✓			
TOTAL	0.001				

Month 12

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Service Change (APPENDIX 7b)						
<i>Central & Corporate Finance</i>						
Clywd Theatr Cymru - agreed reduction to contribution	0.015	✓				
TOTAL	0.015					
Procurement (APPENDIX 7c)						
<i>Central & Corporate Finance</i>						
Flintshire Futures - E-procurement and improved processes	0.102	✓				
Flintshire Futures - Internal Fleet Review	0.160	✓				
TOTAL	0.262					
Other Efficiencies (APPENDIX 7e)						
<i>Central & Corporate Finance</i>						
Reduced contingencies - one-off investment costs	0.240	✓				
Reduced contingencies - NDR	0.077	✓				
Reduction in Fire Levy due to formula changes	0.027	✓				
Flintshire Futures Assets Workstream - Facilities Management	0.060					✓

Month 12

Efficiency Description	Budgeted Efficiency (£m)	Current Position			Further information to support current position status or other relevant information
Flintshire Futures - Customer Workstream Contact Centre	0.100	✓			Detailed work being undertaken to assess the timing of efficiency
Flintshire Futures - Customer Workstream face to face customer contact	0.100		✓		Detailed work being undertaken to assess the timing of efficiency
Flintshire Futures - Customer Workstream Channel Shift	0.100	✓			Detailed work being undertaken to assess the timing of efficiency
TOTAL	0.704				

Appendix 10

Carry Forward Requests

Various requests to carry forward funding into 2014/15 for specific items have been received as detailed in the Month 11 Monitoring report. These have now been considered and the recommendations noted below:

1. Investment in Organisational Change

Central and Corporate Finance – Flintshire Futures

Request to carry forward previously approved funding of £0.705m for Flintshire Futures programmes still to be completed as identified in the Investment Strategy Paper. **Risk/impact of non approval will impact on the achievement of budgeted efficiencies**

2. Lifelong Learning – Education ICT

Requested carry forward of £0.220m to contribute towards the implementation of replacement server infrastructure. Refer to attached business case. **Risk/Impact of non approval will mean the project will be unable to be completed due to the lack of resources available.**

3. Historical previously agreed brought forward balances.

Lifelong Learning

A balance of £0.026m was approved to be carried forward from 2012/13 for School Organisation Review costs. This amount has been committed to improvements at the new welsh nursery provision in Shotton and this work was not able to be completed during 2013/14. Lifelong Learning requests permission to carry forward this balance to 2014/15 to fund the project. **Risk/Impact of non approval will jeopardise the Council's ability to complete the improvements.**

Corporate Services – Chief Executive

FCC was awarded a one off grant allocation of £0.035m to complete the Emergency Planning Collaborative project which was previously carried forward from 2012/13. Due to delays in the implementation of the project, which is now set to be completed by July 2014, it is requested to carry forward the remaining balance of £0.014m. **This relates to grant funding awarded for the specific purpose of the collaborative project and therefore needs to be carries forward for that purpose.**

Corporate Services – Legal & Democratic Services

Request to carry forward £0.030m in 2014/5 for the purchase and installation of new Legal software in order to meet the North Wales Authorities collaboration agenda, due to the delay in the procurement of the software package and the negotiation of the cost. This is partly payable from the carry forward of £0.022m in 2012/13 (Case File & Jaws) and the remaining balance of £0.008m will be met from 2013/14 Base Budget. **Risk/Impact of non approval will affect the ability to implement the new software and the effect on the collaborative project with the other five North Wales authorities in relation to legal services in 2014/15**

Corporate Services – ICT & Customer Services

Request to carry forward £0.296m to 2014/15 for Public Sector Broadband Aggregation (PSBA) due to implementation delays linked with the introduction of Learning in Digital Wales (LiDW) project. This was previously brought forward from 2012/13. **Risk/Impact of non approval will jeopardise the Council's ability to implement the project.**

Corporate Services – Human Resources & Organisational Development

Due to the nature of the funding strategy for the Flintshire Trainee programme it is requested that an amount of £0.275m is carried forward which will be required in 2014/15 to continue to fund the scheme for the existing modern trainees who are employed over 3 financial years. This is made up partly from a previous carry forward and partly from Base Budget. **Risk/Impact of non approval will jeopardise the ability of the Council to maintain the current intake of Modern Trainees.**

4. New 2013/14 Base Budget items requesting carry forward.

Community Services – Youth Justice Service

Request to carry forward £0.020m to fund the implementation of a new IT system (Careworks) which has been unable to be completed in 2013/14 due to demands on the IT service. **Risk/Impact of non approval will place an additional pressure on the budget in 2014/15.**

Environment – Public Protection

Cemeteries - £0.012m - Specific base budget for drainage issues was identified at one of the Council's Cemeteries in late February and it is estimated that this work will cost £0.012m. The work cannot be carried out before the end of the year due to time constraints on procurement therefore it is requested that this be carried forward to 2014/15. **Risk/Impact of non approval will place additional burden on the cemeteries maintenance budget in 2014/15.**

Project Manager costs £0.010m – Requested carry forward of base budget underspend on supplies and services to be utilised to fund the project manager required to support and deliver the North Wales Public Protection Collaboration Project which will now run into 2014/15 rather than the original 2013/14 start date. **Risk/Impact of non approval will create an in year pressure in 2014/15 which will jeopardise the potential to make additional efficiencies over the next few years.**

Contaminated Land Works £0.025m – Requested carry forward of specific base budget for anticipated monitoring and remedial works on contaminated land at Castle Park, Flint was due to be undertaken in 2013/14. Unfortunately, Natural Resources Wales are now unable to commit resource to this before the end of the financial year, but have given a commitment to this in 2014/15. **Risk/Impact of non approval will create an additional pressure in 2014/15 which will impact on the Councils ability to meet its responsibilities under the Contaminated Land Strategy.**

Environment – Planning

Specific base budget for Local Development Plan (LDP). Due to a delay in the required background studies as a result of a delay in Welsh Government approving the LDP Delivery Agreement, it is therefore requested to carry forward £0.040m into 2014/15. **Risk/Impact of non approval will create an additional pressure on this budget in 2014/15.**

Environment – Public Protection

It is requested to carry forward £0.010m of the current underspend on supplies and services for scanning of documents to support the move to agile/mobile working. A number of files and documents are still required to be scanned into the EDMS system, which will not take place until 2014/15. **Risk/Impact of non approval will create an additional pressure in 2014/15 which may delay the speed of movement to agile/mobile working.**

Corporate Services – Finance (Revenues and Benefits)

Request to carry forward £0.010m from base budget to fund the purchase of IT equipment due to IT being unable to fulfil the order in 2013/14 because of other demands on their Service. **Risk/Impact of non approval will create an additional pressure on this budget in 2014/15.**

Corporate Services – Legal & Democratic Services

Request to carry forward £0.010m from base budget to 2014/15 for the translation of the Council's Constitution. The translation was commissioned in 2013/14 however as this task remains incomplete the final instalment is payable in 2014/15. **Risk/Impact of non approval will create an additional pressure on this budget in 2014/15.**

Corporate Services – Human Resources & Organisational Development

Request to carry forward £0.010m for the purchase of Disclosure & Barring Service (DBS) software. This is due to a delay which has been passed on from the Software Suppliers (Midland HR) who, due to internal setbacks, are unable to roll out the package until summer 2014. **Risk/Impact of non approval will create an additional pressure in 2014/15 due to the budget for the software being in 2013/14 only.**

Corporate Services – ICT & Customer Services

Request to carry forward £0.052m for the Capita One Project which is a regionally funded service. Any income received (which forms part of the regional service delivery) and subsequent underspend is required to be retained by the project. **This reflects funding held on behalf of the regionally funded service and will therefore be needed to be carried forward as it is a non discretionary resource.**

Request to carry forward £0.012m for the replacement of damaged air conditioning units in the Data Centre. This is due to the failure of roof based cooling systems and damage in high winds to other roof cooling systems. The parts have been sourced on an 8 week lead-time and will be delivered in late April. **Risk/Impact of non approval will create an additional pressure in 2014/15 as there is no additional budget to fund this.**

Request to carry forward £0.129m to cover Flintshire Connects staffing costs in 2014/15. This represents the balance of budget vired from directorates to cover the revenue cost of Connects staffing in 2013/14 and future years. It is requested that this balance is carried forward to 2014/15 to contribute to the cost of the implementation. **Risk/Impact of non approval will create an additional pressure in 2014/15 and may affect the ability to deliver of the Flintshire Connects service.**

It is requested that the £0.025m base budget allocated to meet the revenue cost of Flintshire Connects Buckley is carried forward to 2014/15 due to the delay in the completion of the Buckley Connects Project. **Risk/Impact of non approval will create an additional pressure in 2014/15 and may affect the ability to deliver of the Flintshire Connects service.**

Request to carry forward £0.022m for the Digital Print unit to support the purchase of additional equipment which is required in 2014/15 and to fund specialist IT consultancy to implement additional parts of Skyline self service modules and migration of form design software from Jetform to Lytrod. **Risk/Impact of non approval will create an additional pressure in 2014/15**

which may affect the ability to migrate to the new system affecting BACS remittances and other documents.

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 17 JUNE 2014**

REPORT BY: **CHIEF OFFICER (COMMUNITY & ENTERPRISE)**

SUBJECT: **PENSIONER DISCOUNT SCHEME**

1.00 PURPOSE OF REPORT

1.01 To provide Cabinet with information on the proposed implementation of a revised Pensioner Grant scheme in 2014-15 to those Council Tax payers in receipt of partial awards under the Council Tax Reduction Scheme (CTRS).

2.00 BACKGROUND

2.01 For the past five years, the Welsh Government has provided local authorities with funding to operate grant schemes to help pensioners pay their Council Tax.

2.02 In 2012-13 the grant scheme adopted by Flintshire provided 8,700 grant awards to pensioner households using a combination of qualifying conditions. The awards were generally open to all pensioners, irrespective of their financial circumstances but were relatively small in value at £18.50 due to the high number of applications received, especially from those pensioners who had responded to the Councils 'apply on advert' campaign.

2.03 In 2013-14, the Welsh Government prescribed a new national grant scheme, with a targeted approach to provide a grant to those pensioners who already receive partial awards under the CTRS scheme.

In Flintshire 2,233 households qualified for funding of up to £100, although some households received less due to their net Council Tax liability being less than £100.

2.04 The Welsh Government have decided that they will not operate a national grant scheme for 2014 -15, however within the Revenue Support Grant they have included £201,700 identified for the funding of a pensioner grant scheme at the discretion of each Authority.

3.00 CONSIDERATIONS

- 3.01 The Welsh Government has not stipulated that the grant should be paid to Pensioners, however a review of North and Mid Wales LA's shows that all are proposing to pay the grant with the exception of Wrexham and Denbighshire.
- 3.02 The grant was identified and the intention to pay the grant was approved by Council within the 2014/15 budget.
- 3.03 The 2013 – 14 national scheme removed local variations, both in the value of awards and who received the awards. The scheme was designed to attempt to mitigate some of the impacts of Welfare Reform and provide assistance for all pensioner households who were in receipt of partial CTRS. The reduction in eligible applicants permitted a higher award to those pensioners who had been identified by their qualification for a means tested benefits as the group most likely to have been affected by Welfare reform.
- 3.04 Data analysis work has calculated that there are 2,204 households in Flintshire, who are in receipt of Council Tax Reductions and would qualify for funding.
- 3.05 It is not possible to identify the number of pensioners who would qualify if restrictions on applicants were not introduced however statistics from 2012-13 would indicate a minimum of 8,700 applicants which would reduce grant to £23.18 per applicant.
- 3.06 Revenues and Benefits Senior Officers have assessed the potential demands and funding availability to produce a criteria which was based on the continuation of the 2013/14 Welsh Government Scheme to ensure continuity and an equitable distribution of the grant, targeted to those taxpayers in most need of financial help.

4.00 RECOMMENDATIONS

- 4.01 That cabinet note the revised funding availability for a Pensioner Grant Scheme and agree a scheme for Flintshire for 2014-15.
- 4.02 That Cabinet approves the following scheme as prepared by Revenues and Benefits Senior Officers.
- 4.03 **Pensioner Grant Scheme**

That the grant is only payable to pensioners who fulfil the criteria at the qualifying date of 30th June

A maximum award of £95. The qualifying criteria is:

Either the claimant or the partner to the claimant has reached the age of 60 and is liable for Council Tax at a property which is deemed to be a 'sole and main' residence, and

The claimant qualifies for partial Council Tax Support, but not the maximum level of support on the qualifying date and there is a net liability to Council Tax (after any other discounts or reductions, for example single person discount or disabled banding relief).

Should the net liability be below the £95 maximum level of award then the credit to the Council Tax account will only be up to the net liability.

The minimum award will be £10.

Grant awards will be automatically credited to the Council Tax accounts of qualifying households during July 2014.

5.00 FINANCIAL IMPLICATIONS

5.01 The Council will receive funding of £201,700 in order to make the awards.

The overall grant awards will be cost neutral to match the level of funding.

5.02 In previous years the Welsh Government have identified £5,000 within the grant to administer the scheme (staff time, revised Council Tax bills, printing and postage costs), this grant has not been identified separately within the 2014/15 settlement but a similar allowance will be used to administer the scheme during 2014-15.

6.00 ANTI POVERTY IMPACT

6.01 The proposed scheme is specifically designed to help pensioner households, who have been assessed as being in need of financial assistance and who already receive some help with paying their Council Tax.

7.00 ENVIRONMENTAL IMPACT

7.01 None.

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 Additional officer time will be required to administer credits to account and respond to enquiries but this will be contained within current staffing levels.

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**

Contact Officer: Ken A Jones
Telephone: 01352 702286
Email: ken.a.jones@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 17 JUNE 2014**

REPORT BY: **CHIEF OFFICER (COMMUNITY & ENTERPRISE)**

SUBJECT: **BUSINESS RATES 'RETAIL' RELIEF**

1.00 PURPOSE OF REPORT

- 1.01 To provide members with details of a new Business Rates Relief scheme, providing a grant of up to £1,000 to 'retail' businesses during 2014-15.
- 1.02 For members to endorse the implementation of the 2014-15 Business Rates 'Retail' relief grant scheme using discretionary rate relief powers provided to the Council.

2.00 BACKGROUND

- 2.01 In his Autumn Statement the Chancellor of the Exchequer announced a number of business rate measures for England which included a discount scheme for retailers.
- 2.02 An announcement has now been made by the Minister for Economy, Science and Transport at Wales Government to introduce a similar scheme for Welsh retailers offering a grant in 2014-15 of up to £1,000 for all occupied retail properties with a rateable value of £50,000 or less. A further announcement was also made by the Minister on a further scheme aimed at supporting businesses most negatively impacted by the postponement of the 2015 re-valuation.
- 2.03 In order to provide Retail Rate grant, the Council must adopt a local scheme in line with discretionary relief powers and by following the guidance issued by Wales Government.
- 2.04 The Welsh Government has now confirmed that £581,299 of funding is now available to the Council to fully meet the initial estimates provided by the Council of awarding retail grants to approximately 725 businesses. In many cases, the awards will be less than £1,000 given that many retail businesses are also entitled to Small Business Rate Relief and already pay less than £1,000. This scheme should be fully fund all prospective awards and the policy proposed in this report reflects fully the guidance to award grants to occupied retail premises.

2.05 A small grant of £3,756 is also offered to support administration and marketing costs. This will include re-billing and postage costs resulting directly from the implementation of the scheme.

3.00 DISCRETIONARY RATE RELIEF POLICY FOR RETAIL RELIEF

3.01 In line with guidance provided by Wales Government, the Retail Rate Relief Policy will award individual grants of up to £1,000 to all 'retail' properties providing that :

- The 'retail' property has a rateable value of £50,000 or less
- The property is occupied and 'wholly or mainly' used as a shop, restaurant, café or drinking establishment.

3.02 It is considered that 'retailers' will be defined as any property falling within any one of three categories detailed below :

a) Property that is being used 'wholly or mainly' for the sale of goods to visiting members of the public:

- Shops (such as florist, bakers, butchers, grocers, greengrocers, jewellers, opticians, off licence, chemists, newsagents, hardware stores, charity shop, supermarkets etc)
- Charity Shops
- Opticians and Pharmacies
- Post Offices
- Furnishing shops & display rooms (such as: carpet shops, double glazing, garage doors etc)
- Car/Caravan showrooms
- Second hand car lots
- Markets
- Petrol Stations
- Garden Centres
- Art Galleries (where art is for sale/hire)

b) Property that is being used 'wholly or mainly' for the provision of the following services to visiting members of the public:

- Hair and beauty services (such as hairdressers, nail bars, beauty salons)
- Shoe repairs/key cutting
- Travel agents
- Ticket Offices, e.g. theatre booking
- Dry Cleaners
- Launderettes
- PC/TV/Domestic appliance repairs
- Funeral directors
- Photo processing
- DVD rentals

- Tool Hire
- Car Hire
- Cinemas
- Estate and Letting Agents

c) Property that is being used 'wholly or mainly' for the sale of food and/or drink to visiting members of the public:

- Restaurants
- Drive through/drive in restaurants
- Takeaways
- Sandwich shops
- Cafes & Coffee Shops
- Pubs
- Wine Bars

3.03 The list set out above is not intended to be exhaustive as it would be impossible to list the many and varied retail uses that exist. However, it is intended to be a guide as to the types of uses that the Council and Wales Government considers eligible for the purposes of this scheme.

3.04 The Council can determine whether particular properties not listed above are broadly similar in nature to those above and, if so, to consider them for a grant of up to £1,000. Conversely, properties that are not broadly similar in nature to those listed above will not be eligible for a grant.

3.05 In line with Wales Government guidance on awarding 'retail' grants, the following property falls outside of the 'retail' definition to be for the purposes of this scheme and would not qualify :

Property that is used for the provision of the following services to visiting members of the public:

- Financial services (such as: banks, building societies, cash points, bureau de change, payday lenders, betting shops, pawn brokers)
- Medical services (such as: vets, dentists, doctors, osteopaths, chiropractors)
- Professional services (such as: solicitors, accountants, insurance agents, financial advisers, tutors)
- Post Office sorting office
- Tourism Accommodation (such as: B&B's, hotels and caravan parks)
- Sports clubs
- Children's Play Centres
- Day Nurseries
- Gyms and Outdoor Activity Centres
- Kennels and Catteries

- Show Homes
- Employment Agencies

3.06 Grants of up to a maximum £1,000 will be applied to the net bill after all other reliefs, including Small Business Rate Relief, have been awarded, so if the net liability for a property after all other reliefs is £500, the maximum grant that can be awarded is £500.

3.07 Ratepayers who occupy more than one property will be entitled to a grant for each of their eligible properties but in order to comply with the EU law on State Aid, businesses will need to declare that the total of Retail Relief awards across the UK does not exceed the 200,000 Euros a company can receive.

3.08 Initial estimates are that approximately 725 Flintshire businesses may qualify for 'retail' relief if the scheme is adopted by cabinet. Letters, application forms and further guidance will be sent to potential qualifying businesses immediately following the endorsement of this scheme by Cabinet.

4.00 RECOMMENDATIONS

4.01 Members are asked to approve the introduction of the scheme from 1st April 2014 and award 'retail relief' of up to £1,000 to qualifying businesses for the financial year 2014-15.

5.00 FINANCIAL IMPLICATIONS

5.01 The cost of the retail relief scheme will be fully reimbursed by Wales Government.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 None.

8.00 EQUALITIES IMPACT

8.01 None.

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**

- Section 47 Local Government Finance Act 1988 (as amended)
- Welsh Government Guidance (version 1.2) – Retail Relief Scheme

Contact Officer: David Barnes, Revenues Manager
Telephone: 01352 703652
Email: david.barnes@flintshire.gov.uk

This page is intentionally left blank

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 17 JUNE 2014**

REPORT BY: **CHIEF OFFICER COMMUNITY AND ENTERPRISE**

SUBJECT: **PRIVATE SECTOR HOUSING RENEWAL –
AMENDMENTS TO THE PRIVATE SECTOR
RENEWAL & IMPROVEMENT POLICY**

1.00 PURPOSE OF REPORT

1.01 To introduce to Cabinet proposed revisions to the Private Sector Renewal and Improvement Policy, along with the rationale for these revisions and to seek approval for the changes proposed.

2.00 BACKGROUND

2.01 Cabinet approved the current Private Sector Renewal and Improvement Policy in 2012, with the expectation that it would be in place until April 2015.

2..02 However, as core funding decreases, with a reduction to the Private Sector Renewal capital budget of 20% in 2013/14 and 30% in 2014/15, external funding opportunities have an increasingly important role to play in sustaining activity at current levels. It has therefore become necessary to revisit the existing Renewal Policy a year earlier than planned. External funding includes resources from utility companies in the form of the Energy Company Obligation (ECO) and grant from Welsh Government Arbed, partially supported through the European Regional Development Fund (ERDF).

2.03 The focus of the previous two Renewal and Improvement Policies since 2010 has been on supporting people to improve their own situation through advice and guidance, as well as direct financial assistance in loan form. There are no proposals to move away from these overarching principles within the revised Policy.

2.04 The three areas of change that this report covers include: -

- Introduction of new loan products to support energy efficiency measures
- Introduction of the Welsh Government Property Improvement Loan Scheme
- Strengthening the criteria to access empty homes support

- 2.05 The main purpose of the changes is to further speed up recycling of the resources spent. However this does necessitate a change in how some of the current loan products are administered and managed; including charging a higher rate of interest for those able to pay this.
- 2.06 Demand for loan funding for general repairs and improvements remains high. As stated in the previous Head of Service Report, over the 6 month period between April – September 2013, a total of 23 loans were completed at a value of £105,482. This total does not include any loans for energy works, which have until now been fully funded for householders through ECO and Arbed.
- 2.07 Previously energy efficiency measures were in some cases fully funded by utility companies, but now require the householder to contribute, given that there has been a reduction to ECO funding available to councils. Therefore, if the council wishes to assist low income homeowners to access the ECO funding still available, it will need to help them finance the remaining cost of the work, up to 70%.
- 2.08 In addition to the Energy proposals, there are further changes required to the Renewal Policy as a result of a Welsh Government (WG) initiative. WG are making a ring fenced pot of funding available for providing Property Improvement Loans. It is anticipated that these loans will be available from September 2014, but will require inclusion in the Renewal Policy before they can be offered. This follows the successful Houses into Homes Scheme supported by WG and included within the previous Renewal Policy.
- 2.09 Further to the above, a recent internal audit has recommended that the criteria for accessing direct financial support to address an empty home through the councils capital programme be tightened and this is similarly included as an amendment to the existing Policy.

3.00 CONSIDERATIONS

3.01 New loan products to support energy efficiency measures

Current statistics suggest that 1 in 3 Flintshire households, which equates to 20,000 households, are in fuel poverty. Tackling this is an Improvement Plan priority, as it contributes to improved health, reducing social exclusion and supporting the local economy both in terms of jobs and skills, and also providing households with more disposable income.

- 3.02 The objectives of the domestic energy team are to provide benefits to Flintshire households and to the council, as well as being a self sustaining area of the service. In order to achieve this, the plan of the team is to administer external funding in a way that allows it to be recycled, so that it can then be reinvested in further energy efficiency initiatives. This would operate as an invest to save fund.

- 3.03 The success of the previous Community Energy Saving Programme (CESP) and the current Energy Company Obligation (ECO) has allowed the Service to invest in schemes which are either fully funded, or require match funding of less than 20%. Where households require support and meet the eligibility criteria, they are referred to the WG Nest programme. Since 2009, match funding from utility companies has been accessed (over £7m) providing the capital for these works. This model has worked well for external wall insulation and solar PV, along with upgrading of boilers and central heating systems. This work has generally been focused on vulnerable households, with little or no ability to make any contribution towards the cost of the work. The existing Renewal & Improvement Policy allows for this.
- 3.04 The focus of the energy efficiency programme in 2014/15 will be major gas infill schemes at Aston and Mostyn. The team have worked alongside Wales and West Utilities to establish the economic viability of providing a gas main in these communities. The council is able to guarantee a certain number of connections within these areas, given the presence of its own stock, where it is anticipated 233 council properties will be connected.
- 3.05 With the above in mind the council is keen to provide an offer to private homeowners within these areas, which would encourage them to connect to the gas main. Recently money from the WG Arbed ECO top up scheme has also been secured (£0.9million), which would be used to fund the new loans discussed below. There are considerable benefits by facilitating the loans, as detailed in the following paragraphs.
- 3.06 As a result of the proposed Flintshire County Council support, Wales and West Utilities expect 70% of homes in the gas infill areas to connect to gas over a 20 year period. In Aston and Mostyn (111 and 806 homes respectively) based on today's fuel prices, this would create an annual fuel bill saving per household of £774. This saving will contribute to the cost of the loan repayments. For households this will allow them to heat their homes more comfortably. Through offering support the council can ensure that the maximum number of households benefit.
- 3.07 The council has appointed a heating contractor and materials supplier to facilitate the transition to gas in these communities. Increases in orders will lead to lower prices through economies of scale. The council has secured a rate for the private sector that is 25% lower than the costs of one off installations. This translates into a one off saving of more than £0.100m to residents.
- 3.08 It is proposed that a nominal interest loan at 2.00% APR, or a low interest loan is made available subject to affordability criteria. The low interest loan will be made available at 6.25% APR, which covers the cost of administering the loan. The nominal interest loan will be

available to customers in receipt a means tested benefit or spending more than 10% of their disposable income on fuel.

- 3.09 The cost of administering this loan will be funded via the energy grant, comprising ECO and Arbed at a rate of 6.25% APR per loan. The Council expect up to 200 households to apply for support. If the anticipated number of 20% of households qualifies for the nominal interest loan, then this would cost the Service up to £18,320 over the loan period. The loan capital will be financed through energy grant funding and will not be council funded.

3.10 Anticipated loans to private homeowners – gas infill

Region	Numbers	Average Loan Size (£)	Fund Needed (£)
Aston	50	3,500	175,000
Mostyn	150	3,500	525,000
Total	200	3,500	700,000

- 3.11 Currently the council offer loan products through Street UK for repairs and improvements (subject to an affordability test) on an interest bearing basis. This is via a percentage property charge, or a monthly repayment loan and at a rate of 4.00% APR. The lower interest rate reflects the higher loan values of existing loans administered by Street UK (up to £30,000).

- 3.12 The Service has spoken to a range of loan providers including current provider Street UK and the Robert Owen Community Banking Fund. Both organisations are Community Development Finance Institutions, not for profit companies providing loans regulated by the Financial Conduct Authority (FCA). As a comparison a Green Deal Loan is typically 7.00% APR and a high street lender is typically 9.00% APR.

3.13 Comparing the cost of Street UK against ROCBF for smaller loans

	Street UK	ROCBF
Average Loan Value	£3,500	£3,500
Interest Rate	4.00%	6.25%
Administration Fee	£500	N/A
Cost Per Loan (Yrs 1-5)	£1,200	£1,094

- 3.14 The table above identifies that ROCBF are more competitive than Street UK for smaller loans, as they do not include a standard one off administration fee of £500. This is not the case for higher value loans.

- 3.15 Evidence from similar energy efficiency loan schemes in England shows loan defaults and write offs are at an average of 8%. The financial risk of this is £0.060m over 5 years; however these loans will be secured as a legal charge against the properties.

- 3.16 ROCBF are already providing energy efficiency loans for Powys Council and there is an expectation from Welsh Government that any project they fund, in whole or in part will be assessed using the Value Wales toolkit. Therefore, a Welsh company would be favoured by WG in terms of providing community and economic benefit to the Welsh economy.
- 3.17 The Welsh Government would work with the Service to monitor and evaluate the loan products through the Value Wales toolkit. This toolkit will also benchmark the overall benefit to local contractors and supply chain. The council would seek a single tender exemption to appoint ROCBF to run the energy efficiency loan products during 2014/15. The proposal would then be to run an open tender for provision of the service in 2015/16, at which point Street UK and any other provider could be considered.
- 3.18 The proposal is therefore to adjust the Policy to introduce this new loan product, based upon two interest charges at a nominal rate of 2.00% APR, or 6.25% APR. The product would be managed by the ROCBF on the basis of a single tender exemption with a commitment to run an open tender for this work in 2015/16. The capital funding for the loans will be provided by utility companies through their Energy Company Obligation (ECO) and other external funds, including WG Arbed, the Council has already secured for energy efficiency.
- 3.19 WG Property Improvement Loan**
Concern has been expressed by Welsh Government that as core capital funding is being reduced across Wales, less capital is available to help improve private sector housing conditions. In order to address this, WG is currently exploring the possibility of a national Property Improvement Loan Scheme.
- 3.20 The loans would be available to both owner occupiers and private landlords seeking to make essential improvements to their properties. The council is working closely with the National Steering Group to develop these proposals. The funding would be made available via the Coalition Government's Help to Buy Initiative in the form of a loan to Welsh Government, repaid back to Central Government at the end of the initiative in 25 years time. In turn this will then be allocated to the council's on a loan basis also. The exact repayment deadline will be agreed with the 22 Council's prior to any capital funding being released.
- 3.21 The Council is anticipated to receive £0.250m in year 1, £0.500m in year 2 and potentially a further £0.250m in year 3. Appendix 2 identifies the national steering groups proposed details of the Loan Scheme.
- 3.22 The Council hopes to continue to offer its own Property Appreciation Loan product, alongside this, funded from core capital to assist those

owner occupiers who are not able to repay a loan over a 10 year period.

- 3.23 The loans passed on to Flintshire properties will be secured as a charge. Evidence from similar loan schemes in England shows loan defaults and write offs at an average of 5%. Welsh Government proposes to cover this shortfall to a maximum of 2.5%. If the default rate is higher, the risk will remain with the Council; therefore robust affordability testing of applicants will be vital to ensure that default rates remain at a minimum. As the loans are secured, whatever monies are not recovered during the loan repayment period should be recoverable in the event of the property being sold or transferred.
- 3.24 Example: -
If the loan defaults over the repayment period are at 5% this will amount to a loss of £0.050m, with £0.025m covered by Welsh Government and £0.025m required to be covered by the councils revenue account.
- 3.25 The Minister for Housing and Regeneration is also keen that the products on offer are consistent across each region. Any reallocation of unspent resources will be allocated through the regional structure created for Houses into Homes, of which Flintshire are currently the lead for North Wales.
- 3.26 The existing contract with Street UK was established as a framework agreement with all 6 North Wales councils. This is highly desirable to WG as they seek to promote a consistent loan product and consistent procedures and practices across each region. The use of a single administrator will also assist councils with little loan experience, allowing them to access peer support from within the North Wales region. It would also allow for quicker establishment and delivery of the scheme and the easier reallocation of unspent resources between councils. Discussions have been held with WG and they are supportive of this method of delivery and five of the six North Wales councils have confirmed their intention to seek approval to use Street UK.
- 3.27 The proposal is therefore to include the WG Property Improvement Loan within the revised Renewal and Improvement Policy, once the resources are confirmed and the final scheme within the broad principles outlined within Appendix 2 are agreed. It is likely that the Scheme, if supported, would go live during September 2014. Loan fees as detailed within Appendix 2 would be used to pay the cost of the set up fee to Street UK. This would fully cover the set up cost of all loans above £3350. It is anticipated that very few loan applications below this level will be made and they can be funded through the core capital programme, as is the case for all other Street UK loans funded through the councils own resources. This is permissible as the capital is unlocking finance to fund the enhancement of a capital asset.

3.28 Strengthening the criteria to access empty homes support

It is proposed that two additional conditions will also be inserted in respect of empty homes following an internal audit recommendation. These include, a minimum period the property must remain tenanted after support is provided. This would be 2 years, or until the loan is released. The minimum period rises to 5 years for those owners accessing grant support. Limited grant support is available within the Connah's Quay, Shotton and Queensferry Renewal Area to address a disproportionately larger number of long term vacant homes, matched by higher level of demand for accommodation.

- 3.29 A further condition relating to the need for owners provided with financial support to consent to their property being managed by a social lettings agency will also be inserted. In most cases this has been happening voluntarily, however, it was felt a tightening up of this aspect was required to protect the council should an applicant change their mind once the work of improvement had started on site.

4.00 RECOMMENDATIONS

- 4.01 That Cabinet approves the introduction of a new Energy Efficiency loan product, to help deliver gas infill in communities across Flintshire, as outlined within the above report and delegate authority to operate the scheme to the Chief Officer Community & Enterprise.

- 4.02 That Cabinet approves the introduction of the WG Property Improvement Loan initiative and allow for the approval of the final terms and conditions of the scheme to be delegated to the Chief Officer for Community & Enterprise and the Chief Officer for People & Resources.

- 4.03 That Cabinet approves the additional clauses to be added to the Empty Homes assistance, relating to the minimum period of rental, being 2 years for a loan and 5 years for a grant and that the owner must consent to the property being managed by the councils chosen social lettings agency.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The cost of administering the nominal interest loan and payable to ROBCF will be £0.018m and this will be provided through the ECO Arbed energy grant.

- 5.02 The anticipated recycled funds from repayments is £0.200m per year and this will allow for further energy efficiency loans to be provided.

- 5.03 As discussed within the body of the report, the WG Property Improvement Loan Scheme will have financial implications for Flintshire. Consultation will be extended to encompass finance colleagues in all councils at a dissemination event on 20th June 2014 to consider the wide implications prior to any implementation.

6.00 ANTI POVERTY IMPACT

6.01 Financial support made available through the Policy helps to support those in fuel poverty and/or those on low incomes. There is also a proposal within the proposed Policy that those able to pay for gas infill improvements be charged a higher rate of interest to subsidise a nominal interest product to those most vulnerable.

7.00 ENVIRONMENTAL IMPACT

7.01 The Policy outcomes contribute to reduced carbon emissions and promote the use of renewable technologies.

8.00 EQUALITIES IMPACT

8.01 The Policy gives access to all to apply for support, with the most vulnerable receiving priority access to finite resources.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no personnel implications as a direct result of this report.

10.00 CONSULTATION REQUIRED

10.01 Public consultations of Policy changes are required.

11.00 CONSULTATION UNDERTAKEN

11.01 The proposed revisions to the Policy were presented at Housing Overview and Scrutiny Committee and were supported.

11.02 Limited consultation has taken place with those likely to receive the energy efficiency loan. A wider consultation will take place when time permits and any further changes proposed as a consequence of this consultation will be incorporated when the Policy is next reviewed.

12.00 APPENDICES

12.01 Revised Private Sector Renewal & Improvement Policy

12.02 Proposed WG Property Improvement Loan Scheme Parameters

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Contact Officer: Gavin Griffith
Telephone: 01352 703428
Email: gavin.griffith@flintshire.gov.uk



Private Sector Housing Renewal & Improvement Policy 2012 - 2015

Visit: www.flintshire.gov.uk

Directorate of Community Services
County Offices
Flint
Flintshire
CH6 5BD

DRAFT

Introduction

The Housing Act 2004 places a duty on local authorities to consider housing conditions in their area and to take action as appropriate. It is the Government's view that it is primarily the responsibility of homeowners to maintain their own property. However the Government is committed to improving housing quality across all tenures and fully accepts that some owners, particularly the elderly and most vulnerable, do not have the necessary resources to keep their homes in good repair.

Local authorities have an important role to play by providing help in these cases. The Regulatory Reform (Housing Assistance) Order 2002 provides the flexibility for Council's to provide assistance in the a way which best suits local circumstances.

This Council wants to ensure that the quality of residential accommodation in the County is as high as possible. This Policy sets out the type of financial help available to homeowners, private sector tenants and landlords to improve property condition, or to provide adaptations for people with disabilities. It includes information on eligibility criteria, procedures and conditions of assistance.

Why do we need this Policy?

The national and local context

The link between health and housing conditions is well established. Research undertaken by Shelter in 2006 found that poor housing conditions increase the risk of severe ill health or disability by up to 25 per cent during childhood and early adulthood. People with asthma are twice as likely to be living in damp homes and 1 in 12 children in Britain are more likely to develop such diseases such as bronchitis, TB or asthma because of poor housing conditions.

Excess cold: The Office for National Statistics reports that nationally there were 2,500 excess winter deaths in 2008/09 and 1,700 in 2009/10. In Flintshire nearly 82% of winter deaths are in the over 75 age group. The key diseases that cause an excess of death in the winter period are cardiovascular and respiratory diseases. Many people suffering ill health live in cold damp homes. Making homes affordably warm can improve indoor air temperatures and reduce the incidence of mould growth, so will assist in health improvement.

Accidents in the home: The Royal Society for the Prevention of Accidents report that every year in the UK, more than 5000 people die in accidents in the home and 2.7 million report to accident and emergency departments seeking treatment. Falls account for 71 per cent of all fatal accidents to those aged 65 and over.

The Housing Act 2004 introduced the Housing, Health and Safety Rating System to address these issues. It identifies and evaluates the risks to health and safety in residential accommodation. Recommendations can then be made to reduce the risks identified. The most common hazards are excess cold, damp and mould growth, falls, entry by intruders and fire.

Dealing with hazards in the home due to poor housing conditions reduces the burden on the National Health Service and other public services.

Demographic Issues:

- Currently 31 per cent of households are headed by someone over the age of 65; by 2026 this is estimated to increase by 48 per cent – an additional 8000 households across Flintshire.
- By 2036 the number of people over the age of 75 living in Flintshire is profiled to be in the region of 8,200, an increase of 184 per cent.
- By 2041, if Flintshire follows the national trend the numbers of older disabled people will have doubled.
- The national trend also suggests that the rural areas will see a noticeably greater increase in the numbers of older people.

Social and economic wellbeing:

- By 2026, 75 per cent of older households will be owner occupiers.
- Whilst many older people have considerable equity in their homes, many also live in the worst housing conditions and have low incomes.
- Recent EU studies show 30 per cent of pensioners are living well below the national average income.

Health and care needs:

- Current trends suggest that living longer means living longer with ill health.
- 13% of the county's population report living with a long term illness or disability, which equates to 21,600 residents.
- 4,150 residents are likely to require a minor or major property adaptation or a move to a more suitable property at this time.
- By 2021, it is estimated that more than 2000 people will be living with dementia in Flintshire.
- Care home costs in Wales average £20,000 per person per annum.

How do we know this Policy is aimed at helping those most in need?

The evidence base and strategic approach for this Policy is sourced from the Private Sector Stock Condition Survey completed in 2010. Flintshire County Council has undertaken a comprehensive assessment of housing conditions across the whole area. This has been achieved by the completion of the Survey, which was conducted in accordance with national guidelines. Full property inspections, including internal and external assessments and a questionnaire survey of households to explore views and attitudes to their housing and local neighbourhood took place.

The findings of the report cover a random sample of 1000 privately owned dwellings across Flintshire. Headline findings are based upon the exploration of information from the sample to represent the overall data of private sector housing in the County.

Some of the key findings from the Report include:

- A total housing stock of 53,860 dwellings containing 52,510 households.
- 68% of the stock is of post 1945 construction
- 76% of homes are in owner occupation
- 9% of homes are privately rented
- 31% of households are headed by a person over the age of 65
- 31% of households are in receipt of a means tested benefit and are economically vulnerable
- 32% of all dwellings are non decent (16,104 dwellings)
- 8.3% of all dwellings exhibit the single failure of disrepair under the Decent Homes Standard, against a national average of 6.5%.
- 38% of vulnerable households (5,980) live in non decent homes.
- The cost to address non decent homes across the County is £120 million, averaging £6,940 per property
- 15% of households (8,200) are in fuel poverty.

The key statistics from the Report are those relating to vulnerable households living in non decent housing and the extent of fuel poverty. Highest levels of non decency were found in the Council's neighbourhood renewal area and areas within the top 20% of the Welsh Index of Multiple Deprivation. In terms of accommodation type, pre 1919 housing stock, converted flats and the private rented sector were shown to have the highest failure rates against the Decent Homes Standard.

Based on this evidence and through the implementation of this Policy, the Council intend to target funding to vulnerable households across the County.

How does this Policy fit in with the Council's strategic housing objectives?

This Policy is informed by and contributes to the delivery of a number of strategic and corporate priorities on a regional and national level. The relevant strategies and priorities are as follows:

National and regional housing strategies and priorities

The Welsh Government's national housing strategy '**Improving Lives and Communities**' was launched April 2010. The document sets out the actions for housing over the lifetime of the strategy, which are to: -

- Increase the number of affordable homes for purchase or rent, in the right location and specifically in rural areas.
- Increase the level of private sector investment in housing.
- Improve the quality and standard of all existing houses and rented accommodation, including their energy efficiency.

- Give people more choice by broadening the range of homes and tenancy arrangements to suit people's income and circumstances.
- Give tenants a clear voice in decisions that affect them.
- Make it easier for people to find suitable accommodation, particularly people from minority groups.
- Ensure services reflect the needs of those who use them not the needs of organisations that deliver them.
- Make best use of investment in housing and other regeneration activity to create more jobs and training opportunities, and to improve the look and feel of communities, and the services and facilities available to local people.

The Flintshire Local Housing Strategy 2012 – 2017 aligns closely with the above priorities to ensure that the County can meet the Housing Challenge as set out by Welsh Government.

Our Council priorities

The Council's Plan outlines this organisation's priorities and the specific goals to which we are committed. There are four goals which this Policy contributes to: -

- To meet housing need in the County and to work with partners to ensure a sufficient supply of quality and affordable homes and housing and housing services in the social, mixed tenure and private sector housing markets
- To promote independent, healthy and fulfilled lives in the community with the highest quality personalised and supportive health and social care services
- To make our communities safe and safeguard the vulnerable, with children and older people being priority groups
- To protect and grow the local and regional economy, to be a prosperous County and to provide help and support to those vulnerable to poverty.

Private Sector Housing priorities

- To establish programmes of intervention for private sector housing in line with the findings of the Private Sector Stock Condition Survey and developing initiatives to target action to vulnerable households living in non-decent homes.
- To reduce the health effects of poor housing conditions through a combination of advice, financial assistance, and enforcement action where appropriate, ensuring that residents live in safe, warm and comfortable homes.
- Increasing the proportion of homes that meet the decent homes standard and working with all stakeholders and service providers to encourage this standard of provision in all sectors.
- Assisting vulnerable and lower income homeowners to achieve the decent homes standard through the provision of equity and low cost loans.
- Improving the energy efficiency of dwellings by assisting and promoting householders to take up a range of energy saving measures provided by a range of agencies.
- Assisting elderly and disabled residents to achieve independent living through the provision of disabled facilities grants.
- Increasing the supply of affordable housing by assisting the improvement and conversion of empty residential properties and obsolete commercial buildings to be brought back in to use as homes.
- Achieving a well maintained and managed private rented sector through the All Wales Landlord Accreditation Scheme by encouraging the professional development of landlords, through incentives, education, and advice.

The Private Sector Housing Renewal Service is part of the Community Services Directorate.

Related strategies that contribute to achieving the priorities outlined above and to which this Policy contributes are: -

- **Empty Homes Strategy 2012/15** which aims to tackle the problems caused by long empty properties in the County, which currently stands at approximately 400 in the private sector.
- **Affordable Warmth Strategy (2009/12)** which aims to reduce fuel poverty, increase energy efficiency in the County and reduce the impact of excess cold on health.

How will we achieve our priorities?

The Council, through the Private Sector Housing Renewal Team and Housing Standards Team, has adopted a three pronged approach to achieve the key priorities: -

- The offer of advice and advocacy
- The provision of financial assistance, and
- The enforcement of housing standards

Advice and advocacy

The Private Sector Housing Renewal & Standards Team offer advice to homeowners and private tenants on all aspects of housing issues on a daily basis. Information is also available on our website www.flintshire.gov.uk We are also targeting promotional activity through leaflets and events in areas which fall within the 20% of the Wales Index of Multiple Deprivation (WIMD) to raise awareness of the Service. Information and advice is also available from **Flintshire Care & Repair**, the local Home Improvement Agency.

For landlords we hold regular Landlord Forums and encourage membership of the All Wales Landlord Accreditation Scheme. We are also planning a series of Landlord training events.

Financial Assistance

We aim to provide financial assistance, where appropriate, to those who are unable to fund property improvements themselves.

In terms of assessing an inability to fund property improvements, eligible applicants for a loan under this Policy will be a household on one or more of the following income related or disability benefits: -

- Income Support
- Housing Benefit
- Council Tax Benefit (excluding single persons discount)
- Disabled Persons Tax Credit
- Income Based Job Seekers Allowance
- Working Families Tax Credit (with a relevant income of less than £15,050)
- Attendance Allowance
- Disability Living Allowance
- Industrial Injuries Disablement Pension
- War Disablement Pension
- Child Tax Credit (with a relevant income of less than £15,050)
- Working Tax Credit
- Pension Credit

Many of these benefits will be affected by the Welfare Reform Changes. The above list will therefore be subject to change, to account for the introduction of the Universal Credit and Personal Independence Payment (the successor benefit to the Disability Living Allowance).

The emphasis is on enabling home owners to release the equity available in their homes on an 'equity share' basis, where the owner and the Council share the benefit from any increase in property values in the longer term. Since the Council is not primarily a lending institution, it does not wish to impose loan terms which would 'guarantee' its profit or investment and therefore potentially discourage applicants.

Following an approach to the Council by an eligible applicant, the following loan types will be considered in order, with the first loan that meets the applicants need being offered: -

- Repayment Loan
- Property Appreciation Loan
- Flintshire Interest Free Loan

Repayment Loan: The Council wishes to encourage the early recycling of resources, to enable it to meet demand and its strategic housing objectives. The Repayment Loan, which includes Capital and Interest, is particularly suited to owners of empty properties, or private sector landlords who will be in receipt of a revenue stream to meet the repayment. It may also suit working applicants, who for whatever reason are unable to finance the work through a commercial lending institution, but are able to sustain regular repayments.

Owner occupiers will have the set up cost of this loan (currently £500) funded as part of a professional services grant. In order to meet its strategic housing objectives, empty property owners and private sector landlords will be entitled to a professional services grant limited to 40% of the set up cost of the loan (currently £200). This category of property owner will be required to fund the remainder of the loan set up cost of £300 themselves (which can either be added to the loan; or paid upon acceptance of the loan application).

Property Appreciation Loan: This is particularly suited to older and vulnerable residents of the County, who may have significant equity in their properties, but do not have sufficient income to make regular loan repayments, or carry out improvements themselves. The loan set up cost (currently £500) will automatically be added to the loan, unless the homeowner elects to pay the cost upon acceptance of their loan application.

Flintshire Home Repair Loan: This interest free loan will only be made available in cases where the value of the loan does not warrant the cost of setting up a Property Appreciation Loan or Repayment Loan. Therefore, any application for financial assistance under £3000 will be offered on an interest free basis. In addition, this loan may also be offered where the amount of free equity available within the property does not meet the Council's own rules, which currently state that there must be 20% free equity available within the property once the Council's loan charge is added

Loan packages should be easy to understand, affordable and most importantly non-threatening to customers. Therefore, loans offered by the Council do not carry the threat of repossession. To encourage take up of loans, the Council will provide a grant for professional services, which includes any resource to prepare and tender the work.

Over time, as loans are repaid, resources supporting the Policy will be recycled by the Council, providing further loans for home repair, improvement and adaptation.

Grant assistance may be available to clients aged over 60 for low value urgent repairs through Flintshire Care & Repair's Property Repair Fund (funded by the Council). In addition, Grant assistance may also be available for households where the offer of a loan is inappropriate (e.g. there is no free equity within the property) and there is a serious risk to the health safety and welfare of the occupants.

Enforcement of Housing Standards

The Council will always attempt to improve housing conditions through the offer of advice, negotiation, agreement and the offer of incentives where appropriate. Enforcement action is a last resort and will only be taken if resolution through these other methods has not been possible. However, the Council will not hesitate to take action to protect the health, safety and welfare of occupants when appropriate. For further information please refer to the Public Protection Enforcement Policy, which can be viewed on the Council's website www.flintshire.gov.uk

Key to the overall approach is focusing intervention through: -

- Client based schemes – targeting vulnerable, older and disabled people living in the poorest housing
- Theme based schemes – tackling issues such as empty homes and energy efficiency
- Tenure based schemes – improving and encouraging the private rented sector
- Area based schemes – supporting neighbourhood initiatives including the Council's Renewal Area

Resource implications

Generally, the Council will resource the Policy through a combination of the following: -

- Capital allocations received from the Council's Capital Programme. The provision of loans will enable the Council to recycle a proportion of the funding available for housing renewal.

- Specific Capital Grants made available by Welsh Government for Renewal Areas, Empty Homes and Energy Efficiency/Carbon Emission Reduction
- Utility company resources through the Energy Company Obligation (ECO) for Energy efficiency measures in homes

The award of any financial assistance by the Council in accordance with this Policy is discretionary (with the exception of Disabled Facilities Grants) and is subject to the availability of adequate financial resources.

Policy implementation

The previous Private Sector Housing Renewal & Improvement Policy 2010 was considered and adopted by the Council's Executive Committee and approved for formal adoption on 1st April 2010. Prior to adoption, the general public and a wide range of stakeholders were consulted and their comments were taken into consideration in the formulation of the Policy.

The revisions to the Policy have been subject to further consultation and will be implemented from 1st July 2012. The Policy is available to download from the Council's website www.flintshire.gov.uk Copies of the document are held within the main Council Offices (which will include Flintshire Connects offices, as and when they open) and members of the public may request a paper copy.

Transitional arrangements

Formal applications for financial assistance received prior to 1st July 2012 will be processed in accordance with the previous Policy. Enquiries received prior to this date and all subsequent applications and enquiries will be dealt with under the criteria and conditions detailed in this Policy document.

Review and revision

This Policy shall remain in force until 30th June 2015. During the lifetime of the document, further research will be undertaken to identify specific ways to improve private sector housing within the County. This Policy will be reviewed and revised accordingly.

The Council will advise members of the public of any amendments to this Policy, for example due to minor legislative changes, via press releases and our website as appropriate.

Equality and diversity

This Policy produces significant positive outcomes for vulnerable groups, particularly older people and those with disabilities. It reduces inequalities experienced by those groups in respect of health, housing and income. An Equality Impact Assessment has been undertaken as part of this Policy's development. This will be updated during the course of any Policy revision.

We aim to continuously improve the quality of our services for our residents and are committed to giving an equal service to all members of the public regardless of age, disability, race, religion or belief, gender or sexual orientation. We have arrangements in place to help people who may have difficulty in accessing our services.

Appeals and applications for assistance falling outside the Policy

Although this Policy will be the primary consideration in determining applications for assistance, all such applications shall be dealt with on an individual basis, based on the merits of each particular case. The Council will not refuse to consider an application that falls outside this Policy.

It is recognised that there will always be exceptional circumstances. Exceptional cases will be considered by the Senior Manager and/or Head of Service (depending upon the scale of departure from this Policy).

Any person wishing to make an appeal against a decision made under this Policy, or make an application for assistance outside this Policy, should initially write to the Housing Renewal Manager, Private Sector Housing Renewal, County Offices, Chapel Street, Flint CH6 5BD.

Types of Assistance Available

Please refer to the glossary in Appendix D for definitions of the terms used in this section, for example, 'property appreciation loan', 'owners' interest' or 'category 1 hazard.'

Improvement and Repair Support

Repayment Loan (Renovations)

An interest bearing repayment loan at 4 % annual interest (payable monthly) to cover works which bring the property up to the Decent Homes Standard (Appendix A) An example would be, works to remedy serious disrepair, provide modern kitchen and bathroom facilities, improve heating systems and insulation, and to remove any serious hazards which could affect the well-being of the occupier, such as dampness, dangerous stairs or electrical wiring.

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> • Applicant has an owners interest • Property non-decent or has category 2 hazards significantly above the average age of the property • Applicants are in receipt of a means tested or disability benefit 	<ul style="list-style-type: none"> • Property must be occupied by the applicant or a family member as their main residence until the loan is released (maximum loan term 7 years) • On completion of the works, property meets the Decent Homes Standard • Property must be covered by buildings insurance until the loan is repaid 	<ul style="list-style-type: none"> • Maximum loan of £15,000 subject to eligibility testing and loan assessment • Minimum loan of £3,000 • Repayable monthly to the Council's loan administrator

Property Appreciation Loan (Renovations)

A property appreciation loan to cover works which bring the property up to the Decent Homes Standard (Appendix A) An example would be, works to remedy serious disrepair, provide modern kitchen and bathroom facilities, improve heating systems and insulation, and to remove any serious hazards which could affect the well-being of the occupier, such as dampness, dangerous stairs or electrical wiring.

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> • Applicant has an owners interest • Applicant must have sufficient equity within their property to cover the loan amount and have 20% free equity remaining • Property non-decent or has category 2 hazards significantly above the average age of the property • Applicants are in receipt of a means tested or disability benefit 	<ul style="list-style-type: none"> • Property must be occupied by the applicant or a family member as their main residence until the loan is released • On completion of the works, the property meets the Decent Homes Standard • Property must be covered by buildings insurance until the loan is repaid 	<ul style="list-style-type: none"> • Maximum loan of £30,000 subject to eligibility testing and loan assessment • Minimum loan of £3,000 • The Council's loan administrator holds a share of the property value, proportional to the cost of the works, as a percentage of the property's unimproved value • Loan is repaid on sale or transfer unless to a person who occupied the property at the time of application • Voluntary early repayment may be made at any time

Flintshire Home Repair Loan

An interest free loan to cover works which bring the property up to the Decent Homes Standard (Appendix A) An example would be, works to remedy serious disrepair, provide modern kitchen and bathroom facilities, improve heating systems and insulation, and to remove any serious hazards which could affect the well-being of the occupier, such as dampness, dangerous stairs or electrical wiring. This loan is not available to applicants eligible for a Repayment Loan or a Property Appreciation Loan.

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> • Applicant has an owners interest • Applicant must have sufficient equity within their property to cover the loan amount • Property non-decent or has category 2 hazards significantly above the average age of the property • Applicants are in receipt of a means tested or disability benefit 	<ul style="list-style-type: none"> • Property must be occupied by the applicant or a family member as their main residence until the loan is released • On completion of the works, the property meets the Decent Homes Standard • Property must be covered by buildings insurance until the loan is repaid 	<ul style="list-style-type: none"> • Maximum loan of £15,000 subject to eligibility testing and loan assessment • Minimum loan of £500 • The Council holds a share of the property value, to the cost of the works • Loan is repaid on sale or transfer unless to a person who occupied the property at the time of application • Voluntary early repayment may be made at any time

Group Repair Grant

A scheme initiated by the Council who organise works to repair/improve the external fabric of a group of properties, so they are in reasonable repair and structurally stable. An example of works might include replacement roofs, windows, doors, pointing, cladding or underpinning.

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> • Applicant is invited to apply by the Council • Applicant has an owners interest 	<ul style="list-style-type: none"> • A proportion of the grant must be repaid if the property is sold or transferred within 5 years. Repayment will be reduced by 20% for each full year elapsed since the completion date • The applicant must contribute 25% to the cost of the works, unless they elect to undergo a means test • Landlords cannot submit to the means test and must contribute 25%. Landlords participating in a Group Repair Scheme will be encouraged to join the All Wales Landlord Accreditation Scheme and accept nominations from Flintshire County Council. • On completion of the works, the property meets the Decent Homes Standard 	<ul style="list-style-type: none"> • A proportion of the grant is repaid on sale or transfer of the property within 5 years •

Flintshire Home Improvement Loan

An interest free home improvement loan designed to help properties reach the Decent Homes Standard. This assistance will only be made available in conjunction with a Flintshire Group Repair Scheme.

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> • Applicant has an owners interest • Applicant must have sufficient equity within their property to cover the loan amount • Property non-decent or has category 2 hazards significantly above the average age of the property 	<ul style="list-style-type: none"> • Property must be occupied by the applicant or a family member as their main residence until the loan is released • On completion of the works, the property meets the Decent Homes Standard • Property must be covered by buildings insurance until the loan is repaid 	<ul style="list-style-type: none"> • Maximum loan of £5,000 subject to eligibility testing and loan assessment • Minimum loan of £500 • The Council holds a share of the property value, to the cost of the works • Loan is repaid on sale or transfer unless to a person who occupied the property at the time of application • Voluntary early repayment may be made at any time

Energy Efficiency Support

Energy Efficiency Top Up Loan

The Government places an obligation on energy suppliers and electricity generators to meet a CO2 reduction target by providing energy efficiency measures to households. The purpose of the Energy Efficiency Top Up Loan is to bridge the gap between the contribution made by electricity generators and suppliers and the cost of the eligible works, minus any owner contribution. Subject to a means test a nominal interest loan of 2%, or low interest loan (6.25% annual interest repaid monthly) is available to property owners. The loan is repayable over 50 months.

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> • Applicant has an owners interest • Applicant must have sufficient equity within their property to cover the loan amount 	<ul style="list-style-type: none"> • Property must be occupied by the applicant or a family member as their main residence until the loan is released • Property must be covered by buildings insurance until the loan is repaid • Applicant is subject to means test • Applications are subject to the principle of 'insulate before you generate' 	<ul style="list-style-type: none"> • Maximum loan of £15,000 subject to eligibility testing and loan assessment • Minimum loan of £500 • The Council holds a share of the property value, to the cost of the works, until the loan repayment is complete • Repayable monthly to the Council's loan administrator • Voluntary early repayment may be made at any time

Empty Property Support

Houses into Homes (Empty Property Loan)

There are approximately 500 long term empty properties in the County. This loan is to help owners bring empty properties back in to use. This is in the form of an interest free loan to cover works which bring the property up to the Decent Homes Standard (Appendix A) An example would be, works to remedy serious disrepair, provide modern kitchen and bathroom facilities, improve heating systems and insulation, and to remove any serious hazards which could affect the well-being of the occupier, such as dampness, dangerous stairs or electrical wiring.

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> • Applicant has an owners interest • Applicant must have sufficient equity within their property to cover the loan amount • Applicants property must be long term vacant (over 6 months). 	<ul style="list-style-type: none"> • Property must be tenanted until the loan is released or sold • Property owner will be encouraged to become a member of the All Wales Landlord Accreditation Scheme • On completion of the works, the property must be habitable and of a lettable standard (no category 1 hazards) • Property must be covered by buildings insurance until the loan is repaid 	<ul style="list-style-type: none"> • Maximum loan of £25,000 subject to eligibility testing and loan assessment • Minimum loan of £500 • The Council holds a share of the property value, to the cost of the works • Loan is repaid on sale or transfer (maximum loan term is 2 years for sale and 3 years for rent) • Voluntary early repayment may be made at any time

Empty Property Loan

There are approximately 500 long term empty properties in the County. This loan is to help owners bring empty properties back in to use. This is in the form of an interest free loan to cover works which bring the property up to the Decent Homes Standard (Appendix A) An example would be, works to remedy serious disrepair, provide modern kitchen and bathroom facilities, improve heating systems and insulation, and to remove any serious hazards which could affect the well-being of the occupier, such as dampness, dangerous stairs or electrical wiring.

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> • Applicant has an owners interest • Applicant must have sufficient equity within their property to cover the loan amount • Property non-decent or has category 2 hazards significantly above the average age of the property • Applicants property must be long term vacant (over 6 months) and the Council satisfied that a housing need exists in the area 	<ul style="list-style-type: none"> • Property must be tenanted for a minimum of 2 years and thereafter until the loan is repaid • Property owner must agree to the property being managed by the Council's chosen social lettings agency • Property owner must be a member of the All Wales Landlord Accreditation Scheme • On completion of the works, the property meets the Decent Homes Standard • Property must be covered by buildings insurance until the loan is repaid 	<ul style="list-style-type: none"> • Maximum loan of £10,000 subject to eligibility testing and loan assessment • Minimum loan of £500 • The Council holds a share of the property value, to the cost of the works • Loan is repaid on sale or transfer unless to a person who occupied the property at the time of application • Voluntary early repayment may be made at any time

N:B Applications will also be considered from first time buyers who wish to reside at the property themselves and who are also registered on the Council's Affordable Home Ownership Register. These applicants are not subject to the conditions relating to the management of the property by a social lettings agency and the

requirement to become an accredited landlord.

(This loan is suspended until such time as the additional monies provided through the Welsh Government House into Homes Initiative have been utilised).

Empty Property Repayment Loan

An interest bearing repayment loan at 4% annual interest (payable monthly) to cover works which bring the property up to the Decent Homes Standard (Appendix A). This loan will be offered where the cost of the work exceeds the £10,000 limit of the Empty Property Loan or the £25,000 limit of the Welsh Government House into Homes Loan.

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> • Applicant has an owners interest • Applicant must have sufficient equity within their property to cover the loan amount and have 20% free equity remaining • Property non-decent or has category 2 hazards significantly above the average age of the property • Applicants property must be long term vacant (over 6 months) and the Council satisfied that a housing need exists in the area 	<ul style="list-style-type: none"> • Property must be tenanted for a minimum of 2 years and thereafter until the loan is repaid • Property owner must agree to the property being managed by the Council's chosen social lettings agency • Property owner must be a member of the All Wales Landlord Accreditation Scheme • On completion of the works, the property meets the Decent Homes Standard • Property must be covered by buildings insurance until the loan is repaid 	<ul style="list-style-type: none"> • Maximum loan of £15,000 subject to eligibility testing and loan assessment • Minimum loan of £3,000 • The Council's loan administrator holds a share of the property value, proportional to the cost of the works, as a percentage of the property's unimproved value • Loan is repaid on sale or transfer unless to a person who occupied the property at the time of application • Voluntary early repayment may be made at any time

N:B Applications will also be considered from first time buyers who wish to reside at the property themselves and who are also registered on the Council's Affordable Home Ownership Register. These applicants are not subject to the conditions relating to the management of the property by a social lettings agency and the requirement to become an accredited landlord.

Empty Property Grant

This grant is to help owners bring empty properties back in to use within the Council's strategic Renewal Area. This is designed to cover works which bring the property up to the Decent Homes Standard (Appendix A) An example would be, works to remedy serious disrepair, provide modern kitchen and bathroom facilities, improve heating systems and insulation, and to remove any serious hazards which could affect the well-being of the occupier, such as dampness, dangerous stairs or electrical wiring.

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> • Applicant is invited to apply by the Council • Applicant has an owners interest 	<ul style="list-style-type: none"> • A proportion of the grant must be repaid if the property is sold or transferred within 5 years. Repayment will be reduced by 20% for each full year elapsed since the completion date • Property must be tenanted for a minimum of 5 years and managed by the Council's chosen social lettings agency • Landlords participating will join the All Wales Landlord Accreditation Scheme and accept nominations from Flintshire County Council. • On completion of the works, 	<ul style="list-style-type: none"> • Maximum grant of £20,000 subject to eligibility testing and loan assessment • A proportion of the grant is repaid on sale or transfer of the property within 5 years

	the property meets the Decent Homes Standard	
--	--	--

Property Conversion Loan

An interest bearing repayment loan at 4% annual interest (payable monthly) to cover works which bring the property up to the Decent Homes Standard (Appendix A). This loan is specifically designed to support the conversion of commercial premises, to provide new units of private rented residential accommodation.

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> Applicant is invited to apply by the Council Applicant has an owners interest Account will be taken of any existing town centre Masterplan to establish the appropriateness of conversion 	<ul style="list-style-type: none"> Property must be tenanted for a minimum of 2 years and thereafter until the loan is repaid Property owner must agree to the property being managed by a social lettings agency Property owner must be a member of the All Wales Landlord Accreditation Scheme On completion of the works, the property meets the Decent Homes Standard Property must be covered by buildings insurance until the loan is repaid 	<ul style="list-style-type: none"> Maximum loan of £15,000 subject to eligibility testing and loan assessment Minimum loan of £3,000 The Council's loan administrator holds a share of the property value, proportional to the cost of the works, as a percentage of the property's unimproved value Loan is repaid on sale or transfer unless to a person who occupied the property at the time of application Voluntary early repayment may be made at any time

Landlord Support

Residential Landlord Loan

An interest bearing repayment loan at 4% annual interest (payable monthly) to cover works which bring the property up to the Decent Homes Standard (Appendix A) An example would be, works to remedy serious disrepair, provide modern kitchen and bathroom facilities, improve heating systems and insulation, and to remove any serious hazards which could affect the well-being of the occupier, such as dampness, dangerous stairs or electrical wiring.

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> Applicant has an owners interest Property non-decent or has category 2 hazards significantly above the average age of the property Applicants are in receipt of a means tested or disability benefit 	<ul style="list-style-type: none"> Property must be tenanted for a minimum of 2 years and thereafter until the loan is released (maximum loan term of 7 years) Property owner must agree to accept tenants in receipt of Local Housing Allowance Property owner must be a member of the All Wales Landlord Accreditation Scheme On completion of the works, the property meets the Decent Homes Standard Property must be covered by buildings insurance until the loan is repaid 	<ul style="list-style-type: none"> Maximum loan of £15,000 subject to eligibility testing and loan assessment Minimum loan of £3,000

N:B A prior failure to comply with an enforcement notice under the Housing Act 2004 will automatically bar a landlord from making an application.

Additional forms of Support

Property Relocation Loan

A property appreciation loan for persons required to move as a result of the Council's property clearance action.

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> • Applicant occupies a property that is to be the subject of clearance action • Applicant must have sufficient equity within their property to cover the loan amount and have 20% free equity remaining (in the new property) 	<ul style="list-style-type: none"> • Property must be occupied by the applicant or a family member as their main residence until the loan is released • The new property must be free of category 1 hazards • Property must be covered by buildings insurance until the loan is repaid 	<ul style="list-style-type: none"> • Maximum loan of £20,000 subject to eligibility testing and loan assessment • Minimum loan of £3,000 • The Council's loan administrator holds a share of the property value, proportional to the cost of the works, as a percentage of the property's unimproved value • Loan is repaid on sale or transfer unless to a person who occupied the property at the time of application • Voluntary early repayment may be made at any time

Home Loss/Loss Payments and Disturbance Allowances

Ex-Gratia Payments equivalent to statutory Home Loss Payments, Loss Payments and Disturbance Allowances will be paid in non – statutory Clearance and Demolition Schemes in connection with Strategic Acquisitions within a declared Renewal Area. An exception to this will be that in non – statutory schemes were the level of Home Loss Payments awarded to private tenants will be capped at £1500.

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> • Applicant's property is the subject of clearance action by the local authority 	<ul style="list-style-type: none"> • Owner occupier will be entitled to 10% in addition to the market value of the property • Second premises or business premises will be entitled to 7.5% in addition to the market value of the property • Tenants will be entitled to £1,500 (provided they have occupied the property over the previous 12 months). 	<ul style="list-style-type: none"> • 10% of the total amount of property value for owner occupiers • 7.5% of the total amount of property value for non owner occupied premises or businesses.

Independent financial advice

Owner-occupiers moving from housing clearance areas have the option of receiving Independent Financial Advice to assist in the moving process. The fees incurred in receiving such advice will be paid by the Council as part of the Disturbance Allowance. An appropriately qualified Independent Financial Advisor (IFA) should be sought and a maximum cost of £300 will be payable on production of a valid invoice.

Disabled Adaptations Support

Disabled Facilities Grant

This is a mandatory grant to provide adaptations to enable a disabled person to live as independently as possible at home. Eligible works include improving access to the home and garden, adaptations to allow access to essential facilities within the home. Examples might include stairlifts, level access showers, ramps and kitchen alterations. See appendix (B) for full definition.

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> Referral by Occupational Therapist confirming that works are necessary and appropriate Adaptation is the most satisfactory course of action subject to a reasonable and practicable assessment Available across all tenures (Separate arrangements apply for Registered Social Landlord tenants) Work costs in excess of £1,000 	<ul style="list-style-type: none"> As set out in the Housing, Grants Construction and Regeneration Act 1996 Repayment of grant will be required if applicant chooses to move within 10 years of the completion date for any grant above £5,000, up to a maximum repayment of £10,000 Subject to a means test (except for children) 	<ul style="list-style-type: none"> Maximum of £36,000

Disabled Facilities Relocation Grant

Introduced to help a disabled person move to a more appropriate property where their existing home is unsuitable for adaptation. The grant covers expenses such as removal costs and connection of services as well as bridging the affordability gap between the value of the applicant's existing home and the purchased property.

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> Referral by Occupational Therapist confirming that works are necessary and appropriate Property is unsuitable for adaptation, or it is more cost effective to move rather than adapt Available to owner occupiers and private rented tenants (not registered social landlords or Council tenants) 	<ul style="list-style-type: none"> Property must be occupied by the applicant as their main residence for a period of 5 years Purchased property must have no category 1 hazards present No further grant assistance for a period of 10 years from the completion date (except Disabled Facilities Grant) 	<ul style="list-style-type: none"> Maximum of £36,000 available to bridge the gap and carry out any adaptation works at the new property, subject to means testing Maximum of £2,000 available for removal expenses, subject to means testing. Availability dependant upon the detail of each individual case.

Disabled Facilities Discretionary Top Up Loan

This loan will be considered in very exceptional circumstances where the required expenditure to provide a disabled adaptation is above the statutory limit (currently £36,000). It will only be provided to owner occupiers and the loan amount registered as a financial charge against the property at the Land Registry.

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> Applicant eligible for a Disabled Facilities Grant which requires a top up. Applicant has an owners interest 	<ul style="list-style-type: none"> Property must be occupied by the applicant or a family member as their main residence until the loan is released 	<ul style="list-style-type: none"> Maximum loan of £15,000 subject to eligibility testing and loan assessment Minimum loan of £3,000 The Council's loan

<ul style="list-style-type: none"> Applicant must have sufficient equity within their property to cover the loan amount and have 20% free equity remaining 	<ul style="list-style-type: none"> Property must be covered by buildings insurance until the loan is repaid 	<p>administrator holds a share of the property value, proportional to the cost of the works, as a percentage of the property's unimproved value</p> <ul style="list-style-type: none"> Loan is repaid on sale or transfer unless to a person who occupied the property at the time of application Voluntary early repayment may be made at any time.
---	--	--

N:B Private rented and Council tenants who do not have an owners interest and therefore cannot take a loan charged against the property will be offered the above assistance in grant form.

Welsh Property Improvement Loan Scheme

It is anticipated that this Scheme will be available from September 2014 and this section of the Policy will be updated to reflect the final scheme as per the principles set out in the Housing Overview & Scrutiny Report of 28th April 2014, subject to the final approval of the Council's Cabinet.

Alternative Assistance

HouseProud by the Home Improvement Trust

House Proud offers affordable equity release loans for housing repair, improvement and adaptation through the Home Improvement Trust. The scheme is supported by Welsh Assembly Government and Flintshire County Council. The Home Improvement Trust is a 'not for profit' organisation. Applicants must be aged 55 years or over, or a disabled person of any age who own their own home.

Flintshire Care & Repair

The Council works in Partnership with Flintshire Care & Repair, the local Home Improvement Agency. Flintshire Care & Repair provides a service to older and disabled homeowners, helping them with repairs, adaptations and improvements so that they can remain at home in safety, security and warmth.

The Agency can act on your behalf if you are over 75 years of age and applying for grant or loan assistance, or from aged 60 years and over if you are having work carried out privately. They also offer help and advice on obtaining funding for work, including grants, savings, welfare benefits, loans, equity release and charitable funding. In addition they offer complimentary services, such as a HandyPerson Service, offering small home safety repairs security measures and small scale energy efficiency support, via the Health Through Warmth Scheme.

Their advisory service is free to those over 60 or any age with a disability. They will offer confidential advice and support on how to access the various relevant services and organisations in the area.

Flintshire Care & Repair Property Repair Fund

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> Applicant must be over 60 or disabled Applicant has an owners interest 	<ul style="list-style-type: none"> Small scale repairs only (e.g for the removal of category 1 hazards) Charitable and other sources of match funding will be sought Owner may be asked to make a contribution to the cost of the work if they are over the maximum limit and no other funding can be sourced. 	<ul style="list-style-type: none"> Maximum of £1,500

Flintshire Care & Repair Handyperson Service

This service assists clients who are elderly, vulnerable or disabled, to remain in their homes in a reasonable degree of comfort and security by providing a low cost repair service. There is a nominal charge for this service. The service will arrange for the Handyperson to visit people in their home and provide an estimate for the work required. The Handyperson Service will also offer advice on a wide range of repairs available and will arrange to carry out the works with the minimum amount of fuss. You must be eligible to receive a service from Flintshire Care & Repair to access the handyperson service. A small charge will be levied.

Fuel Poverty and Energy Efficiency

All householders will be eligible for consideration of energy efficiency grants, loans and advice and will be directed through the Council's Home Energy Efficiency Team to access mainstream energy efficiency grants, such as ARBED grants, Nest and Utility Company funding. All vulnerable grant applicants will receive an energy efficiency package on top of the standard grant eligible works. Energy efficiency measures available will top up standards of insulation and heating and help to make domestic fuel consumption more efficient. All energy efficiency measures will be tied into the undertaking of wider works of improvement.

Flintshire County Council is developing its approach to providing assistance for renewable energy sources. Where any application for a Loan is made on the grounds that a house is too cold and the household is a vulnerable household, consideration will be given to the introduction of renewable energy technologies the suitability of which will be assessed against the characteristics of the property and the occupant's needs.

Crime Prevention

All householders will be eligible to receive crime prevention advice and will be directed through the Council's Crime Prevention Partnership for the provision of advice, assistance and other crime prevention services. All vulnerable grant applicants will receive a target hardening package in addition to the standard grant eligible works. Target hardening will improve window locks and door locks.

Home Accident Prevention

All householders will be eligible to receive information, advice and assistance with respect to the prevention of accidents in the home. Loans will be specifically available to remove safety hazards in and around the home and the Council will work with ROSPA, the Fire Service and other service providers to develop home accident prevention packages which may be available for vulnerable applicants in addition to standard eligible works.

General Process

Making an enquiry

Upon request, we will provide service users with the appropriate information pack. The pack includes information on the eligibility criteria and any conditions of assistance, together with an enquiry or application form and a letter explaining the application procedure.

Application forms and information leaflets setting out a summary of the types of assistance including details of availability, eligibility criteria, levels of assistance and any conditions that apply are available at the location listed below. This information is also available on our website: www.flintshire.gov.uk under the Private Sector Housing tab.

Housing Renewal, Council Offices, Flint, Flintshire CH5 4BD
Tel: 01352 703434

And at any future Flintshire Connects buildings as they open.

Making an application

If you wish to apply for a Disabled Facilities Grant, in the first instance, you should contact the Social Services Duty Team, Social Services on 01352 702642. You will be advised whether or not you meet the criteria for assessment by an Occupational Therapist.

Following this assessment, you will be asked to provide financial information for yourself and your family. This will help us to calculate whether you are eligible for a grant. Disabled Facilities Grants are subject to a 'means test' unless the application relates to a child. Your property will also need to be inspected by a Building Surveyor to see whether the works that the Occupational Therapist has recommended can be reasonably and practicably carried out in your home.

If you wish to apply for other types of financial assistance, the first stage is completion and return of an initial enquiry form, or application form, depending upon the type of assistance requested. You may need to provide income and savings details and you may also be asked to describe the problems you are experiencing. Providing photographic evidence will help us assess your case. On receipt of your application form, we will check the details submitted against the qualification criteria for the type of assistance you are applying for.

Enquiries for all loans are dealt with on a first come first served basis. However, in the event of prioritisation being required this will be given to the following client groups: -

- Families with children (under 18 years age)
- Households of older people (over 60 years)
- Those suffering from long term illness and/or disability.

You will be notified if your application has been successful and then asked to confirm in writing whether you wish to proceed. For all types of assistance we will carry out a survey of the property to establish whether it meets the Decent Homes Standard (this English standard has been adopted by Flintshire, as it is easier to achieve than the Welsh Housing Quality Standard but provides an acceptable standard of accommodation in the private sector). We will also check for any safety issues in your home using the Housing, Health and Safety Rating System (HHSRS). We will check for hazards that may be a risk to the occupants of visitors to the property. We will advise you in writing of any hazards we find and advise you of any action you should take to remove the hazard, or reduce the risk to an acceptable level.

An assessment to decide the 'most satisfactory course of action' for dealing with the conditions identified is also completed. If your property meets the eligibility criteria we will issue a schedule of repair works necessary to remove Category 1 Hazards and/or meet the Decent Homes Standard. The schedule will be accompanied by the appropriate application forms for you to complete and return.

It is a requirement of all loan assistance that owner occupiers and tenants will use the Council's agency service to assist with completion of the necessary documentation and also to obtain contractors through a competitive tendering exercise. The Council's fees can be included in your application and will be fully funded by the grant or loan.

The Council's agency service will obtain a minimum of three estimates from separate VAT registered contractors, who appear on the Council's approved list, to complete the necessary works. (Separate arrangements apply in respect of Group Repair Grants and some energy top up loans).

Approval of your application

Upon receipt of your application form we will undertake a series of checks to ensure that all documentation received is complete and correct. In the case of Disabled Facilities Grants, a formal test of resources is then undertaken.

The test for financial resources for the purpose of means testing owner occupiers and qualifying tenants will be in accordance with the legislation that governs the means test for mandatory disabled facilities grants. The prescribed regulations are updated on an annual basis.

We will also carry out a costing exercise to determine an eligible cost for the repair works and compare this to the contractor's estimates. Where additional 'non eligible' items of work have been included in the estimate, these are not considered for assistance. Similarly, where contractor's costs are considered to be excessive these will be challenged by the Council's Agency Service. This process helps the Council ensure value for money is achieved for public funds spent in the County.

Please note the approval procedure for property appreciation and interest bearing repayment loans is more complex than that described above. Please refer to the section on loan administration below.

Payments

Once works have commenced, applicants (or their Agents) written request for a release of payment will be considered. All payment requests will require an official invoice. Where works undertaken are of a satisfactory standard and are supported by an acceptable invoice, interim payments can be made, subject to conditions. Other than in exceptional circumstances, grant payments will be made, directly to the main contractors. Grant or loan aided fees will also be paid directly to the Council's in house Agency.

Upon notification of completion of the works, we will undertake a full inspection of the works. We will only release final payment when you and we are happy that all works have been completed satisfactorily and all relevant invoices, guarantees and certificates have been received and conditions met.

In cases of dispute between the applicant and the contractor over the satisfactory completion of grant works, the Council reserves the right to adjudicate and release payment to the contractor if it deems it appropriate.

Loan Administration

Loans administration must comply with all aspects of consumer credit regulation and guidance. The principal regulators are currently the Financial Services Authority (Mortgage Regulation) and the Office of Fair Trading (Consumer Credit Regulation). As the Council has no prior experience of loan administration and regulation is necessarily robust, this element of the service has been outsourced to FSA registered companies Street UK Ltd and Robert Owen Community Banking Fund (ROCBF). These companies will advise on the Council's products and ensure compliance with regulation, guidance and best practice.

Local authorities can outline their own financial products; however, they cannot offer financial advice on these products or other financial products. Best practice again dictates that applicants should be offered independent financial advice. The Council has therefore commissioned a list of Independent Financial Advisor (IFA's) who can offer impartial while market advice to applicants. Depending upon the loan application submitted this consultation may be funded by the Council.

Street UK Ltd will ensure that recipients of loans have been offered access to received appropriate advice or information on any obligations or conditions arising for the assistance.

Street UK Ltd will set out in writing the terms and conditions under which loan assistance is being given and have regard to the applicants ability to make a contribution or repayment.

Before works go ahead, Street UK Ltd and the applicant will enter in to a suitably drafted form of loan agreement. The applicant will again be advised of the option to receive independent financial/legal advice before entering in to the agreement. With regard to Property Appreciation Loans, if Street UK's level of

equity share is in excess of 30% the applicant will be required to take financial advice before the loan is approved.

Street UK Ltd will register its interest in the property as a charge at the Land Registry on behalf of the Council. Before agreeing to the loan the Council will have regard to the number of charges already registered over the property and the amount of equity in the property. In the event of prior charges being registered the Council will take a view on the viability of the proposed loan.

To protect the Council's interest, applicants will be required to provide evidence of a valid house insurance policy. Once the loan has been awarded the applicant must arrange with their insurance company to include Street UK Ltd on the Policy as having an interest. Should the Policy lapse, then the insurance company would notify Street UK Ltd. Contact would then be made by the Council with the recipient to determine what alternative arrangements have been made to re-insure the property.

Energy Efficiency Support

Robert Owen Community Banking Fund (ROCBF) will be responsible for the loan administration for Energy Efficiency Support only.

Robert Owen Community Banking Fund will ensure that recipients of loans have been offered access to received appropriate advice or information on any obligations or conditions arising for the assistance.

Robert Owen Community Banking Fund will set out in writing the terms and conditions under which loan assistance is being given and have regard to the applicants ability to make a contribution or repayment.

Before works go ahead, Robert Owen Community Banking Fund and the applicant will enter in to a suitably drafted form of loan agreement. The applicant will again be advised of the option to receive independent financial/legal advice before entering in to the agreement.

The Council will register its interest in the property as a charge at the Land Registry. Before agreeing to the loan the Council will have regard to the number of charges already registered over the property and the amount of equity in the property. In the event of prior charges being registered the Council and ROCBF will take a view on the viability of the proposed loan.

To protect the Council's interest, applicants will be required to provide evidence of a valid house insurance policy. Once the loan has been awarded the applicant must arrange with their insurance company to include ROCBF on the Policy as having an interest. Should the Policy lapse, then the insurance company would notify Robert Owen Community Banking Fund. Contact would then be made by the Council with the recipient to determine what alternative arrangements have been made to re-insure the property.

Further information on loan administration is available for the Housing Renewal Service on 01352 703434.

Conditions of assistance

General conditions

All forms of assistance referred to in this Policy document are subject to a number of general conditions. We will set out in writing to each person being provided with assistance, confirmation of the terms and conditions. Applicants should consider these terms and conditions carefully, particularly when applying for loan assistance. The following list is not exhaustive.

- All applications for assistance must be made on the Council's official application forms.
- All applicants for loan assistance will be required to have their property registered with the Land Registry office and will be subject to bankruptcy checks.
- The payment or part payment of grants and loans is conditional on the eligible works being carried out to the satisfaction of the Council and the receipt of an acceptable invoice for the works and any ancillary or professional fees.
- If an interim grant or loan payment has been released before the work is certified as complete and the owner disposes of the property, the owner will be required to repay to the Council the full amount of financial assistance paid. (Separate arrangements apply to Disabled Facilities Grants).

Unless stated otherwise, any loan or grant assistance and related conditions will be secured as a legal charge against the property where breach of a condition would require repayment of all or part of the

financial assistance. This charge will not be removed until either the conditions expire or until the financial assistance is repaid.

- Costs (including maximum levels of assistance) include VAT at the applicable rate.
- Applicants for financial assistance will be required to submit a recent utility bill (e.g. gas, electric or water) as proof of address. In addition, applicants will also be required to provide proof of their National Insurance Number. Proof will also be required for the applicant's partner, where applicable. Acceptable evidence includes original National Insurance card, recent wage slips or benefit book.

For assistance subject to a test of financial resources (the means test), applicants will be required to submit the following:

1 If you are working and not self-employed, a certificate of earnings completed and stamped by the employer.

2 If you are self-employed, income details for the 52 weeks immediately preceding the date of application, verified by a qualified accountant. Full audited accounts may be required.

3 If you are in receipt of a state means-tested benefit, a copy of the payment book or relevant documentation. We may contact the appropriate government agency to check and verify the information submitted.

4 Evidence of savings or assets such as a second property.

No assistance will be awarded for works that have commenced prior to the date of formal notification of grant or loan approval.

- Where it is ascertained that an application for assistance has been determined on the basis of inaccurate or incomplete information, we can withhold or demand repayment of monies from the applicant.
- If an applicant knowingly makes a false statement, in respect of any information they provide as part of an application for financial assistance or payment, including details of income and savings, we may refer the matter to the Police with a view to prosecution.
- In exceptional cases, where the property must be vacated in order for works to be carried out, the Council may be able to assist in finding temporary accommodation. Residents must be unable to arrange temporary accommodation privately e.g. with family or friends and will be liable for the cost of any rent, removals or furniture storage incurred. However, if the applicant would suffer undue hardship, the Council may be able to provide discretionary grant or loan assistance.

Exceptions to repayment conditions

There will be no exception to the repayment of any loan as the Council is mindful of the fact that Public money is being used to fund works and would wish to maximise recycling of resources to assist others. However, it is recognised that there will be certain situations where it would be inappropriate or unreasonable for the owner to be required to repay other grant assistance monies on disposal of the dwelling. A written request for a repayment waiver must be made to the Council, explaining the circumstances of the case and the reasons why repayment of grant would cause undue hardship. The particulars of each individual case will be considered on their own merits and the applicant (or agent acting on their behalf) will be notified of the outcome in writing.

Where a property is vested in another individual's name under a will or intestacy, the death of the owner will trigger repayment, unless the property was the inheriting person's main residence at the time of application. In this case the condition to repay the loan or grant assistance and occupy the property will transfer to the new owner.

Fees and charges

For the purposes of this policy, professional fees and charges in respect of applications for financial assistance will include the following:-

- Confirmation, if sought by the local authority, that the applicant has an owner's interest.
- Initial valuation of the property (Property Appreciation Loans)
- Technical and structural surveys.
- Design and preparation of plans and drawings.

- Preparation of schedules of relevant works.
- Assistance in completing forms.
- Advice on financing the cost of the relevant works which are not met by grant.
- Applications for building regulations approval (including application fee and preparation of related documents)
- Applications for planning permission (including application fee and preparation of related documents).
- Applications for listed building consent (including application fee and preparation of related documents).
- Applications for conservation area consent (including application fee and preparation of related documents).
- Obtaining of estimates.
- Advice on contracts.
- Consideration of tenders.
- Supervision of relevant works.
- Disconnection and reconnection of electricity, gas, water or drainage utilities where this is necessitated by the relevant works.
- Payment of contractors.
- Loan charge land registration fees

Requests for extension of time

It is a condition of payment of grant and loan assistance that the eligible works are carried out within 12 months from the date of the approval of the application concerned (3 months for Residential Landlord Loans). Only in exceptional circumstances will we agree to extend the period of time in which the approved works must be completed. Nonetheless, it is recognised that occasionally there will be valid and genuine reasons, beyond the control of the applicant, for not being able to complete the work on time. Requests for extension of time must be made in writing to the Council, explaining the circumstances of the case and the reasons why the works cannot be completed within the specified timescale, together with the amount of additional time being requested. The particulars of each individual case will be considered on their own merits and the applicant (or agent acting on their behalf) will be notified of the outcome in writing.

Revisions after loan or grant approval

Where, owing to circumstances beyond the control of the applicant, the eligible works cannot be completed for the estimated costs submitted with the application, we will consider written requests for additional assistance. Requests will be considered in accordance with the following guidelines:

- Where the eligible works cannot be completed without carrying out additional unforeseen works;
- Where the additional costs would place the applicant in undue hardship.
- In all cases, the re-determination of an approval will be subject to the total amount of assistance not exceeding the relevant maximum level of assistance.

Appendix A

The Decent Homes Standard

The Decent Homes Standard is the English Government's standard for housing. Whilst not enforceable by statute, the Council uses it as a target for the standard of accommodation in the County.

The definition of a decent home is one which meets the four following criteria:

a) It meets the current minimum standard for housing
Dwellings below this standard are those defined as having category one hazards under section 2 of the Housing Act 2004.

b) It is in a reasonable state of repair

Dwellings which fail to meet this criterion are those where either:

- One or more of the key building components are old and, because of their condition, need replacing or major repair; or
- Two or more of the other building components are old and, because of their condition, need replacing or major repair.

c) It has reasonably modern facilities and services Dwellings which fail to meet this criterion are those which lack three or more of the following:-

- A reasonably modern kitchen (20 years old or less).
- A kitchen with adequate space and layout.
- A reasonably modern bathroom (30 years old or less).
- An appropriately located bathroom and WC.
- Adequate insulation against external noise (where external noise is a problem).
- Adequate size and layout of common areas for blocks of flats.

d) It provides a reasonable degree of thermal comfort

This criterion requires dwellings to have both effective insulation and efficient heating.

Appendix B

Works eligible for Disabled Facilities Grant

Section 23 of the Housing Grants, Construction and Regeneration Act 1996 sets out the purposes for which a grant must be approved, which can be summarised as follows:

- a) facilitating access to the home;
- b) making the home safe;
- c) facilitating access to a room used or usable as the principal family room;
- d) facilitating access to, or providing for, a room used or usable for sleeping;
- e) facilitating access to, or providing for, a lavatory, or facilitating the use of a lavatory;
- f) facilitating access to, or providing for, a bath or shower (or both), or facilitating the use of such;
- g) facilitating access to, or providing for, a room in which there is a washbasin, or facilitating the use of such;
- h) facilitating the preparation and cooking of food by the disabled occupant;
- i) improving any heating system in the home to meet the needs of the disabled occupant or, if there is no existing heating system in the dwelling, or any such system is unsuitable for use by the disabled occupant, providing a heating system suitable to meet his or her needs;
- j) facilitating the use of a source of power, light or heat by altering the position of one or more means of access to or control of that source or by providing additional means of control;
- k) facilitating access and movement by the disabled occupant around the home in order to enable him or her to care for a person who is normally resident there and is in need of such care; and
- l) such other purposes as may be specified by order of the secretary of state. Since May 2008, local authorities are also required to fund works which facilitate a disabled occupant's access to and from a garden or works which make access to a garden safe for a disabled occupant.

Appendix C

Glossary of Terms

Category 1 Hazard:

Under the Housing Health and Rating System, scores in excess of 1000 are banded A, B, or C and are classified as Category 1 hazards. The Council has a duty to take action to remove or reduce the risks for category 1 hazards. Hazards scoring 999 or less are classified as Category 2 hazards and the Council has discretion to take action in such cases.

All Wales Landlord Accreditation Scheme:

Available to private landlords to certify their properties and management practices as reaching a Council standard which exceeds the statutory minimum.

Decent Homes Standard:

The Government's target standard for housing in England. See appendix D for details.

Disabled Facilities Grant:

A grant to fund alterations to a disabled person's home to improve access, and help them move around within their home freely and safely. Also, to assist them to use essential facilities such as kitchens and bathrooms and services within the home, so that occupants with disabilities can manage as independently as possible. Adaptations of a minor nature (e.g. provision of a handrail, flashing doorbell, ramp etc.), are dealt with outside of this policy. Works costing in excess of £1000 are classed as a major adaptation and can be processed as a Disabled Facilities Grant. If you consider you need a disabled adaptation, we will ask an occupational therapist to assess whether or not you meet the criteria for a Disabled Facilities Grant and that the proposed works will meet your needs.

Equity Loan:

The Council facilitates the lending of money to home owners for property improvements/repairs in exchange for a share in the value of the property. There are no regular repayments or interest added to the loan. The Council recovers its money when the property is next sold or transferred to a new owner. Example: If the unimproved value of the property is £100,000 and the cost of the works required is £10,000, the council or its administrator will take a 10% share of the value of the property (although not a "share" of ownership), repayable when the property is sold. Family member: (of the applicant): Husband, wife, person living with the applicant as wife or husband, son, daughter, step-son, step-daughter, and son-in-law, daughter-in-law, parent, grandparent, grandchild, brother, sister, aunt, uncle, nephew, niece, whether the relationship is by blood or marriage.

Housing Health and Safety Rating System (HHSRS): Introduced by the Housing Act 2004. This is the primary method of assessing housing conditions. A dwelling is assessed for hazards that may present potential harm to occupants, visitors and passers by, across 29 categories. Individual hazards are given a score by reference to a prescribed method of calculation to indicate their severity.

Home Improvement Agency (HIA):

Charitable organisation who work in partnership with the Council to provide advice and assistance with adaptations, improvements and repairs for older and vulnerable people.

House in Multiple Occupation (HMO):

Covers most types of accommodation where there are groups of people living together who do not constitute a family and where these people share amenities and/or common entrance.

Loan Assessment:

By law, to enable you to decide whether the offer of a loan is suitable for you, the council or its partner must give you certain information about the loan and relevant procedures. This information is included in the 'customer information document'. An officer from Street UK Ltd will arrange an interview with you to explain how the loan works, and will issue you with a copy of the customer information document.

OT:

Occupational Therapist - assesses client's needs for disabled adaptations.

Owner's interest:

owning the freehold of the property or having it on a tenancy of which not less than five years remain unexpired at the date of the application.

Priority One DFG Adaptation:

A referral for a Disabled Facilities Grant where the service user and/or carer at immediate high risk needing alternative care arrangements until/unless work is completed.

Reasonable and practicable assessment:

A legal requirement, carried out by Housing Renewal. This must be completed before a Disabled Facilities Grant can be approved. The property is inspected to check that the proposed works are technically feasible, that there are no other reasonable alternative solutions, and that there are no other health and safety issues. The property is assessed using the Housing Health and Safety Rating System.

Test of resources (means test):

This is an assessment of an applicant's ability to fund works themselves and determines if a contribution has to be made towards the financial assistance offered by the Council. It is carried out in accordance with the legislatively determined means test for mandatory Disabled Facilities Grants.

Vulnerable households:

The Government definition of households who are in receipt of one of the following means-tested or disability related benefits:-Income Support; Income-based Job Seekers' Allowance; Income related Employment Support Allowance; Housing Benefit; Working Families Tax Credit; Disabled Person's Tax Credit; Disability Living Allowance, care component; Disability Living Allowance, mobility component; Industrial Injuries Disablement Benefit; War Disablement Pension, Attendance Allowance, Pension Credit, Child Tax Credit.

DRAFT

This page is intentionally left blank

Appendix 2 – Proposed WG Property Improvement Loan Scheme parameters

Maximum Loan Charge	A one off administration fee of up to 15 per cent e.g. a £10,000 loan would incur a fee of £1,500 on top of the amount borrowed.
Minimum and Maximum Loan value	£1,000 up to £25,000
Maximum loan funding per applicant	Up to £150,000
Improvement required	Warm, Safe or Secure.
Loans can be used to improve a property to/for:	<ul style="list-style-type: none"> • Continued ownership • Sell • Rent
Loan criteria for PRS only	<ul style="list-style-type: none"> • Must be free of category 1 hazards.
Maximum loan Period	Up to 5 years for Private Landlords and 10 years for Owner Occupiers.
Repayment Terms for loans	Choice of staged repayments or full repayment at end of loan term.
Repayment Terms for LA's	WG to agree a repayment schedule with each LA in years 13-15.
Eligible Applicants	<p>Owners of sub standard homes e.g. landlords, owner occupiers who pass affordability checks.</p> <p>Applicant must not:</p> <ul style="list-style-type: none"> • Have adverse credit, hold a CCJ or be bankrupt
Eligible Applicant could supply – to be discussed further.	<ul style="list-style-type: none"> • Individuals – last 3 months pay slips, • Charities – last 3 years financial accounts, • Companies/businesses – last 3 years accounts;
Risk Mitigation Measures	A mix of more than two of the following: loan to value ratio, second property charges, local land charges, staged repayments or other possible risk mitigating measures that can be agreed with WG

Appendix 2 – Proposed WG Property Improvement Loan Scheme parameters

Grant funding	<ul style="list-style-type: none">• Other funding options such as Arbed must be explained to the applicant.• Other funding options can be used in conjunction with the loan as long as they are funding separate works.
---------------	--

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 17 JUNE 2014**

REPORT BY: **CHIEF OFFICER COMMUNITIES AND ENTERPRISE**

SUBJECT: **TACKLING PRIVATE LONG TERM VACANT HOMES
– ENFORCED SALES POLICY**

1.00 PURPOSE OF REPORT

1.01 To introduce to Cabinet an Enforced Sales Policy and seek approval for its use.

2.00 BACKGROUND

2.01 There are currently circa 450 long term vacant homes in Flintshire, a figure which has been reducing over the last 2 years. This reduction is as a consequence of direct financial assistance through the council's capital programme and specific funding from Welsh Government; alongside an improving housing market.

2.02 The Welsh Government has given priority to increasing housing supply and views empty homes as a key component of this. The commitment given in their Programme for Government is to return 5000 long term vacant homes in Wales to occupation, during this term of government, 2011 – 2016.

2.03 Flintshire County Council has a long and successful history of tackling long term vacant homes. The council was one of the first in Wales to have a dedicated Empty Homes Development Officer and an empty property grants scheme. Through these mechanisms, the council has been providing support to owners of empty properties for approximately 12 years and this is reflected in the relatively low number of empty properties at the present time, in comparison with other parts of Wales.

3.00 CONSIDERATIONS

3.01 At present the council has a range of options for returning long term vacant dwellings back in to use, one of which is the Law of Property Act. This piece of legislation has been on the statute books since 1925; however, it was rarely used until Manchester City Council decided it would be a good tool to address their growing problem of vacant homes in the early 2000's. At that time it was identified that a little known provision within the Act allowed Council's to force properties in to auction, where there was an outstanding debt.

- 3.02 Relevant debts can include council tax arrears, social care charges and any other debt for work carried out and funded by the council as a result of exercising any of its powers to repair or improve the property. The enforced sales procedure therefore offers the council the potential to resolve the issue of the property being empty and also place it in a stronger position to recover the monies it is owed. The only way the property owner can prevent the property from being placed in auction is to repay the debt. Therefore, to pursue this route, the debt must be significant, so there is reasonable confidence the process will reach a conclusion and the property be sold. The council can then work with the new owner to ensure the property is reoccupied in a timely manner.
- 3.03 Given that council tax debt is a relevant debt for the purpose of enforced sale, it is envisaged that this will become an important tool in the future. The current WG Housing Bill contains provisions for increasing council tax charges for long term vacant homes (over 12 months) up to 150%. The aim is to encourage owners to reoccupy properties, rather than pay the increased charge. Should this remain unaltered in the Housing Bill and become part of the subsequent Act, it will be an option for all Welsh Council's from April 2015. As the additional charge is optional, any increase will need to be the subject of Cabinet approval prior to implementation. However, should the additional charge be approved, it will not only act as a deterrent to property owners leaving their properties unoccupied, it will also increase opportunities for enforced sales and may increase revenues generally.
- 3.04 There are currently a small number of properties across Flintshire, where use of this power would be appropriate. All the properties have an outstanding debt to the council and the council has been unable to secure their reoccupation voluntarily by the owner. One of the properties has social care charges in excess of £40K, where the previous owner and recipient of care is now deceased and the family are unwilling to sell the property, as they wish to live in it, but are unable to fund the cost to make it habitable. The property is in a severely dilapidated state and there is little chance of the current owners ever being in a position to improve it. Given the level of debt owed, they will also not have the ability to prevent the sale, as they cannot repay it. Should an enforced sale be successful, the council's charge is secured and would be repaid out of the proceeds of the sale during the conveyancing process.
- 3.05 During the Scrutiny process, Members of the Joint Environment & Housing Scrutiny indicated that they would value a workshop to inform them of the full range of powers available to return long term vacant homes back in to use. This workshop took place on 2nd June 2014.

4.00 RECOMMENDATIONS

- 4.01 That Cabinet approve the proposed enforced sales policy (appendix 1) and its use.

5.00 FINANCIAL IMPLICATIONS

- 5.01 A successful enforced sale will allow the council to recover any debts owed which would include a charge for pursuing the action. However, adequate financial provision will need to be made through the councils capital programme to enable works in default of a Notice when required.

6.00 ANTI POVERTY IMPACT

- 6.01 Activity in respect of long term vacant homes assists property owners to rent or sell their properties. This provides additional accommodation, often at affordable rents to local people.
- 6.02 In addition, where cooperation of the owner is not forthcoming, they can be compelled to bring their property in to use through a sale, with all the benefits highlighted above.

7.00 ENVIRONMENTAL IMPACT

- 7.01 Returning long term vacant properties back to occupation is more environmentally friendly than building new properties to meet housing need. Additionally the standard of those properties improved are high and as a result this also lessen their environmental impact.

8.00 EQUALITIES IMPACT

- 8.01 The service in respect of empty homes is beneficial to both property owners and those in housing need.

9.00 PERSONNEL IMPLICATIONS

- 9.01 There are no personnel implications arising as a result of this report.

10.00 CONSULTATION REQUIRED

- 10.01 Scrutiny Members indicated that they would value a workshop to understand the full range of powers available to return long term vacant homes back in to use.

11.00 CONSULTATION UNDERTAKEN

- 11.01 The proposed enforced sales policy was presented at Housing Overview & Scrutiny Committee and was supported.
- 11.02 A workshop to ensure that Members are aware of the full range of powers available to return long term vacant homes back in to use took place on 2nd June 2014.

12.00 APPENDICES

12.01 Proposed Enforced Sales Policy

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

None.

Contact Officer: Gavin Griffith

Telephone: 01352 703428

Email: Gavin_Griffith@flintshire.gov.uk

Flintshire County Council

Vacant Private Sector Dwellings Enforced Sale Procedure

Background

In order to address the growing issue of long term empty dwellings within the county borough, Flintshire County Council are developing a number of initiatives to return properties back into use. In the majority of cases, this will involve working with owners to bring properties back into use through providing both financial and practical support. However, in a number of cases it will not be possible to work in partnership with owners and in some cases this may result in a requirement for the Council to carry out works in default to secure a property or deal with specific issues with a debt then being owed to the Council by the owner for works carried out.

One of these initiatives which enable the council to recoup debts and bring properties back into use in the process is the Enforced Sale. The Enforced Sale Procedure ("ESP") sets out how this will be achieved. Without the use of an ESP, it's likely that a number of substantial debts owed to the council would remain owing with properties remaining empty and potential blights on communities for an indefinite period of time.

The purpose of this procedure is to highlight under what circumstances are the powers to use an Enforced Sale available and a step by step guide to utilising an Enforced Sale on a vacant property.

Purpose of an Enforced Sale

The use of the Enforced Sale powers are statute based and when the necessary rights are conferred allows for Flintshire County Council to either recover expenses incurred through a debt recovery process or by charging the legal title(s) of a property with the debt and then selling the property in order to recover debt.

This power is available for use, where the statutory provisions allow, for the recovery of debts on:

- Land
- Occupied dwellings
- Empty properties
- Commercial properties

Though the intention of this document is to address the specific issues around vacant residential dwellings where powers are available through the various environmental, planning and highways legislation.

The Enforced Sale Procedure is part of a range of activities which are used to deal with empty properties and should be considered alongside other initiatives.

Where possible the Council works in partnership with a range of public, community and private sector organisations to bring properties back into use.

Human Rights Act 1998

It is reasonable to assume that the ESP may affect human rights. In particular Article 8 of part 1 of The Convention provides that everyone has the right to respect for private and family life, his home and his correspondence. Paragraph 2 of Article 8 provides that there shall be no interference by a public authority with the exercise of this right except such as is in accordance with the law and is necessary in a democratic society in the interests of national security, public safety or the economic well-being of the country, for the prevention of disorder or crime, for the protection of health or morals, or for the protection of the rights and freedoms of others.

Further, Article 1 of the First Protocol provides that every natural or legal person is entitled to the peaceful enjoyment of his possessions. No one shall be deprived of his possessions except in the public interest and subject to the conditions provided for by law and by the general principles of international law. The second paragraph of Article 1 however provides that this shall not in any way impair the right of a State to enforce such laws as it deems necessary to control the use of property in accordance with the general interest or to secure the payment of taxes or other contributions or penalties.

Regard shall be had to these provisions in each case where use of the ESP is considered and the matter shall only be progressed where it is considered that interference with human rights (if any) is justified and proportionate in accordance with the Human Rights Act 1998.

Preliminary Considerations

1. Benefits of an Enforced Sale

1.1 Social

By selling a long term empty property that is in a poor state of repair to a new owner, it is anticipated that work will take place to return the property back into use.

1.2 Financial

Financial charges, which could otherwise prove impossible to recover, can be discharged out of the proceeds of the sale.

The prospect of having the property sold could potentially bring about the settlement of the outstanding debt by the owner / mortgagee.

1.3 Proactive property owners

Some property owners may become more proactive in dealing with any substantial defects on their properties as awareness raises about the willingness of the council to use such steps instead of ignoring issues and expecting the council to carry out works in default.

1.4 More realistic than a Compulsory Purchase Order

Most complaints about problematic long term empty properties enquire whether or not the Council would be prepared to use a CPO in order to acquire a property and return the property into use. However, the reality of a CPO means that it is costly in terms of time, personnel and finance to take such steps. Whereas an Enforced Sale can be achieved in substantially less time and many costs reclaimed by the Council at the point of sale.

It is however important to remember that the use of an Enforced Sale is for when all other attempts to recover the money have been unsuccessful and should not be used without attempting to communicate and work with the owner in the first instance. In some cases, other options such as a CPO may be considered more realistic or worthwhile.

2. Criteria

- Debt should be greater than £1,000 (or lower in exceptional circumstances).
- Property is vacant for 6 months or more
- There is not considered to be any interference with human rights or where interference is likely, it is justified and proportionate.

In cases of the debt being lower than £1,000, greater justification would be required for taking this action.

Justifiable reasons will include, but not be limited to

- Likely to cause danger to members of the public
- Likely to cause damage to adjoining or neighbouring properties

Please note – in cases where the criteria are not met, it may still be possible to follow the procedure as a means of encouraging the owner to settle any outstanding debts and / or bring the property back into use within their own means.

3. Legal Basis

The primary consideration is whether the relevant statutes under which the default works were carried out provide the necessary rights and powers to use an Enforced Sale against an empty property.

If the statute(s) confer a charge on all the estates and interests in the property concerned and also confer the Law of Property Act 1925 rights in regard thereto (i.e. grant the powers and remedies available as if the charge had been created by deed) then the procedure may be used and the charge will bind any prior charges affecting the property.

Covenants and easements over the subject property will not be so bound.

If the statute(s) do not confer such rights, it will be necessary to consider whether Section 7 of the Local Land Charges Act 1975 applies.

If it does, the procedure may still be used but only the estate of the offending party will be bound, not all the estates and interests in the property. The existence of any prior charges and the quality of the offending party's title are major considerations when deciding whether or not to use the procedure under such circumstances.

If none of the above applies, then the procedure cannot be used. Other means of bringing the property back into use would therefore need to be considered.

Appendix 1 (page 23) sets out the details of the relevant statutes by which an Enforced Sale can be considered.

4. Validly serving statutory notices

Notices are generally served by environmental health officers requiring works to be undertaken. Great importance is attached to ascertaining that such notices have been served in accordance with the relevant statutory provisions. The requirement as to the service of notices vary according to the statute pursuant to which the notices has been served.

It is essential that all notices are served correctly as per the relevant statutes. If a notice is not served correctly then this will have serious consequences on the ability to proceed with the Enforced Sale including the ability to recover the debt.

The Council will certify to the Land Registry that it has all the necessary powers to carry out the required action and has undertaken all steps in accordance with the relevant statute. The Land Registry will not decide on the merits on the application based on information provided but will instead rely on the relevant certifications given. If an owner disagrees with the action taken, the Land Registry may well wish the Council to clarify the position taken.

The serving officer will complete a 'Record of Serving of Notice' form on service of a statutory notice using the CIVICA System (or equivalent). This will provide a formal

record as to the method of service of the notice. Departments may use different forms

If any doubts exist about the validity of a notice being served it would be advisable not to proceed further with an Enforced Sale until issues have been addressed.

Environmental Protection Act 1990

Where applicable, in the case of empty properties, a notice served under Section 80(2) of the EPA should only be served on the owner. If a notice is incorrectly served the consequences can be detrimental for the use towards an Enforced Sale.

Once it has been decided that the notice has been served on the appropriate person, it will be necessary to consider whether the notice has been validly served.

There is no provision with Section 160 of the EPA for service by affixing the notice to property. It will be remembered as we're dealing with empty and abandoned properties this may often be the preferred method of service.

However, Section 233 of the Local Government Act 1972 supplements the provisions of Section 160 of the EPA and provides for service by affixing to a property. This is the preferred method to be used by Flintshire County Council. The notice is affixed to property and copies sent to interested parties, if confirmed owner is found original is sent and copy affixed to property.

5. Necessary approval required

The Council's Chief Officer, Community and Enterprise, has delegated authority to approve the use of an Enforced Sale. Before proceeding, necessary approval from the Housing Regeneration and Strategy Manager must be sought and the Authority Form (see Appendix 14 page 43) signed.

6. Land Registry

If the property is already registered at Land Registry Wales, the charge(s) will need to be registered against the title(s) before a sale can proceed.

If the property is unregistered, enquiries need to be made with the Land Registry as to how they would deal with an application for first registration of title by a purchaser from the County Council so that information can be provided for the purchaser and requisitions avoided.

On receipt of an application for first registration by a purchaser, the Land Registry may, if no deeds or details of the incumbrances affecting the property are available, request further information on:

- The extent of the land to be registered (as affected by the charge). It is suggested that where the boundaries of the property are clearly defined on the ground there should be no problems.

Where the boundaries are unclear, a careful investigation will need to be undertaken and a plan prepared illustrating the extent of the property. It is suggested, for clarity, that a disposal plan is prepared by the Council's Chief Officer Governance illustrating the extent of the property to be disposed of.

A search of the index map of the Land Registry may assist in determining the extent of adjoining registered titles and may assist in determining the boundaries of the subject property.

- Incumbrances affecting the property – the Land Registry will probably make the usual ‘protective entry’ on the register to the effect that the property is subject to such incumbrances as affect the same at the date of registration, no details have been provided on first registration.

Once you’ve decided to adopt the ESP, it may be prudent to contact Land Registry Wales with regards to the proposals. This will assist to:

- Advise them of your proposals to commence the submission of applications for registration of charges arising from the statutes you have identified (where the property is registered).
- Agree which statutes confer the necessary rights and priorities (in view of the changes required by the Land Registry)
- Agree the format of such applications
- Agree how such registrations will be treated and the timescales to deal with them.
- Find out how the Land Registry will deal with applications for first registration by a purchaser from the Council under the procedure (where the property is unregistered).

7. Notices give prior to sale

Section 81A Environmental Protection Act 1990 – subject to comments on pages 4-5 of this guide, if default works have been carried out under this Act it would be prudent (if such notice has not already been served) to serve a notice under Section 81A. This will have the effect of ensuring the statutory charge will bind all the estates and interests in the property.

If no such notice is served, no charge will arise pursuant to Subsection 81A (4) of the Act. Also, Flintshire County Council can not charge any interest on the debt pursuant to Subsection 81A (i)(a) of the Act.

(See Appendix 2, page 24 for suggested form of notice)

Section 103 Law of Property Act 1925 – despite the fact that Section 103 (ii) of the Act allows a mortgagee the right to exercise the power of sale if interest under the charge is in arrears for two months, it is nevertheless felt prudent to service a notice under Section 103 (i) of the Act (see Appendix 2, page .

The power of sale cannot be exercised until three months has elapsed from the date of service of the notice.

NB. There is no reason why the notice of demand for payment of the debt cannot incorporate the necessary wording to satisfy the requirements of Section 103 and which notice can be served soon after the works have been completed. (See Appendix 2, page 24 for suggested form of notice)

It will be necessary though to provide the first mortgagee (if any) with copies of the Section 103 notices in the usual way.

8. Is possession a factor?

A power of sale is worthless unless the mortgagee can sell with vacant possession. When dealing with empty properties, it is expected that all properties will be vacant. A mortgagee assumes certain liabilities when taking possession, which extend further than a local authority's liabilities when undertaking their statutory rights and duties.

When possible, possession should be taken later rather than sooner in order to limit the liability of the Council. Immediately prior to exchange of contracts or in an auction, the property should be inspected by the relevant Empty Property Officer to ensure that possession has not been taken by any person or that work to bring the property back into use has not commenced.

NB. If the property is occupied, it will be necessary to recover possession by court proceedings or for the occupier to agree to surrender up possession. This may have the difficulty of conferring a liability on the local authority as stated above and this must be taken into consideration in the decision process.

9. Limitation Act

A local authority's right to enforce a sale of property subject to an outstanding financial local land charge is time limited by the Limitation Act 1980 (Section 20); this provides that

"no action shall be brought to recover the principal sum of money secured by a mortgage or other charge of property or the proceeds of the sale of the land after the expiration of 12 years from the date on which the right to receive the money is accrued."

The right to receive the money accrues when the default works have been completed **not** when the demand is sent out.

The right to receive the money will depend on the legislation under which the local authority is acting. For example:

- the right to recover expenses under Section 81(4) of the Environmental Protection Act 1990 arises when the expense is incurred by the local authority.
- the right to recover interest under Section 81A of that Act arises only when the local authority has served notice under Section 81A
- the right to recover expenses under Section 5 or 6 of the Prevention of Damage by Pests Act 1949 arises when expenses have been incurred.
- the right to recover expenses under Section 99 of the Building Act 1984 arises when the expense is incurred by the local authority.

Therefore, it is the norm that the right to recover money arises when expense is incurred, but there may be some exceptions to this.

10. Which charges should be registered?

The comments at point 4 (pages 4 - 5) should be considered, together with any other factors affecting the validity of a charge, when considering which charge(s) to register.

Strictly speaking it is only necessary for one charge to be registered pursuant to which a sale can then be effected or in respect of a sale of unregistered property, for the sale to be effected pursuant to one charge. The sale can then proceed and any other outstanding financial local land charges discharged from the proceeds of sale.

The drawback to registering only one charge is that an owner / charge could thwart a proposed sale by discharging the charge registered in which case it will then be necessary, assuming there are other charges capable of registration, to make a further application to register an additional charge or charges.

A minimum fee of £40-50 per charge (assuming the charge is less than £100,000) is required by the Land Registry. Where there are several charges it would avoid excessive registration fees to register only one or two charges. In these cases it may be advisory to register the highest value charges.

The Housing Regeneration and Strategy Service's Role

1. Identifying Empty Dwellings

Vacant properties can be identified in a number of ways (subject to Data Protection Act Requirements):

- Council Tax Records
- Empty Property Database
- Other Databases
- Electoral Roll
- Housing Department Records – has anyone been re-housed from this address?
- Other Local Authority Departments
- Neighbours
- Elected Members
- Publicity and awareness campaigns
- Land Registry

The Empty Property officer will keep a record showing where the information came from and any costs incurred.

As soon as a property is identified, it is important that a site visit is made to assess the dwelling and identify any issues that may need addressing by the council.

2. Is a property suitable for enforced sale?

Once a property has been identified and put forward for consideration for Enforced Sale, the two following checks will be considered:

- **Is the property registered at the Land Registry?**

While this isn't essential for carrying out an Enforced Sale, it does make the process more complicated if the property isn't registered (see details in Pages 5-6).

- **Does the property have financial local land charges registered against it?**

Information on this can be obtained from the Land Charges Section of the Corporate and Customer Services Department.

3. Compiling a background file

Files will be prepared on an ongoing basis on all empty properties showing all relevant information, all action taken by the Council and any other relevant information. This will be done using the 'CIVICA' system (or equivalent) unless otherwise agreed.

For the purposes of an Enforced Sale, the file must specifically include:

- copies of all statutory notices served prior to the council carrying out the necessary works in default together with details as to how the notices were served.

- the record of service notice form (see point 4, page 4-5).
- the work instructions to the contractor for the work to be carried out.
- All the invoices from the contractors along with a breakdown of labour and material charges.
- Copies of all registered local land charges
- Record of consideration of human rights issues and justification for proceeding with ESP
- Record of consideration of any equalities issues

These are copied and filed with an unique reference number. An account summary sheet will also be produced which shows what is in the file, the notice number and the amount of financial charge in each case. All figures shown should be excluding any interest charged.

The file should also include copies of any ownership details, local land charge details and any correspondence sent or received in relation to the property.

4. Re-service of Notice

Copies of original notices and demands for payment will need to be re-served on the property. This will ensure that an owner of interested party is made aware of the debt and also ensures that there is adequate evidence available. The notices are all served and registered in a defined manner.

In addition, any notices needed to be served under section 81A Environmental Act 1990 are served at this point (see point 7 page 7).

Copies are taken of all the original notices served and then served on the property by hand, and also sent by first class post from an agreed post box to the listed owner and any other interested party of which the Council is aware.

After a period of 28 days if no appeal (as to the Section 81A notice) or payment is made, a notice pursuant to Section 103 of the Law of Property Act is then served. This notice gives the owner three months to repay the debt.

The property cannot be sold until the Section 103 notice has expired, but during this time the procedure is progressed through the various stages as far as possible.

A paragraph can be included in the notices served by environmental health officers when demanding payment of the debt following completion of the works to satisfy the provisions of Section 103 of the Law of Property Act. However, it is felt that to do so might lead the owners or recipients to treat the proposal of a property sale contemptuously.

Therefore, notices pursuant to Section 103 of the Law of Property Act are only served when the charges are not repaid after the 28 day notice expires.

The Section 103 notices are divided into two categories

1. Where notices pursuant to Environmental Protection Act 1990 have been served.
2. Where no notices pursuant to Environmental Protection Act 1990 have been served

(See Appendix 2, page 24 for forms of the various notices)

When serving the notices, a photograph is taken of the property and copies of all notices served and confirmation of the method of service are attached to the background file.

5. Authorisation

The Authority Form is prepared which, together with the background file, is passed to the Housing Strategy & Regeneration Manager for authorisation and signature under his delegated powers. This authority is delegated to him by resolution of the Council.

6. The Chief Officer Governance is instructed

When the use of the procedure has been authorised by Chief Officer, Community and Enterprise, it is returned to the Empty Properties Officer at the Housing Regeneration & Strategy Team.

The Authority Form is attached to the file and forwarded to the Council's Chief Officer Governance. At this point an instruction is sent to the Council's Chief Officer People and Resources debt recovery section to:

- suspend all legal action regarding the debt
- check the account numbers of the outstanding debts to make sure no payments have been received to date.

The Chief Officer Governance Role – Property Registered

The following guidelines are to be followed when the property **is** registered at HM Land Registry. For guidelines when the property has **not** been registered at HM Land Registry please go to page 17.

1. What charges are still outstanding and have all notices been served correctly?

Upon receipt of the file from the Housing Department the first step is to go through the background file making a list of all the charges (See Appendix 3, page 25)

A check is then carried out to find out which charges are still outstanding.

This is done in order to ensure that the debt has not been repaid in one of any number of ways.

A check will be made to confirm that all statutory notices have been validly served.

2. Write to all interested parties

Assuming the above checks have confirmed that the charges (not necessarily all of them), are still outstanding and notices have been served correctly, a letter is sent to all interested parties on the Land Registry Title Information Document advising them of the position (see Appendix 4, page 26). A letter is also sent to any mortgagee (see Appendix 5 page 27)

By doing this, the owner or any other interested parties are given fair notice of the steps the local authority proposes to take.

It is accepted that in many cases the whereabouts of the owner will be unknown. Even so a letter addressed to the property and any other address(es) is sent in an attempt to notify the owner.

As the steps to be taken are far reaching these steps will help to combat any potential criticism or challenges from an owner or other interested parties. Every attempt is made to give such persons notice of the Council's proposals and ample opportunity to repay the debt.

A period of approximately 21 days is allowed for the persons served to respond. In the event of such failure the next steps are then taken.

3. Registration of charge

How the charge is registered will depend on the reaction received from the Land Registry (point 6, pages 6-7)

Below is the recommended procedure for registration of a charge with Land Registry Wales:

If there is no response to the letter(s) in point 2 a resolution is prepared. This records:

- the statutory provisions
- the service of necessary notices
- what work was done and when
- the registration of the charge in the register of local land charges (and claims priority over all estates and interests).
- that the Council has all the necessary rights and powers to make the application for registration of the charge(s) and that it has taken all appropriate steps in accordance with the relevant statute.

(See draft resolution applying to the Building Act 1984: Appendix 6, pages 28 – 30)

Resolutions for other statutes can be based on the form of this resolution with the appropriate amendments.

- The resolution is sealed by the Council
- Prepare application for registration form AP1

Provided each charge does not exceed £100,000 the current registration fee is £40 - £50 per charge

- Prepare a form SC

This is necessary to claim priority in favour of the Council's charge over any existing charge and registered against the title.

- Make application for registration at HM Land Registry

The completed AP1 application form is sent to the Land Registry together with:

- covering letter
- the sealed and dated resolution together with a certified copy of each resolution
- completed form SC

(See sample application for registration: Appendix 6, pages 28 – 30)

4. Charges are registered

Notification is received from the Land Registry on completion of the registration. Arrangements are then made for the sale of the property (see part 5 of this procedure commencing on page 18).

At this point:

- a check is made that the charges have not been discharged
- letters are sent to the owners and interested parties advising that the Council's charges are registered and it is the Council's intention to pursue a sale of the property. This gives the owner and interested parties notice of the Council's intentions so that they cannot claim steps were not taken to notify them (See Appendices 4 -5, pages 26 - 27)

- the background file is returned to the Housing Regeneration and Strategy Manager who is advised that the registration has been completed and is requested to consider how a sale is to be effected (see point 1 page 19)

The Chief Officer Governance Role – Property not registered

The following guidelines are to be followed when the property is **not** registered at HM Land Registry. For guidelines when the property **is** registered at the Land Registry please go to page 14.

1. Are the charges still outstanding?

A check is made that the charges have not been repaid and notices have been validly served (see point 1, page 14).

2. Check that the property is not registered

Assuming the check in point 1 above has confirmed that the charges, or at least some of them, are still outstanding, and that notices have been validly served, a search of the index map is undertaken at the Land Registry to ensure that the property is not registered. The search also includes the adjoining properties; if they are registered, this might reveal what incumbrances affect the property and also that extent / limits of the title of the property in question.

3. Try to ascertain what incumbrances affect the property

Using any information found as a result of the investigations in point 2 above and any information available as to the name(s) of the owner, the purported owner or any other interested party – a Land Charges Act 1972 search is carried out against the name of any such person(s) and the property concerned. This may give some clues as to incumbrances affecting the property, e.g. easements, covenants and charges.

Where the statutory charge binds all estates and interests in the property – any registered charges will be of no great significance (other than for the purposes of giving notice to any charge as to the Council's intentions).

However, where this is not the case it will be paramount importance to ascertain if any prior charges affect the property (see point 3, page 4). If the statutory charge does not bind all the estates and interests, it would be inadvisable to proceed with the procedure until it is certain there are no prior charges and the statutory charge binds all freehold or long leasehold.

As stated in point 2, if any of the adjoining properties are registered it may be possible to ascertain what incumbrances affect the same. This may give a purchaser some clues as to the matters affecting the property and make the property more marketable.

The alternative is that no such steps are taken and the purchaser is made aware, via the contract terms, that such is the case.

In both cases though, the contract for sale will need to contain special conditions covering the position. (see Appendix 10, Pages 34 - 39).

4. Write to all interested parties

If the searches provide any information as to the identity or whereabouts of the owner of other interested parties in a similar manner to that as outlined (see point 2,

page 14). Letters are also sent to the property addressed to 'the owner' or owners and all parties interested',

If you can obtain possession of the title deeds this will assist with the disposal.

5. Enquiries Completed

Once the investigations in point 1, 2 and 3 above have been completed and there has been no reply to any letters sent, as referred to in point 4 above, the file is returned to the Housing Regeneration & Strategy Service so that the property can be put forward for sale.

Once the method of disposal is known, a letter is sent to interested parties (see Appendix 7, page 31).

Selling the Empty Property

1. Methods of selling the empty property

Auction

Whatever the preferred method of sale, the same rules apply to a sale under the ESP as to any other sale of a property by a mortgagee. Reasonable care needs to be taken to obtain a proper price for the property.

Sale of the property through auction is considered to be the most expedient method of disposal and generally a mortgagee can safely accept the highest bid for a property described and advertised in a properly publicised auction.

Sale by private treaty to a Registered Social Landlord

Apart from the objective of recovering a debt, the renovation or improvement of a property is also a major factor. A sale by auction or on the open market does not guarantee a property will be improved. A sale to a registered social landlord will probably have the desired effect and may also influence or enable several properties to be renovated as a scheme of demolition and redevelopment to be implemented.

It may therefore be agreed to sell, where appropriate to a registered social landlord by private treaty without full exposure to the property market.

There is an obvious risk in taking this course of action due to the Council's legal obligation to obtain a proper price for the property. In order to reduce the risk, Flintshire County Council and the Registered Social Landlord will arrange for an independent valuation to be carried out on the property to determine the sale price.

It is anticipated this will give the Council a reasonable defence to any claim by an owner that the property has been sold at less than its value.

2. Valuation

Whatever the method of sale, a valuation will also be undertaken by the Valuations & Estate Service. Once the Housing Strategy and Regeneration Manager has been advised that the charges have been registered against the title and / or that the property can be put forward for sale, the Housing Regeneration and Strategy Manager will instruct the Head of Assets and Economic Development accordingly.

3. Role of Valuations & Estates

The Valuations & Estates Service will undertake the valuation of the property and consider how the sale is to be effected in accordance with the Council's Property Procedures and Standards Policy (where appropriate). Although it is recognised that properties sold under the ESP are not council assets, the Property Procedures and Standards Policy is good practice which should be followed wherever possible. Once the method of sale and sale price and purchaser (where the property is not being sold at auction) have been determined, the Valuations & Estates Service will instruct the Chief Officer Governance to commence the appropriate conveyancing process.

4. Contract

Registered Property

The contract for sale will be prepared by Legal Services and will be similar to a contract for sale by a mortgagee in possession.

Unregistered property

There will probably be no deeds or details of any incumbrances affecting the property and the contract for sale needs to reflect this (see Appendix 10, pages 34 – 39 for a form of suggested special condition of sale).

In such cases the form of the resolution prepared in respect of registered land (see point 4, page 16) is incorporated in the contract as a recital as a convenient method of settling out where the Council's power to sell is derived from and to assist with the purchaser's application for first registration.

Additionally, on completion of the sale the Land Registry will require the Council to provide a letter containing certification by the Council that it has all the necessary rights and powers to dispose of the property and that it has taken all appropriate steps in accordance with the relevant statute (a draft of such letter is contained in Appendix 13, page 42). This contains the same certification as the resolution referred to above.

It will be necessary to make the purchaser's solicitor aware that the letter needs to be submitted with their clients' application for first registration.

5. Title

Where the title deeds have not been recovered the following should be borne in mind.

Registered Title – copies of the document referred to on the title can usually be obtained from the Land Registry. Where they are not available, an appropriate clause must be included in the contract to cover the position. Whilst it is not the practice of the Land Registry to supply copies of registered leases, it may be possible for Land Registry Wales to do this.

Unregistered Title – As stated in point 3 (page 19 – 20), there will probably be no deeds or details of the encumbrances affecting the property.

6. Are the charges still outstanding?

Immediately prior to auction / exchange of contracts, a further check is made to ascertain whether the charges have been paid.

A conveyancing process will then be undertaken in order to achieve completion of the sale, depending on the method of sale.

7. Post sale

The position is similar to a sale by a mortgagee in possession. Fees are deducted from the proceeds of sale that cover the costs of selling the property and the original debts.

The following fees can be deducted following the sale of a property:

- auctioneer's fee
- independent valuation fee
- legal fees
- surveyor's fee
- Housing Regeneration & Strategy Service administration fee

If the debts are greater than the proceeds of sale, it will be necessary to consider which fees (if any) have first call on the proceeds or not. It is recommended that external fees – auctioneers, independent valuation etc are prioritised, with internal fees waived if necessary. Where the proceeds do not cover the total costs of the sale and the outstanding debt (including interest), the remaining debt will be taken off the property and placed against the owner of the property prior to the enforced sale being implemented. This then takes the form of a personal debt, which may be pursued in the normal manner, if economically viable.

If there is any balance from the sale, and the Council is aware of the whereabouts of the owner / the person first entitled, the balance is paid over in the usual way. If the whereabouts of the owners is unknown, the money can be paid into Court.

Alternatively, the money can be held in an interest bearing account so that if the person first entitled comes forward, the money can be paid over.

As these monies will be held on the trusts provided for by Section 105 of the Law of Property Act 1925, the Limitation Act 1980 does not apply and, therefore, a claim by a person entitled to recover the surplus proceeds of sale from the Council, or their personal representative, will never become statute barred. Accordingly, the Council will need to continue to hold the moneys on trust indefinitely.

It is, therefore, a matter of choice whether the proceeds of sale are held as above or, as an alternative, the proceeds of sale are paid into Court under Section 63 of the Trustee Act 1925. It is recognised that payments into Court by Trustees is discouraged but where a beneficiary cannot be found a payment into Court can be justified.

Appendix 1 – Table to list relevant statutes

Statute	Service	Priority Charge
Environmental Protection Act 1990 Sec. 80 (statutory nuisance)	Public Health Housing Standards	
Building Act 1984 Sec. 59 (block/defective drain) Sec. 60 (soil pipes) Sec. 76 (defective premises) Sec. 77/78 (dangerous building) Sec. 79 (disrepair of property affecting the area) Sec.84 (yards)	Building Control Housing Standards Public Health	
Housing Act 2004 Sec. 11 (Improvement Notice Category 1) Sec.12 (Improvement Notice Category 2) Sec. 40(2) (emergency remedial action) Sec. 49 (power to charge for certain enforcement action)	Housing Standards	
Local Government (Misc. Provs) Act 1976 Sec. 33 (restoration or services) Sec. 35 (private sewer)	Public Health Housing Standards	
Local Government (Misc. Provs) Act 1982 Sec. 29 (boarding up)	Housing Standards	
Planning (Listed Buildings and Conservation Areas) Act 1990 Sec. 48 (repairs notice) Sec. 54 (urgent works)	Conservation	
Prevention of Damage by Pest Act 1949 Sec. 4 (rats or mice infestation)	Public Health	
Public Health Act 1936 Sec. 45 (works to closets) Sec. 83 (Filthy or verminous)	Public Health	
Public Health Act 1961 Sec. 17 (un-block drain) Sec. 34 (remove waste from property)	Public Health	
Town & Country Planning Act Sec. 215 (untidy land or property)	Planning	

Appendix 2 – Suggested form of Notice under Section 81A Environmental Protection Act 1990 relating to Property



**ENVIRONMENTAL PROTECTION ACT 1990
Section 81**

NOTICE AS TO RECOVERY OF EXPENSES

To⁽¹⁾ [NAME]

of [CONTACT ADDRESS]

1 On ⁽²⁾ the⁽³⁾ Flintshire County Council ("the Council") served on you an Abatement Notice in respect of a statutory nuisance under section 79 of the Environmental Protection Act 1990 ("the Act") at⁽⁴⁾

2 The Abatement Notice [required you within from the service of that notice to abate the nuisance] [[and also] [prohibited] [restricted] the [occurrence] [recurrence] of the nuisance] [and for that purpose required you to⁽⁵⁾

]

3 The said Abatement Notice was not complied with [within the period specified] and the Council has therefore [abated] [prevented the recurrence of] the nuisance [and for that purpose has⁽⁶⁾

4 In doing so the Council has incurred expenses amounting to £ and, in accordance with section 81(4) of the Act, HEREBY REQUIRES YOU TO PAY that sum to the Council.

[5 Such expenses shall carry interest at the rate of % per from the date of service of this notice until the whole amount is paid and, subject to the provisions of section 81(A) of the Act, the expenses and any interest shall be a charge on the premises known as

]

[6 Your attention is drawn to the provisions of section 81A(4) to (6), which are set out overleaf.]

[7 The expenses referred to in paragraph 4 above, together with any interest accrued, may be paid by instalments within a period of⁽⁷⁾ from the date of service of this notice, until the whole amount is paid.]

Dated:

Signed
For Housing Regeneration and Strategy Manager

Please address any communications to:

Flintshire County Council, Housing Regeneration and Strategy Chapel Street, Flint, Flintshire CH6 5BD

Delete any words in brackets which do not apply

Paragraphs 5, 6 and 7 apply only where the expenses are recoverable from the owner of any premises which were the subject of the Abatement Notice.

- (1) This notice must be given to the person by whose act or default the nuisance was caused and, if that person is the owner of premises which were the subject of the Abatement Notice, on any person who is for the time being the owner thereof. Where the expenses are recoverable from such owner, on the date on which the authority serves such person with this notice it shall also serve a copy on every other person who, to the knowledge of the authority, has an interest in the premises capable of being affected by a charge on the premises.
- (2) Insert date of the Abatement Notice. (3) Insert name of local authority (4) Insert address of premises (or if under s.79(ga), name of street). (5) Set out any requirements specified in the Abatement Notice. (6) Specify anything done by the Council in execution of the Abatement Notice. (7) This must be a period of thirty years or less. **Sections 81, 81A and 81B of the Environmental Protection Act 1990 provide as follows:**

Section 81

- (3) Where an abatement notice has not been complied with the local authority may, whether or not they take proceedings for an offence under section 80(4) above, abate the nuisance and do whatever may be necessary in execution of the notice.
- (4) Any expenses reasonably incurred by a local authority in abating, or preventing the recurrence of, a statutory nuisance under subsection (3) above may be recovered by them from the person by whose act or default the nuisance was caused and, if that person is the owner of the premises, from any person who is for the time being the owner thereof; and the court may apportion the expenses between persons by whose acts or defaults the nuisance is caused in such a manner as the court consider fair and reasonable.

Section 81A

- (1) Where any expenses are recoverable under section 81(4) above from a person who is the owner of the premises there mentioned and the local authority serves a notice on him under this section:-
- (a) the expenses shall carry interest, at such reasonable rate as the local authority may determine, from the date of service of the notice until the whole amount is paid, and
- (b) subject to the following provisions of this section, the expenses and accrued interest shall be a charge on the premises.
- (2) A notice served under this section shall –
- (a) specify the amount of the expenses that the local authority claims is recoverable,
- (b) state the effect of subsection (1) above and the rate of interest determined by the local authority under that subsection; and
- (c) state the effect of subsections (4) to (6) below
- (3) On the date on which a local authority serves a notice on a person under this section the authority shall also serve a copy of the notice on every other person who, to the knowledge of the authority, has an interest in the premises capable of being affected by the charge.
- (4) Subject to any order under subsection 7(b) or (c) below, the amount of any expenses specified in a notice under this section and the accrued interest shall be a charge on the premises –
- (a) as from the end of the period of twenty-one days beginning with the date of service of the notice, or
- (b) where an appeal is brought under subsection (6) below, as from the final determination of the appeal, until the expenses and interest are recovered.
- (5) For the purposes of subsection (4) above, the withdrawal of an appeal has the same effect as a final determination of the appeal.
- (6) A person served with a notice or copy of a notice under this section may appeal against the notice to the county court within the period of twenty-one days beginning with the date of service.

Section 81B

- (1) Where any expenses are a charge on premises under Section 81A above, the local authority may by order declare the expenses to be payable with interest by instalments within the specified period, until the whole amount is paid.
- (3) Subject to subsection (5) below, the instalments and interest, or any part of them, may be recovered from the owner or occupier for the time being of the premises.
- (4) Any sums recovered from an occupier may be deducted by him from the rent of the premises.
- (5) an occupier shall not be required to pay at any one time any sum greater than the aggregate of –

- (a) the amount that was due from him on account of rent at the date on which he was served with a demand from the local authority together with a notice requiring him not to pay rent to his landlord without deducting the sum demanded, and
- (b) the amount that has become due from him on account of rent since that date.

Appendix 3 – Local Land Charges Record form

Charges Record Form

Property Address	
Owner Name (if known)	
Correspondence Address (if known)	

Record of charges registered in Part 2, as at 2014.

Income Ref / and DW No	Date regd in Part 2	Amount of charge	To be regd against title (Yes / No)

Appendix 4 – Draft letter to Owner / Liable Parties

Dear

Re: Property.....

Flintshire County Council has been made aware of the above empty property.

The Council has, pursuant to its statutory powers, carried out certain works to the above property, the costs of which have been registered in Part 2 of the Register of Local Land Charges as financial charges.

Despite continued efforts to secure repayment of these charges, no settlement has been forthcoming. As a result of this the Council now intend to register the financial charges against the title of the property. Thereafter the Council may exercise its power of sale over the property and apply the proceeds of sale towards the discharge of the debt due to the Council.

If you wish to repay the outstanding debt due to the Council I will provide details of the outstanding amounts.

If you wish to discuss this matter further please do not hesitate to contact me.

Yours faithfully

**Appendix 5 – Draft letter to First Mortgagee
Registered Property**

Dear Sirs

Re: Property:

Your charge dated:

I am aware from the contents of the registers of title number [], which relates to the above property, that you have a charge registered against the same. That charge is dated [] and the owner of the property is shown to be [].

The Council has, pursuant to its statutory powers, carried out certain works to the above property, the costs of which have been registered in Part 2 of the Register of Local Land Charges as financial charges.

The statutes pursuant to which the Council has carried out such works confer, in favour of the Council, a charge on the premises and all estates and interests therein and the Council has, for the purposes of enforcing the charge, all the same powers and remedies under the Law of Property Act 1925 and otherwise as if it were a mortgagee by deed having powers of sale, of lease, of accepting surrenders of lease and of appointing a Receiver. The said statutes confer a priority on the Council's charge over your own charge and therefore when registered the Council will be first charge.

The Council proposes, pursuant to its statutory powers, to register the financial charges against the title to the property. Thereafter the Council may exercise its power of sale over the property and apply the proceeds of sale towards the discharge of the debt due to the Council.

If you wish to repay the outstanding debt due to the Council I will provide details of the outstanding amounts. Otherwise I should be grateful if you would forward to me all the title deeds and documents in your possession relating to the above property.

If you do not have the deeds and documents in your possession please let me know and advise me, if you are aware of the whereabouts of the deeds.

If you wish to discuss this matter please do not hesitate to contact me.

Yours faithfully.

for Housing Strategy & Regeneration Manager

**Appendix 6 – Draft resolution applying to Section 76,
Building Act 1984**

Premises:

Building Act 1984

Flintshire County Council

1. **WHEREAS** the Council the Flintshire County Council is a 'local authority' within the meaning of S.126 of the Building Act 1984 ('the Act').
2. **AND WHEREAS** a local authority, if it considers that any premises are in such a state as to be prejudicial to health or a nuisance, and unreasonable delay in remedying that defective state would be occasioned by following the procedure prescribed by S.80 of the Environmental Protection Act 1980 may, under S76 of the Act, serve notice on the owner or occupier of those premises stating that the local authority intended to remedy the defective state and may do so, subject to there being no counter-notice served by the owner or occupier.
3. **AND WHEREAS** a notice under Section 76 of the Act is to be served in accordance with Section 94 of the Act.
4. **AND WHEREAS** the expense of such works may, by virtue of Subsection (2) of S.76 of the Act, be recovered from the owner or occupier of the premises and such expense plus interest thereon, by virtue of S.107 of the Act, from the date of completion of the works shall, until recovered, be a charge upon the premises and all estates and interests in them and gives a local authority, for the purposes of enforcing such a charge, all the powers and remedies under the Law of Property Act 1925 and otherwise as if they were mortgagees by deed.
5. **AND WHEREAS** such charge is, by virtue of S.1 (1) (a) of the Local Land Charges Act 1975, to be registered as a local land charge.
6. **AND WHEREAS** under S.7 of the Local Land Charges Act 1975 a local land charge falling within the aforementioned S.1(1)(a) takes effect as if it has been created by deed of charge by way of legal mortgage within the meaning of the Law of Property Act 1925, but without prejudice to the property of the charge.
7. **AND WHEREAS** S.101 of the Law of Property Act 1925 provides that a mortgagee by deed shall have inter alia the power of sale of the property so mortgaged.
8. **AND WHEREAS** pursuant to a notice dated [] Flintshire County Council gave notice to the owner or owners of the property known as [] ('the Premises') under Section 76 of the Act by serving the notice in accordance with Section 94 of the Act by

ALTERNATIVE 1 addressing the notice to [] and delivering it to that person **and / or**

ALTERNATIVE 2 addressing the notice to [] and leaving it or sending it in a prepaid letter addressed to that person at [] being the usual or last known residence of that person **and / or**

ALTERNATIVE 3 addressing the notice to the Secretary or Clerk of [Limited] at [] being registered or principal office of [Limited] and delivering it or sending it in a prepaid letter to that address **and / or**

ALTERNATIVE 4 (if not being practicable after reasonable inquiry having been made to ascertain the name and address of the person to or on whom the notice should be given or served) addressing the notice to the owner or owners of the Premises (naming the Premises) and either delivering it to some person on the Premises or (there being no person on the Premises to whom it can be delivered) affixing the notice or a copy of it to some conspicuous part of the Premises.

ALTERNATIVE 5 (the Premises at the date such notice is given or served being unoccupied) addressing the notice of the owner or owners of the Premises (naming the Premises) and affixing the notice or a copy of it to some conspicuous part of the Premises stating that Flintshire County Council intended to remedy the defective state of the Premises after the expiration of [] days from the date of service of the notice by carrying out the following works;

].

9. **AND WHEREAS** there being no counter-notice served upon Flintshire County Council within the period prescribed by S.76(3) of the Act, that Flintshire County Council executed the said works between the [date] and the [date] at a cost to Flintshire County Council of £ .
10. **AND WHEREAS** on the [date] Flintshire County Council registered the cost of the works in Part II of the Flintshire County Council Local Land Charges Register as a specific financial charge against the Premises such charge attracting interest at such a rate from time to time applying.
11. [Repeated for further charges] **AND WHEREAS** pursuant to a notice dated [] Flintshire County Council gave notice to the owner or owners of the property known as [] ('the Premises') under Section 76 of the Act by serving the notice in accordance with Section 94 of the Act by

ALTERNATIVE 1 addressing the notice to [] and delivering it to that person **and/or**

ALTERNATIVE 2 addressing the notice to [] and leaving it or sending it in a prepaid letter to that person at [] being the usual or last residence of that person **and/or**

ALTERNATIVE 3 addressing the notice to the Secretary or Clerk of [Limited] at [] being the registered or principal office of [] and delivering it or sending it in a prepaid letter to that address **and/or**

ALTERNATIVE 4 (it not being practicable after reasonable inquiry having been made to ascertain the name and address of the person to or on whom the notice should be given or served) addressing the notice to the owner or owners of the Premises (naming the Premises) and either delivering it to some person on the Premises or (there being no person on the Premises to whom it can be delivered) affixing the notice or a copy of it to some conspicuous part of the Premises.

ALTERNATIVE 5 (the Premises at the date such notice is given or served being unoccupied) addressing the notice to the owner or owners of the Premises (naming the Premises) and affixing the notice or a copy of it to some conspicuous part of the Premises stating that Flintshire County Council intended to remedy the defective state of the Premises after the expiration of [9] days from the date of service of the notice by carrying out the following works:

12. **AND WHEREAS** there being no counter-notice served upon Flintshire County Council within the period prescribed by S.76(3) of the Act, Flintshire County Council executed the said works between the [date] and the [date] at a cost to the Council of [£].
13. **AND WHEREAS** on the [date] that Flintshire County Council registered the cost of the works in Part II of the Flintshire County Council Local Land Charges Register as a specific financial charge against the Premises such charge attracting interest at such a rate from time to time applying.
14. **AND WHEREAS** the said monies continue to remain outstanding.

Flintshire County Council, being now desirous of exercising their aforementioned power of sale over the Premises to recover the costs they have incurred in relation thereto,

1. HEREBY RESOLVES

1(i) to make application to the Land Registry Wales under the land Registration Act 1925 to register its charge against the Premises.

1(ii) to claim affirm and avow in said application the binding nature of Flintshire County Council's charge on all estates and interests in the Premises and the priority of Flintshire County Council's charge over all existing and future charges affecting each and every title in the Premises (whether or not they be registered)

1(iii) to affix the Flintshire County Council seal hereto.

2. HEREBY CERTIFIES to HM Land Registry

2 (i) as recited in paragraph 4 of this resolution the Act contains provisions conferring a charge on the Premises and on all estates and interests therein

2 (ii) as further recited in paragraph 4 of this resolution the Act confers on Flintshire County Council all the powers and remedies under the Law of Property Act 1925 and otherwise as if it is a mortgage by deed.

2 (iii) Flintshire County Council has followed the procedure in the Act as to service of notices and the carrying out of the works

2 (iv) the charge(s) for which an application for registration is made pursuant to 1(i) above affect(s) the whole property known as [] and registered under the title number(s) []

2(v) as recited in paragraph(s) 10 and 13 of this resolution for which an application for registration is made pursuant to 1(i) hereof was/were registered in Part 2 of the Flintshire County Council Register of Local Land Charges on the [] and the []

Dated this day of [Year]

THE COMMON SEAL OF FLINTSHIRE
COUNTY COUNCIL was
hereunto affixed in the presence of:

Housing Regeneration & Strategy Manager

Appendix 7 – Sample Letter to HM Land Registry enclosing Application for registration

Dear Sir

Application for Substantive Registration of Financial Local Land Charges as Charges created by Deed in respect of:

Title Number:.....

Property:.....

In enclose duly completed Form AP1 and the documents contained in the List of Documents referred to therein at Section 4.

The Council is thereby making application to register the financial Local Land Charges as if they have been created by Deed as referred to in the sealed resolutions mentioned on the said List of Documents. Such registration should, by virtue of the legislation referred to in those resolutions, be registered (where relevant) in priority to any other charges presently registered against that title. (For that purpose I also enclose a completed Form SC.)

I look forward to hearing from you.

Yours faithfully

Appendix 8 – Sample Application for registration (Forms AP1 + SC)

To be included

Appendix 9 – Letter to Owner / First Mortgagee advising of Council’s intentions to sell

Dear Sirs

Re: Property:

Your charge dated:

I refer to the above and my letter dated requesting the Title Deeds and advising you of the Council’s statutory powers in relation to the charges outstanding in respect of the above property.

In that letter I advised you that the Council has the power to sell the above property, for the purposes of enforcing the charge, and to deduct from the proceeds of sale the debts due to Flintshire County Council.

The Council’s charge has now been registered at HM Land Registry and it is now the Council’s intention to market the property with a view to a sale thereof.

Yours faithfully

Housing Strategy and Regeneration Manager

Appendix 10 – Suggested Special Conditions

Building Act 1984 (Section 76) Charge – Unregistered Property

1. The Property

All that property situate at and known as [] in the County of Flintshire shown for identification purposes only edged red on the attached plan

2. Recitals

2.1 WHEREAS the Vendor is a 'local authority' within the meaning of S.126 of the Building Act 1984 ('the Act') and the steps taken by the Vendor as referred to in these recitals were taken in their capacity as a local authority within the meaning of the Act.

2.2 AND WHEREAS a local authority, if it considers that any premises are in such a state as to be prejudicial to health or a nuisance, and reasonable delay in remedying that defective state would be occasioned by following the procedure prescribed by S.80 of the Environmental Protection Act 1980, may under S.76 of the Act, serve notice on the owner or occupier of those premises stating that the local authority intend to remedy the defective state and may do so, subject to there being no counter-notice served by the owner or occupier.

2.3 AND WHEREAS a notice under Section 76 of the Act is to be served in accordance with Section 94 of the Act.

2.4 AND WHEREAS the expense of such works may, by virtue of Subsection (2) of S.76 of the Act, be recovered from the owner or occupier of the premises and such expense plus interest thereon, by virtue of S.107 of the Act, from the date of completion of the works shall, until recovered, be a charge upon the premises and all estates and interests in them and give a local authority, for the purposes of enforcing such a charge, all the powers and remedies under the Law of Property Act 1925 and otherwise as if they were mortgagees by deed.

2.5 AND WHEREAS such charge is, by virtue of S.1 (1)(a) of the Local Land Charges Act 1975, registerable as a local land charge.

2.6 AND WHEREAS under S.7 of the Local Land Charges Act 1975 a local land charge falling within the aforementioned S.1 (1)(a) takes effect as if it had been created by deed of charge by way of legal mortgage within the meaning of the Law of Property Act 1925, but without prejudice to the priority of the charge.

2.7 AND WHEREAS S.101 of the Law of Property Act 1925 provides that a mortgagee by deed shall have inter alia the power of sale of the property so mortgaged.

2.8 AND WHEREAS pursuant to a notice dated [] the Vendor gave notice to the owner or owners of the Property (in these recitals described as 'the Premises') under Section 76 of the Act by serving the notice in accordance with Section 94 of the Act by

ALTERNATIVE 1 addressing the notice to [] and delivering it to that person **and/or**

ALTERNATIVE 2 addressing the notice to [] and delivering is to that person **and/or**

ALTERNATIVE 3 addressing the notice of the Secretary or Clerk of [Limited] at [] being registered or principal office of [Limited] and delivering it or sending it in a prepaid letter to that address **and/or**

ALTERNATIVE 4 (if not being practicable after reasonable inquiry having been made to ascertain the name and address of the person to or on whom the notice should be given or served) addressing the notice to the owner or owners of the Premises (naming the Premises) and either delivering it to some person on the Premises or (there being no person on the Premises to whom it can be delivered) affixing the notice or a copy of it to some conspicuous part of the Premises.

ALTERNATIVE 5 (the Premises at the date such notice is given or served being unoccupied) addressing the notice to the owner or owners of the Premises (naming the Premises) and affixing the notice or a copy of it to some conspicuous part of the Premises stating that the Vendor intended to remedy the defective state of the Premises after the expiration of [9] days from the date of service of the notice by carrying out the following works:

2.9 AND WHEREAS there being no counter-notice served upon the Vendor within the period prescribed by S.76 (3) of the Act, the Vendor executed the said works between the [] and the [] at a cost to the Vendor of [£].

2.10 AND WHEREAS on the [date] the Vendor registered the cost of the works in Part II of the Flintshire County Council Local Land Charges Register as a specific financial charge against the Premises such charge attracting interest at such a rate from time to time applying.

2.11 AND WHEREAS the expenses incurred by the Vendor as referred to in Recital 2.9 have become a charge on the Premises by virtue of Section 107 of the Act as more particularly referred to in Recital 2.4 and the said expenses continue to remain outstanding.

3. Title

- 3.1** The title of the Property is unregistered and the Vendor does not have in its possession any of the title deeds or documents relating to the Property and the Purchaser shall raise no requisition thereon or objections thereto and shall not be entitled to postpone or delay completion as a result thereof.
- 3.2** The Vendor cannot produce an up-to-date receipt in respect of any yearly rent (if any) payable on the Property nor any other evidence that any such rent has been paid to date (and in which respect the Vendor shall not be liable for any arrears such rent up to the date of Actual Completion and which liability the Purchaser will assume on Actual Completion) and the Purchaser shall raise no requisition nor be entitled to delay or postpone completion as a result thereof.
- 3.3** The Purchaser purchases with full knowledge of the fact that on first registration of the title to the Property at HM Land Registry the Chief Officer, Community and Enterprise will make an entry against such title on the following (or similar terms) and the Purchaser shall make no claim or demand against the Vendor in regard thereto:

“the Property is subject to such restrictive covenants and to such rent charges as may have been imposed thereon before [date of application for first registration] and are still subsisting and capable of taking effect”

4. Possession

Vacant possession of the Property will be given to the Purchaser on Actual Completion.

5. Covenants for Title

- 5.1** The Vendor is selling all the estates and interests in the Property as are bound by the Charge(s) arising under Section 107 of the Building Act 1984 as referred to Recital 2.11 of these Special Conditions but freed and discharged from the said Charge(s)
- 5.2** Section 1 to 9 of the Law of Property (Miscellaneous Provisions) Act 1994 shall not apply to this Agreement and the Transfer of the Property to the Purchaser (‘the Transfer’) and the Transfer shall contain the following provisions:
- 5.2.1.** In consideration of £ [naming the amount of the consideration] (receipt of which is acknowledged) the Vendor transfers the Property to the Purchaser.

5.2.2 The parties agree and declare that the covenants by the Vendor implied by Section 1 to 9 of the Law of Property (Miscellaneous Provisions) Act 1994 shall not apply to this transfer

6. Matters affecting the Property

The Property is sold subject to and (as the case may be) with the benefit of:

- 5.1** all rents rights exceptions and reservations and covenants and conditions provisions and agreements and declarations or otherwise as subsist and relate to the Property without any obligation or liability on the part of the Vendor (whether as a result of its inability to produce the title deeds or documents to the Property or otherwise) to define or provide details of the same
- 5.2** all Local Land Charges whether registered or not before or after the date hereof and all matters capable of being registered as such
- 5.3** all notices served and orders demands proposals or requirements made by any local or public authority whether before or after the date hereof
- 5.4** all actual or proposed orders directions notices charges restrictions conditions agreements or other matters arising under the town and country planning legislation and environmental law
- 5.5** all covenants exceptions and reservations of whatever nature all rights of way light air and other rights easements quasi easements liabilities and public or private rights whatever and to any liability to repair or contribute to the repair of sewers drains fences or other like matters as the Purchaser shall have notice of or shall be apparent on inspection of the property.

6. Indemnity covenant by the Purchaser

The Transfer will contain a covenant by the Purchaser with the Vendor that the Purchaser and its successors in title will henceforth observe and perform all such matters subject to which the property is expressed to be sold in Clause 6.1 of these Special Conditions the breach of which would or could expose the Vendor to liability (either direct or indirect) and will contain an indemnity by the Purchaser in favour of the Vendor against all actions proceedings costs claims and demands which may be made against the Vendor in connection with the breach non-performance or non-observance of the same.

7. Subsales

The Vendor will not be required to execute a Transfer of the property to any person other than the Purchaser and in one parcel and by one transfer.

8. General Conditions

8.1 'The General Conditions' means the Standard Conditions of Sale (Fourth Edition)

8.2 The General Conditions are deemed to be incorporated herein so far as the same are applicable to a sale by private treaty and are not varied by or inconsistent with these Special Conditions and the 'contract rate' will be four per cent (4%) per annum above the Base Rate for the time being of the Nat West Bank plc.

8.3 The General Conditions are amended as follows:

8.3.1 Standard Conditions 2.2.5 and 2.2.6 shall not apply and the Deposit shall be paid to the Vendor's Solicitor as agent for the Vendor.

8.3.2 In Standard Condition 3.1.2 subclause (c) the words "and could not reasonably" shall be deleted

8.3.3 Standard Condition 3.4 shall not apply

8.3.4 Standard Condition 4.6.2 shall not apply

8.3.5 Standard Condition 5.1.1 shall not apply and the buyer assumes the risk when the contract is made.

8.3.6 Standard Condition 5.1.2 shall not apply and the buyer must buy the Property whatever the physical state it is in at completion

8.3.7 Standard Condition 5.2.2 (b), 5.2.2. (e), 5.2.2.(g) shall not apply

8.3.8 Standard Condition 5.2.3 shall not apply

8.3.9 Standard Condition 5.2.7 shall not apply

8.3.10 In Standard Condition 5.2.2 (f) the words "not change its use and is to comply with all statutory obligations relating to the property and indemnity the seller against all liability arising as a result of any breach of such obligation" shall be added at the end

8.3.11 In Standard Condition 7.1.1 the words "or in negotiations leasing to it" and "or was" shall be deleted.

8.3.12 Standard Condition 7.3.2 shall be deleted and the following substituted:

Compensation is calculated at the contract rate on all sums payable under the contract (other than pursuant to Standard Condition 6.3) for the period between the completion date and actual completion.

9. Non-merger

The contract will not merge in the Transfer on completion but will continue in full force and effect in relation to any matters outstanding at completion.

10. Condition of the Property

The Purchaser is deemed to have made a full and complete inspection of the Property and to have full knowledge and notice of the state of repairs and condition thereof in all respects and the Purchaser shall make no claim or demand whatsoever against the Vendor in respect of any matter or thing arising out of or in connection with the state of repair and condition of the Property or any part thereof

11. Transfer to take effect subject to General and Special Conditions

The Transfer is to take effect as if the disposition is expressly made subject to all matters to which the Property is sold subject under the General Conditions and Special Conditions of sale.

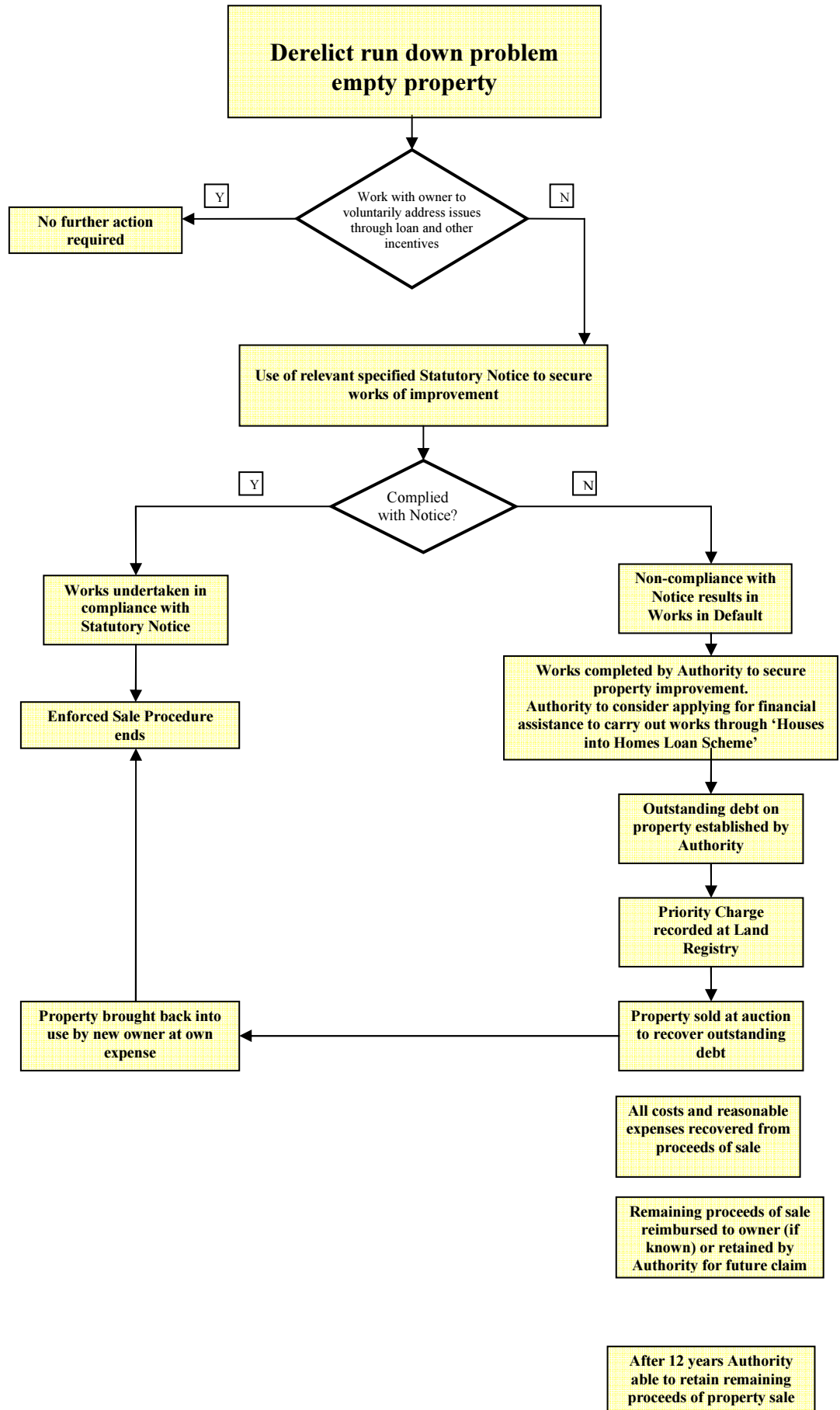
12. Completion Date

The sale will be completed at the office of the Vendor's Solicitor before 2:30pm on []

13. Restriction on Assignment

This Agreement is personal to the Purchaser and shall not be capable of assignment.

Appendix 11 – Flow Chart



12 – Record of Service of Notice

**RECORD OF SERVICE OF NOTICE
THE PREVENTION OF DAMAGE BY PESTS ACT 1949
AND THE BUILDING ACT 1984**

PROPERTY: (‘the Property’)

1.confirm that I have given / served a notice in respect of the Property under the Prevention of Damage by Pests Act 1949, Building Act 1984 and certify that:

(a) Property unoccupied – registered / unregistered title

The Property was at the date of giving / service of the said notice, unoccupied and the notice was served by addressing it to the owner or occupier of the Property and affixing it, or a copy of it, to some conspicuous part of the Property and a notice was also given / served by *[detail any other method of service]*

Signed:.....

Designation:.....

Date:.....

**Appendix 13 – Letter to Land Registry
in respect of unregistered property**

Dear Sir

Property:

I refer to the above property which has today been transferred by the Council under the Enforced Sale Procedure.

In accordance with the procedure agreed with you I, on behalf of the Council and being duly authorised to DO so, hereby certify that:

1. as recited in clause [] of the Contract for Sale dated [] the Act (as referred to therein) contains provision conferring a charge on the Premises and all estates and interests therein.

2. as further recited in clause [] of the said Contract for Sale the Act confers on the Council all the powers and remedies under the Law of Property Act 1925 and otherwise as if they were mortgagee by deed.

3. the Council has followed the procedure in the Act as to service of notice and the carrying out of the works.

4. the charge(s) pursuant to which the Council has disposed of the property affect(s) the whole of the property known as [] today disposed of by the Council.

5. as recited in clause [] of the Contract for Sale the charge(s) pursuant to which the Council has disposed of the property was / were registered in part 2 of the Register of Local Land Charges on the []

Yours faithfully

For Housing Regeneration & Strategy Manager

Appendix 14 – Authority Form

Flintshire County Council

Authority to Use Enforced Sales Procedure

Premises:

I, Gavin Griffith, Housing Regeneration and Strategy Manager, having considered the information contained in the background file attached, hereby authorise, in accordance with powers delegated to me, the enforced sale of the above Premises in accordance with the Council's Enforced Sales Procedure.

Signed: -----
Housing Regeneration & Strategy Manager

Date: -----

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 17TH JUNE 2014**

REPORT BY: **CHIEF OFFICER, COMMUNITY & ENTERPRISE**

SUBJECT: **RESPONSIBLE PET OWNERSHIP POLICY**

1.00 PURPOSE OF REPORT

1.01 This purpose of this report is to introduce the Housing Service's proposed Responsible Pet Ownership Policy which is annexed to this report for ease of reference.

1.02 Cabinet are requested to consider and support the content of the policy.

2.00 BACKGROUND

2.01 The development of a policy relating to pets or animals in council housing needs to find the right balance between recognising the value that pets and animals bring to people's lives, the welfare of the animal, and the impact on other residents when things go wrong. As a landlord, the council is committed to getting this balance right and it is envisaged that the development of this policy will be an important step in achieving this.

2.02 The need to develop such has emerged for a wide variety of reasons. The Neighbourhood Housing Team receives calls for service for a broad range of animal and pet-related issues. These range from complaints about animal related nuisance, such as noise, fouling and escaping animals, to more serious issues of aggressive animals and attacks or concern for the welfare of animals kept in council property.

2.03 It was also identified from the Survey of Tenants and Residents (STAR) carried out in 2013 that dog fouling was a key concern raised by customers.

2.04 Additional problems have arisen when animals have been found abandoned in empty properties, or when pet owners are unexpectedly unable to take care of their animals, for example, when they have been taken into hospital in an emergency.

2.05 The service is also faced with challenges on occasion when properties require extra expenditure due to issues such as fleas, or when pets have caused damage to the interior or exterior of a Flintshire County Council property.

- 2.06 It is a requirement of both the current tenancy agreement, and the proposed one (currently out to consultation with customers) that written permission must be obtained from Flintshire County Council to keep a pet or animal. Some customers have complained however, that there is a lack of consistency in the decision making process, with consent being granted by some Neighbourhood Housing Officers, and consent being declined by others, when the applicants circumstances are materially the same.
- 2.07 It is therefore intended that the Responsible Pet Ownership Policy will provide the Neighbourhood Housing Teams with a clear framework for decision making so that there is a more consistent approach across the whole county.
- 2.08 The focus of the policy is to prevent problems from arising both in respect of animal related nuisance which affects neighbours and local residents, but also by promoting the welfare of all animals which live in Flintshire County Council's housing stock.
- 2.09 The policy has been developed through feedback from residents who have reported animal related problems, through a member workshop held in March 2014 and in consultation with the Tenants Federation.
- 2.10 Specialist legal advice in relation to the policy has been provided free of charge by The Dogs Trust.

3.00 CONSIDERATIONS

3.01 Implementation issues:

- 3.01.1 Whilst it has historically always been a requirement that tenants of the council request permission for pets and animals, many tenants have not done so.
- 3.01.2 This means that consideration needs to be given as to how this policy may be implemented if approved.
- 3.01.3 It is proposed that prior to implementation of the policy, tenants of the Council are informed of the date of implementation, and requested to provide details of any animals that they have for which they do not currently have permission. These animals will then be exempted from the new rules providing permission would likely have been granted prior to the new policy.
- 3.01.4 The policy will then apply to any new requests from that date forward.
- 3.01.5 It is recognised that the issue of pets can be very emotive, and the Council is not seeking to cause any distress to tenants by asking them to re-home pets obtained prior to the implementation of this policy.

3.01.6 The only exceptions to this being circumstances where the pet or animal would not have been permitted in any event, such as a banned breed of dog, a wild animal etc.

3.02 Legal Framework:

3.02.1 The policy sets out the legal framework relevant to both housing management, and also to animal welfare.

3.02.2 The basis of the contractual relationship between the council and its tenants is the tenancy agreement. The two agreements used by the council are Secure Tenancies (covered by the Housing Act 1985) and Introductory Tenancies (covered by the Housing Act 1996).

3.02.3 This legislation also sets the legal enforcement powers of the Council as a social landlord for enforcing tenancy conditions, and taking legal action to prevent the recurrence of nuisance and anti-social behaviour.

3.02.4 The Animal Welfare Act 2006 sets out the responsibilities and obligations of people who keep animals and can be summarised as needing to provide or ensure:

- for a suitable environment (place to live)
- for a suitable diet
- to exhibit normal behaviour patterns
- to be housed with or apart from other animals (if applicable)
- to be protected from pain, suffering, injury and disease

3.02.5 It is also necessary for the Council to have regard to other relevant legislation such as the Dangerous Dogs Act 1991, The Dangerous Wild Animals Act 1976 and the Wildlife and Countryside Act 1981.

3.03 Application Process:

3.03.1 The policy proposes a new application procedure, where applicants to keep a pet/animal would be required to read the Council's leaflet "Responsible Pet Ownership: A Guide for Flintshire County Council Tenants" [copies of which will be available in other formats].

3.03.2 Tenants will be required to complete a formal application [a copy of which is annexed to this report] which will prompt them to give thought to a whole range of considerations with the aim of promoting the well-being of animals and reduce the likelihood of nuisance issues occurring.

3.03.3 Decisions will continue to be made by the Neighbourhood Housing Officers, with a right for tenants to request a review of any decision made.

3.04 **Decision Making:**

- 3.04.1 In order to improve the consistency of decision making across the Neighbourhood Housing Teams, the policy sets out both factors to be considered and circumstances where permission is very unlikely to be granted. All requests will be considered on their own merits, with few 'blanket' exclusions but it is envisaged that the principles underpinning the decision making process will result in a fairer and more consistent process.
- 3.04.2 The types of factors that will be taken into consideration are as follows:
- The type and breed of the animal
 - The type of property that the prospective pet owner lives in
 - The requirements of the animal – such as space, shelter and equipment
 - The needs of the individual – for example Assistance Dogs
 - The risk posed to others and
 - The relevant legislation
- 3.04.3 Where consent is granted, this will always be subject to terms and conditions aim at preventing nuisance arising, and promoting the welfare of animals.
- 3.03.4 Permission will be given in writing with advice on animal care provided by a reputable animal organisation / charity.
- 3.04.5 Details of free or subsidised schemes for micro-chipping and neutering will also be provided.

3.05 **Enforcement:**

- 3.05.1 The policy further sets out the Council's approach to dealing with animal related problems as and when they arise, and is as such linked to the Council's Antisocial Behaviour Policy.
- 3.05.2 It is envisaged that in the majority of cases, the Neighbourhood Housing Team will intervene quickly and informally giving advice, guidance and support to pet owners.
- 3.05.3 In more serious or prolonged cases or in instances where the keeper of the animal refuses to co-operate with the council then further legal and non-legal remedies may be employed.
- 3.05.4 Currently the legal remedies available to providers of social housing predominantly include:
- Antisocial Behaviour Injunctions
 - Antisocial Behaviour Orders

- Demotion Orders
- Possession Orders

3.05.5 Dependent upon the nature of the problem, the Neighbourhood Housing Team may be required to take a multi-agency approach so that enforcement powers available to other agencies, but not to Housing may be used.

3.05.6 Examples of this may be, for example, working with colleagues in Environment who have powers to abate nuisance such as noise, or when premises are in an unsanitary condition such to make them prejudicial to health.

3.05.7 In respect of dangerous or aggressive dogs, the police have powers available to them under the criminal system.

3.05.8 Where the Council believes that an animal's welfare is in jeopardy, then it will work with the RSPCA.

3.06 **Community Animal Welfare Footprints Scheme:**

3.06.1 The RSPCA give awards to social housing providers who can reach specified standards in relation to their approach to pet ownership.

3.06.2 A copy of the leaflet pertaining to this is attached. It is hoped that by developing a policy based on these good practice principles, the council can enter the work it has undertaken to be considered for one of these awards.

4.00 **RECOMMENDATIONS**

4.01 Cabinet are asked to consider the content of this report and approve the proposed policy.

4.02 Cabinet are asked to approve the recommendation that this policy only be applied going forward, and not retrospectively.

5.00 **FINANCIAL IMPLICATIONS**

5.01 Printing costs for leaflets and application forms.

6.00 **ANTI POVERTY IMPACT**

6.01 No impact.

7.00 **ENVIRONMENTAL IMPACT**

7.01 The policy will positively impact on environmental issues such as dog fouling and noise nuisance by promoting responsible pet ownership, and providing guidance to officers on tackling problems.

8.00 EQUALITIES IMPACT

8.01 Consideration has been given to assistance dogs. The guidance is such that these would always be permitted or where the accommodation is unsuitable, help for re-housing would be provided.

9.00 PERSONNEL IMPLICATIONS

9.01 To be managed within existing staffing resources.

10.00 CONSULTATION REQUIRED

10.01 Issues being consulted currently with the Federation of Tenants and Residents.

11.00 CONSULTATION UNDERTAKEN

11.01 A member workshop has been held in April 2014 and one to one interviews have taken place with a sample of customers who have previously reported issues relating to pet ownership. Neighbourhood Housing Officers have also been consulted.

11.02 A report was taken to Housing Scrutiny on 21th May 2014 where the Responsible Pet Ownership Policy was supported and proposed that it be applied going forward and not retrospectively.

12.00 APPENDICES

12.01 Appendix 1 - Responsible Pet Ownership Policy

12.02 Appendix 2 - Draft Application Form

12.03 Appendix 3 - CAWF Leaflet

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

None.

Contact Officer: Helen Grant
Telephone: 01352 701755
Email: Helen_Grant@flintshire.gov.uk

**Responsible Pet
Ownership Policy
for
Council House Tenants
2013-2016**

DRAFT

Prepared by

Neighbourhood Housing Management

CONTENTS

Contents	- PAGE 3
Revision history	- PAGE 4
Introduction and background	- PAGE 6
Definitions and legal framework	- PAGE 6
Requesting permission to keep pets	- PAGE 7
Factors to be considered	- PAGE 7
Enforcement	- PAGE 8
Appeals Procedure	- PAGE 9
Appendix (Permission Form & Leaflet)	- PAGE 10

REVISION HISTORY

WHO	STATUS	ISSUED TO	DATE OF ISSUE
Neighbourhood Housing Management	1 st Version Complete Awaiting Approval		
TENANTS FED			
<i>TENANTS FED REVISIONS</i>			
MEMBERS			
<i>MEMBERS REVISIONS</i>			
SCRUTINY			
<i>SCRUTINY REVISIONS</i>			
IMPLEMENTAION			

FCC QUALITY STATEMENT

This Policy was:

Prepared by:

Helen Grant
Neighbourhood Housing Manager

Approved by:

Clare Budden
Head of Housing

Date:

1. Introduction

Flintshire County Council understands the pleasure that keeping pets and animals can bring to people.

In order to balance the benefits of keeping pets with the principles of animal welfare and our commitment to tackling neighbour nuisance issues, the Council has developed this policy.

Its aim is to provide a clear framework for customers, officers and elected members, so that a consistent approach to responsible pet ownership is applied across the county.

2. Scope

All tenants sign a Flintshire County Council tenancy agreement when they move into their homes. It is an obligation of this legal contract, that tenants will request permission before keeping any pets or animals at the property, and that they must not obtain pets or animals without first getting the written consent of the Council.

This policy sets out the process for requesting permission, how decisions will be reached, and what terms and conditions may be attached to the Council's consent.

It will also address what action the Council may take when tenants don't request permission, or when the pet or animal causes nuisance, or when the terms and conditions of the consent are breached.

3. Background

The Council's Housing Department regularly deals with issues and complaints relating to pets and animals.

The kinds of problems which have historically arisen have been for example;

- Dogs which bark excessively, cockerels crowing
- Fouling in public places, or communal spaces
- Damage to property by pets
- Animal welfare concerns
- Animals which have escaped, or let out unsupervised
- Animal attacks

Fleas in property
Animals abandoned in property
Dead animals
Excessive numbers of animals

4. Legal Framework

The Housing Act 1985 and the Housing Act 1996

The basis of the Councils contract with its tenants is the Flintshire County Council tenancy agreement. Tenants of the Council hold either a secure tenancy as defined by the Housing Act 1985 or an Introductory Tenancy as defined by the Housing Act 1996. The tenancy agreement contains obligations on the part of both the Council and the tenant(s). Breaches of tenant's obligations under the terms of the tenancy agreement may lead to an action for possession of the property pursuant to the relevant grounds for possession.

The Housing Act 1996 and the Antisocial Behaviour Act 2003

The Housing Act 1996 and The Anti-Social Behaviour Act 2003 also allow for the Council to apply for an injunction where there are issues of nuisance and annoyance which interfere with the Council's housing management function to prevent the problems from recurring where this is probable without injunctive relief.

The Animal Welfare Act 2006

The Animal Welfare Act 2006 was implemented in Wales on 27th March 2007.

It makes owners responsible for ensuring that their animals' welfare needs are met.

These include the need:

- For a suitable environment (place to live)
- For a suitable diet
- To exhibit normal behaviour patterns
- To be housed with or apart from other animals (if applicable)
- To be protected from pain, suffering, injury and disease

The law also increases the minimum age a person can buy an animal to 16 and prohibits giving animals as prizes to unaccompanied children under this age. Anyone who is cruel to an animal or does not provide for its welfare needs may be banned from owning animals, fined up to £20,000 and/or sent to prison.

Other relevant legislation includes the Dangerous Dogs Act (1991) as amended 1997.

[NB – This legislation is due to change and an amendment will be inserted here to reflect the new legislation]

The Dangerous Dogs Act 1991 contains two main sections:

Section 1 of the Act stipulates that owners of the 'type of dog known as a pit bull terrier' and three other breed types (Japanese Tosa, Dogo Argentino and Fila Brasileiro) must fulfil certain strict requirements. These requirements include keeping the dog muzzled and on a lead at all times whilst in a public place, having the dog micro-chipped, keeping the dog insured against third party liability and having the dog neutered with the aim that these types of dogs would eventually become extinct in the UK. The dog also had to have its details registered on the Index of Exempted Dogs maintained by DEFRA on behalf of the Government.

Owners of these types of dogs could no longer give away or sell their dogs. Unless the requirements were met, keeping such a dog in the UK would become illegal and any person who owned a prohibited type dog would be committing an offence unless the dog had been registered on the Index. Owners were offered the option of accepting a token compensation from the Government if they chose to have their dogs voluntarily destroyed.

The second part of the Dangerous Dogs Act 1991, Section 3, affects all dogs regardless of breed or type. It makes it a criminal offence to allow a dog to be dangerously out of control in a public place. This includes any instance during which an injury of any sort occurs or there is a fear that an injury might occur. In addition, under Section 3(3) of the Act, the owner (or person in charge at the time) of a dog can be prosecuted if an incident occurs in a non- public place where the dog was not permitted to be.

Before the introduction of The Dangerous Dogs (Amendment Act) 1997, owners convicted under the 1991 Act of having either a prohibited dog or a dog which had injured a person, no matter how minor the injury, faced a mandatory Court Order to have the dog destroyed.

The Dangerous Dogs (Amendment Act) 1997:

The introduction of the 1997 Act gave the Courts discretion on sentencing. Provided the Court is satisfied that the dog will not constitute a danger to public safety, as an alternative to making a compulsory order for the destruction of the dog, the Court can instead impose a control order specifying the measures the owner must take to keep the dog under proper control. These measures can include muzzling, keeping the dog on a lead and neutering if appropriate.

The 1997 Act also reopened the Index of Exempted Dogs. As a result, in cases involving dogs of a prohibited type, when the Court is satisfied that the dog will not pose a risk to the safety of the public, the Court has the power to make a contingent destruction order to allow the dog to be registered on the Index of Exempted Dogs within two months of the date of the order provided the conditions of the order are met.

This legislation currently applies in England and Wales
(Source – The Dogs Trust, 2014)

The Environmental Protection Act 1990

The Environmental Protection Act 1990 is also relevant as it gives Local Authorities the powers to investigate complaints relating to noise nuisance and premises which may be prejudicial to health.

Many complaints which are received relate to dogs barking excessively, but the legislation can also cover issues such as cockerels crowing.

Properties where there are issues around animal faeces and general sanitation may also come within the remit of this legislation.

Where the Local Authority investigates and finds evidence of a statutory nuisance, or is satisfied that premises may be prejudicial to health, it may prosecute the occupier.

The Dangerous Wild Animals Act 1976 and the Wildlife and Countryside Act 1981

These pieces of legislation cover the circumstances in which certain animals can be kept, or culled, as well as animals which are protected within England and Wales.

The Dangerous Wild Animals Act 1976 allows for private individuals to apply to their Local Authority for a license to keep an animal covered by this legislation.

Forthcoming legislation

Welsh Government has announced plans to make it compulsory for all dogs to be micro-chipped in Wales from 2015.

5. Requesting permission to keep a pet or an animal

Flintshire County Council has produced a leaflet entitled "Responsible Pet Ownership: A Guide for Flintshire County Council Tenants."

This leaflet sets out a summary of this policy and provides advice and guidance for customers who may be considering getting a pet or animal.

It also includes an application form which customers will need to complete and return to the Neighbourhood Housing Team.

The relevant Neighbourhood Housing Officer will then have 15 working days in which to process the application and provide the customer with a written decision.

Where consent is granted, this will contain terms and conditions to reduce the likelihood of nuisance, and to promote the animals welfare.

Permission will be provided in writing and will include useful animal care information from a reputable animal organisation / charity.

Details of local veterinary practices, animal charities and organisations will also be provided.

6. Factors to be taken into account

In order to promote a consistent approach to decision making, Flintshire County Council has developed the following guidance which Neighbourhood Housing Officers will be required to take into account when deciding on whether to grant consent for an animal to be kept at a Flintshire County Council property.

Type of Animal / Breed

Dogs

Permission will not be granted for any dog to which Section 1 of the Dangerous Dogs Act 1991 applies unless the dog has been exempted from the prohibition by Court Order and all of the conditions of the exemption are being complied with.

Currently these breeds are:

- Pit Bull Terrier
- Japanese Tosa
- Dogo Argentino
- Fila Brasileiro

Permission will be considered for other breeds up to a maximum of 2 depending upon other factors to be considered as highlighted below.

Permission will *always* be granted for assistance dogs, and where the tenant does not live in suitable accommodation, the Neighbourhood Housing Team will provide advice on re-housing, so that the assistance dog can be accommodated.

Cats

In most circumstances, permission will be granted to keep cats up to a maximum number. Usually this will be a maximum of two but a Neighbourhood Housing Officer will have the discretion to allow more if they agree that this is appropriate, and the property is of an adequate size.

Wild Animals / Protected Species

The Council will also not consider giving permission for any animal covered by the Dangerous Wild Animals Act 1976 or protected by the Wildlife and Countryside Act 1981.

Livestock

The Council will not give permission for livestock such as sheep, goats, cows or pigs (including micro-pigs) to be kept.

Poultry, Fowl and other birds.

The Council recognises that many of its homes are situated in rural or semi-rural communities, and that keeping chickens is a growing hobby which brings many tenants the added benefit of free-range eggs! As such, providing there is suitable space, and subject to terms and conditions, permission may be considered for chickens. Space requirements for chickens will be a sufficiently sized coop, and a minimum of 1 metre² of run per chicken.

Cockerels will not be permitted, nor would peacocks, ducks or geese. Consideration may be given for other birds which would be housed externally to the main property, for example, pigeons, quail, and pheasants. Permission would be subject to the type of property of the applicant, and suitable welfare requirements and terms and conditions being met.

Birds which are housed within the interior of the property will usually be considered subject a maximum number and not being a protected species. As with all applications, any consent will be subject to terms and conditions, and Officer will need to consider the appropriateness of birds which may be particularly noisy.

Small caged mammals

In most cases, applications for permission to keep small caged animals will not be denied, subject to a maximum number, and terms and conditions. This means animals like rabbits, guinea pigs, hamsters, chinchillas, degus etc

Reptiles

Consideration will be given to applications to keep some common reptiles, such as small lizards and non-venomous, non-constricting/dangerous snakes subject to terms and conditions.

Horses and Ponies

Due to the space required by horses and ponies, it is extremely unlikely that permission would ever be granted for a horse or pony to be kept in a Flintshire County Council property.

Donkeys

Due to the specific needs of donkeys, Flintshire County Council is extremely unlikely to ever grant permission for a donkey to be kept in a Flintshire County Council property.

Other

Any animals or pets not listed above will be considered on a case by case basis and with advice from animal charities on the appropriateness of the animal and the accommodation type.

Type of Accommodation

The Neighbourhood Housing Officer will need to give consideration to the type of property that the tenant lives in.

So, for example, a high rise property would not be suitable for many animals to be kept in, but may be suitable for a small caged pet.

Likewise, animals or pets which need to be kept outside, for example chickens, would require the tenants to have their own enclosed garden.

Some landlords do not give permission for dogs, where the tenant does not have their own enclosed garden, however, the Council appreciates that the vast majority of our dog-owning tenants, are very responsible, and therefore permission may be granted for dogs where the owner does not have a garden, but subject to terms and conditions such as not allowing the dog to foul the communal space, or be left unattended in a communal garden and with specifications that the dog be provided with plenty of exercise.

Animal Welfare

When applying for permission to keep a pet or animal, the Neighbourhood Housing Officer will consider the welfare of the animal.

The application form contains a number of questions to ensure that prospective pet owners have given consideration to the kind of care and commitment that the animal needs and deserved.

The prospective pet owner will need to sign to confirm that they have read the leaflet and are able to provide and care for their animal.

The leaflet will prompt prospective animal owners to consider a wide range of issues pertaining to the welfare of their animal such as, the type of accommodation the animal will require, veterinary bills and pet insurance, vaccinations, dietary requirements and the cost of food, obedience training, any specialist equipment they may need, and what will happen if they are no longer able to care for the animal, for example if they are in hospital. Customers are also prompted to consider the level of commitment needed, for example daily exercise routines, who will care for the animal if they are on holiday and the expected life span of the pet.

Applicants

The applicant for consent to keep a pet must be the tenant themselves.

Consent to keep a pet will not be given to any person who has been prohibited from keeping animals by the courts for offences relating to animal cruelty.

Tenants will be required to provide details of a nominated person who is prepared to look after their animal/pet in the event that they are unable to, for example, if they are taken into hospital suddenly.

Breeding

Breeding will be in the main will be prohibited and neutering will be actively encouraged for dogs and cats with details of subsidised schemes for those on benefits or low incomes being provided.

7. When things go wrong

Pets and animals can cause nuisance in a variety of ways. Where problems occur, the Neighbourhood Housing Team will work with pet owners and affected residents to resolve the issues.

Some examples of the types of problems that occur are cited below although the list is not exhaustive.

- Roaming and unattended animals.
- Excessive noise (e.g. dogs barking).
- Pets fouling.
- Aggressive pets.
- Too many pets in the property.

The Council may also need to get involved where there are concerns about the welfare or well being of a pet or animal. The following are some examples of when this may happen:

- Animals abandoned at a property
- Animals under-nourished
- Animals experiencing cruelty
- Animals kept in unsanitary conditions

Depending upon the circumstances and severity of the case, it will be usual for the Council to initially take steps to resolve problems informally. This may involve visiting the pet owner, or asking them to come into the office, and discussing the problem, and offering advice on how it may be resolved. In some cases, the Neighbourhood Team may put the pet owner in touch with specialist animal charities or organisations who can give more detailed advice.

If this doesn't work, or the pet owner doesn't co-operate with the Council then further action may be required. The kinds of action that the Council may consider at this stage include:

- Formal Written Warnings

- Acceptable Behaviour Contract
- Mediation
- Referrals to Environmental Health, Police, RSPCA
- Withdrawal of consent to keep an animal/pet

If after non-legal remedies have not been successful then the Council may consider enforcement action through the courts. Such decisions will be made on a case by case basis, but will usually be where the problems are prolonged or very serious and legal action is necessary and proportionate to make the problems stop.

8. Refusal or Withdrawal of Consent to keep animals Appeals Procedure

The council has established an appeals process where customers who do not agree with the outcome of their request to keep a pet, can ask for a review of the decision.

In the first instance, customers should write to the Neighbourhood Housing Team Leader for their area who will review the facts of the case and provide the customer with a final decision.

The Council will consider all appeal requests within 20 working days.

If you would like this document in another format we can change it into:
Os hoffech gopi o'r ddogfen hon/cyhoeddiad hwn mewn fformat arall, gallwn ei newid i'r canlynol:

<p>Unrhyw iaith arall Unrhyw liw arall Iaith Arwyddion Prydain Braille Fformat lluniau  Sain</p> <p>Font mwy A llawer rhagor...</p>	<p>Any other language Another colour / Another colour British Sign Language Braille Picture Format  Audio</p> <p>A Larger font And many more...</p>	<p>Jeśli chcą Państwo otrzymać ten dokument w języku polskim, prosimy o kontakt z obsługą klienta pod numerem tel. 01352 702121</p> <p>Jei norite šį dokumentą skaityti Lietuvių kalba, kreipkitės į Klientų aptarnavimo skyrių telefonu 01352 702121</p> <p>A dokumentumból a 01352 702121 ügyfélszolgálati telefonszámon igényelhető magyar nyelvé változat.</p> <p>যাংসা জাহায় এই ডকুমেন্টটি গেজে চাইলে অনুগ্রহপূর্বক 01352 702121 নম্বরে কাস্টমার সার্ভিসের সাথে যোগাযোগ করুন।</p> <p>Ak by ste mali záujem o tento dokument v Slovenčine, prosim kontaktujte zákaznicku linku na čísle 01352 702121</p>
---	--	---

Ffoniwch y tîm Gwasanaethau Cwsmeriaid ar 01352 702121 / Please contact the Customer Services team on 01352 702121



APPENDIX 2

Application to keep a pet or animal in your council home

Please note that permission is not granted until you receive written confirmation from the Council.

If permission is granted, it will be subject to terms and conditions relevant to the type of pet or animal you are proposing to keep.

Your details

Your name:	
Address:	
Telephone number	
Email:	

Type of accommodation where the pet or pets will be kept: (eg. Two-bedroom ground-floor flat)	
Does the property have direct access to its own garden?	Yes/No
Does the property have direct access to a shared garden or open space?	Yes/No

Have you or any member of your household ever been denied permission to keep a pet in the past?		Yes/No
Have you or any member of your household ever been prosecuted for any offence against an animal?		Yes/No
If you answered yes to either of the two questions above, please provide details:		
Details of Pet or Animal you wish to keep		
Type of pet/animal		
Numbers of each type of pet/animal you want to keep		
Please state the breed or type:		
For female pets/animals, please say what you have done / will do to prevent breeding:		
Please provide details of someone who would be prepared to look after your pets/animals if you were unable to, for example in an emergency:		
Name:		
Address:		
Telephone Number		
*Can you meet the welfare needs of the animal(s) / pet(s) by providing suitable accommodation and any specialist equipment they may need?	Yes/No	

--	--

Any comments:

If you have already obtained your pet, please provide details of their micro-chip number, pets name and a photograph [these can be provided at a later date if you are unable to provide these details yet]

Declaration

By making this application to keep a pet, I can confirm that I have read and fully understood the “Responsible Pet Ownership: A Guide for Flintshire County Council Tenants” leaflet and I understand my responsibilities under my tenancy agreement.

I confirm that I will keep to the following conditions.

1. I understand that I am fully responsible for the care, welfare and behaviour of my pets and will make sure that they do not cause any nuisance or distress to my neighbours or others, (for example, if I have a dog, I will not allow it to bark for long periods, I will clean up any mess it makes, and I will not allow it to cause damage to property).
2. If I have applied to keep a dog, I understand that I must microchip it so that it can be identified if it goes missing.
3. I will understand that breeding is prohibited and will consider neutering my animal to prevent unwanted babies. [details of subsidised schemes for customers in receipt of means tested benefits can be obtained from the Neighbourhood Housing Team]
4. I will look after my pet/animal properly by giving it a proper diet (food and water), making sure it is free from pain, suffering, injury or disease and making sure it gets regular exercise.
5. I will make sure that my pet/animal has somewhere suitable to live and will prevent it from escaping into neighbouring properties or shared areas. My pet/animal will not be allowed to roam in shared areas.
6. I will make sure that if my pet/animal fouls in any shared or public areas, or in my own garden, I will clear this up immediately and dispose of it appropriately (for example, by flushing it down the toilet). I will not just leave it or put it in the bin.
7. I understand that I will have to pay for any damage caused by my pet. This includes damage to your property (for example, the cost of treatment to get rid of fleas or other

pests and the cost of repairing any damage caused to my property, garden or shared areas as a result of not clearing up after my pet).

8. I can confirm that I (and all other members of my household) have never been denied permission to keep a pet, and have never been prosecuted for an offence against an animal.
9. I understand that you have the right to withdraw permission to keep a pet and that irresponsible pet owners will not be allowed to keep any pets in your properties and may be reported to the RSPCA.
10. I understand that you may give my details to local veterinary practices and the RSPCA so they can give me information about caring for my pet. I give you permission to do this.

Print full name:

Signature:

Date:

We aim to respond to applications with 15 working days. If you need a response sooner, please explain why:

Please return your completed form to:

**Neighbourhood Housing Team, Flintshire County Council, Chapel Street, Flint,
Flintshire, CH6 5BD**



Community Animal Welfare Footprints 2014

A GUIDE TO GOOD PRACTICE
AND ENTRY CRITERIA



Contents

We want to celebrate good practice 2

Foreword by Rt Hon. Eric Pickles MP 3

RSPCA Innovator in Animal Welfare Award 4

Stray Dogs Footprint 8

Housing Footprint 12

Contingency Planning Footprint 16

Animal Welfare Footprint 20

Dates and entry details 24

Terms of entry 25

We want to celebrate good practice

In 2013 the RSPCA Community Animal Welfare Footprint (CAWF) Awards celebrated a record number of entries achieving a gold footprint across the scheme.

In total 117 applications for footprints were received and 116 were awarded, with a record 62 at gold. Additionally, four organisations received Innovator in Animal Welfare Awards and two received Innovator Commendations.

The aim of the footprint scheme is to recognise and promote those that have gone beyond basic service requirements to achieve higher animal welfare standards in the delivery of services. Many housing providers and local authority departments have found that the internal and external recognition CAWF has brought them has helped ensure that their funding levels have been maintained or, in some cases, enhanced – important in these tough economic times. Better still, the success of the scheme has provided models of good practice across England and Wales to inspire and motivate.

Please note that new evidence must be submitted for all 2014 applications. The criteria for the 2014 CAWF scheme have changed, acknowledging comments from local authority officers and the nature of local authority funding, yet still encouraging good practice. The requirements in green italics are planned requirements for 2015 and not necessary for 2014 applications, to allow as much notice as possible.

The RSPCA is grateful to the Chartered Institute of Environmental Health (CIEH), Trading Standards Institute (TSI) and the Local Government Association (LGA) for their support for this scheme.

CAWF covers processes, policies and activities during the 2013/14 financial year.

RSPCA Community Animal Welfare Footprints

There are four footprints, each reflecting a different area of local authority service provision.

»» Stray Dogs Footprint

Covers policies that ensure stray dog welfare during the collection and kennelling processes, proactive work to educate owners, and preventative measures to reduce both straying and long-term strays.

»» Housing Footprint

Includes the provision of a positive and clear policy on pet ownership, as well as proactive work to educate the public about animal welfare-related issues.

»» Contingency Planning Footprint

Covers policies, procedures and exercises within contingency plans that deal with companion animals, both domestic and commercially owned, as well as advice for preparedness.

»» Animal Welfare Footprint

Is concerned with policies that improve and promote animal welfare through a clear animal welfare charter and the use of tools such as council websites.

The recognition you deserve

If you meet the requirements of an individual footprint you will receive a certificate commemorating your achievement and will be able to use the RSPCA CAWF logo – in gold, silver or bronze – on council publications and website for a 12-month period (see the entry form for the terms of logo use).

THE FOOTPRINTS HAVE THREE TIERS:



Foreword

Rt. Hon. Eric Pickles MP

Secretary of State for
Communities and Local Government



Whether it's a cute cockapoo or, for the more adventurous amongst us, a bearded dragon, we are a nation of animal lovers.

The Community Animal Welfare Footprints recognises the councils and agencies that help us to maintain the UK's excellent reputation for the welfare of animals.

It's in part thanks to the RSPCA's good practice guide that the number of strays on our streets is down, and that elderly and disabled owners, where possible, are being helped to keep their pets at home with them.

As a champion for localism, it's great to see so many community-grown solutions to tackling animal protection.

The scheme, through the prestigious Innovator Awards, has encouraged local authorities to go above and beyond what is expected of them – a standard that deserves to be recognised and awarded.

I hope 2014 will once again showcase the hard work that local authorities, housing providers and multi-agency groups are doing to improve animal welfare in their communities.

I encourage you to participate in the awards and wish you every success with your application.

Eric Pickles

RSPCA Innovator in Animal Welfare Award 2014

The RSPCA set up the Innovator in Animal Welfare Award to celebrate and recognise local authorities, housing providers and community groups that have tried something different and/or achieved excellent results when tackling an issue relating to animal welfare.

»» WHO CAN ENTER?

Councils, housing providers and multi-agency groups can win an award for their interesting approach to improving one of the footprint areas or for another animal welfare area not covered here.

This award recognises the work and achievement of public service providers and their employees in an area that is often criticised and rarely rewarded.

»» THERE ARE FIVE INNOVATION AWARDS

1. English unitary authorities. Covers all single and upper-tier authorities in England.
2. English county authorities. Covers all single and upper-tier authorities in England.
3. Welsh unitary authorities. Covers the 22 unitary authorities in Wales.
4. Borough and district councils. Covers lower-tier authorities in England.
5. Housing providers and multi-agency groups. Covers all housing providers and multi-agency groups (including animal and dog forums and LRFs) in England and Wales.

»» ENTRY CRITERIA

You don't need to tick boxes to enter for an Innovator in Animal Welfare Award as its purpose is to reward those who have gained outstanding results or tackled an animal welfare issue in an imaginative or innovative way.

To apply for an award, please use the entry form to submit no more than 1,500 words outlining the council's innovative approach to animal welfare. Any supporting evidence must be attached.

You may find it useful to consider these questions.

- What makes the initiative/project innovative?
- What were the reasons for doing it?
- What are the aims?
- How does it work?
- Do you work in partnership with anyone?
- How has it been received?
- Do you have any statistical or anecdotal information to support your case?
- Is it sustainable?
- Did you achieve your aims?
- What are your plans for the future?

2013 INNOVATOR IN ANIMAL WELFARE AWARD WINNERS

English District and Borough Innovator: **Cherwell District Council**

Wales Unitary Innovator: **Cardiff Council – Cardiff Dogs Home**

Multi-Agency Innovator: **AMGA Civil Contingencies and Resilience Unit**

English Unitary Innovator: **Oldham Council**



All pictures: Philip Toscano/RSPCA Photolibrary





www.politicalanimal.org.uk/cawf

The 2013 RSPCA Innovator in Animal Welfare Award winners.



»» CARDIFF COUNCIL – CARDIFF DOGS HOME
Winner of the RSPCA Innovator Award 2013
in the Welsh Innovator category.

Cardiff Dogs Home brought in volunteers from the local community and created a group with the primary aim of improving the welfare of dogs in their care. Their innovation was to build a sensory garden – of the kind sometimes found in private boarding establishments – to improve environmental enrichment for Cardiff's stray dogs.

The outdoor area includes a sandpit, fountain and tunnel which allow the dogs to play, explore and sniff outside of the kennel environment. It can even improve their chances of being rehomed as prospective new owners can meet them in a more natural, relaxed setting. It is hoped that other local authorities will consider implementing similar facilities to improve the welfare of their stray dogs.

»» OLDHAM COUNCIL

Winner of the RSPCA Innovator Award 2013
in the English Unitary Innovator category.

Following the gas explosion in Oldham in June 2012, which led to the tragic death of two-year-old Jamie Heaton, Oldham Council implemented a contingency plan to rescue animals in the areas around the blast. The innovations were developed under fast paced, dynamically evolving situations, helping animals that had been stranded in homes that were unsafe for owners to return to.

Oldham Council, with the help of the RSPCA, set traps behind the cordon to capture stranded cats and reunite them with their owners. Then, the disaster team arranged for staff to enter properties behind the safety cordon to rescue restrained pets such as hamsters, tortoises, ferrets, fish and terrapins. The Council set up 'good news' boards at rest centres, moving photographs of companion animals onto these from the 'missing' board as soon as they were found. The Council also implemented measures not originally in their animal welfare plan, for example arranging for local vets to provide free checks for animals involved in the explosion. Oldham Council disaster team ensured that each and every pet was rescued and reunited with his/her owner – including six cats from one house that was pulled down two weeks after the explosion.

»» CHERWELL DISTRICT COUNCIL

Winner of the RSPCA Innovator Award 2013 in the English District and Borough Council category.

Local authorities are defying the tough economic times by developing methods to improve animal welfare, such as Cherwell District Council, that has developed a pioneering dog tagging system to help reunite stray dogs with their owners. This voluntary dog registration scheme provides each dog with a unique number that goes onto a database. As registrations have increased, the numbers of stray dogs has decreased, as have the overall costs to the service.

Highly commended in this category was awarded to:

Winchester City Council
West Oxfordshire District Council

»» AGMA – CIVIL CONTINGENCIES
AND RESILIENCE UNIT

Winner of the RSPCA Innovator Award 2013 in the Multi-Agency Group Category.

Following the explosion in Oldham in June 2012, the Association of Greater Manchester Authorities (AGMA) pooled its experience to develop a plan across all 10 local authorities, as it was clear that animal welfare needed to be embedded into their Emergency and Contingency planning. The pioneering plan, which focuses on what key priorities should be when faced with a major emergency, has been called 'The 3 Ps':

›People ›Pets ›Possessions

Happily, this approach to emergency planning means that pets will be a priority in any future emergency response.

Stray Dogs Footprint

While the RSPCA's interest in the stray dog issue is rooted in animal welfare, the service that local authorities provide has an impact on other areas, from street cleanliness and fouling to public protection and anti-social behaviour.

With public budgets tightening further across England and Wales, it is more important than ever for the RSPCA to highlight the vital role that local authority stray dog/animal welfare services play in the local community as the sole statutory responder to stray dogs and stray dog-related issues.

Since the scheme's inception in 2008, this footprint has been the most popular, with achievers inspiring others to develop and improve their service.



»»» ENTRY CRITERIA

The main aim of this footprint is to set a level of good practice for stray dog provision by acknowledging local authority services that have mechanisms and policies to ensure dog welfare, provide staff training, and promote responsible dog ownership. It also aims to encourage local authorities to look at this important and often undervalued service and address any resource and service issues that may help them to meet the footprint criteria in the future.

This footprint was developed after discussions with local authority officers, with input from the RSPCA's inspectorate and some of the Society's branches.

The Stray Dogs Footprint is open to all local authorities in England and Wales that provide a stray dog service (unitary, metropolitan, London borough, Wales unitary and district councils). If you contract-out your stray dog service you can still receive a footprint provided you prove that the minimum requirements are requested in your procurement policy for this service, and that your service provider meets them.

Andrew Forsyth, Joe Murphy/RSPCA Photolibrary



www.politicalanimal.org.uk/cawf 09

Stray Dogs Footprint: Minimum requirements



EVIDENCE OF:

- Basic dog handling, welfare and behaviour training for all officers responsible for stray dog collection (including holiday cover) in a safe environment.
This will ensure consistency of service as well as health and safety for all officers involved in stray dog collection – even if just covering holiday.
- Procedure in place to treat injured and sick stray dogs efficiently and humanely, including those found by the public.
This will ensure that the length of time a stray dog suffers from injury or sickness will be minimised. In any procedure, consideration should be made for members of the public who find and report injured strays, particularly out of hours. This should also include clear procedures to ensure cover for staff sickness and holiday, as well as disease outbreaks.
- Written procedural policy to scan (or check for other identification) all stray dogs collected or received by the local authority.
Although most local authorities scan and check for the identification of strays, it is important that a procedural policy is in place to ensure this happens every time. This could reunite owners faster and encourage more of them to permanently ID their dogs.
- Written procedural policy to scan dead dogs for microchips and other forms of identification.
Dead dogs are often collected by waste management rather than the service responsible for stray dogs. People are more likely to permanently ID their dog if it makes it more likely that they will discover the fate of their dog should it stray.
- The council or contractor's stray dog kennels and out-of-hours reception centre has clear facilities, protocols and procedures that meet the five needs defined under the Animal Welfare Act.
This will ensure that the local authority maintains the welfare standards required under the Animal Welfare Act. For further information see the RSPCA and CIEH's publication: A good practice guide for enforcement bodies – meeting the welfare needs of seized dogs in a kennel environment.
- Staffed out-of-hours kennels/reception centre.
This is essential to ensure the welfare of the dogs should an emergency occur.
- Information provided to owners reclaiming strays on how to prevent the animal straying again.
Educating the owner will reduce the chance of a dog straying again.
- Records kept, and regularly updated, of all strays received and how they were disposed of.
Clear records will help local authorities when focusing resources on reducing the problem of straying dogs. These records should include the number of dogs returned, rehomed, euthanased on medical grounds, and euthanased on non-medical grounds.
- Entries from Wales must demonstrate how microchipping records are kept and updated.



ALL OF BRONZE, PLUS EVIDENCE OF:

- A clear rehoming policy for kennels to ensure all dogs rehomed are assessed – behaviourally and physically – and permanently identified, and that potential new owners are vetted.

This policy will reduce the likelihood of dogs being returned to the kennels, thus reducing the cost to local authorities of rehoming again and, in turn, improving the quality of life for the dog. The policy should apply to any third party kennels that the council may use after the statutory seven day period. Where rehoming is not possible, clear evidence must be provided to demonstrate that efforts have been made to address this.

- Active promotion through council website and leaflets of microchipping and/or other methods of permanent identification, neutering and the duty of care under section 9 of the Animal Welfare Act 2006.

The provision of easily accessible information plays an important part in preventing welfare issues occurring due to ignorance. This in turn can reduce the likelihood of dogs straying, fouling and causing a nuisance.



ALL OF BRONZE AND SILVER, PLUS EVIDENCE OF:

- Adequate provision of an out-of-hours service for local circumstances to ensure animal welfare.

Please evidence with an explanation of reasons for level of service and how the welfare of the dogs is ensured out-of-hours.

- Microchipping or other permanent identification offered to all stray dogs before being returned to owners or rehomed.

This policy will ensure that the dogs are more likely to be returned to their owner if they stray again, saving the local authority money and the owner time searching, and keeps the dog from straying away from home.

- Regular proactive work to encourage responsible pet ownership.

This policy will ensure that the dogs are less likely to stray from home again, but if they do then they are more likely to be returned to their owner, saving the local authority money and the owner time searching.

- Evidence of policies and procedures that have been implemented to reduce stray dogs in your area, for example working in partnership with other organisations, or local engagement and education initiatives.

Housing Footprint

The keeping of pets in sheltered, social and council accommodation can pose many challenges for housing providers. Yet research shows that animals, when well cared for and responsibly kept, can be an asset to any community.

The importance of a good pets policy and associated procedures cannot be underestimated in terms of their impact in tackling both social and health issues. However, a poor policy and procedures can create an environment with problems such as fouling, straying, anti-social use of animals (for example, using dogs as weapons) and animal welfare and health concerns.

»» ENTRY CRITERIA

The aim of this footprint is to encourage housing providers, be it local authorities, arms-length management organisations (ALMOs) or housing associations, to take positive steps to encourage and ensure responsible pet ownership in the properties they manage, and to recognise others that are doing so. In addition, the footprint aims to encourage a considered pets-in-housing policy that is not simply a knee-jerk response to problems that have arisen through a weak pet policy or tensions created by an anti-social minority.

The Housing Footprint is open to any housing provider in England and Wales, of any size.



Andrew Forsyth xZ/RSFCA Photolibrary



Housing Footprint: Minimum requirements



EVIDENCE OF:

- A clear and positive written policy for all housing controlled or influenced by the local authority or housing associations. The following should be a part of the policy.
 1. Clearly defined guidance, with some flexibility to allow requests to keep pets on a case-by-case basis where the owner can meet the animal's welfare needs.
 2. Details of the owner's responsibility and a definition of which species of animal and how many are allowed. It should not discourage pet ownership where facilities exist for proper care
 3. A clear procedure for managing complaints and the concerns of both pet owners and neighbours regarding nuisance animals, welfare, health or cruelty issues.
 4. A ban on business activity involving the breeding and/or vending of animals on premises. The policy should also discourage non-commercial breeding.

This can define the number of animals per dwelling and what constitutes suitable accommodation, and set out clear obligations that the owner must adhere to in order to ensure an animal's welfare and that it does not become a nuisance. The importance of allowing discretion means that cases can be looked at where they do not meet the conditions outlined, but there may be a solution.

A grievance procedure will give both pet owners and non pet-owners a clear procedure for complaints, so that neither animal welfare nor human health and safety are compromised. For further information see the RSPCA's publication: Housing – a guide to good practice, Community Animal Welfare Footprints.

- A list of local, reputable animal welfare organisations made available to residents.

If people know where to go for advice, then animal welfare issues, particularly those surrounding sickness or injury, are less likely to become a problem.



ALL OF BRONZE, PLUS EVIDENCE OF:

- Written pet care advice/information by, or approved by, a recognised animal welfare source made available to residents on registering their pets in the accommodation.
Basic information/education on the welfare needs of pets, along with contact details of reputable animal welfare organisations, can reduce the number of welfare-related problems. The RSPCA has produced pet care fact cards that you can use. To view samples visit: www.rspca.org.uk/petcare
- The active promotion of permanent identification and neutering of pets.
The neutering of animals has many potential welfare benefits, including a reduction in the number of unwanted litters, and may reduce the chances of dogs, in particular, straying. Microchipping increases the chances of straying animals being returned to their owners safely, while the process of microchipping provides an opportunity for a knowledgeable animal handler to see the animal and talk to the owner about any other issues.
- Provision for the pets of owners in temporary or emergency housing.
Measures should be in place to ensure that people placed in temporary accommodation do not have to give up their pets permanently. These could include liaison with recognised organisations that provide animal fostering services or an arrangement with an animal centre and/or licensed boarding establishment.
- A register of all animals kept in each dwelling, which is kept and updated as required.
A register works in three ways. Firstly, it ensures that the housing manager has an idea of which animals are kept in each home – this means that if an animal strays it is likely to be reunited with the owner. Secondly, it allows officers to locate owners of reported nuisance pets faster. Thirdly, pets can be evacuated more quickly in the case of emergency if officers have a list of where they are located.
- Proportionate response to prohibited types of dogs (i.e. those prohibited under the Dangerous Dogs Act 1991)
It is important that housing providers have clear and consistent policies that protect animal welfare but also deal with issues arising in a proportionate and case-by-case basis (blanket approaches tend to be unsuitable). If a dog is permitted entry to the IED and the conditions listed above are complied with, a housing provider could take the lead from the court in that it can decide, upon examination of the available evidence, that a dog does not pose a danger to public safety (a scrutiny process the majority of other dogs do not undergo, so extremely useful from a risk assessment point of view). A housing provider could, therefore, allow exempted dogs to be kept within properties as long as the owner continues to comply with exemption conditions.



ALL OF BRONZE AND SILVER, PLUS EVIDENCE OF:

- Provision of discounted permanent ID for pets and a neutering discount to prevent unwanted breeding.
Cost, particularly for neutering, is an issue for some pet owners. Discounting needs active involvement from the local authority or other housing provider.
- An established link with a recognised animal welfare organisation that provides residents with advice on pet care on request or by monthly or quarterly visits.
Regular contact with animal experts will give residents the opportunity to talk about concerns regarding their pets' behaviour or health before it becomes a serious welfare issue.

Contingency Planning Footprint

In the last few years the RSPCA has, alongside emergency services and local authorities, assisted in the rescuing of residents and pets in flood-hit communities around the country. Many of the people rescued would not have left their homes had the safety of their pets not been assured.

While human welfare will always remain the priority, there must be consideration for people's animals. Indeed, examples from emergencies in both the UK and overseas over the last few years, have shown that human safety and public order issues can arise if contingency plans don't prepare for animal welfare.

Awareness of preparedness with regard to animals has grown significantly in the last few years and there has been a concurrent rise in the number of entries for this footprint. These entries have provided some excellent case studies that we hope will encourage many more to consider animals – and more specifically companion animals – in their plans

»» ENTRY CRITERIA

The aim of this footprint is to encourage LRFs to consider animal welfare by recognising those and their member authorities that have, with the involvement of animal welfare organisations, considered, planned and practised situations that involve the rescue and/or evacuation of both domestic and commercially owned pets. It also aims to remind local authorities of the importance of considering animals when planning for their owners.

The Contingency Planning Footprint is open to all LRFs and local authorities in England and Wales.



RSPCA, Joe Bowling/RSPCA PhotoLibrary



Contingency Planning Footprint: Minimum requirements



EVIDENCE OF:

- Locations identified as temporary animal shelters with a pet evacuation plan.
This will ensure that if animals need to be removed there is a plan for where they can be housed safely and securely.
- Information on the website for pet owners that promotes preparedness, or links to another site that does.
This would include a checklist on what steps both commercial and non-commercial pet owners should take to ensure they are prepared in an emergency. This should be displayed through the LRFs and/or the member authorities' websites
- The establishment of a contact list of animal welfare organisations and local vets who can assist in an emergency situation, and liaison with these.
Advance liaison means that welfare organisations and vets are likely to be better prepared to respond in an emergency. The contact information is likely to be gathered by individual member authorities but should be collated by the LRF.
- Companion animal welfare included in written contingency plans.
There is a human health element to ensuring that pets and other animals are considered. It is easier to evacuate people from their homes if they know their animals are going to be safe. It also reduces the likelihood of owners taking a risk by returning home to rescue their animals.



ALL OF BRONZE, PLUS EVIDENCE OF:

- The involvement of animal welfare organisations in contingency exercises and planning meetings.
This will ensure that animals are a consideration in all contingency planning
- Support for establishments involved with large numbers of pet animals in drawing up their contingency plans.
This will help the local authority, stakeholders and animal establishments such as pet shops and boarding establishments. This does not necessarily mean writing the individual plans on their behalf, but rather providing general guidance and some officer support
- The running of at least one tabletop exercise every year specifically involving a companion animal welfare element.
This will improve the speed and safety with which animals are protected



ALL OF BRONZE AND SILVER, PLUS EVIDENCE OF:

- Ownership of, or access to, at least 50 kennel spaces or vari-kennels between members of the LRF, for use in an emergency.
This will help operational staff to be more flexible when setting up an emergency reception centre
- Proactive work, such as an awareness campaign, to ensure pet owners are prepared should they be evacuated.
Many pet owners may never have considered what they might need in an emergency. Proactive work to promote the need for preparedness will ensure both animal welfare and speed of evacuation in an emergency.
- At least one live exercise every two years specifically involving a companion animal welfare element. This will help operational staff to be more flexible when setting up an emergency reception centre.
Exercises involving animal welfare will help to ensure a smoother delivery of service when needed

Animal Welfare Footprint

The title of this footprint has been changed to reflect the full range of welfare services that a council provides for animals in a local authority area. The footprint still recognises the local authority's attitude and service delivery but looks beyond traditional companion animals to include equines and licensing functions within the council. Oldham is the only local authority to have achieved a gold Animal Welfare Footprint, so we hope that others can aim to achieve gold in this refreshed category.

»» ENTRY CRITERIA

This footprint is designed to encourage local authorities to make animal welfare a greater consideration in their business, whether it is in service delivery, procurement or communications. By acknowledging those local authorities that are already putting animal welfare at the forefront of their work through a written council policy and best practice sharing and promotion, the RSPCA aims to encourage more authorities to follow suit.

The Animal Welfare Footprint is open to all authorities in England and Wales.



Joe Murphy/RSPCA Photolibrary



Animal Welfare Footprint: Minimum requirements



EVIDENCE OF:

- A written council policy on animal welfare that is regularly reviewed, promoted within the council, and based on the principles outlined in the Animal Welfare Act 2006.

This will give local authorities a point of reference when considering policy that will impact on animals and their welfare. It helps to build on the basic premise of the five welfare needs that are the basis for the Animal Welfare Act.

These needs are

- a suitable environment (place to live)
- a suitable diet
- to exhibit normal behaviour patterns
- to be housed with, or apart from, other animals (where applicable)
- to be protected from pain, injury, suffering and disease.

- Examples of regular sharing of best practice with regards to animal welfare by officers or political representatives.

This could be via regular meetings, within animal welfare fora and/or by regular telephone contact with other authorities and bodies. It helps local authorities to discuss problems, share best practice and build contacts in the field, thus pushing up welfare standards.

- When licensing animal establishments, risk-based inspections are employed and the use of a suitably qualified vet or animal welfare expert is retained.

This policy will enable a local authority to demonstrate that the licensing process fully considers the welfare needs of animals.



ALL OF BRONZE, PLUS EVIDENCE OF:

- The council adoption and external promotion of a policy on using only non-caged whole eggs in any catering supplied to or by the local authority.
By adopting a policy to use only non-caged whole eggs (i.e. Freedom Food, free-range, barn and organic eggs) local authorities are showing support for an improvement in animal welfare and promoting ethical consumerism.
- The promotion of animal welfare via the council's website, which includes the following.
 - The council's animal welfare charter.
 - Seasonal animal welfare concerns such as fireworks, pets as Christmas presents, dogs dying in hot cars, contingency planning, etc.
 - Information about animal-related law, covering domestic pets and wildlife.
 - Information, links or contact details relating to pet care advice, animals on allotments, or living with wildlife.
 - Preventative measures that can be taken to reduce the chances of unwanted 'pests', provided or approved by recognisable animal welfare organisations.

Local authorities have some of the most accessible and user-friendly websites around. These sites can be a useful tool in helping to improve animal welfare locally and raising awareness of animal welfare-related issues.
- At least one public-facing activity, event or initiative that has promoted an animal welfare issue.
This will improve animal welfare and increase education in the local authority area on the issues promoted.

ALL OF BRONZE AND SILVER, PLUS EVIDENCE OF:

- The establishment of a council steering group focused on animal welfare.
The steering group can take any form, but there must be evidence that an aspect of animal welfare has been reviewed and action has been taken as a result.
- A policy that resolves to move to higher welfare meat, dairy and non-caged eggs in ingredients, in catering supplied to offices owned by, and meetings organised on behalf of, local authorities. The commitment should be supported by the adoption of at least one type of meat and one ingredient with eggs or dairy produce that is produced to higher welfare standards. Where higher welfare is not easily procured, free-range or organic is acceptable.
This is a considerable commitment, so is considered a gold standard. The phrase 'higher welfare' indicates meat, dairy produce or eggs from animals reared, transported and slaughtered according to the RSPCA's animal welfare standards and labelled with the Freedom Food logo. This step will encourage residents to consider the eggs and meat they buy and as a result they may consider changing to higher welfare.
- A clear and defined policy and procedure that ensures animal welfare when dealing with equines.

Dates and entry details

Key dates for your diary

Closing date for entries: Friday 27 June 4.00pm

Please note that new evidence will be needed to support your application for 2014.

Announcement of footprint achievers:

Wednesday 10 September 2014

Announcement of Innovator Awards:

Later in the year

How to enter

All entries must be on the relevant entry form.

Entry forms for all categories, including the Innovator in Animal Welfare Award, will be through the RSPCA Political Animal website.

Please visit: www.politicalanimal.org.uk/cawf for further details of methods of entry.

Complete the entry form, or forms if you are intending to apply for more than one category, making sure that the relevant evidence is provided.

Don't forget to read and acknowledge the terms of entry and conditions of logo use, which can be found towards the end of the entry forms.

For further information, please contact:

Lenny Rolles, RSPCA Senior Parliamentary Adviser –
Local Government

Tel: 0300 123 0132

Fax: 0303 123 0132

Email: cawf@rspca.org.uk

www.politicalanimal.org.uk/cawf

Terms of entry

Terms of Entry for the Community Animal Welfare Footprints

1. The Community Animal Welfare Footprints scheme (the "Scheme") recognises positive aspects of animal welfare in relation to the provision of certain local authority services during the financial year 2013/14 at three levels: bronze, silver and gold (each a "Footprint"). In these terms, "you" refers to the local authority and "we" or "us" refers to the RSPCA.
2. In return for your completing the application questionnaire and supplying all requisite material, we will enter your local authority into the Scheme, giving your local authority the opportunity to be awarded a Footprint. If you are awarded a Footprint, you will be granted a licence to use the Footprint logo subject to compliance with the conditions of use. In particular, we draw your attention to clause 10 of the logo conditions of use.
3. You warrant that the information and material you have provided is accurate and not misleading and that you will notify us immediately (whether before or after any Footprint has been awarded) if you become aware that any information or material supplied is inaccurate or misleading in any respect. In the event that your local authority is awarded a Footprint, you undertake to notify us of any change in your authority's policies or practices which relates, however incidentally, to that Footprint, during the one-year period following the award of the Footprint.
4. We regret that we are unable to return any information or material provided to us.
5. In consideration of the RSPCA entering your organisation into the Scheme, you grant the RSPCA the non-exclusive licence to use, copy and reproduce any information and material supplied by you as part of entering the Scheme for the purposes only of judging and publicising the Scheme and use in connection with other ongoing or future RSPCA work. The RSPCA warrants and undertakes that any such information or material supplied by you will not be used in a manner which is defamatory to your organisation.
6. The panel of judges comprises representatives of the RSPCA. The judges will determine, using such criteria as they think fit and taking into account the information you have provided and any supporting evidence or information which we may require, whether or not you will be awarded a Footprint. A decision of the judges is final.

Terms of Entry for the Community Animal Welfare Footprints Innovator in Animal Welfare Award

1. The Community Animal Welfare Footprints Innovator in Animal Welfare Award (the "Award") recognises innovation in relation to a local authority activity or service as it relates to animal welfare. In these terms, "you" refers to the local authority and "we" or "us" refers to the RSPCA.
2. In return for you submitting the requisite information and material, we will enter your local authority into the Award scheme, giving your local authority the opportunity to be given an Award. If you are given an Award, you will be granted a licence to use the Award logo subject to compliance with the conditions of use.
3. You warrant that the information and material you have provided in your submission is accurate and not misleading and that you will notify us immediately (whether before or after any Award has been given) if you become aware that any information or material supplied is inaccurate or misleading in any respect. In the event that your local authority is given an Award, you undertake to notify us of any change in your authority's policies or practices which relates, however incidentally, to that Award, during the one-year period following the grant of the Award.
4. We regret that we are unable to return any information or material provided to us.
5. In consideration of the RSPCA entering your organisation into the Award scheme, you grant the RSPCA the non-exclusive licence to use, copy and reproduce any information and material supplied by you as part of entering the Award scheme for the purposes only of judging and publicising the Award scheme and use in connection with other ongoing or future RSPCA work. The RSPCA warrants and undertakes that any such information or material supplied by you will not be used in a manner which is defamatory to your organisation.
6. The panel of judges comprises representatives of the RSPCA and three external judges. The judges will determine, using such criteria as they think fit and taking into account the information you have provided and any supporting evidence or information which we may require, whether or not you will be given an Award. A decision of the judges is final.



Cover photo: Joe Murphy/RSPCA; Photo diary: back page (left to right): Andrew Laryth/RSPCA, Joe Murphy, Philip Oxenford/RSPCA; Photo diary



Royal Society for the Prevention of Cruelty to Animals
Wilberforce Way, Southwater, Horsham, West Sussex RH13 9RS
Telephone: 0300 1234 999 www.rspca.org.uk
The RSPCA helps animals in England and Wales. Registered charity no. 219029
The RSPCA only exists because of public donations.

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 17 JUNE 2014**

REPORT BY: **CHIEF OFFICER, COMMUNITY AND ENTERPRISE**

SUBJECT: **COMMUNAL HEATING CHARGES**

1.00 PURPOSE OF REPORT

1.01 To outline and seek agreement of Cabinet for the proposed heating charges to the communal HRA properties in 2014/15.

2.00 BACKGROUND

2.01 Community Services currently operate a number of communal heating schemes. The cost of fuel used within these schemes is paid for by the Authority and collected from tenants in addition to their weekly rent. The charges and income received are paid into a holding account, and it is anticipated this account should be in a break even position at each financial year end.

2.02 New communal heating charges for the year are implemented in July to enable an accurate picture to be gathered on the previous year's costs and any corresponding surplus or deficit on the heating account. Communal heating does not have to be increased at the same time as the rent from a legal perspective and nor is a 4 week notice period required.

2.03 Any 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 and aims to keep a nil balance on the heating reserve account.

3.00 CONSIDERATIONS

3.01 The method of applying tenants heating charges is to apply heating increases to tenant's each year based on previous years usage plus energy rate increases/decreases regardless of whether there is a surplus or deficit on the heating account.

3.02 In the event that there is an under recovery of costs from the previous year then Cabinet will be asked to consider:-

- Whether the tenants should incur in year additional charges

to recover these costs.

- Whether the costs should be met through the HRA.

In the event that that there is an over recovery of costs in any year, these charges will be reimbursed to tenants by way of a heating credit on their rent account.

The heating account position at the end of 2013/14 shows full cost recovery of the heating bills and therefore no cost recovery or reimbursement to tenants required.

- 3.03** Cabinet agreed following the communal heating report on the 21st May 2013 to spread the 2013/14 heating increase over 2 years. Tenants paid 75% of the recommended increase from October 2013 and the remaining 25% to be applied in July 2014 in addition to any inflationary increase to bring charges up to the recommended level.

The phasing of these charges over 2 years meant that tenants will incur an additional charge of £0.68 (on average), on top of the standard inflationary increase in 2014/15.

- 3.04** The heating rates provided by the energy team for 2014/15 show that we will incur no inflationary increases to the current charges therefore it is proposed to only implement the agreed phased increase to tenants in July 2014.

- 3.05** The table below sets out recommended heating charge increases for 2014/15, based on actual costs to the Council in 2013/14 and heating estimates for 2014/15

Communal Area	Avg. Weekly Charge 2013/14	Phased increase agreed 2013/14	Revised Avg. Weekly Charge 2013/14	Inflation for 2014/15	Estimated weekly charge to fully cover heating costs 2014/15
Bolingbroke Heights, Flint	£ 8.61	£ 0.57	£ 9.18	0.0%	£ 9.18
Richard Heights	£ 8.61	£ 0.57	£ 9.18	0.0%	£ 9.18
Castle Heights, Flint	£ 10.43	£ 0.57	£ 10.99	0.0%	£ 10.99
Llwyn Beuno, Holywell	£ 10.27	£ 0.77	£ 11.05	0.0%	£ 11.05
Llwyn Aled, Holywell	£ 11.26	£ 0.96	£ 12.22	0.0%	£ 12.22
Panton Place, Holywell	£ 9.72	£ 1.06	£ 10.77	0.0%	£ 10.77
Acacia Close, Mold	£ 12.34	£ 0.41	£ 12.75	0.0%	£ 12.75
Glan-y-Morfa Court, Connah's Quay	£ 8.08	£ 0.68	£ 8.77	0.0%	£ 8.77
Chapel Court, Connah's Quay	£ 9.11	£ 0.88	£ 9.99	0.0%	£ 9.99

4.00 RECOMMENDATIONS

4.01 Cabinet is asked to consider and agree the following:-

- No inflationary heating increases for 2014/15.
- The phased increase to tenants from July 2014.

5.00 FINANCIAL IMPLICATIONS

5.01 As detailed above

6.00 ANTI POVERTY IMPACT

6.01 Not Applicable

7.00 ENVIRONMENTAL IMPACT

7.01 Not Applicable

8.00 EQUALITIES IMPACT

8.01 Not Applicable

9.00 PERSONNEL IMPLICATIONS

9.01 None

10.00 CONSULTATION REQUIRED

10.01 None

11.00 CONSULTATION UNDERTAKEN

11.01 Cabinet Member reviewing proposals

12.00 APPENDICES

12.01 None

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

**Contact Officer: Rachael Corbelli
Telephone: 01352 703663
Email: Rachael.corbelli@flintshire.gov.uk**

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**
DATE: **17th JUNE 2014**
REPORT BY: **CHIEF OFFICER - PEOPLE AND RESOURCES**
SUBJECT: **FLEXIBLE RETIREMENT**

1.00 PURPOSE OF REPORT

1.01 To recommend and secure Cabinet's support for a revised Flexible Retirement Policy.

2.00 BACKGROUND

2.01 The current Flexible Retirement policy has been in place since October 2007. The policy offers employees who are aged 55 and over (subject to Council approval) to reduce their hours or salary and continue working and gain access to their pension. The combination of reducing working hours and receiving pension is a way of tapering towards a full retirement.

2.02 Flexible Retirements can bring benefits to both employees and the Council. Employees can achieve a better work life balance and take a 'stepping stone' towards full retirement. The Council can continue to benefit from the employee's experience and expertise on a part time and/or lower cost basis thereby achieving efficiencies and it can be used as a means of transferring skills, knowledge and expertise prior to full retirement.

2.03 In the financial year 2013 to 2014 there were 25 employees who have taken Flexible Retirement which was a sharp increase from 10 employees in 2012.

2.04 Under the current policy there is no minimum amount that an employee can request to reduce their hours or salary and consequently, the benefits of flexible retirement are not maximised from the Council's perspective. To remedy this, the Council is recommending a new criteria for the approval of Flexible Retirements and a revised policy.

2.05 From 1 April 2014, 'normal pension age' for the purposes of the Local Government Pension Scheme (LGPS) is linked to 'state pension age' and will not normally be before age 65. It is anticipated there will be an increased demand for flexible retirements due to the change in retirement age and the Council needs to have a robust policy that is fit for the future.

3.00 CONSIDERATIONS

3.01 The following revisions to the Flexible Retirement policy have been made:

- To reduce contractual working hours / salary by at least 20% (or equivalent to 20% reduction)
- Reduction of hours / salary must apply for 12 months after implementation date.
- An employee must give an indication of their planned or projected retirement date.

3.02 Following the implementation of the new Operating Model and the Chief Officer team, the consideration of Flexible Retirement applications will take place via a retirement panel involving the relevant portfolio Chief Officer, the Chief Officer for People and Resources and the Chief Finance / S151 Officer.

3.03 Flexible Retirement applications will be considered in accordance with the following criteria:

- The needs of the employee, reasons for request and future retirement plans;
- Cost and associated savings arising from allowing the request (the outcome should be cost neutral within the current financial year);
- Service implications;
- Ongoing workload management implications;
- Structural implications (which should normally be the subject of consultation with the Trade Unions and affected employees before any decision is made);
- Whether any structural changes are proposed or underway;
- Whether any disciplinary, attendance management or capability procedures are underway in respect of the employee.

3.04 The revised policy stipulates that the Council will only consider applications where there is no service requirement to backfill reduced hours and where identified savings will be released to the corporate centre.

4.00 RECOMMENDATIONS

4.01 That the revised Flexible Retirement Policy and associated procedures be supported and approved.

5.00 FINANCIAL IMPLICATIONS

5.01 The approval of all Flexible Retirements will be undertaken corporately following careful consideration of the financial implications and affordability.

6.00 ANTI-POVERTY IMPACT

6.01 None arising from this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None arising from this report.

8.00 EQUALITIES IMPACT

8.01 All decisions relating to Flexible Retirements will be made transparently and fairly, in accordance with the Council's policy, and a clear audit trail kept.

9.00 PERSONNEL IMPLICATIONS

9.01 The Flexible Retirement policy will be published on the Council's Infonet and circulated across the Council once agreed.

10.00 CONSULTATION REQUIRED

10.01 Please see below.

11.00 CONSULTATION UNDERTAKEN

11.01 Consultation has taken place with Trade Union and Human Resources and Organisational Development colleagues.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Documents: Flexible Retirement Policy 2014 v2.3

Contact Officer: Helen Stappleton
Tel: 01352 702720
helen.stappleton@flintshire.gov.uk

This page is intentionally left blank



FLINTSHIRE COUNTY COUNCIL

Flexible Retirement Policy

Policy owner for review	Chief Officer - People and Resources
Date implemented	October 2007
Date last reviewed	October 2007
Date of last amendment	June 2014
Version	
Date of next review	



1. Introduction

Flintshire County Council recognises the need to retain the skills and knowledge of experienced employees for the benefit of the organisation and society as a whole. We are therefore committed to working with employees to facilitate a flexible retirement arrangement which will meet the needs of both the individual and the organisation.

The Council aim to provide a flexible approach to retirement, ensuring the skills and knowledge of all of our employees are recognised and valued whilst also meeting our service delivery needs.

2. Aim

The aim of this policy is to:

- State the options available to employees who are aged 55 and over
- Encourage skilled and experienced employees to continue to work
- Ensure fair and equal treatment of all employees
- Comply with the Employment Equality (Age) Regulation 2006

3. Scope

This policy applies to all employees of Flintshire County Council who are members of the Local Government Pension Scheme and are over the age of 55.

4. Definition

Flexible Retirement is where an employee aged 55 or over has the right to request to change the nature and intensity of their work and receive accrued pension benefits whilst continuing in employment and building up further benefits in the scheme.

Flexible Retirement allows employees to continue to work, but take a reduction in salary, for example by working reduced hours, in exchange for payment of a portion of their pension. This combination of work and pension can offer an attractive way of tapering towards an eventual full retirement.

Flexible Retirement provides a way for employers to retain valuable expertise and gives employees the opportunity to reduce the intensity of their work.

Examples of such a change may be:

- Reduction in hours
- Changes in duty resulting in a change of grade

5. Policy Details

A legal right only exists for an employee to request Flexible Retirement. The Council must consider if the request is practicable. There is no obligation on the Council to grant the request.

In order for a Flexible Retirement request to be considered, the employee must:

- be aged 55 or over
- be paying into the Local Government Pension Scheme
- have worked for Flintshire County Council for 2 years before applying
- be applying to reduce contractual working hours/salary by at least 20% (or equivalent to 20% reduction)
- Reduction of hours/salary must apply for 12 months after implementation date.
- State their planned retirement date

The Flexible Retirement request will be considered at all stages in accordance with the following criteria:

- the needs of the employee, reasons for request and future retirement plans;
- cost and associated savings arising from allowing the request (the outcome should be cost neutral within the current financial year as a guide);
- service implications;
- ongoing workload management implications;
- structural implications (which should be the subject of consultation with the Trade Unions and affected employees before any decision is made);
- whether any structural changes are proposed or underway;
- whether any disciplinary, attendance management or capability procedures are underway in respect of the employee.

In exceptional circumstances where the employee has health/absence problems and it is confirmed from Occupational Health that a reduction in hours/grade would alleviate the absence, the panel may consider this as long as there is a tangible efficiency and cost savings.

A retirement panel will consider the business case for the request in line with the criteria set out above. The panel will consist of the Chief Officer for the relevant portfolio area, the Chief Officer for People and Resources and the S151/ Chief Finance Officer.

The panel will normally meet on a quarterly basis to consider requests unless there are exceptional circumstances that necessitate a 'special' panel to meet. All requests should have a future date of Flexible Retirement of at least 3 months in advance.

Succession planning will play a vital role within any flexible retirement and planned retirement date. It is important that flexible retirement is used as way of tapering towards an eventual full retirement. Flexible Retirements will normally be agreed for a fixed period of time (for example 2 years, although durations may vary) and will end on the employee's stated retirement date. In exceptional circumstances, employees may request that the Flexible Retirement be extended for a further specified period of time beyond this date. The Council will give such requests due consideration bearing in mind all relevant circumstances.

All agreed Flexible Retirements will be reviewed annually by the retirement panel. The purpose of the annual review will be to ensure:-

- that succession planning is taking place;
- that the Flexible Retirement still meets the requirements of the policy;
- any pending structural implications are identified and managed;
- the costs and savings arising from allowing the request have been realised
- that the efficiencies have been released to the corporate centre

- that plans for full retirement are on track and remain workable.

The Council will only consider applications where there is no service requirement to backfill reduced hours and where identified savings will be released to the corporate centre.

Entitlement

Employees who are accepted for Flexible Retirement will be entitled to their accrued pension and lump sum. This would normally be subject to an actuarial reduction; however for LGPS members who were contributing prior to 30th September 2006 and who were born on or before 31st March 1956, their pension will not be reduced if they meet the 85 year rule.

Any employee not meeting the rule of 85 or born on or after 1st April 1956 can receive pension benefits on the grounds of Flexible Retirement but the benefits will be reduced to reflect early payment. This reduction will not be waived.

Employees will be able to take up to 25% of the value of their pension pot in the form of a tax free lump sum. This can be achieved by exchanging part of the annual pension to increase the lump sum or using some or all of an in house Additional Voluntary Contribution fund (AVC) to top up the basic lump sum to the 25% maximum.

Further information on the Local Government pension scheme is available at: www.clwydpensionfund.org.uk.

An employee who takes Flexible Retirement is not limited to the amount they can earn as a total of both their salary and pension.

If the employee is under age 75 and has a contract of employment of 3 months or more, they will automatically be opted back into the Local Government Pension Scheme. The member can opt out but they will be giving up 'death in service' cover and the possibility of accruing another small pension for when they fully retire.

An employee may apply to reduce their hours in the run up to retirement, without drawing any pension benefits, using the Flexible Working Policy. Further information can be found on the Infonet –People and Resources - Human Resources.

Monitoring and Review

This procedure will be reviewed annually by the HR Policy & Reward Officer and amended in light of emerging employment legislation/best practice and/or changes in pensions regulations.

Procedure

There is no legal obligation for the Council to grant a request, but the Council must consider all applications.

All applications must be approved by the Service Manager in the first instance and then by the Chief Officer for the relevant portfolio, the Chief Officer for People & Resources and the S151 / Chief Finance Officer.

Applications will be considered on a case by case basis, taking into account the needs of and cost to the Council. The Service Manager must ensure the employee is

kept informed of each stage of the process.

The process is as follows:

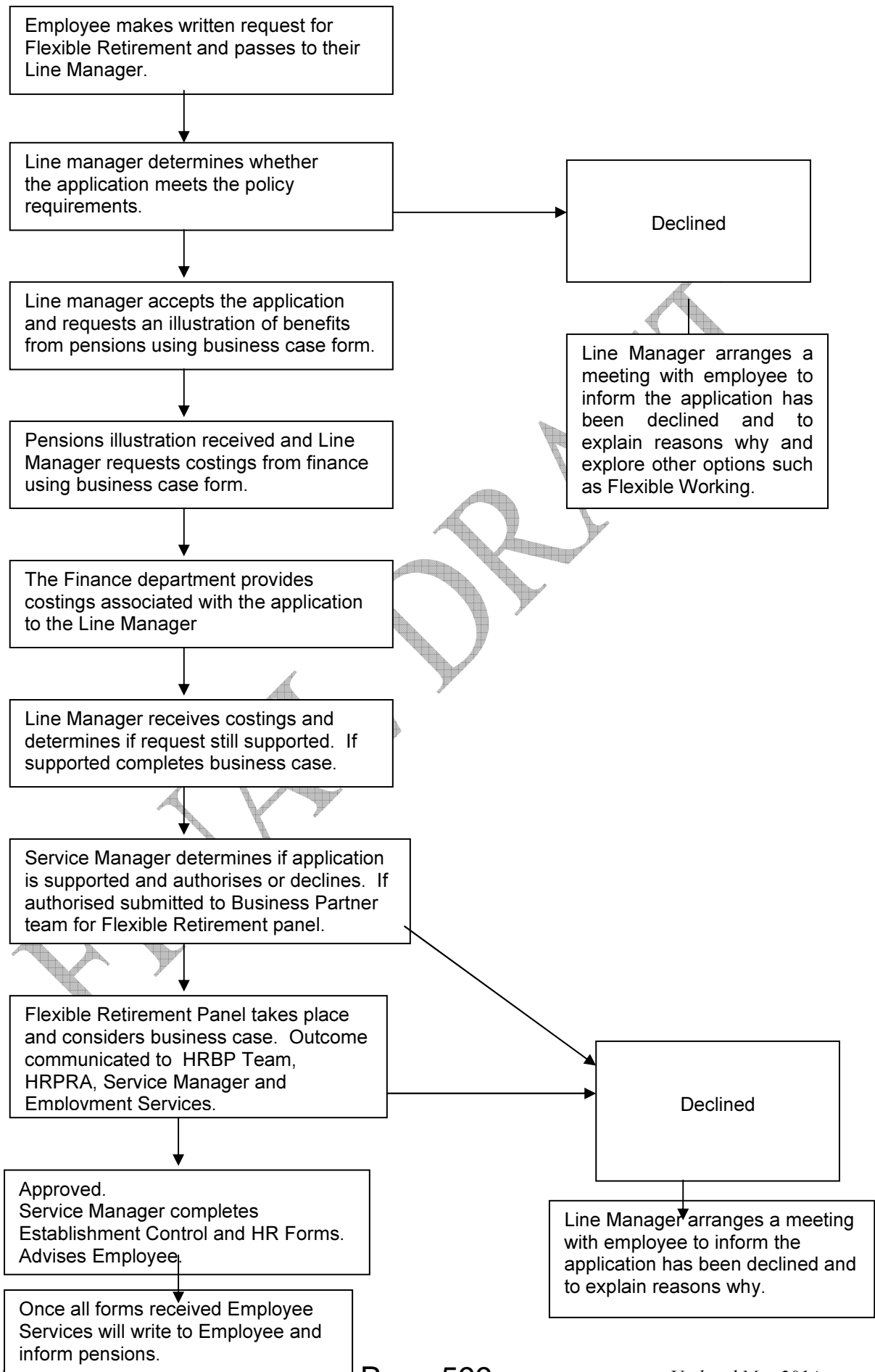
1. Employees who wish to explore Flexible Retirement must make a written expression of interest to their Line Manager, setting out the desired nature of the change in hours or duties.
2. Upon receipt of the Flexible Retirement request, the manager will acknowledge the request in writing and determine whether the application meets the policy requirements, i.e. whether there is at least 20% reduction in hours / salary and that there would be no service requirement to backfill the hours.
3. If the request does not meet the policy requirements then the manager will meet with the employee to discuss the reasons and to explore alternative options, such as Flexible Working. The manager will confirm in writing the reasons for not approving application (See Appendix)
4. If the application does meet the policy requirements then the Service Manager will request an illustration of benefits and associated costs from the Clwyd Pension Fund using the Flexible Retirement Business Case form (See Appendix).
5. Once the Pension Benefits have been received, the Manager will request costings from the Finance Department. The Pension Benefits will be sent to the Finance Department along with the Business Case form.
6. The Manager will then write to the employee outlining the Pension benefits that would be received if the application were to be approved.(See Appendix)
7. Once all costings have been received, the manager will complete the business case form and if the request is still supported will send to the Service Manager for authorisation.
8. The manager will confirm to the employee if following all costings being received if they have submitted the business case for approval to the Service Manager.
9. If the Service Manager approves the business case this will then be sent to the Business Partner team. The Business Partner will submit the business case form to the next Flexible Retirement Panel for approval.
10. The Retirement Panel will consist of the relevant portfolio Chief Officer, Chief Officer People and Resources and the S151 / Chief Finance Officer. The panel will notify the Business Partner team and HR Policy & Reward Adviser of the outcomes. The Business Partner team will advise the Service Manager and Employment Services.
11. If the application is approved, the manager will need to complete a Change to Terms and Conditions form via the HR Forms Database detailing the change to hours/salary and the effective date.
12. The Employee Service Centre will write to the employee to confirm the agreement, including the effective date. Pensions will then be informed in order to release the pension.
13. If the application is declined, a discussion should take place between the employee and the service manager to discuss reasons for the decision and to

explore alternative options, such as Flexible Working.

14. In circumstances where a Service Manager makes the request, the portfolio Chief Officer will need to consider the request and determine whether it meets the requirements of the policy and if they support the business case. In these circumstances an alternative Chief Officer or the Chief Executive will be involved in the retirement panel to ensure a transparent process. Apart from this variation, the above process will apply.
15. If a Chief Officer makes a request, the Chief Executive will need to consider the request and determine whether the request meets requirements of the policy and if they support the business case. The business case will be considered by the Retirement Panel following consultation with the relevant Cabinet Member. Apart from this variation, the above process will apply.

FINAL DRAFT

PROCEDURAL FLOWCHART



FINAL DRAFT

FOR INFORMATION

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 17 JUNE 2014**

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 31st 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

- Deeside Naval Club, Chapel Street, Connah's Quay – Release of Restrictive Covenant
- Grant of Easement at Land at the Head of St Mary's Drive, Northop Hall
- Drury Lane – Proposed Traffic Calming

Copies of the Delegated Powers reports are on deposit in the Team Manager's Room, Committee Services

This page is intentionally left blank

**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND OVERVIEW & SCRUTINY
JUNE 2014 TO NOVEMBER 2014**

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
June					
Community Profile & Partnerships Overview & Scrutiny Committee	9 June 2014	Chief Executive's	Improvement Plan 2014/15 To consider the draft Improvement Plan 2014/15 prior to endorsement by County Council		
Community Profile & Partnerships Overview & Scrutiny Committee	9 June 2014	Overview and Scrutiny	C P & P Forward Work Programme To consider the Forward Work Programme of the Community Profile & Partnerships Overview & Scrutiny Committee.		
Housing Overview & Scrutiny Committee	10 June 2014	Chief Executive's	Improvement Plan 2014/15 To consider the draft Improvement Plan 2014/15 prior to endorsement by County Council		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Housing Overview & Scrutiny Committee	10 June 2014	Community and Enterprise	<p>Year End Improvement Plan Monitoring Report To note and consider elements of the 2013/14 Year End Improvement Plan Monitoring Report relevant to the Housing Overview and Scrutiny Committee.</p>		
Housing Overview & Scrutiny Committee	10 June 2014	Community and Enterprise	<p>Year End Service Performance Report To note and consider the 2013/14 Year End Service Performance Report produced at the Head of Service/Divisional level under the adopted business model of the Council.</p>		
Housing Overview & Scrutiny Committee	10 June 2014	Overview and Scrutiny	<p>Forward Work Programme To consider the Forward Work Programme of the Housing Overview & Scrutiny Committee</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Housing Overview & Scrutiny Committee	10 June 2014	Community and Enterprise	Flintshire's Local Housing Strategy - A report on progress To receive an update on the Housing Strategy		
Environment Overview & Scrutiny Committee	11 June 2014	Community and Enterprise	Mersey Dee Alliance To advise Members of progress regarding the work of Mersey Dee Alliance (MDA).		
Environment Overview & Scrutiny Committee	11 June 2014	Overview and Scrutiny	Environment Forward Work Programme To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.		
Environment Overview & Scrutiny Committee	11 June 2014	Overview and Scrutiny	Presentation by Natural Resources Wales To receive a presentation by National Resources Wales		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	11 June 2014	Chief Executive's	Improvement Plan 2014/15 To consider the draft Improvement Plan 2014/15 prior to endorsement by County Council		
Corporate Resources Overview & Scrutiny Committee	12 June 2014	Finance	Revenue Budget Monitoring 2013/14 (Month 12) To provide Members with the Revenue Budget Monitoring 2013/14 report as at Month 12.		
Corporate Resources Overview & Scrutiny Committee	12 June 2014	Chief Executive's	Annual Improvement Report from Wales Audit Office Receive Annual Improvement Report from the Auditor General for Wales and note the Council's response		
Corporate Resources Overview & Scrutiny Committee	12 June 2014	Human Resources and Organisational Development	Workforce Information Report To report workforce information to Members		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	12 June 2014	Chief Executive's	WAO Performance Audit Regulatory Programme 2014-15 To note the intended programme for the 2014/15 Performance Audit work and related fees		
Corporate Resources Overview & Scrutiny Committee	12 June 2014	Chief Executive's	Improvement Plan 2014/15 To consider the draft Improvement Plan 2014/15 prior to endorsement by County Council		
Corporate Resources Overview & Scrutiny Committee	12 June 2014	Overview and Scrutiny	Corporate Resources Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee		
Social & Health Care Overview & Scrutiny Committee	12 June 2014	Chief Executive's	Improvement Plan 2014/15 To consider the draft Improvement Plan 2014/15 prior to endorsement by County Council		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	12 June 2014	Overview and Scrutiny	Presentation by the Betsi Cadwaladr University Health Board To receive a presentation from representatives of the Betsi Cadwaladr University Health Board		
Social & Health Care Overview & Scrutiny Committee	12 June 2014	Overview and Scrutiny	Social & Health Care Forward Work Programme To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee		
Cabinet	17 June 2014	Chief Executive's	Annual Improvement Report from Wales Audit Office Receive Annual Improvement Report from the Auditor General for Wales and note the Council's response	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17 June 2014	Chief Executive's	WAO Performance Audit Regulatory Programme 2014/15 To note the intended programme for the 2014/15 Performance Audit work and related fees.	Strategic	Cabinet Member for Corporate Management
Cabinet	17 June 2014	Chief Executive's	2013/14 Year End Improvement Plan Monitoring Assessment of performance for 2013/14 from Heads of Service	Operational	Cabinet Member for Corporate Management
Cabinet	17 June 2014	Chief Executive's	Improvement Plan 2014/15 2014/15 Improvement Plan	Strategic	Cabinet Member for Corporate Management
Cabinet	17 June 2014	Chief Executive's	2013/14 Year End Head of Service Performance Reports To receive the 2013/14 Year End service performance reports produced at Divisional level. The reports cover the period 1 April 2013 to 31 March 2014.	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17 June 2014	Chief Executive's	<p>Local Service Board and Strategic Partnerships End of Year Report</p> <p>To note and endorse the end of year assessments for: the progress of the Local Service Board Priorities and its key Strategic Partnerships and; the priorities for each of the Strategic Partnerships for the year ahead.</p>	Operational	Cabinet Member for Corporate Management
Cabinet	17 June 2014	Finance	<p>Revenue Budget Monitoring 2013/14 (Month 12)</p> <p>To provide Members with the most up to date revenue budget monitoring information (Month 12) for the Council Fund and the Housing Revenue Account in 2013/14.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	17 June 2014	Community and Enterprise	<p>Pensioner Discount Scheme</p> <p>To agree a Pensioner Discount Scheme for 2014/15.</p>	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17 June 2014	Community and Enterprise	<p>Business Rates 'Retail' Relief To adopt a policy to award 'Retail Relief' using Discretionary Rate Relief powers in line with the Welsh Government Scheme.</p>	Operational	Cabinet Member for Corporate Management
Cabinet	17 June 2014	Social Care	<p>CSSIW NATIONAL REVIEW OF COMMISSIONING FOR ADULT SOCIAL CARE IN WALES 2013 – 14</p> <p>To inform Cabinet about the outcome of a national review of commissioning in adult social care. The review included an inspection of how well services for people with dementia and their carers are being commissioned in Flintshire</p>	Strategic	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17 June 2014	Community and Enterprise	<p>Private Sector Housing Renewal</p> <p>To introduce proposed revisions to the Private Sector Renewal and Improvement Policy along with the rationale for these revisions and to seek Cabinet support for the changes proposed.</p>	Operational	Cabinet Member for Housing
Cabinet	17 June 2014	Community and Enterprise	<p>Social Services and Wellbeing Bill</p> <p>To provide an update on the Social Services and Well-being (Wales) Bill, the key implications and timelines for implementation.</p>	Strategic	Cabinet Member for Social Services
Cabinet	17 June 2014	Community and Enterprise	<p>Responsible Pet Ownership Policy</p> <p>Its aim is to provide a clear framework for customers, officers and elected members so that a consistent approach to responsible pet ownership is applied across the county</p>	Operational	Cabinet Member for Housing

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17 June 2014	Community and Enterprise	<p>Tackling Private Long Term Vacant Homes</p> <p>The purpose of the Report is to seek approval for the use of an enforced sales policy, as an additional tool to bring long term vacant homes back into use.</p>	Operational	Cabinet Member for Housing
Cabinet	17 June 2014	Community and Enterprise	<p>Communal Heating Charges</p> <p>This report is to inform Cabinet of possible increases in Communal Heating Charges</p>	Operational	Cabinet Member for Housing
Cabinet	17 June 2014	Community and Enterprise	<p>Supporting People Commissioning Plan</p> <p>To update Cabinet on the Supporting People Programme in Flintshire and seek support for the Local Commissioning Plan (LCP) and Local Spend Plan (LSP).</p>	Strategic	Cabinet Member for Housing

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17 June 2014	Education and Youth	Queensferry Primary School - change in age-range from September 2014. Responses to the Statutory Notice Queensferry Primary School - change in age-range from September 2014. Responses to the Statutory Notice	Strategic	Cabinet Member for Education
Cabinet	17 June 2014	People and Resources	Flexible Retirement Policy To agree a revised Flexible Retirement Policy following the approval of discretions under the Local Government Pension Scheme 2014 Regulations at County Council in April.	Operational	Cabinet Member for Corporate Management
Cabinet	17 June 2014	Legal and Democratic Services	Dual Use Leisure Facilities To present to Cabinet the recommendation of the Lifelong Learning Overview & Scrutiny Committee in relation to dual use leisure facilities in Flintshire	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Lifelong Learning Overview & Scrutiny Committee	19 June 2014	Education and Youth	<p>Year End Improvement Plan Monitoring Report (Lifelong Learning OSC) To note and consider elements of the 2013/14 Year End Improvement Plan Monitoring Report relevant to the Lifelong Learning Overview and Scrutiny Committee.</p>		
Lifelong Learning Overview & Scrutiny Committee	19 June 2014	Education and Youth	<p>Year End Service Performance Report (Lifelong Learning OSC) To note and consider the 2013/14 Year End Service Performance Report produced at the Head of Service/Divisional level under the adopted business model of the Council.</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Lifelong Learning Overview & Scrutiny Committee	19 June 2014	Lifelong Learning	<p>Post 16 Commissioning and Planning Cycle To update Members on the requirement for the Commissioning and Planning Cycle 2015/16, under the new post 16 Planning and Funding Framework.</p>		
Lifelong Learning Overview & Scrutiny Committee	19 June 2014	Overview and Scrutiny	<p>Recommendation from the Leisure Finance Task & Finish Group To seek the Committee's approval for a recommendation from the Leisure Finance Task & Finish Group to be supported and recommended to Cabinet for approval</p>		
Lifelong Learning Overview & Scrutiny Committee	19 June 2014	Education and Youth	<p>Education Improvement & Modernisation Strategy To update Members on the draft Education Improvement & Modernisation Strategy and how it supports the Council Plan 2014-15 for "Modernised and High Performing Education".</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Lifelong Learning Overview & Scrutiny Committee	19 June 2014	Overview and Scrutiny	Lifelong Learning Forward Work Programme To consider the Forward Work Programme of the Lifelong Learning Overview & Scrutiny Committee.		
Flintshire County Council	24 June 2014	Chief Executive's	Improvement Plan 2014/15 County Council to endorse the Improvement Plan 2014/15		
Flintshire County Council	24 June 2014	Legal and Democratic Services	Review of Political Balance To review the political balance following the Flint Trelawny by-election		
Flintshire County Council	24 June 2014	Legal and Democratic Services	CONSTITUTIONAL MATTERS: COMMITTEES AND OUTSIDE BODIES To deal with those matters which require decisions at the Annual Meeting of the County Council in accordance with Council Procedure Rule 1.1 (vii)-(xiv). Those matters are set out in separate paragraphs.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	25 June 2014	Finance	Treasury Management Annual Report 2013/14 To present the 2013/14 annual report on the Council's Treasury Management Policy, Strategy and Practices.		
Audit Committee	25 June 2014	Finance	Internal Audit Progress Report To present to Members an update on the progress of the Internal Audit Department.		
Audit Committee	25 June 2014	Chief Executive's	Risk Management Update Giving an overview of the Improvement Plan strategic risks for 2013/14.	Strategic	
Audit Committee	25 June 2014	Chief Executive's	WAO Performance Audit Regulatory Programme 2014-15 To receive and note the Regulatory Programme from the Wales Audit Office.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	25 June 2014	Chief Executive's	Annual Improvement Report 2013-14 by the Auditor General for Wales Receive Annual Improvement Report from the Auditor General for Wales and note the Council's response	Strategic	
Audit Committee	25 June 2014	Finance	Action Tracking To inform the committee of the actions resulting from points raised at previous Audit Committee meetings.		
Audit Committee	25 June 2014	Chief Executive's	Internal Audit Reporting		
Audit Committee	25 June 2014	Community and Enterprise	Implementation of a Risk Based Verification Policy To inform Members of the implementation of a Risk Based Verification Policy		Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	25 June 2014	Finance	Budget Setting & Budgetary Control Arrangements To provide Members of the Audit Committee with background on the Council's Budget Setting and Budgetary Control Arrangements to aid the Committee in its work leading up to consideration of the Statement of Accounts.		
Audit Committee	25 June 2014	Finance	Forward Work Programme To consider the Forward Work Programme for the Audit Committee for the next year.		
July					
Social & Health Care Overview & Scrutiny Committee	3 July 2014	Social Care	Year End Improvement Plan Monitoring Report (Social & Health Care OSC) To note and consider elements of the 2013/14 Year End Improvement Plan Monitoring Report relevant to the Social and Health Care Overview and Scrutiny Committee.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	3 July 2014	Social Care	<p>Year End Service Performance Report (Social & Health Care OSC) To note and consider the 2013/14 Year End Service Performance Report produced at the Head of Service/Divisional level under the adopted business model of the Council.</p>		
Social & Health Care Overview & Scrutiny Committee	3 July 2014	Community Services	<p>Emergency duty Team Update To receive an update on the joint Wrexham / Flintshire & Denbighshire Emergency Duty Team.</p>		
Social & Health Care Overview & Scrutiny Committee	3 July 2014	Overview and Scrutiny	<p>Social & Health Care Forward Work Programme To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	9 July 2014	Planning and Environment and Transport and Streetscene	<p>Year End Improvement Plan Monitoring Report (Environment OSC) To note and consider elements of the 2013/14 Year End Improvement Plan Monitoring Report relevant to the Environment Overview & Scrutiny Committee.</p>		
Environment Overview & Scrutiny Committee	9 July 2014	Planning and Environment and Transport and Streetscene	<p>Year End Service Performance Report (Environment OSC) To note and consider the 2013/14 Year End Service Performance Report produced at the Head of Service/Divisional level under the adopted business model of the Council.</p>		
Environment Overview & Scrutiny Committee	9 July 2014	Overview and Scrutiny	<p>Environment Forward Work Programme To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	10 July 2014	Chief Executive's	Year End Improvement Plan Monitoring Report (Corporate Resources OSC) To note and consider elements of the 2013/14 Year End Improvement Plan Monitoring Report relevant to the Housing Overview & Scrutiny Committee.		
Corporate Resources Overview & Scrutiny Committee	10 July 2014	Chief Executive's	Year End Service Performance Report (Corporate Resources OSC) To note and consider the 2013/14 Year End Service Performance Report produced at the Head of Service/Divisional level under the adopted business model of the Council.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	10 July 2014	Finance	Revenue Budget Monitoring 2014/15 To provide Members with the most up to date revenue budget monitoring information for the Council Fund and the Housing Revenue Account in 2013/14		
Corporate Resources Overview & Scrutiny Committee	10 July 2014	Finance	Revenue Budget Monitoring 2013/14 (Outturn) To provide Members with the Revenue Budget Monitoring Outturn information for 2013/14.		
Corporate Resources Overview & Scrutiny Committee	10 July 2014	Overview and Scrutiny	Corporate Resources Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	15 July 2014	Chief Executive's	<p>Clwyd Theatr Cymru Business Plan Members are requested to endorse the Business Plan as recommended by the Theatre Board of Governors.</p> <p>A full copy of the Business Plan is available in the Members Library and each of the group rooms.</p>	Operational	Cabinet Member for Corporate Management
Cabinet	15 July 2014	People and Resources	<p>Capital Programme 2013/14 (Outturn) To provide Members with the capital programme outturn information for 2012/13.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	15 July 2014	People and Resources	<p>Revenue Budget Monitoring 2013/14 (Outturn) To provide Members with the Revenue Budget Monitoring outturn information for 2013/14.</p>	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	15 July 2014	People and Resources	<p>Revenue Budget Monitoring 2014/15 To provide Members with the most up to date revenue budget monitoring information for the Council Fund and the Housing Revenue Account in 2014/15.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	15 July 2014	Finance	<p>Prudential Indicators 2013/14 - 2015/16 To present proposals for setting a range of prudential indicators in accordance with the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	15 July 2014	Community and Enterprise	<p>Bailiff Reform To advise Members of reforms to the Bailiff Regulations and the impact of changes.</p>	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	15 July 2014	Community and Enterprise	Implementation of a Risk Based Verification Policy To seek Members' approval of a policy to enable the introduction of Risk Based Verification for the administration of Housing Benefit	Operational	Cabinet Member for Corporate Management
Cabinet	15 July 2014	Social Care	Annual Council Reporting Framework (ACRF) To present the final version of the Social Services Annual Performance Framework to Cabinet for agreement.	Strategic	Cabinet Member for Social Services
Cabinet	15 July 2014	Social Care	Flintshire Childcare Sufficiency Assessment 2014 - 2017 To report the main findings of the most recent Childcare Sufficiency Assessment.	Strategic	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	15 July 2014	Social Care	<p>Regional Commissioning of Children and Young People Advocacy Service</p> <p>To seek Cabinet approval to proceed to tender for a regional independent professional Advocacy Service for Children and Young People known to social services in North Wales. This collaboration includes the 6 North Wales Authorities.</p>	Strategic	Cabinet Member for Social Services
Cabinet	15 July 2014	Planning and Environment	<p>Food Service Plan 2014-15</p> <p>To obtain approval for the Food Service Plan 2014-15.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	15 July 2014	Organisational Change	<p>Public Rights of Way Annual Report</p> <p>For the Cabinet to endorse a hierarchical approach to public rights of way maintenance, definitive map and public path orders and handling complaints.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Environment

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	16 July 2014	People and Resources	<p>Supplementary Financial Information to Draft Statement of Accounts 2013/14 To provide Members with supplementary financial information to accompany the Draft Statement of Accounts 2013/14.</p>		
Audit Committee	16 July 2014	People and Resources	<p>Draft Statement of Accounts 2013/14 To present the Statement of Accounts 2013/14 (subject to audit) for Members' information only at this stage.</p>		
Audit Committee	16 July 2014	People and Resources	<p>Treasury Management Annual Report 2013/14 and 2014/15 Update To present the Annual Report on the Council's Treasury Management Policy, Strategy and Practices 2013/14 and to provide an update on Treasury Management activity in 2014/15 to the end of May 2014.</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Lifelong Learning Overview & Scrutiny Committee	24 July 2014	Overview and Scrutiny	Lifelong Learning Forward Work Programme To consider the Forward Work Programme of the Lifelong Learning Overview		
Community Profile & Partnerships Overview & Scrutiny Committee	24 July 2014	Chief Executive's	Year End Improvement Plan Monitoring Report (CP&P OSC) To note and consider elements of the 2013/14 Year End Improvement Plan Monitoring Report relevant to the Community, Profile & Partnerships Overview and Scrutiny Committee.		
Community Profile & Partnerships Overview & Scrutiny Committee	24 July 2014	Overview and Scrutiny	C P & P Forward Work Programme To consider the Forward Work Programme of the Community Partnerships & Profile Overview & Scrutiny Committee.		
August					

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
September					
Flintshire County Council	9 September 2014	Legal and Democratic Services	Annual Governance Statement For Council to approve the Annual Governance Statement (AGS)		
Corporate Resources Overview Scrutiny Committee	11 September 2014	Finance	Revenue Budget Monitoring 2014/15 (Month 3) To provide Members with the Revenue Budget Monitoring 2014/15 report as at month 3.		
Cabinet	16 September 2014	People and Resources	Revenue Budget Monitoring 2014/15 (Month 3) To provide Members with the most up to date revenue budget monitoring information (Month 3) for the Council Fund and the Housing Revenue Account in 2014/15.	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	16 September 2014	People and Resources	Treasury Management Annual Report 2013/14 To present to Members the draft Annual Treasury Management Report for 2013/14.	Operational	Leader of the Council and Cabinet Member for Finance
Audit Committee	24 September 2014	People and Resources	Statement of Accounts 2013/14 To present to Members of the Audit Committee the Statement of Accounts for 2013/14, incorporating those changes agreed with the Wales Audit Office (WAO) during the course of the audit.		
Flintshire County Council	24 September 2014	People and Resources	Treasury Management Annual Report 2013/14 To present to Members the Annual Treasury Management Report for 2013/14.		
Flintshire County Council	24 September 2014	People and Resources	Statement of Accounts 2014/15 To seek Members' approval of the final Statement of Accounts for 2013/14.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Lifelong Learning Overview & Scrutiny Committee	25 September 2014	Education and Youth	Update on School Modernisation To update Members on the progress made with School Modernisation		
Lifelong Learning Overview & Scrutiny Committee	25 September 2014	Education and Youth	Inclusion Service Review To demonstrate to the Committee how the Inclusion Service review was being implemented in practice.		
October					
Corporate Resources Overview & Scrutiny Committee	9 October 2014	Finance	Revenue Budget Monitoring 2014/15 (Month 4) To provide Members with the Revenue Budget Monitoring 2014/15 report as at month 4.		
Cabinet	14 October 2014	People and Resources	Revenue Budget Monitoring 2014/15 (Month 4) To provide Members with the most up to date revenue budget monitoring information (Month 4) for the Council Fund and the Housing Revenue Account in 2014/15.	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	14 October 2014	People and Resources	Capital Programme 2014/15 (Month 4) To provide Members with the Month 4 (end of July) capital programme information for 2014/15.	Operational	Leader of the Council and Cabinet Member for Finance
November					
Corporate Resources Overview Scrutiny Committee	13 November 2014	Finance	Revenue Budget Monitoring 2014/15 (Month 5) To provide Members with the Revenue Budget Monitoring 2014/15 report as at month 5.		
Cabinet	18 November 2014	People and Resources	Revenue Budget Monitoring 2014/15 (Month 5) To provide Members with the most up to date revenue budget monitoring information (Month 5) for the Council Fund and the Housing Revenue Account in 2014/15.	Operational	Leader of the Council and Cabinet Member for Finance