

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

Councillors: Carol Ellis, Mel Higham, Dennis Hutchinson,
Nancy Matthews, Neville Phillips OBE, Tony Sharps,
Nigel Steele-Mortimer, Helen Yale

Your Ref /
Eich Cyf

Our Ref / Ein NG
Cyf

Date / Dyddiad 27/05/2009

Ask for / Gofynner am Graham Connah

Direct Dial / Rhif Union 01352 702336

Fax / Ffacs

Dear Sir / Madam,

A meeting of the **EXECUTIVE** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD** on **TUESDAY, 02 JUNE 2009** at **09:30** to consider the following items.

Yours faithfully



Assistant Director (Democratic Services)

AGENDA

1. **APOLOGIES**

2. **MINUTES**

To confirm as a correct record the minutes of the meeting held on 13/05/2009 (copy enclosed).

3. **DECLARATIONS OF INTEREST**

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4. FINAL IMPROVEMENT AGREEMENT

Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy

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

5. STRATEGIC ASSESSMENT OF RISKS AND CHALLENGES QUARTER 4 2008/09 REVIEW
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy
6. HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME 2009/10 TO 2012/13 (COPY TO FOLLOW)
Report of the Head of Finance and Director of Community Services - Portfolio of the Leader and Executive Member for Finance and Asset Management
7. ALLOCATIONS POLICY
Report of the Director of Community Services - Portfolio of the Executive Member for Estate Management (Housing and Industrial/Commercial and Agricultural)
8. LEISURE STRATEGY: ACTION PLANS
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Leisure and Public Protection

OPERATIONAL REPORTS

9. DIRECTORATE PLAN OVERVIEWS
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy
10. IMPROVEMENT TARGETS - 2009/10 AND BEYOND
Report of the Chief Executive - Portfolio of the Executive Member for Corporate Governance and Strategy
11. ORGANISATIONAL RE-DESIGN - CORPORATE TRAINING AND ORGANISATIONAL DEVELOPMENT
Report of the Head of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Governance and Strategy
12. WORKFORCE INFORMATION REPORTING
Report of the Head of Human Resources and Organisational Development - Portfolio of the Executive Member for Corporate Governance and Strategy
13. CCTV SERVICES
Report of the Director of Lifelong Learning - Portfolio of the Executive Member for Education and Youth
14. TESTING SCHEME FOR PRIVATE HIRE AND HACKNEY CARRIAGE VEHICLES
Report of the Director of Environment - Portfolio of the Executive Member for Leisure and Public Protection
15. HOUSING REPAIR SERVICE AUDIT UPDATE
Report of the Director of Community Services - Portfolio of the Executive Member for Estate Management (Housing and Industrial/Commercial and Agricultural)

16. THE PROPOSED RE-ALIGNMENT OF THE BUDGET OF FORMER CHILDREN'S HOME (KNOWN AS AROSFA).
Report of the Director of Community Services - Portfolio of the Executive Member for Social Services

17. LONG-TERM MANAGEMENT OF THE FORMER COED TALON COLLIERY AND OPENCAST SITE
Report of the Head of Legal and Democratic Services and Director of Environment - Portfolio of the Executive Member for Environment and Executive Member for Corporate Governance and Strategy

18. EXERCISE OF DELEGATED POWERS
Report of the Chief Executive enclosed.

19. FOR INFORMATION
A copy of the Executive Forward Work Programme (Months 05/09 to 10/09) together with an update are enclosed for information

EXECUTIVE
13TH MAY 2009

Minutes of the meeting of the Executive of Flintshire County Council held at County Hall, Mold on Wednesday, 13th May 2009.

PRESENT: Councillor A. Woolley (Chairman)

Councillors: C. Ellis, M. Higham, H.D. Hutchinson, N. Phillips, L.A. Sharps, N.R. Steele-Mortimer and H. Yale.

ALSO PRESENT: Councillors: K. Armstrong-Braun, B. Attridge, R.G. Hampson, R. Jones, D. Mackie, and Mrs C. Thomas.

IN ATTENDANCE:

Chief Executive, Director of Community Services, Director of Environment, Director of Lifelong Learning, Head of Legal and Democratic Services, Head of ICT & Customer Services, Head of Human Resources and Organisational Development, Corporate Finance Manager and Head of Committee, Member and Electoral Services.

APOLOGY: Councillor N. Matthews

1. MINUTES

The Minutes of the meeting held on 21st April 2009 were confirmed as a correct record.

MATTERS ARISING

Minute No. 316 – Procurement of Anaerobic Digestion Capacity

In response to the Executive Member for Leisure and Public Protection, the Head of Legal and Democratic Services referred to the call in of the Executive decision and that the Overview and Scrutiny Committee was no longer concerned with the decision. It had been agreed that in due course a meeting of the County Council would be convened to consider this project prior to submission to the Welsh Assembly Government.

The Chief Executive informed Members that a Regional Waste Director (Mr Stephen Penney) had been appointed and would be working for the consortium of five North Wales Authorities.

The Director of Environment also referred to the Overview and Scrutiny Committee the previous week when consideration had been given to holding a seminar/workshop on waste to raise Members' awareness; a seminar would be arranged to be held in June and all Members would be invited.

Minute No. 319 – Organisation Redesign – Human Resources Operations

The Chairman asked for confirmation of the resolution (b) that a further report be presented to the Executive on completion of the review work and this was confirmed.

Minute No. 320 – Managed Agency Staff Solution (MASS)

The Chairman referred to the resolution that the Executive would be provided with a quarterly update report and asked for clarification as to when this report would be made. The Head of Human Resources and Organisational Development explained that this would be included in the Executive Forward Work programme and would check this.

Minute No. 322 – Review of CCTV Services

The Head of Legal and Democratic Services referred to the call in of this Executive decision which had been considered at the Lifelong Learning Overview and Scrutiny Committee on 11th May, 2009. The Overview and Scrutiny Committee had not been satisfied with the decision of the Executive and this would need to be reconsidered at a future meeting. The Chief Executive reported that discussion had centred on the equity and comprehensiveness of arrangements across the County and he referred to a number of historical arrangements which needed to be consolidated. However, the Overview and Scrutiny Committee had not expressed any concerns on the proposal to strengthen the supervision capacity of the operation in the central control room.

2. DECLARATIONS OF INTEREST

No Declarations of Interest were received from Members.

3. BUDGET 2010/11 – CHANCELLOR'S BUDGET STATEMENT

The Corporate Finance Manager presented the report which provided high level information on the potential implications arising from the UK Budget announced by the Chancellor of the Exchequer on 22nd April 2009. Members attention was drawn to Appendix 1 to the report which was a statement made by Andrew Davies, Minister for Finance and Public Services to the Assembly on 28th April on the implications of the UK Budget announced by the Chancellor.

The Corporate Finance Manager reported that there were not yet specific details of the impact for the Local Government settlement in 2010/11 or future years. The indications were that the revenue settlement was unlikely to be at the average 2.9% increase indicated some 18 months ago. The statement by the Minister for Finance and Public Services indicated that efficiencies to be made in Wales of £216m revenue in 2010/11 would present a significant challenge. The statement also made reference to capital and to the annual block capital budget in 2010/11 reducing by approximately £200m. The UK Government was also seeking to find an additional £9bn of efficiency savings over the period 2011/12 to 2013/14.

The Chief Executive referred to the national reaction to the statement and to the position being undertaken by the Welsh Local Government Association to ensure that the implications of the Chancellor's statement were properly shared across the Welsh public services. The revenue effect of the efficiencies of £216m revenue in 2010/11, if applied equally, had been calculated at reducing the expected 2.9% increase in RSG support for Flintshire by up to 50%. He reported that informal discussions with the Minister for Finance and Public Services and senior civil servants had emphasised the need for the Welsh Assembly Government and Local Authorities to work together to find solutions. There was a need to maximise grant generation and to submit schemes for consideration under the SCIF and Invest to Save Fund, as examples, to supplement local resources. The impact on capital could have a severe effect as it was already in a difficult position as a result of the downturn in the economic climate (eg. loss of capital receipt income from land sales).

Members supported the need to be more proactive and investigating other sources of finance. The availability of funding from Europe was also highlighted and particular reference was made to the relatively small amount that was coming through to North East Wales. The Chief Executive also referred to the SCIF schemes and to County schemes such as the Deeside Leisure Centre, Welsh College of Horticulture and Warren Hall being identified. Good progress was being made in respect of Warren Hall and as the Deeside Leisure Centre was being considered as a wider scheme to provide more than just leisure facilities it was appropriate to be considered for SCIF funding. With regard to European funding North East Wales was not eligible for conventional funding but consideration could be given for support on a North Wales basis and a more creative use of conventional and competitiveness funding.

RESOLVED

That the report be noted.

4. THE COUNCIL'S RESPONSE TO THE PENNINGTON REVIEW (ON E-COLI)

The Executive Member for Leisure and Public Protection introduced a report which outlined the key findings and recommendations of the Public Inquiry report. The report addressed those functions undertaken by the Local Authority and outlined actions to meet the relevant recommendations of the Public Inquiry Report. The Executive Member also tabled a briefing note for Members' information and he intended to circulate this to all other Members on the Council. The Executive Member referred to the e-coli outbreak in 2005 and that there had been no further outbreaks since. He was satisfied with the work being undertaken by Flintshire County Council.

The Director of Environment referred to the Pennington Report and that its recommendations were wide ranging and would have a significant impact on Local Authority Public Protection and procurement services. In order to assess this impact, a comprehensive action plan and audit checklist had been produced and were attached as Appendices A and B to the report. The action plan described the processes and timetable for implementing the key recommendations contained in the Public Inquiry Report. It was recommended

that a further report be submitted to the Executive once the implications of the Inquiry Report for the Council had been fully evaluated. This would be brought back to the Executive in September/October and the views of Overview and Scrutiny would be invited for inclusion in the report back to the Executive.

RESOLVED

That the implementation of the action plan be supported and that a further report be received once the implications of the Inquiry Report for the Council had been fully evaluated.

5. CAPITAL PROGRAMME 2009/10 TO 2012/13

The Director of Environment presented a joint report of the Chief Executive, Director of Community Services, Director of Lifelong Learning, Head of Finance and himself which proposed a General Fund Capital Programme for the four year period 2009 to 2012/13. He referred to the previous remarks made on the Chancellor's statement and the impact this might have on the Capital Programme. He also explained that land and property functions came within the remit of the Environment Directorate and land disposals assisted the funding of the Capital Programme.

The Director referred to the 2008/09 General Fund Capital Programme which had been approved by the County Council on 4th March 2008 which had included indicative priorities for 2009/10 to 2011/12 to be funded (in part) by capital receipts from asset disposals. Since the budget approval, the impact of the economic downturn had significantly reduced levels of anticipated capital receipts. This had been aggravated by the carry forward impact of a 2008/09 capital receipts shortfall and new capital funding requests. The 2008/09 uncommitted projects had totalled £4.560m and if these had not been suspended in February 2009 the available funding total of £2.375m would have been a shortfall of £2.185m.

The Director then referred to the Appendices to the report which included Appendix A which was the Capital Programme 2009/10 – 2012/13: Schemes as per the 2008/09 Budget book updated by the Corporate Asset Management Group and excluding specific grants. Appendix B: Suspended 2008/09 Schemes which were schemes currently on hold pending reconsideration alongside those new scheme submissions included in Appendix C. Appendix C was Capital Bids (scored) which included some of the 2008/09 schemes and totalled £7.824m in 2009/10 and Appendix D which was available funding of £14.911m for 2009/10.

The report at Table 1 showed the eight schemes proposed for recommendation which were the eight highest scoring schemes and totalled £1.990m. This left a sum of £0.385m available as "headroom" to cover any contingencies that could arise during the course of the financial year. The 2008/09 revised Budget Book schemes as set out in Appendix A totalled £12.536m and the eight schemes referred to above as proposals for 2009/10 totalled £1.990m which gave a total programme of £14.526m. In conclusion, the Director explained that subject to approval by the Executive, the proposed General Fund Capital Programme would be submitted to the Corporate

Management Overview and Scrutiny Committee on 8th June 2009 prior to being submitted to the County Council on 9th June.

The Executive Member for Environment referred to the scheme for the access bridge to Mostyn Docks which in the sum of £0.750m was included as one of the eight highest scoring schemes for inclusion in the 2009/10 programme. Whilst he supported the need for this scheme this represented a considerable sum of money in a small overall programme. He therefore suggested that as this scheme was of more than local significance the Council should seek the support of Members of Parliament and Assembly Members to investigate alternative funding for the project. The bridge provided an essential service to Warwick International and to Mostyn Docks and provided an important link. He asked the Chief Executive to make representations to the Welsh Assembly Government with a view to seeking alternative funding and that in the meantime none of the £0.750m provision should be spent until the Chief Executive received a response. This proposal was duly seconded.

The Chief Executive explained that the bridge was Flintshire County Council's responsibility but also emphasised the potential for developing the area including Mostyn Docks. Therefore, it was not unreasonable to approach the Welsh Assembly Government to seek funding for a project of regional significance. If Members were agreeable he asked that he be given time to approach Welsh Assembly Government Civil Servants first before approaching Members of Parliament or Assembly Members and this was agreed. If a positive response had not been received from the Welsh Assembly Government within two months, the Mostyn Docks access bridge scheme should be commenced to allow the essential works to be undertaken.

The Chief Executive referred to the Capital Programme and to the Housing Revenue Account which was to be reported separately to the 2nd June Executive. He explained that it was not intended to include the capitalisation of the transfer out of the pension fund costs until further discussions had been completed with the Welsh Assembly Government.

RESOLVED

That the recommendations be agreed but no expenditure be incurred in relation to the access bridge to Mostyn Docks at this stage and that the Chief Executive make further enquiries to the Welsh Assembly Government to identify alternative means of financing this scheme and that the Members of Parliament and Assembly Members representing Flintshire be approached for their support.

6. DRAFT FLINTSHIRE COMMUNITY STRATEGY 2009 TO 2019 – UPDATE

The Chief Executive presented a report which sought the Executive's approval and endorsement to the drafted Flintshire Community Strategy 2009 to 2019 and the proposed consultation arrangements including the full involvement of Overview and Scrutiny Committees.

The Local Service Board (LSB) had drafted the Community Strategy which would be used not only to shape the Local Authority's financial and business

planning processes but also those of all its community planning partners. Using the Community Strategy, the LSB would agree a Local Delivery Agreement which would reflect an important set of public service improvements for the partnership to deliver.

He explained that the report represented work in progress and was an advanced draft. A decision would have to be made when the strategy was at a stage to be released for consultation. The strategy would be subject to consultation with all elected Members, the public and the wider partner area. The respective Overview and Scrutiny Committees would be specifically involved in examining the draft strategy and handling the outcomes of the consultation. A detailed plan for consultation on the draft strategy was being developed in conjunction with the Local Service Board partners.

RESOLVED

- a) That the drafted Flintshire Community Strategy 2009 to 2019 be supported and endorsed; and
- b) that the proposed consultation arrangements, including the full involvement of Overview and Scrutiny Committees, be supported and endorsed.

7. REVENUE BUDGET MONITORING 2008/09 (MONTH ELEVEN)

The Corporate Finance Manager presented a report which provided an update on the Council's financial position for 2008/09 in respect of the General Fund and the Housing Revenue Account for month eleven. The Corporate Finance Manager referred to the report and referred to the table at section 2.02 which showed an in-year overspend of £0.280m which was a decrease of £0.653m on the figure reported at month ten. The significant new variances were outlined in paragraphs 2.06-2.16 and requests for carry forwards were outlined in paragraphs 2.17-2.20.

RESOLVED

- a) That the overall report be noted;
- b) that the request for carry forward identified in paragraphs 2.17-2.20 be approved;
- c) that the General Fund contingency sum available as at 31st March, 2009 (section 4), be noted; and
- d) that the projected final level of balances on the Housing Revenue Account (paragraph 5.05) be noted.

8. BUSINESS RATES/COUNCIL TAX LIABILITY ON COMMERCIALY LET PROPERTIES

The Corporate Finance Manager presented a report which provided background information on the Welsh Assembly Government proposals to close a potential loophole whereby owners of properties could reduce their local taxation liability by having properties listed for business rates instead of Council

Tax without letting on a commercial basis. Secondly, it was recommended that Members support the proposals as set out by the Welsh Assembly Government.

RESOLVED

That the proposals as set out by the Welsh Assembly Government be supported and that this be communicated as the Council's response to the consultation.

9. BUSINESS RATES – EMPTY PROPERTY RELIEF

The Corporate Finance Manager presented a report which provided Members with an update on changes to the Business Rate Empty Property Relief Scheme that were implemented on 1st April 2009.

RESOLVED

That the temporary changes be noted.

10. INVESTMENT IN LANDSBANKI

The Corporate Finance Manager presented a report which provided an update on the Council's investment in Landsbanki. It was explained that there had been recent press coverage on expected recovery rates from Icelandic banks and the report was presented to provide clarification on the current position.

A letter from the Chairman and Chief Executive of the Local Government Association to the Leaders and Chief Executives of all Councils with exposure to Icelandic banks had been circulated as an appendix to the report. The press report had referred to two banks which were the subject of UK insolvency law and no announcement had been made in relation to Landsbanki in which Flintshire had an investment.

The Council continued to be advised and represented by the Local Government Association which was working on behalf of local authority creditors along with the Welsh Local Government Association (WLGA) who also provided advice and guidance. No details were available about recovery rates for investment in Landsbanki but the LGA remained confident in its legal advice that local authorities were preferential creditors under Icelandic law. However, it was likely to be early next year before issues were resolved. In conclusion, the Corporate Finance Manager referred to the 2009/10 budget where no provision had been made for potential losses on the investment and budget monitoring for 2008/09 and the budget for 2009/10 had assumed that no interest would be received on the investment from 7th October 2008.

RESOLVED

That the report be noted.

11. FINANCE FUNCTION REVIEW – MANAGEMENT OF INTERNAL AUDIT

The Chief Executive presented a report which advised on the outcome of the meeting of the Audit Committee on 15th April, 2009 which had discussed the future management of Internal Audit. The Audit Committee's deliberations had been reported verbally to the previous meeting of the Executive on 21st April 2009 (as included in the minutes considered earlier in the meeting).

The report provided further background and an update and that it was proposed to hold a workshop on 16th June, 2009 to explore the risks and benefits of the different options for the future management of the service. The workshop would be attended by members of the Audit Committee and substitutes, past Chairs of Audit, Executive Members for Finance and Asset Management and Corporate Governance Strategy and the Chair/Vice Chairs of Corporate Management Overview and Scrutiny, and the Chief Executive, Head of Finance, Head of Legal and Democratic Services, Head of Internal Audit and Bentley Jennison.

RESOLVED

- a) That the report be noted;
- b) that the resolution of the Audit Committee on 15th April 2009 be noted; and
- c) that the outline arrangements for the workshop to be held on 16th June, 2009, be supported.

12. ORGANISATIONAL CHANGE AND RE-DESIGN PHASE TWO

The Chief Executive presented a report which provided an interim report on the progress of the set of reviews commissioned as Phase Two of the Council's Organisational Change and Re-design programme.

The Executive had commissioned a set of 36 service reviews which had been subsequently expanded to 39 to include Occupational Health and Health and Safety, a review of Corporate Services and Administration and a review of the North East Wales School Library Service and the reasons for adding these additional reviews was outlined. The report provided a summary of the stage each review had reached. In response to a specific question on contracting functions and StreetScene the Chief Executive explained that StreetScene contained a number of environmental contracts which linked with the Contractor Function review.

RESOLVED

That the progress on Phase Two of Organisational Change and Re-design, be noted.

13. WELFARE RIGHTS UNIT – PERFORMANCE UPDATE

The Director of Community Services presented a report which provided an update on the performance of the Welfare Rights Unit during the period April

2008 to March 2009 and advised on the positive benefits that were derived from successful welfare rights interventions.

The services provided by the unit were set out in paragraph 2.03 of the report. It was reported that additional income generated by successful social security benefits and tax credits awards had exceeded £1.3m for the period 2008/09. The positive outcomes that were derived from successful welfare rights intervention were outlined in paragraphs 3.05 to 3.10 of the report.

Members welcomed and supported the role of the Welfare Rights Unit and made particular reference to its role in preventing homelessness. The Director was asked to congratulate the staff involved.

RESOLVED

- a) That the performance of the Welfare Rights Unit during the last twelve months and the positive outcomes that were derived from the successful welfare rights interventions, be noted; and
- b) that the efforts being made by the Welfare Rights Unit to increase the specialist welfare rights casework resources to enable this service to be delivered to more Flintshire residents, particularly important in the current economic climate, be supported.

14. EXERCISE OF DELEGATED POWERS

An information report of the Chief Executive, the purpose of which was to inform Members of actions taken under delegated powers, was submitted. The actions were set out as below:-

Community Services – Accountancy support for three months for the former Community and Housing Accounts Team
Environment – Sale of the former public conveniences Holywell Bus Station and Coleshill Street, Holywell

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

RESOLVED

That the press and public be excluded from the meeting as the following item was considered to be exempt by virtue of paragraphs 14 and 16 of Schedule 12A of the Local Government Act 1972 (as amended)

16. A. D. WASTE

The Director of Environment and Head of Legal and Democratic Services provided an update on the progress being made to bring A.D. Waste back in-house. The proposed timetable for reporting to Overview and Scrutiny Committee and to the Executive was outlined.

RESOLVED

That the report be noted and a further report submitted to the Executive on 14th July.

17. DURATION OF MEETING

The meeting commenced at 9.30am and ended at 11am.

18. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There was one member of the press present.

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Chairman

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

EXECUTIVE	DATE: 13th May 2009
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MEMBER	ITEM	MIN. NO. REFERS
	NO DECLARATIONS WERE MADE	

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 4

REPORT TO: **EXECUTIVE**
DATE : **02 JUNE 2009**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **FINAL IMPROVEMENT AGREEMENT**

1.00 PURPOSE OF REPORT

1.01 To receive and endorse the final Improvement Agreement as approved by the Welsh Assembly Government.

2.00 BACKGROUND

2.01 All Councils were required to agree an Improvement Agreement with the Welsh Assembly Government during 2008/09 to access the national Improvement Agreement Grant. The draft detailed contents of this agreement was endorsed by the Executive at its 17 February meeting.

2.02 The Improvement Agreement Grant replaces the former Performance Incentive Grant and equates to an income stream of £1,497M per year over a three year period.

2.03 Each Improvement Agreement contains the following:

- the four over-arching **strategic themes** of the One Wales policy document
- each strategic objective being aligned with a number of **broad outcomes**
- each broad outcome drawing on a number of **sources of evidence** which describe progress towards that outcome.

2.04 The Council's Improvement Agreement was developed on the basis of the outcomes determined by the Executive at its meeting on 6 January following the consultation with the respective Overview and Scrutiny Committees in November.

3.00 CONSIDERATIONS

3.01 The four strategic themes and eight outcomes selected for the agreement are:

A Healthy, Fair and Just Society - Adults

- Helped to Live in the Community
- Provision of Facilities at Home

A Healthy, Fair and Just Society - Children

- Improving Educational Attainment
- Provision of Care

Sustainable Communities

- Reducing our Carbon Footprint
- Housing Matters

A Prosperous, Cultural and Diverse Society

- Ensuring a High Skills Base
- Supporting Local Businesses

- 3.02 The Council's Improvement Agreement was submitted to the Welsh Assembly Government following the endorsement by Executive in February. The document was noted by the Assembly officials as " a really good agreement." Some minor amendments were requested mostly over the last outcome "Supporting Local Businesses".
- 3.03 As part of the assurance process, the Wales Audit Office, Estyn and CSSIW also reviewed the document and made observations. WAO commented upon the reasonableness, rigour and the coherence with the priorities within the Strategic Assessment of Risks and Challenges of the Agreement and have sent a letter of endorsement.
- 3.04 The final agreement (attached as Appendix 1), agreed in detail in consultation with civil servants was endorsed by the Welsh Assembly Government on 24 March and a letter has been received from the Minister for Social Justice and Local Government which confirms the payment of the Improvement Agreement Grant of £1,497M.
- 3.05 Contents of the final Improvement Agreement have been incorporated within the council's service and directorate plans and progress will be reported on a quarterly basis as part of the regular performance reporting arrangements.
- 3.06 A mid year review statement will be presented to the Executive in December. Overview and Scrutiny Committees will review the progress as part of their forward work programmes.

4.00 RECOMMENDATIONS

- 4.01 Members are asked to endorse the final Improvement Agreement as approved by the Welsh Assembly Government.

5.00 FINANCIAL IMPLICATIONS

- 5.01 There are no direct financial implications implicit within this report although, dependent upon the achievement of targets, there could be future implications for the grant received for 2009/10 and 2010/11.

6.00 ANTI POVERTY IMPACT

6.01 There are no direct anti poverty implications within this report.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no direct anti poverty implications within this report.

8.00 EQUALITIES IMPACT

8.01 There are no direct environmental implications within this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no direct personnel implications within this report.

10.00 CONSULTATION REQUIRED

10.01 No further consultation is required.

11.00 CONSULTATION UNDERTAKEN

11.01 Strategic Management Team, the Wales Audit Office, Estyn and CSSIW have been involved in the formulation of the contents of the Agreement.

12.00 APPENDICES

12.01 Appendix 1: Final Improvement Agreement

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Executive report 29 October 2008

Contact Officer: Karen Armstrong
Telephone: 01352 702740
E-Mail: karen_armstrong@flintshire.gov.uk

Flintshire County Council Improvement Agreement

Improvement Agreement Outcome	A Healthy, Fair and Just Society - Adults Helped to Live in the Community	Reference	IA 1.1
Primary Lead	Director of Community Services Susan Lewis	Tel: 01352 702500 Email: susan.lewis@flintshire.gov.uk	
Secondary Lead	Head of Social Services – Adults Maureen Mullaney	Tel: 01352 702502 Email: maureen.mullaney@flintshire.gov.uk	
Executive Member	Executive Member for Social Services Cllr. Carol Ellis	Tel: 01244 544906 Email: carol.ellis@flintshire.gov.uk	
The Improvement Imperative	<p><i>What are we trying to improve?</i></p> <ul style="list-style-type: none"> Improve general health and wellbeing of those eligible for social services as well as promoting and maintaining their independence. 		
Current Strengths	<ul style="list-style-type: none"> Key Ring Initiative – supporting people funded housing related support for adults with learning disabilities. Number of days taken to deliver equipment. Rate of delayed transfers of care. Reablement 		
Areas for Improvement and Key Risks	<p><i>Based on our Strategic Assessment of Risks and Challenges</i></p> <ul style="list-style-type: none"> Demographic profile of Flintshire – increase of older people in the community, those with profound and multiple disabilities and complex health needs, people with mental illness and substance misuse issues. SARC - CL05 - Social Care for Older People Carers are acknowledged, recognised and provided with appropriate services SARC - CD25 - Direct Payments 		
Improvements Planned 1. Key Milestones	<p><i>Planned actions and key milestones:</i></p> <p>Establish the baseline of the number of people accessing meaningful occupation (under 65's only).</p> <p>Increase the number of people in accommodation with support from 110 to 172.</p> <p>Complete the self directed support pilot.</p> <p>Implementation of specialist dementia pilot.</p> <p>Opening of Resource Centre for younger people with dementia.</p> <p>Opening of first extra care scheme for older people in Shotton.</p> <p>Develop plans for second extra care scheme for older people in Mold.</p> <p>Commence pilot of mainstreaming of the Reablement Service within West Flintshire.</p> <p>Baseline audit of customer satisfaction surveys.</p>	<p>2008/09</p> <p><i>November 2008</i></p> <p><i>February 2009</i></p>	<p>2009/10</p> <p><i>May 2009</i></p> <p><i>December 2009</i></p> <p><i>December 2010</i></p> <p><i>September 2009</i></p> <p><i>November 2009</i></p> <p><i>April 2009</i></p> <p><i>September 2009</i></p>

Improvements Planned	<i>Key indicators and targets:</i>			Baseline 2007/08	Year 1 2008/09	Year 2 2009/10
2. Key Indicators	SCA/007 - The percentage of clients with a care plan on 31 March whose care should have been reviewed that were reviewed in the year.			78%	80%	85%
	Local Indicators					
	The rate of people with a learning disability clients aged 18 to 64 who are supported in the community during the year per 1000 population aged 18-64.			3.4	3.5	3.6
	The rate of people with a physical disability and/or sensory impairment (PDSI) aged 18 to 64 who are supported in the community during the year per 1000 population aged 18-64.			4.2	4.3	4.4
	The rate of people with mental health illness aged 18 to 64 who are supported in the community during the year per 1000 population aged 18-64.			2.3	2.5	2.6
	Increase the number of people using direct payments from 100 to 120 (March 2009) and to 144 by March 2010 (20% per year).			100	120	144
The number of new carers identified in the period who were offered an assessment in their own right.				<i>Baseline</i>	<i>TBC after baseline established</i>	
Signposts	<i>Key strategies</i> <ul style="list-style-type: none"> • National Strategic Framework for Older People • Health Social Care & Well Being • Supporting People operational plan • Carers Strategy 					
Executive Approval	Date		Primary Lead Signature			

Flintshire County Council Improvement Agreement

Improvement Agreement Outcome	1. A Healthy, Fair and Just Society - Adults Provision of Facilities at Home	Reference	IA 1.2
Primary Lead	Director of Community Services Susan Lewis	Tel: 01352 702500 Email: susan.lewis@flintshire.gov.uk	
Secondary Lead	Head of Housing Maureen Harkin	Tel: 01352 703800 Email: maureen.harkin@flintshire.gov.uk	
Executive Member	Executive Member for Housing Strategy & Planning Executive Member for Social Services Carol Ellis	Tel: 01244 544906 Email: carol.ellis@flintshire.gov.uk	
The Improvement Imperative	<p><i>What are we trying to improve?</i></p> <ul style="list-style-type: none"> • Enabling independence and improving quality of life through the delivery of adaptations and equipment. • Establish the Telecare Service as a mainstream service. • Improve the way we support people in the community. 		
Current Strengths	<ul style="list-style-type: none"> • Joint working arrangements between housing and social services in relation to assessment services and contractor arrangements. • Clarity of vision in relation to service development as a result of recent restructuring of the Council. • Service has a high profile with elected Members. • Progress made in the improvement of delivery of adaptations. • Implementation and roll out of Telecare in operational services. 		
Areas for Improvement and Key Risks	<p><i>Based on our Strategic Assessment of Risks and Challenges</i></p> <ul style="list-style-type: none"> • Delivery of DFGs and minor adaptations. • Ability to respond to the demand. • SARC – CD26 – Disabled Facilities Grants 		
Improvements Planned 1. Key Milestones	<p><i>Planned actions and key milestones:</i></p> <p>Agreement of Committee to introduce £5,000 limit on discretionary grant on a pilot basis for one year. This is designed to improve the time taken to approve and carry out work resulting in shorter waiting times for completion.</p> <p>Improve performance management of external contractors in the delivery of grants by setting targets for starting of grant works, (commence work within 8 weeks of approval for non urgent applications and 4 weeks for urgent applications).</p> <p>External audit of telecare assessment and effectiveness of equipment provided.</p> <p>Achieve TSA (Telecare Services Association) accreditation in the Carelink Service</p> <p>Merge of Telecare and Carelink Services</p> <p>Reduce 'perceived' disparity in delivery of adaptations to local authority tenants and private dwellings by assessing and consolidating measurement techniques. (see # below)</p>	2008/9	2009/10
			<i>April 2009</i>
			<i>April 2009</i>
		<i>January 2009</i>	
			<i>March 2010</i>
			<i>March 2010</i>
			<i>August 2009</i>

Improvements Planned	<i>Key indicators and targets:</i>	Baseline 2007/08	Year 1 2008/09	Year 2 2009/10
2. Key Indicators	<p>PSR/002 The average calendar days taken to deliver a Disabled Facilities Grant.</p> <p>PSR/003 The average number of calendar days taken to deliver an adaptation for a local authority tenant where the DFG process is not used. #</p> <p>PSR/006 The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the DFG process is not used. #</p> <p>Local Indicators</p> <p>Reduce the time taken to complete a DFG Application. (This PI relates solely to the application part of the DFG process and is measured using median figures).</p> <p><i>* Includes Improvement Targets as categorised by FCC</i></p>	<p>607 calendar days</p> <p>31.68 calendar days</p> <p>184 calendar days</p> <p>N/A</p>	<p>500 calendar days</p> <p>25 calendar days</p> <p>140 calendar days</p> <p>67.2 days (median)</p>	<p>400 calendar days</p> <p>20 calendar days</p> <p>100 calendar days</p> <p>61 days (median)</p>
Signposts	<p><i>Key strategies</i></p> <ul style="list-style-type: none"> • Private Sector Renewal Strategy • Health Social Care & Well Being Strategy • Telecare Strategy • National Service Framework for Older People 			
Executive Approval	Date		Primary Lead Signature	

Flintshire County Council Improvement Agreement

Improvement Agreement Outcome	A Healthy, Fair and Just Society - Children Improving Educational Attainment	Reference	IA 2.1
Primary Lead	Director of Lifelong Learning Ian Budd	Tel: 01352 704010 Email: ian.budd@flintshire.gov.uk	
Secondary Lead	Head of Development & Resources Kim Garcia	Tel: 01352 704011 Email: kim.garcia@flintshire.gov.uk	
	Head of School Services Elwyn Davies	Tel: 01352 704012 Email: elwyn.davies@flintshire.gov.uk	
Executive Member	Executive Member for Education & Youth Cllr. Nigel Steele-Mortimer	Tel: 01745 854452 Email: nigel.steele-mortimer@flintshire.gov.uk	
The Improvement Imperative	<p><i>What are we trying to improve?</i> Directly and indirectly improve attainment and the experiences of children in Flintshire Schools by:</p> <ul style="list-style-type: none"> • completion of the Education Asset Management Plan (EAMP) ensuring compliance with our Statutory Duty and the creation of improved database of school condition and suitability for the School Modernisation Strategy; • improving special school provision, fit for future and appropriate teaching and curriculum needs for future cohorts of special school children; and • providing direct support to schools. 		
Current Strengths	<ul style="list-style-type: none"> • Good progress being achieved on EAMP; • On target to complete and open two new Special Schools by September 2009; • Compendium of School Support; and • Primary and Secondary Strategies for School Improvement. 		
Areas for Improvement and Key Risks	<p><i>Based on our Strategic Assessment of Risks and Challenges</i></p> <ul style="list-style-type: none"> • SARC - CD20 - School Buildings • SARC - CD21 - School Modernisation 		

Improvements Planned 1. Key Milestones	<i>Planned actions and key milestones:</i>			2008/09	2009/10
	Completion of the FCC Education Asset Management Plan (including submission to Welsh Assembly Government) and FCC Fit for Purpose Guidance for use in development of a draft School Modernisation Strategy covering short and longer term capital investment into educational establishments. To carry out consultation on the draft School Modernisation Strategy in 2009.				<i>March 2009</i>
	Implementation of the compendium of school support to aid school improvement.			<i>November 2008</i>	<i>First review to be completed September 2010</i>
	To develop and implement an action plan to address recommendations made relating to management and accommodation following PRU Inspection, resulting in endorsement of PRU Inspection Action Plan by Estyn.				<i>July 2009</i>
	Investment in Special School provision through the completion of two new special schools build, resulting in children and staff successfully transferred to their new sites.				<i>September 2009</i>
Completion and submission to the Welsh Assembly Government of the Education Asset Management Plan in 2009 and completion of the draft School Modernisation Strategy, consultation period and reporting of findings to FCC Executive in 2009.				<i>May 2009</i>	
Improvements Planned 2. Key Indicators	<i>Key indicators and targets:</i>		Baseline 2007/08	Year 1 2008/09	Year 2 2009/10
	EDU/011 – The average point score for pupils aged 15 as at the preceding 31 st August, in schools maintained by the local authority.		329.8	356	356-381
	EDU/009a – The average number of school days that permanently excluded pupils did not receive an offer of full time appropriate education provision during the academic year. <i># It is known that the 30 schools days target set for 2008/09 is unlikely to be achieved and therefore the 30 day target is to be carried over for 2009/10.</i>		33.4 School Days	30 School Days	30 School Days #
<i>* Includes Improvement Targets as categorised by FCC</i>					
Signposts	<i>Key strategies</i> <ul style="list-style-type: none"> School Modernisation Strategy Primary and Secondary Strategies for School Improvement 				
Executive Approval	Date		Primary Lead Signature		

Flintshire County Council Improvement Agreement

Improvement Agreement Outcome	A Healthy, Fair & Just Society - Children Provision of Care	Reference	IA 2.2
Primary Lead	Director of Community Services Susan Lewis	Tel: 01352 702500 Email: susan.lewis@flintshire.gov.uk	
Secondary Lead	Head of Children's Services Carol Salmon	Tel: 01352 702504 Email: carol.salmon@flintshire.gov.uk	
Executive Member	Executive Member for Social Services Carol Ellis	Tel: 01244 544906 Email: carol.ellis@flintshire.gov.uk	
The Improvement Imperative	<p><i>What are we trying to improve?</i></p> <ul style="list-style-type: none"> To improve the timeliness of assessment and review processes for children and young people. Improve the care management of Looked After Children 		
Current Strengths	<ul style="list-style-type: none"> Service access arrangements. Some improvements in assessment practice. Some improvements in care management and review. Improved performance monitoring and scrutiny process. An increased range of options and choices for service users and carers. The amalgamation of the Family Support and Adolescent Strategy Teams. 		
Areas for Improvement and Key Risks	<p><i>Based on our Strategic Assessment of Risks and Challenges</i></p> <ul style="list-style-type: none"> SARC - CD23 - Children out of County Care & Education 		
Improvements Planned 1. Key Milestones	<p><i>Planned actions and key milestones:</i></p> <p>Improvement Objective A Review, revise and implement effective systems for improving the timeliness of initial assessments within the Children's Integrated Disability Service.</p> <p>ICS compliant documents for the recording of Children in Need Plans and Reviews used in all service areas.</p> <p>Following the implementation of the new Social Care Client Information System (PARIS), ensure that systems are in place to enable team managers to effectively monitor the timely completion of Children in Need Plan Reviews.</p> <p>Following a response by the CSSIW to the All Wales Review of Safeguarding Arrangements, develop an action plan to implement any recommendations.</p> <p>Complete a consultation on alternative structural delivery models for front line services in Social Services for Children.</p> <p>Improvement Objective B</p>	2008/09	2009/10
			30/06/09
			31/04/09
			30/09/09
			31/03/10
			31/03/10

	Following the implementation of the new Social Care Client Information System (PARIS), ensure that systems are in place to enable Fieldwork Team Managers to effectively monitor the timely completion of statutory visits.			30/09/09
	Undertake a consultation with parents of looked after children to inform the planning of further improvements in the care management of looked after children.			30/09/09
	Develop a listening and learning approach to the outcomes of placement disruption meetings. This will involve the analysis and reporting of the outcomes of disruption meetings on a quarterly basis and development of an improvement action plan.			30/09/09
	Review and revise the processes for undertaking exit interviews with looked after children at the end of a placement.			31/03/10
	Hold an open day to provide students undertaking a social work degree with information on career opportunities within Social Services for Children.			31/03/10
Improvements Planned 2. Key Indicators	<i>Key indicators and targets:</i>	Baseline 2007/08	Year 1 2008/09	Year 2 2009/10
	SCC/008a - The percentage of initial assessments completed within 7 working days.	77.5%	85%	87%
	SCC/008b - The average time taken to complete initial assessments that took longer than 7 working days.	14.8 Days	12 Days	11 Days
	SCC/025 - The percentage of visits to Looked After Children due in the year that took place in accordance with regulations.	77.6%	85%	90%
	<i>* Includes Improvement Targets as categorised by FCC</i>			
Signposts	<i>Key strategies</i>			
	<u>Improvement Objective A</u>			
	<ul style="list-style-type: none"> • Children and Young People's Plan 2008 – 11 • Social Services for Children Business Improvement Plan 2007 – 2009 			
	<u>Improvement Objective B</u>			
	<ul style="list-style-type: none"> • Children and Young People's Plan 2008 – 11 • Corporate Parenting Strategy • Social Services for Children Business Improvement Plan 2007 – 2009 			
Executive Approval	Date		Primary Lead Signature	

Flintshire County Council Improvement Agreement

Improvement Agreement Outcome	Sustainable Communities Reducing our Carbon Footprint	Reference	IA 3.1
Primary Lead	Director of Environment Carl Longland	Tel: 01352 704500 Email: carl.longland@flintshire.gov.uk	
Secondary Lead	Head of Technical Services Neal Cockerton	Tel: 01352 703169 Email: neal.cockerton@flintshire.gov.uk	
Executive Member	Executive Member for Environment Cllr. Tony Sharps	Tel: 01244 830109 Email: tony.sharps@flintshire.gov.uk	
The Improvement Imperative	<p><i>What are we trying to improve?</i> Reducing our Carbon (CO₂) Emissions in:</p> <ul style="list-style-type: none"> i.) Our Council Buildings ii.) Council Housing Stock iii.) Private Housing Stock 		
Current Strengths	<ul style="list-style-type: none"> • Strong Member support, including Policy and Resources Scrutiny Committee Task & Finish Groups on climate change impacts of Council buildings • Energy Policy. • Environment Policy that requires the Authority to manage carbon. • Attainment of Green Dragon Level 3 – for which carbon needs to be reported on annually. • Council commitment to achieve 60% carbon reduction by 2021. • Installation of renewables at Council Sites: <ul style="list-style-type: none"> ○ Air Source Heat Pump ○ Ground Source Heat Pumps ○ Solar Thermal (hot water) system • Photo-voltaic arrays. 		
Areas for Improvement and Key Risks	<p><i>Based on our Strategic Assessment of Risks and Challenges and Audit /Inspection</i></p> <ul style="list-style-type: none"> • Challenges associated with climate change including increasing energy costs. • Improvement to energy / CO₂ monitoring and reporting systems to meet challenges of Carbon Reduction Commitment and carbon trading. • Climate Change Strategy being developed under Community Plan. • Aiming to become an Energy Efficiency Accredited Authority (May/June 09). • Pilot project for Changing Climate, Changing Places Adaptation Plan • Embed energy awareness and energy reduction throughout the Authority • SARC - CL08 - Climate Change & Flood Risk Management • SARC – CD01 Energy 		

Improvements Planned 1. Key Milestones	Planned actions and key milestones:		2008/09	2009/10	
	Our Council Buildings Display Energy Certificates (DECs) for all appropriate Council buildings with floor area > 1,000 m ² Improve energy efficiency, where targeted investment is made to ensure a minimum 15% improvement in building's energy performance (i.e. move up a band on DECS) Implementation of monitoring system within County Buildings from 120 to 150 in year 2		31.03.09	31.03.10 31.03.10	
	Council Housing Stock Improve energy efficiency of the Council Housing stock by increasing the number of homes with:		31.03.09	31.03.10	
	<ul style="list-style-type: none"> Loft insulation by 350 in year 1, and complete all remaining in year 2 				
	<ul style="list-style-type: none"> Cavity wall insulation by 250 in year 1 and complete all remaining in year 2 		31.03.09	31.03.10	
	Solid Wall properties Identify solid wall properties in year 2 and assess and develop a strategy to address the insulation of these properties in by March 2011.			31.03.10	
	All Council owned properties will have loft insulation and, where appropriate cavity wall insulation.		30.04.09		
Improvements Planned 2. Key Indicators	Key indicators and targets:		Baseline 2007/08	Year 1 2008/09	Year 2 2009/10
	Increase the average SAP rating in the council housing stock.		61.51	62.76	64.01
	3% Reduction in carbon emissions from Flintshire County Council public buildings.				Quantify Baseline
	* Includes Improvement Targets as categorised by FCC				
Signposts	Key strategies				
	Wales				
	<ul style="list-style-type: none"> One Wales Wales Environment Strategy Sustainability Action Plan Welsh Housing Quality Standard 				
	Flintshire				
	<ul style="list-style-type: none"> Community Plan Strategic Assessment of Risks and Challenges Improvement Plan Green Dragon –EMS (Environmental Management System) Environment Policy Energy Policy Asset Management Plan 				
Executive Approval	Date		Primary Lead Signature		

Flintshire County Council Improvement Agreement

Improvement Agreement Outcome	Sustainable Communities Housing Matters	Reference	IA 3.2
Primary Lead	Director of Community Services Susan Lewis	Tel: 01352 702500 Email: susan.lewis@flintshire.gov.uk	
Secondary Lead	Head of Housing Strategy and Services Maureen Harkin	Tel: 01352 703305 Email: maureen.harkin@flintshire.gov.uk	
Executive Member	Executive Member for Housing Cllr. Helen Yale Executive Member for Housing Strategy & Planning	Tel: 01352 703305 Email: helen.yale@flintshire.gov.uk	
The Improvement Imperative	<p><i>What are we trying to improve?</i> Improve the performance of core housing functions in relation to:</p> <ul style="list-style-type: none"> • allocations and empty (void) properties • housing repairs and maintenance 		
Current Strengths	<ul style="list-style-type: none"> • New senior management appointed to service area giving clarity of purpose and direction • Void budget established and well resourced at £3,500 per property • Maintained investment in Flintshire County Council's housing stock aimed at improving quality of council homes with a focus on improving fuel efficiency and thereby sustaining tenancies in high deprivation areas. • Diagnostic reporting implemented December 2008 • Implementation of new schedule of rates – phase 1 complete. 		
Areas for Improvement and Key Risks	<p><i>Key Risks</i></p> <ul style="list-style-type: none"> • Amend operational procedures to ensure a consistent approach to void management • Ability to effectively manage performance in relation to void management, including development of appropriate monitoring systems • SARC - CD12a - Housing Strategy • SARC - CD12b - Housing Management • SARC - CD12c - Housing Repairs and Maintenance Services 		

Improvements Planned 1. Key Milestones	Agreement of committee to new policy and procedures on voids including minimum lettable standard.		2008/09	2009/10
	Improved performance management of contractors and in-house team in relation to voids by reducing the current targets for completing work to void properties for: priority V1 voids from 10 calendar days to 8; priority V2 voids from 30 calendar days to 28 and priority V3 voids from 60 calendar days to 58.		<i>February 2009</i>	<i>September 2009</i>
	Adoption of a minimum lettable standard for transparency of both service users and maintenance staff.		<i>February 2009</i>	
	Improve the quality of void properties returned by contractors and the in-house team. See key indicators (local measure).			<i>May 2009</i>
	A number of local targets to be established for voids management, particularly in relation to achievement of repair timescales.			<i>May 2009</i>
	Introduction of a number of allocation policy changes that will impact on the void process e.g. sign up arrangements and suspension after two offers.		<i>March 2009</i>	
	Implementation of Schedule of Rates (Phase 2).			<i>May 2009</i>
Introduction of Mobile Working (trackers on vehicles) to improve response and productivity times.		<i>February 2009</i>		
Improvements Planned 2. Key Indicators		Baseline 2007/08	Year 1 2008/09	Year 2 2009/10
	<ul style="list-style-type: none"> HLS/009a - Reduction in void turnaround time from 103.6 to 64 calendar days by 2011. 	<i>103.6 Calendar Days</i>	<i>96 Calendar Days</i>	<i>89 Calendar Days</i>
	<ul style="list-style-type: none"> HLS /010a – The average number of calendar days taken to complete emergency repairs. 	<i>0.92 Calendar Days</i>	<i>1 Calendar Days</i>	<i>0.5 Calendar Days</i>
	<ul style="list-style-type: none"> HLS /010c – The average number of calendar days taken to complete non urgent repairs. 	<i>88.94 Calendar Days</i>	<i>50 Calendar Days</i>	<i>45 Calendar Days</i>
	<ul style="list-style-type: none"> Local measure – The number of void properties achieving zero defects on work undertaken (baseline 2009/10) 	<i>N/A</i>	<i>N/A</i>	<i>Baseline</i>
Signposts	Key Strategies <ul style="list-style-type: none"> Local Housing Strategy Homelessness Strategy Private Sector Housing Renewal policy Flintshire Regeneration Strategy Empty Homes Strategy 			
Executive Approval	Date		Primary Lead Signature	

Flintshire County Council Improvement Agreement

Improvement Agreement Outcome	A Prosperous, Cultural & Diverse Society Ensuring a High Skills Base	Reference	IA 4.1									
Primary Lead	Director of Lifelong Learning Ian Budd	Tel: 01352 704010 Email: ian.budd@flintshire.gov.uk										
Secondary Lead	Head of School Services Elwyn Davies	Tel: 01352 704012 Email: elwyn.davies@flintshire.gov.uk										
Executive Member	Executive Member for Education & Youth Cllr. Nigel Steele-Mortimer	Tel: 01745 854452 Email: nigel.steele-mortimer@flintshire.gov.uk										
The Improvement Imperative	<p><i>What are we trying to improve?</i> Improve educational attainment through:</p> <ul style="list-style-type: none"> • increasing the number of learners achieving Level 1 & 2 thresholds, (Level 1 Threshold = equivalent of 5 A* - C grade GCSE's, Level 2 Threshold = equivalent of 5 A* - G grade GCSE's and • decreasing the number of school leavers leaving education without a formal qualification. 											
Current Strengths	<ul style="list-style-type: none"> • Secondary Strategy for School Improvement. 											
Areas for Improvement and Key Risks	<p><i>Based on our Strategic Assessment of Risks and Challenges</i></p> <ul style="list-style-type: none"> • SARC - CL12 - Skills Needs of Employers • SARC - CL09 - Economic Regeneration Strategy 											
Improvements Planned 1. Key Milestones	<p><i>Planned actions and key milestones:</i></p> <p>Completion of Transformation Education and Training Provision in Wales – Delivering Skills that Work for Wales Outline Strategic Plan and progression made on implementation and attainment of Band C, with progression outlined to reach Band A by 2012. Ensuring that training and education is delivered through a fully integrated partnership between schools, Further Education Institutions, Higher Education Institutions and other post -16 providers.</p> <p>Assist Schools to make an informed decision about the potential introduction to the Welsh Baccalaureate Qualification (WBQ) for all pupils.</p> <p>We will prepare a Regeneration Strategy for Flintshire, which will include actions to address economic inactivity, low skills and areas of deprivation.</p> <p>We will support the submission of a minimum of 6 bids for European funding that aim to assist people in: becoming economically active; accessing training; and entering and sustaining employment.</p>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">2008/09</td> <td style="width: 50%; text-align: center;">2009/10</td> </tr> <tr> <td style="text-align: center;"><i>All schools offering 24 courses by September 2009</i></td> <td style="text-align: center;"><i>All schools offering 26 courses by September 2010.</i></td> </tr> <tr> <td style="text-align: center;"><i>All schools informed by September 2009</i></td> <td style="text-align: center;"><i>Increase number of learners by September 2010</i></td> </tr> <tr> <td></td> <td style="text-align: center;"><i>31/03/10</i></td> </tr> <tr> <td></td> <td style="text-align: center;"><i>31/03/10</i></td> </tr> </table>	2008/09	2009/10	<i>All schools offering 24 courses by September 2009</i>	<i>All schools offering 26 courses by September 2010.</i>	<i>All schools informed by September 2009</i>	<i>Increase number of learners by September 2010</i>		<i>31/03/10</i>		<i>31/03/10</i>
2008/09	2009/10											
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	<i>31/03/10</i>											
	<i>31/03/10</i>											

Improvements Planned 2. Key Indicators	Key indicators and targets:			Baseline 2007/08	Year 1 2008/09	Year 2 2009/10
	<p>EDU/002bi - The percentage of all pupils in any local authority maintained school, who attain the age of 16 during the school year and leave compulsory education, training or work based learning without an approved external qualification.</p> <p>EDU/011 – The average points score for pupils aged 15 as at the preceding 31st August, in schools maintained by the local authority.</p> <p><i>* Includes Improvement Targets as categorised by FCC</i></p>			1.53	0.92	0.50
			329.8	356	356 - 381	
Signposts	Key strategies					
<ul style="list-style-type: none"> • Secondary Strategy for School Improvement • 14-19 Annual Network Development Plan 						
Executive Approval	Date		Primary Lead Signature			

Flintshire County Council Improvement Agreement

Improvement Agreement Outcome	A Prosperous, Cultural & Diverse Society Supporting Local Businesses	Reference	IA 4.2
Primary Lead	Director of Environment Carl Longland	Tel: 01352 704500 Email: carl.longland@flintshire.gov.uk	
Secondary Lead	Head of Public Protection Paul McGreary	Tel: 01352 703413 Email: paul.mcgreary@flintshire.gov.uk	
	Head of Regeneration Dave Heggarty	Tel: 01352 703203 Email: dave.heggarty@flintshire.gov.uk	
Executive Member	Executive Member for Regeneration & Tourism Cllr. Mel Higham	Tel: 01352 757727 Email: mel.higham@flintshire.gov.uk	
	Executive Member for Leisure & Public Protection Cllr. Dennis Hutchinson	Tel: 01244 543907 Email: dennis.hutchinson@flintshire.gov.uk	
The Improvement Imperative	<p><i>What are we trying to improve?</i></p> <ul style="list-style-type: none"> The small business sector in Flintshire is too small, relative to the size of our economy. We need to increase both the rate of small business start up and of SME survival to a level nearer the national average (Flintshire rate of business start up is 32 per 10,000 population against a UK figure of 44). To do this we will provide a high quality and comprehensive business support service, focusing on new business start-ups and existing SMEs which reduces regulatory burdens, improves business competitiveness and compliance and promotes higher standards of trading in the fields of community, health and environmental protection. This will be done by building on our existing philosophy of a 'one stop shop' approach, where local business can access the widest range of Council and other advisory services. We will develop methodology for measuring and improving satisfaction rates for businesses using the service. 		
Current Strengths	<ul style="list-style-type: none"> We have a substantial portfolio of commercial property, together with a large number of business tenants. The Council's regulatory and business advocacy roles bring it into regular contact with the local business community and it possesses a high level of local economic intelligence. Whilst excellent services are provided by Public Protection and Regeneration services, there is greater scope to develop a more coherent, integrated and holistic and multi-agency/service approach to business support and regulatory compliance. High levels of skills and knowledge exist within the business support functions of Public Protection and Regeneration which could be used to provide a range of innovative, high quality services to new businesses, in particular bringing together traditional business support with help to reduce the impact of complex regulation, increasing the birth rate of businesses and expansion of SMEs. Flintshire aspires to be a 'Business Friendly County'. 		
Areas for Improvement and Key Risks	<p><i>Based on our Strategic Assessment of Risks and Challenges</i></p> <ul style="list-style-type: none"> Opportunities exist for developing web-based business briefing material targeted at specific business sectors, reducing the need for businesses to source material from a range of different agencies and services. Improving access to specialist advice and support can help businesses 'get things right first time', reducing operating costs and supporting business efficiency. Improving access to advice and response times would also deliver significant benefits to new and existing businesses. SARC - CL09 - Economic Regeneration Strategy SARC - CL10 - County Town Network Regeneration & Protection 		

Improvements Planned 1. Key Milestones	<p>Planned actions and key milestones: Develop and publish web-based business briefing material in September 2009.</p> <p>Consultation exercise to identify levels of service expectation and measurement of baseline satisfaction levels to commence November 2009.</p> <p>Programme of events with Business Studies students at High Schools and colleges to encourage entrepreneurial activity and raise awareness of business support services to future potential entrepreneurs.</p> <p>Approval of Knowledge Transfer Partnership (KTP) bid for the Small Business Strategy to be prepared over a two year period in partnership with Manchester Business School</p> <p>Define a project plan for the KTP to include a review the efficiency and effectiveness of current business support.</p>	2008/09	2009/10	
		November 2008	September 2009	November 2009
Improvements Planned 2. Key Indicators	<p>Key indicators and targets:</p> <p>Increased attendance at Flintshire Business Week. <i>(The objective of Flintshire Business Week is to engage better with the business community in Flintshire to develop supportive relationships across the range of businesses in Flintshire, both large and small employers and further and higher education.)</i></p> <p>Identify baseline expectations for key business sectors utilising SERVQUAL methodology to assess satisfaction levels of support to businesses and reduce consumer risks 2009/10.</p> <p>Develop targets for increasing satisfaction levels over by 5% per year over baseline identified in 2009/10</p> <p><i>* Includes Improvement Targets as categorised by FCC</i></p>	Baseline 2007/08	Year 1 2008/09	Year 2 2009/10
		301 SME Delegates	1091 SME Delegates	1400 SME Delegates
Signposts	<p>Key strategies</p> <ul style="list-style-type: none"> Flintshire Economic Regeneration Strategy (in preparation) Small Business Strategy (Awaiting approval of bid) Public Protection Service Strategy and Outcomes Framework 			
Executive Approval	Date		Primary Lead Signature	

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 5

REPORT TO: **EXECUTIVE**
DATE : **02 JUNE 2009**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **STRATEGIC ASSESSMENT OF RISKS AND CHALLENGES**
 QUARTER 4 2008/09 REVIEW

1.00 PURPOSE OF REPORT

1.01 To receive and endorse the updated set of risks and challenges included within the Strategic Assessment of Risks and Challenges (SARC) following the quarterly review of the period January-March 2009.

2.00 BACKGROUND

2.01 The Strategic Assessment of Risks and Challenges (SARC) was first developed in early/mid 2008.

2.02 Three categories of risks and challenges are identified within the assessment:

- Community Leadership - critical issues which cannot be solely managed by the Council
- Council Delivery - public service issues which are largely within the control and responsibility of the Council
- Council Governance - issues of organisational governance and management.

2.03 The review of the first version risks and challenges was first considered by Executive at its meeting on 7 October 2008 and has subsequently been reviewed by all Overview and Scrutiny Committees and the Audit Committee.

2.04 Subsequently Executive at its meeting on 6 January 2009 endorsed an improved format for presentation of all the risks on a quarterly basis.

3.00 CONSIDERATIONS

3.01 The assessment of strategic risks and challenges is a long-term statement capturing the organisational challenges where change and improvement is required. The assessment contains work-streams which are a fundamental part of an organisational change programme, for example school asset planning, and more immediate improvement challenges, such as housing repairs and maintenance.

3.02 The assessment informs (1) the Council Plan (2) the Improvement Plan (3) The Joint Risk Assessment (4) the Regulatory Plan (5) the Community Strategy (6) the Improvement Agreement and (7) the annual and forward budget process.

3.03 The review document provides a position statement for each of the items within the assessment. In particular it:

- identifies the primary and secondary leads for each risk
- sets objectives for each risk
- actions and progress statements provide information on how i) likelihood factors are mitigated ii) risks are aligned to actions iii) progress has been undertaken and iv) projected milestones.

In addition the risks are shown with a 'risk log' identifying changes on a quarterly basis since March 2008 and provide a predictive or indicative period when it is forecast that the risk will become 'green' or low risk.

3.04 The established principles as to how the Strategic Assessment will operate are as follows:

- the evolving and 'live' nature of the document means that it is periodically being reviewed, refreshed and updated. Earlier versions will be saved and the most recent version will be updated and displayed on the Council's intranet site
- periodic member reporting will be on a quarterly basis with monthly monitoring by Corporate Management Team
- risk and challenge areas will be included in respective officer appraisals.

3.05 The revised format of the Strategic Assessment was shared with the regulators on 22 January and the contents of the review have informed the Regulatory Plan for 2008-09. There is a high level of confidence in the integrity of the strategic assessment; the accuracy, completeness and predictability of the contents; the remodelled format to meet the information and supervision needs of senior management, members and external regulation.

3.06 Appendix 1 sets out the updated Strategic Assessment of Risks and Challenges following the quarterly review for the period January to March 2009. At present there are small number of risks i.e. CL07 (Public Health and Primary Health Care); CD14 (Housing Stock Options); and CD30 (Contractor Functions) which are still in the process of being updated due to their complex and changing nature; the attached document does not include these risks. In addition, it should be noted that the analysis in 3.07 does not include these risks.

3.07 Key points to note are as follows:

New Risk

A new risk has been identified - NHS restructuring 'The NHS reforms in Wales will adversely impact on local partnerships and service delivery'. This risk has been given an amber RAG status with a predictive green date of March 2011. The primary lead for this risk is the Director of Community Services.

Risks which have been mitigated and have achieved their predictive green date: -

- CL03 - Voluntary Sector Compact and Grants Review
- CG10 - Human Resources and Management

The actions to mitigate the risks have been successfully completed within timescales and this has enabled the predictive green date of March 2009 to be achieved. These risks are now considered to be at a level which the organisation is prepared to tolerate.

Improved Risks

Risks are deemed to have improved where the level of risk (the RAG status) has reduced i.e. red to amber, or amber to green.

Of the 63 risks which have currently been updated; 6 have improved since the December 2008 review, 2 have been reduced from amber to green and 4 from red to amber. This equates to 9.1% of risks having improved during the quarter January to March 2009.

The improved risks are as follows:

- CD03 - Transition from UDP to LDP
- CL03 - Voluntary Sector Compact and Grants Review
- CD05 - Highways Infrastructure
- CD08 - Shotton & Deeside Renewal Area
- CD12B - Housing Management
- CG10 - Human Resources and Management

Review of the RAG status of the 63 risks which have been updated across the period March 2008 to March 2009, identified that:

- 48 have improved from red to amber (this equates to 76.2%)
- 12 have remained the same (19%): 2 amber and 10 red
- 2 risks have been mitigated (3.2%): red to green

4.00 RECOMMENDATIONS

- 4.01 To receive and endorse the updated Strategic Assessment of Risks and Challenges following the Quarter 4 2008/09 Review.

5.00 FINANCIAL IMPLICATIONS

5.01 There are no direct financial implications resulting from this report. However, the review of the assessment and any resulting financial implications will be considered as part of the budget planning process for 2009/10 and further years as part of the medium term financial strategy.

6.00 ANTI POVERTY IMPACT

6.01 There are no direct anti poverty implications within this report.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no direct environmental implications within this report.

8.00 EQUALITIES IMPACT

8.01 There are no direct equalities implications within this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no direct personnel implications within this report.

10.00 CONSULTATION REQUIRED

10.01 Ongoing consultation will take place with Overview and Scrutiny committees in relation to specific items within the assessment as part of their Forward Work Programmes.

11.00 CONSULTATION UNDERTAKEN

11.01 All Directorates have been involved in the review and refresh of the strategic assessment.

12.00 APPENDICES

12.01 Appendix 1: Flintshire County Council Strategic Assessment of Risks and Challenges - Quarter 4 2008/09 Review v1 (January - March 2009)
Appendix 2: Strategic Assessment of Risks and Challenges RAG Status Summary

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

Strategic Assessment of Risks and Challenges

Contact Officer: Karen Armstrong
Telephone: 01352 702740
E-Mail: karen_armstrong@flintshire.gov.uk

Strategic Assessment of Risks & Challenges



Quarter 4 2008/09 Review

**Version 1 – January to
March 2009**

Version Date
Wednesday, 13
May 2009



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STRATEGIC ASSESSMENT OF RISKS AND CHALLENGES - REVIEW

GUIDANCE

This document provides the foundations for both the Council Plan and the Regulatory Plan. It defines and details the **priorities for change and improvement** and is supported by our business planning processes and disciplines of service planning, risk management and financial monitoring and review.

The strategic assessment of risks and challenges comprises of three tiers:

1. **Community Leadership** - critical local issues which cannot be solely delivered by the Council (e.g. affordable housing, Community Strategy review, public health and primary health care)
2. **Council Delivery** - public service issues which are largely within the control and responsibility of the Council (e.g. housing, school buildings, waste management).
3. **Council Governance** - issues of organisational governance and management (e.g. finance, human resources, information and communications technology)

How to use the document

Title: Name of issue

Description: Additional information about the risk and challenge

Council's actions: Actions to reduce and alleviate the risk.

Quarterly Risk Review #: Level of risk determined by matrix below, before any mitigating actions have been implemented.

Quarterly Risk Review: Level of risk after considering the progress made against delivery of the mitigating actions at the review point i.e. 12/08 = December 2008.

Predictive Green/Amber: Date at which the risk is expected to reach medium/low level as appropriate to the risk. It should be noted that not all risks can be mitigated to a low (green) level and may have to be tolerated at a medium (amber) level.

I M P A C T	High	Amber	Red	Red
	Medium	Green	Amber	Red
	Low	Green	Green	Amber
		Low	Medium	High
LIKELIHOOD				

The use of this 'risk register' provides the foundation for our Council Planning Framework, which includes service and directorate planning and will inform the development of the Community Strategy and our Improvement Agreement and Improvement Plan.

SARC RAG Summary - March 09 Review

		Overall Average	03/08	06/08	09/08	12/08	03/09	
Risk Reference	Community Leadership	CL AVG						Predictive Green
CL02	Flintshire In Partnerships							3/10
CL03	Voluntary Sector Compact and Grants Review							03/09
CL04	Affordable Housing							3/11
CL05	Social Care For Older People							TBC
CL06	Older People Independent Sector Care Market							3/11
CL07	Public Health & Primary Health Care				TBC			TBC
CL08	Climate Change & Flood Risk Management							12/09
CL09	Economic Regeneration Strategy							06/09
CL10	County Town Network Regeneration & Protection							06/09
CL11	Integrated and Public Transport Infrastructure (External)							10/10
CL12	Skills Needs of Employers							4/12
CL13	NHS Restructuring							03/11
Risk Reference	Council Delivery	CD AVG						Predictive Green
CD01	Energy							12/09
CD02	Streetscene							12/09
CD03	Transition from UDP to LDP							12/09
CD04	Planning Protocol							03/10
CD05	Highways Infrastructure							TBC
CD06	Transport Arrangement For Service Users							09/09
CD07	Depot Provision							12/10
CD08	Shotton & Deeside Renewal Area							12/09
CD09	Cemetary Provision							10/09
CD10	Leisure - Future Provision							TBC
CD11	Community Facilities Stock							02/10
CD12a	Housing Strategy							06/09
CD12b	Housing Management							09/09
CD12c	Housing Repairs and Maintenance Services							03/10
CD12d	Homelessness							03/10
CD12e	Sheltered Housing							03/11
CD14	Housing Stock Options				TBC			TBC
CD18	Supporting People							03/11
CD19	Gypsies and Travellers							TBC
CD20	School Buildings							04/18
CD21	School Modernisation							04/18
CD22	Learning & Development							2010
CD23	Children Out Of County Care & Education							TBC
CD24	Social Care Recruitment and Retention of Staff							03/11
CD25	Direct Payments							03/11
CD26	Disabled Facilities Grants							03/11
CD27a	Waste Management (Strategy)							2012/2013
CD27b	Waste Management (Operations)							11/09
CD27c	Waste Management (Participation)							12/09
CD27d	Waste Management (AD Waste)							09/09
CD30	Contractor Functions							06/09
CD32	Business Continuity							03/09
Risk Reference	Council Governance	CG AVG						Predictive Green
CG01	Corporate Project Management							12/09
CG02	Performance Management/Business Planning							4/10
CG03	Strategic Policy							10/09
CG04	Risk Management							04/10
CG05	Asset Management							11/09
CG06a	Medium Term Financial Strategy (Strategy)							TBC
CG06b	Medium Term Financial Strategy (Revenue)							TBC
CG06c	Medium Term Financial Strategy (Capital)							TBC
CG06d	Medium Term Financial Strategy (Efficiency)							TBC
CG06e	Medium Term Financial Strategy (Procurement)							TBC
CG06f	Medium Term Financial Strategy (Income, Fees & Charges)							TBC
CG07	Financial Management and Control							TBC
CG08	Information and Communications Technology (ICT Strategy)							09/09
CG09a	Information Management Strategy							03/11
CG09b	Information Security, Governance and Sharing							03/10
CG10	Human Resources and Management							03/09
CG11	Terms & Conditions of Employment							TBC
CG12	County Hall Campus Management							03/10
CG13	Customer Focus							03/10
CG14	Code of Corporate Governance							09/09
CG16	Management Change, Organisational Instability and Sucession Planning				TBC			TBC
CG17	Health & Safety Strategy Management							01/11

Checklist for Risk Identification

		Examples
P	Political	<ul style="list-style-type: none"> - Member support - Local/General election changes - Community Leadership - Democratic Governance/Management - National Policy change
E	Environmental	<ul style="list-style-type: none"> - Recycling / Green issues - Energy efficiency, Pollution, Carbon emissions - Climate Change; flooding and adaptation - Land use - Waste Strategy
R	Regulatory / Legislative	<ul style="list-style-type: none"> - Non-compliance with legislation - Data Protection/Freedom of Information Acts/ Human rights, - TUPE regulations - Health & Safety - Legal challenges - Corporate Governance
F	Financial	<ul style="list-style-type: none"> - Financial performance and management - Efficiencies - Financial procedural rules - Ability to meet financial commitments, including internal budgetary pressures - Insurance cover/claims - Procurement - Contract standing orders
O	Objectives	<ul style="list-style-type: none"> - Council priorities for change and improvement (SARC)
R	Reputational	<ul style="list-style-type: none"> - Negative publicity - Legal challenges - Project failure - External regulatory reports
M	Management	<ul style="list-style-type: none"> - Strategic – Corporate and resource management - Operational – Management skills to include Performance, Risk, Finance HR etc - Collaborative working/partnerships - Emergency Planning
A	Assets	<ul style="list-style-type: none"> - Land, property, equipment, technology, information, employees
N	Not covered elsewhere	<ul style="list-style-type: none"> - Risks that do not fit into any other defined category
C	Customer and Communities	<ul style="list-style-type: none"> - Impact on customer - Consultation/engagement/communication - Customer Feedback - Current and changing needs and expectations of customers and citizens - Demographics; Migration and immigration - Community cohesion - Community Strategy - Business Continuity Management (including disaster recovery arrangements)
E	Equalities	<ul style="list-style-type: none"> - Welsh Language - Social Justice - Disability Discrimination Act - Race Relations - Age and Gender - Equality Impact assessments
S	Sustainability	<ul style="list-style-type: none"> - Maintaining and improving Flintshire as a place to live, work and visit now and in the future.

Criteria for assessing likelihood and impact

Likelihood

Description	Example Detail
High / Red	Is happening currently or is expected to happen in the current/next year. Low/no degree of control.
Medium / Amber	Has recently happened or is expected to happen in the next 2-5 years with moderate degree of control.
Low / Green	Has not happened nor is expected to happen for more than 5 years or has happened/currently happening with a high degree of control.

Impact

Description	Examples
High / Red	<ul style="list-style-type: none"> - Complete service failure - Negative <i>national</i> publicity - Serious impact on staff across more than one Directorate - Legal action almost certain and difficult to defend - Serious financial impact to budget, not manageable within existing funds - Non-compliance with law resulting in imprisonment - Negative external regulatory reports impacting on Corporate Governance - Multiple fatalities
Medium / Amber	<ul style="list-style-type: none"> - Serious impact on staff across in one Directorate - Significant service failure/under performance - Negative <i>local</i> publicity - Expected impact on staff, but manageable within Directorate contingency arrangements - Legal action expected - Expected financial impact to budget, manageable within Directorate - Non-compliance with law resulting in fines - Negative external regulatory reports - Extensive, permanent/long term injury or long term sick
Low / Green	<ul style="list-style-type: none"> - Some risk to normal service delivery but manageable within contingency arrangements - Legal action possible but unlikely and defensible - Possible financial impact to budget, manageable within service - Non-compliance with regulations / standards or local procedures resulting in disciplinary action - First Aid or medical treatment required

STRATEGIC ASSESSMENT OF RISKS AND CHALLENGES – CONTENTS BY PRIMARY LEAD

Primary Leads

Colin Everett **Chief Executive**

[CL02](#) Flintshire in Partnership (KA)
[CL03](#) Voluntary Sector (KA)
[CL07](#) Public Care & Prim' HC
[CD07](#) Depot Provision (NC)
[CD14](#) Housing Stock Options
[CD19](#) Gypsies and Travellers (KA)
[CD30](#) Contractor Functions
[CD32](#) Business Continuity (VW)
[CG01](#) Corporate Proj Manag' (CG)
[CG02](#) Performance Manage' (KA)
[CG03](#) Strategic Policy (KA)
[CG04](#) Risk Management (VW)
[CG13](#) Customer Focus (CG)
[CG16](#) Management Change
[CG17](#) Health & Safety Strategy (PJO)
[CL13](#) NHS Restructuring

Sue Lewis **Director of Community Services**

[CL04](#) Affordable Housing
[CL05](#) Social Care For Older People (MM)
[CL06](#) Older People Independent Sector (MM)
[CD08](#) Shotton & Deeside Renewal Area (MH)
[CD12a](#) Housing Strategy (MH)
[CD12b](#) Housing Management (MH)
[CD12c](#) Housing Repairs and Maintenance (MH)
[CD12d](#) Homelessness (MH)
[CD12e](#) Sheltered Housing (MH)
[CD18](#) Supporting People (AB)
[CD23](#) Children's out of County Care & Education
[CD24](#) Social Care Recruit' & Reten' of Staff (AB)
[CD25](#) Direct Payments (AB)
[CD26](#) Disabled Facilities Grants (MH)

Carl Longland **Director of Environment**

[CL08](#) Climate Change & Flood Risk (GPJ)
[CL09](#) Economic Regeneration Strategy (DH)
[CL10](#) County Town Network Regen & Protect (DH)
[CL11](#) Integrated and Public Transport (DF)
[CL12](#) Skills Needs of Employers (LR)
[CD01](#) Energy (NC)
[CD02](#) Streetscene (DF)
[CD03](#) Transition from UDP to LDP (GPJ)
[CD05](#) Highways Infrastructure (DF)
[CD06](#) Transport Arrangements (DF)
[CD09](#) Cemetery Provision (LW)
[CD27a](#) Waste Management (Strategy) (NC)
[CD27b](#) Waste Management (Operations) (NC)
[CD27c](#) Waste Management (Participations) (NC)
[CD27d](#) Waste Management (AD Waste) (NC)
[CG05](#) Asset Management (NC)

Ian Budd
Director of Lifelong Learning

[CD10](#) Leisure - Future Provision (MH)
[CD20](#) School Buildings
[CD21](#) School Reorganisation
[CD22](#) Learning & Development (ED)

Neil Cockerton
Head of Technical Services

[CD11](#) Community Facilities Stock (TB)
[CG12](#) County Hall Campus Manage' (TB)

Barry Davies
Head of Legal & Democratic Services

[CD04](#) Planning Protocol (GPJ)
[CG14](#) Code of Corp Governance (N/A)

Kerry Feather
Head of Finance

[CG06a](#) Med Term Fin Strat (Strat) (PW)
[CG06b](#) Med Term Fin Strat (Revenue) (PW)
[CG06c](#) Med Term Fin Strat (Capital) (PW)
[CG06d](#) Med Term Fin Strat (Efficiency) (PW)
[CG06e](#) Med Term Fin Strat (Procurement) (PW)
[CG06f](#) Med Term Fin Strat (Income, Fees, and Charges) (PW)
[CG07](#) Finan Management and Control (PW)

Chris Guest
Head of ICT & Customer Services

[CG08](#) ICT Strategy (MH,JT,AG)
[CG09a](#) Information Management Strategy (CG)
[CG09b](#) Information Security, Governance and Sharing (AK)

Helen Stappleton
Head of HR & Organisational Development

[CG10](#) Human Resources and Management (HS) Removed From Register - CG15 Elections
[CG11](#) Terms & Conditions of Employment (HS)

Miscellaneous

COMMUNITY LEADERSHIP

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CL02 - Flintshire in Partnership

Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL02	FLINTSHIRE IN PARTNERSHIP	<p>i) Transition of the Community Strategy Partnership Board to a Local Service Board to:</p> <p>(1) identify and manage common / shared issues</p> <p>(2) challenge the standard of outcomes across the strategic partnerships</p> <p>(3) consider issues of collective social responsibility</p> <p>ii) Support strategic partnerships to work collectively addressing national and local challenges to improve service delivery and deliver efficiencies.</p>	Chief Executive (CE)	PPP Manager (KA)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		#
1	Confidence of key stakeholders	<ul style="list-style-type: none"> To have a shared governance framework that provides clear partnership structures, problem-solving leadership, citizen-centred principles and accountability. To ensure effective partnership[governance / performance management models / methods are in place. To challenge our working practices and identify opportunity for collaborative working. To identify and manage common / shared issues 	<p>Transition to Local Service Board (LSB)</p> <p>a) LSB confirmed mid 2008. Risks: 1, 4 Progress: LSB model adopted June 2008.</p> <p>b) WAG representative appointment and role confirmed Risks: 2, 4 Progress: WAG representative appointed February 2008.</p>		AMBER 03/08
2	'Joined-up working' service deliverables				AMBER 06/08
3	Duplication of effort				AMBER 09/08
4	Democratic Governance				AMBER 12/08
5	Maximisation of efficiencies				

			<p>c) Confirm governance arrangements Risks: 1, 2, 3, 4, 5 Progress: Partnership governance arrangements under development.</p> <p>d) Develop Local Delivery Agreement (LDA) with WAG Risks: 1, 2, 3, 5 Progress: LDAs to be identified by March 2010. LSB is undertaking initial joint project on carbon reduction.</p> <p>Strategic Partnerships</p> <p>a) Mapping of strategic partnerships to maximise efficiencies and reduce duplication. Risks: 1, 2, 3, 4, 5 Progress: Partnership governance and partnerships performance management / self evaluation models / methods to be developed / agreed by LSB.</p> <p>b) Updating of Flintshire Profile and development of data sharing and its use. Risks: 2, 3, 5 Progress: Profile launched in December 2008; Profile used to develop Community Strategy / vision themes by the Local Service Board (LSB). Review of profile to be completed by mid July.</p> <p>c) Flintshire in Partnership website launch and ongoing development. Risks: 1, 3, 5 Progress: website launched June 2008.</p> <p>d) Confirm / develop links between strategic plans and Council business planning approach. Risks: 2, 5 Progress: Revised approach to Council business planning completed April 2009.</p>	<p>AMBER 03/09</p> <p>GREEN PREDICTIVE 03/10</p>
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CL03 – Voluntary Sector Compact & Grants Review

Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL03	VOLUNTARY SECTOR COMPACT AND GRANTS REVIEW	<p>Re-energise Voluntary Sector Compact (VSC) as a strategic partnership body between the County Council, Local Health Board and Flintshire Local Voluntary Council.</p> <p>Review of the arrangements to ensure effective and strategic resource provision to the voluntary sector supported by stronger corporate planning, financial and business disciplines.</p>	Chief Executive (CE)	PPP Manager (KA)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		#
1	Cross-sector relationship management	<ul style="list-style-type: none"> To further develop positive working relationships with the voluntary sector To have viable, sustainable voluntary agencies To improve co-ordination of support to the voluntary sector To develop the capacity of the voluntary sector. 	<p>a) Revision of Flintshire Compact; first meeting of 'new' body Risks: 1, 2, 3 Progress: Revised Compact and terms of reference agreed including terms of reference and work programme March 2008.</p> <p>b) Fundamental review of internal grant arrangements and resource provision Risks: 1, 2, 3 Progress: Proposals for internal grant arrangements agreed October 08; allocation of future resource requirements to be related to service requirements and council policy.</p> <p>c) Strengthen Service Level Agreements and arrangements for financial and performance management Risks: 1, 2, 3 Progress: see b) above. Implementation of the voluntary sector grants database to be used on a phased basis from April 2009.</p>		RED 03/08
2	Effective strategic use of resources				AMBER 06/08
3	Maximise voluntary sector capacity and contribution to service delivery				AMBER 09/08
					AMBER 12/08
					GREEN 03/09
					GREEN PREDICTIVE 03/09

			<p>d) Improved relations and recognition of independence, co-dependence and value of the voluntary sector Risks: 1, 2, 3 Progress: Customer relationship management role of sponsoring officers linked to each voluntary sector organisation supported by the council has been developed as part of the review e.g. accommodation, developing capacity, business planning, collaborative working.</p>	
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CL04 – Affordable Housing

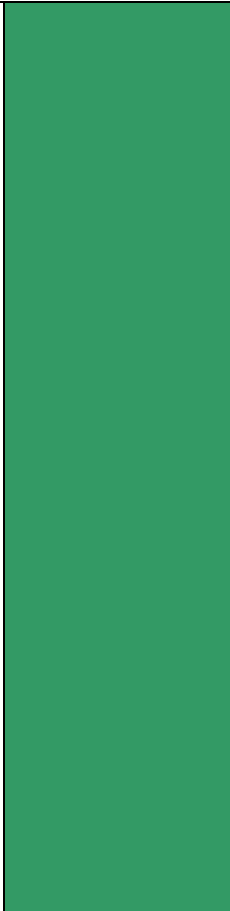
Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL04	AFFORDABLE HOUSING		Limited affordable housing of all tenures and types in all locations across the county impacts on inward and outward County migration, rising domestic debt and economic growth and development.	Director of Community Services (SL)	Head of Housing (MH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Lack of knowledge / expertise in negotiating affordable housing	To ensure that sufficient knowledge /expertise exists to maximise affordable housing contributions	a) Comprehensive review of Housing strategy to support and inform affordable housing allocation. Risks: 1, 2, 3, 4 Progress: January 2009 WAG released consultation on a new National Housing Strategy. This will be incorporated into the review of the current local strategy. A comprehensive review of the current local housing strategy is under way with a target date for the launch of the new strategy September 2009.			RED 06/08
2	Lack of flexibility of strategic housing policy on acceptable tenures/types of affordable housing	To ensure that all opportunities to expand the provision of affordable housing are exploited, irrespective of tenure	b) Development of Housing Strategy Team to co-ordinate delivery of affordable housing. Risks: 1, 2, 3, 4 Progress: The Housing Strategy Team has now been appointed and is currently engaged in a comprehensive range of strategic housing projects			RED 09/08
3	Lack of effective partnerships with RSLs and maximisation of joint resources	Establish effective partnerships with RSLs to maximise resources and the provision of additional cross-tenure affordable housing	c) Consideration of implications of Local Housing Market Assessment (LHMA) for strategic policy on affordable housing. Risks: 1, 2, 3, 4 Progress: The Council has recently subscribed to the Hometrack information service which will expand considerably the range of information available to the council to supplement and update information from the LHMA. However, it is acknowledged that the LHMA is no longer an accurate indication of the housing market in north east Wales due to the considerable impact of the 'credit crunch'. An affordability profile of all Flintshire wards has been completed and will feed in to the Local Housing Strategy and Affordable Housing Delivery Statement. WAG intends to implement a new affordable housing data collection process during 2009 and the housing strategy unit will be involved in this.			AMBER 12/08
4	Lack of opportunities to plan for/maximise Social Housing Grant and other		GREEN			

	'top-up' funding		<p>d) Review and develop planning policy on affordable housing through the LDP process. Risks: 1, 2, 3, 4 Progress: Close links have been established with the Planning Policy Unit to share information and expertise to contribute to the LDP process. UDP policies are being applied to required elements of affordable housing where applicable.</p> <p>e) More effective use to be made of planning obligations to lever in affordable housing. Risks: 2, 3, 5 Progress: The authority has commenced the development of the council's Affordable Housing Delivery Statement (AHDS) which will set targets for the future. In addition, liaison with RSLs active in Flintshire is seeking to utilise WAG funding to expand the number of affordable homes being provided. Deadline for publication of AHDS will be clarified following publication of WAG guidance. The draft AHDS is being revised in conjunction with the Environment Directorate following release of WAG/WLGA final guidance. The AHDS is scheduled to be finalised during May / June 2009.</p> <p>f) Improve guidance to developers and standardise approach to S106 agreements. Risks: 2, 3, 5 Progress: Review of the existing S106 agreement forms part of the Strategy Unit's current work programme as the current arrangements do not provide sufficient clarity for developers, Similarly, lack of 'standard' S106 causes undue delay in the planning process. Review of existing S106 agreement has been completed and has been passed to legal services for consultation. Guidance will be incorporated within the AHDS.</p> <p>g) Review Council land assets to identify potential for development of affordable housing. Risks: 1, 2, 3 Progress: Current arrangements have provided several sites which are being developed by RSL partners. Discussions are underway with Environment on protocols for identification and release of further sites. Complete by end March 2009.</p> <p>NOTE: Mitigation of this risk is a long-term outcome of the actions being taken. Therefore, the predicted date is subject to review.</p>	<p>PREDICTIVE 03/11</p>
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CL05 – Social Care for Older People

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL05	SOCIAL CARE FOR OLDER PEOPLE		Demographic factors showing increased numbers of older people and an increased proportion of older people with dementia; increased pressures on the range of public and voluntary services which provide for them.	Director of Community Services (SL)	Head of Social Services for Adults (MM)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Pressure on resources to deliver increased range and number of services	Remodel and refocus services to promote independence	a) Extra Care housing scheme for older people developed in Shotton Risks: 1,2,3,4,5 Progress: The scheme has been opened and aims to be full by the end of May 2009.			AMBER 06/08
2	Increased demands on community care to reduce secondary care	Develop a range of services for older people with mental health needs – jointly with health partners	b) To develop a 2 nd Extra Care scheme including a dementia unit Risks: 1,2,3,4,5 Progress: Extra Care Board in place and Service Teams have met. Visionary documents in progress.			RED 09/08
3	Changing public expectations;	Development of a range of Intermediate Care Services	c) Ensure that Assistive technology is an established element of supporting people in their own homes Risks: 1,2,3,4,5 Progress: Options appraisal being undertaken – link between Telecare and Care Link. Draft protocols are now available following the Consultant’s report. Telecare grant has now ended; future budget for equipment will be funded via a range of funding streams. Regional work ongoing.			RED 12/08
			d) More service users are able to use the Direct Payments Scheme Risks: 1,2,3,4,5 Progress: Progress is ongoing.			RED 03/09
4	Uncertain NHS environment	Adopt a systematic, timely and quality approach to forward planning for recruitment/resourcing needs				GREEN (Unable to determine at present)

<p>5</p>	<p>Limitations on capacity and availability of workforce</p>	<p>Identify opportunities to develop direct care roles using a career progression framework</p>	<p>e) New Resource Centre for early onset dementia Risks: 1,2,3,4,5 Progress: the Centre was opened in October 2008. Resource Centre used by Health and Voluntary sector.</p> <p>f) Reablement Service Risks: 1,2,3,4,5 Progress: Service model being explored for a pilot for mainstreaming Deliver a specialist dementia service to older people Progress: Independence & Well being WAG grant secured to develop new service, Project Manager appointed.</p> <p>g) Revised Flintshire Joint Intermediate Care Strategy and implementation of strategy in accordance with agreed timescales. Risks: 1,2,3,4,5 Progress: Revised strategy now signed off. Action plan in place to meet the gaps and service to be developed.</p> <p>i) Plan future recruitment campaigns in conjunction with HR Risks: 1,2,3,4,5 Progress: Ongoing. Recruitment campaigns are planned in conjunction with HR as standard. Recruitment processes have been streamlined for volume recruitment areas e.g. homecare.</p> <p>j) Identify alternative ways of filling posts within the Directorate e.g. secondments, temporary appointments (ongoing) Risks: 1,2,3,4,5</p>	
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CL06 – Older People Independent Sector Market

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL06	OLDER PEOPLE INDEPENDENT SECTOR CARE MARKET		The stability of independent sector care market is vital to ensure capacity for affordable long term care of older people (care homes & domiciliary care).	Director of Community Services (SL)	Head of Social Services for Adults (MM)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			RED 03/08
1	Potential for market failure.	Work in partnership with the independent sector to secure services for older people	<p>a) Regular Meetings with independent sector providers to work collaboratively to resolve problems across the sector Risks: 1,2,3,4 Progress: Open Meetings have been held and the sub group to examine the Domiciliary Fee Setting Tool has been resurrected. A sub group of the Care Homes meeting will be looking at demographic trends.</p>			AMBER 06/08
2	Lack of capacity for affordable long term care of older people (care homes & domiciliary care).		<p>Progress has been limited in extending the full range of joint health & social care specialist services due to the reconfiguration of the NHS in Wales. A new tool for Continuing Health Care is to be issued by WAG. Currently there is a disincentive for reassessment for continuing health care due to differing payments for care by the Local Health Boards.</p>			RED 09/08
3	Changing funding arrangements by government.		<p>b) Develop new contracts Risks: 1,2,3,4 Progress: Work has been ongoing on a Regional basis to explore the potential for procuring Social Care services through collaboration however progress has been limited to date. The possibility of supporting small businesses through the Authority's Procurement Unit i.e. to exploit the benefits of joint contracts for utilities etc. needs to be explored.</p>			RED 12/08
4	Difficulties in setting fair market rates for care.		<p>NOTE: A number of external factors impinge on this risk, so the predicted date for mitigation is subject to review</p>			RED 03/09
						GREEN PREDICTIVE 03/11

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CL07 – Public Health & Primary Health Care

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CL08 – Climate Change & Food Risk Management

Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL08	CLIMATE CHANGE & FLOOD RISK MANAGEMENT	Both climate change and flood risk is a national issue and priority. Flintshire has large tracts of low lying areas which are subject to potential flooding. Adaptation of service provision and longer term planning required to respond to the impact of climate change.	Director of Environment (CL)	Head of Planning (AF)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		# RED 03/08
1	National and local reputation	To ensure that appropriate plans are in place to address both Climate Change and flood risk.	<p>a) Undertake climate change / strategic flood risk assessments to inform and ensure soundness of LDP strategy / policy. Risks 1, 2, 3. Progress: Programme for LDP preparation drawn up and underway (process of engagement of consultants to produce evidence base has commenced). Endorsement of Members to be sought June, 2009.</p> <p>b) Determination of planning applications in accordance with UDP and policy / guidance relating to climate change impact / flood risk.</p> <ul style="list-style-type: none"> - UDP now current statement of planning policy - National policy/guidance evolving – currently TAN 15, PPW, Wales Spatial Plan, 'One Wales: One Planet' (consultation), 'Planning for Climate Change' (MIPPS) etc. <p>Risks 1, 2, 3, 4. Progress: WAG Policy documents have not progressed beyond Consultation stage. (Indication that Ministerial Interim Planning Policy Statement may be issued May, 2009). UDP policies will have greater authority on receipt of</p>		RED 06/08
2	Disruption to services and communities	To minimise the disruption to services and communities resulting from Climate Change and flooding.			AMBER 09/08
3	Limited understanding of climate change as an issue of permanency of effect and longer term planning requirements	To raise the awareness of the issues of climate change and of the need to plan for the consequences.			AMBER 12/08
				AMBER 03/09	

<p>4</p>	<p>Unknown public service impact, nature and timeline of climate change and reduction in land mass as a result of rising sea levels</p>	<p>To make best use of modelling techniques to align policy and resources to address the impacts on public services of the consequences of climate change.</p>	<p>Inspector’s report May, 2009.</p> <p>c) Flintshire County Council’s Technical Services resourced and trained to deal with incidents resulting from consequences of climate change. Capital programme of works Risks 1, 2, 3, 4. Progress: Flood defence works completed Mold, Rhydymwyn, Hendre, to mitigate consequences. Nine funding bids for surface water drainage schemes including Mold and Flint were submitted to WAG and are awaiting a decision from them.</p> <p>d) Climate Change Strategy to form WAG policy.</p> <ul style="list-style-type: none"> • This will influence LDP policy and decisions on planning applications. Building Regulations to be devolved to WAG – greater powers to achieve carbon reduction targets. • Sustainable building standards – additional planning ‘tool’. <p>(Links to other Environmental Sustainability related risks e.g. CD01 Energy.) Risks 1, 2, 3, 4 Progress: WAG Policy documents have not progressed beyond Consultation stage. (Indication that MIPP may be issued May, 2009). UDP policies will have greater authority on receipt of Inspector’s report May, 2009. Devolution and changes to Building Regulations proposed December, 2009.</p>	<p>GREEN PREDICTIVE 12/09</p>
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CL09 – Economic Regeneration Strategy

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL09	ECONOMIC REGENERATION STRATEGY		Revitalisation of the strategy to provide clarity on priorities; protection of our economic competitiveness as a sub region and stronger profile of the supporting skills market including the economically inactive.	Director of Environment (CL)	Chief Regeneration Officer (DH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Integration of actions across the wide range of Council activities and partner agencies	To ensure that actions are integrated across the range of Council activities and those of partner agencies -	a) Revitalisation of Regeneration Partnership Risks: 1, 4, 5 Progress: Being considered.			AMBER 06/08
2	Coordinate traditional economic intervention with investment in education	Reduce level of economic inactivity, employment Flintshire Employment Strategy.	b) Regeneration Strategy. Risks: 1, 2, 3, 4, 5 Progress: <ul style="list-style-type: none"> Discussion paper prepared and workshop held - 24th November 2008. Timetable established for draft Regeneration Strategy, further workshop held 23 March 2009 Draft Strategy complete and will be reported to Executive on 14th July 2009 			RED 09/08
3	Housing, health and social services	Develop more joined up approach towards regeneration.	<ul style="list-style-type: none"> Improved strategic working with WAG through the Flintshire Forum MDA cross border working consolidated within the Delivery Plan 2008 2011 Town Centre Health Check Study completed October 2008. Employment Land Study completed by 1st April 2009 Corporate Strategy Group established to ensure that economic regeneration is co-ordinated across other Council services 			AMBER 12/08
4	Funding opportunities	Better closer working with WAG and other public/private partners.				AMBER 03/09
5	Longer-term planning	Develop stronger external working partnerships				GREEN 06/09

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CL10 – County Town Network Regeneration & Protection

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL10	COUNTY TOWN NETWORK REGENERATION & PROTECTION		Flintshire's main commercial centres decline faced with competition for investment from out of town development.	Director of Environment (CL)	Chief Regeneration Officer (DH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# 03/08
1	Decline of town centres	Undertake Town Centre Health Check Study and present to stakeholder workshop.	a) Town Centre Health Check Study Risks 1, 2, 5 Progress: Complete and presented to stakeholder workshop October 2008 b) Programme of town centre works for all seven centres delivered 2008 / 2009 Risks 1, 2. Progress: Identified and underway using FCC Environment Budget (£187k Tidy Towns funding (£138k WAG) – 2009/10. c) Development of Town Action Plans for each centre – Risks 1, 2, 5. Progress: Town Centre Workshops to be delivered march - June 2009. Town Partnerships to be established to produce Town Action Plans.			RED 06/08
2	Investment in the fabric of town centres for retail / office development and residential development	Programme of town centre works for all seven centres				RED 09/08
3	Potential for social issues to increase ie. anti-social behaviour, loss of employment and lack of retail provision for local people	Develop Town Centre Workshops and Town Action Plans for each centre.				AMBER 12/08
					AMBER 03/09	
					GREEN PREDICTIVE 06/09	

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CL11 – Integrated and Pub Trans Infrastructure (External)

Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL11	INTEGRATED AND PUBLIC TRANSPORT INFRASTRUCTURE (EXTERNAL)	Compliance with legislative requirement to minimise congestion; supported by appropriate investments from WAG in the regional infrastructure.	Director of Environment (CL)	Head of Highways and Transportation (DF)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		# RED 03/08
1	Congestion uncontrolled	Ensure free flow of traffic and effective parking policy.	<p>* a) Investigate the benefits of changing our current on and off-street parking policy and take a report to Members for a decision. Risks: 1 Progress: Sept 2009.</p> <p>b) Implement any changes to (i) off-street parking policy and (ii) on-street regulation. Risks: 2 Progress: (i) April 2010 (ii) October 2010</p> <p>c) Seek Member approval for Draft Regional Transport Plan objectives (09/10) impacting on Council. Risks: 3 Progress: July 2009</p> <p>d) Implement all relevant powers under current TMA to control works on the Adopted Highway. Risks: 2 Progress: Dec 2009</p> <p>e) Continue role as Taith Lead Authority to maximise opportunities for Investment in Transport Infrastructure and Initiative across North Wales, recognising cross-border corridors and WAG priorities Risks: 3, 4 Progress: Ongoing</p>		RED 06/08
2	Non-compliance with Traffic Management Act 2004 (TMA)	Optimum use of powers under TMA 2004.			AMBER 09/08
3	Lack of investment in Council's transport infrastructure	Ensure Regional Transport Plan delivers Council's transport priorities.			AMBER 12/08
					AMBER 03/09
4	Non-compliance with WAG sustainable travel initiatives; reduction in car usage	Maximise opportunities for alternative travel arrangements			GREEN PREDICTIVE 10/10

			<p>f) Introduce Workplace Travel Plan to County Hall. Risk : 4 Progress: Purchase liftshare database August 2008 Report to CMT (Update) January 2009 Promote liftshare database June 2009 Introduce cycle-to-work scheme June 2009</p> <p>Review and assess “home-working” impact and other measures: On-going</p> <p>* PROGRESS STATEMENT 1.5.09 (a) and (b) The current economic climate needs to be considered in any policy changes. The report to Members has been delayed so that this can be taken into account. (c) The target date for submission of the RTP has been delayed by WAG to 30 September 2009.</p>	
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CL12 – Skills Needs of Employers

Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL12	SKILLS NEEDS OF EMPLOYERS	Webb Review "Promise and Performance" - independent review of Further Education in Wales - implications for providers and stakeholders of 14-19 year old learners. Collaboration of FE and HE providers to meet the changing training needs of employers.	Director of Environment (CL)	TBC	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		# AMBER 03/08
1	Training provision of FE and HE establishments not meeting full requirements of employers	To ensure that Flintshire employers have an adequate supply of skilled labour available to meet current and emerging needs. Ensure training provision meets Learning Skills Measure regulation.	<p>a) Flintshire Employment Strategy completed and being implemented – Risks: 1, 2, 3 Progress: Flintshire Employment Strategy completed</p> <p>b) Actions to meet skill shortages in the engineering and paper sectors now in place Risks: 1, 2 Progress:</p> <p>c) 'Manufacturing Initiative' to be rolled out across Flintshire Schools 2009/10 Risks 2, 3 Progress: This links in with the Improvement Agreement 4.1; predictive low risk by 2012 when the completion of the Transformation Education and Training Provision in Wales – Delivering Skills that Work for Wales Outline Strategic Plan and we reach Band A by 2012.</p>		AMBER 06/08
2	Decline in certain employment sectors	To ensure that there are good quality training opportunities available for local people.	<p>d) Ensure all schools meet requirements of Learning Skills Measure for Year 10 learners by September 2009. Risk: 1 Progress: Achievement has been agreed to meet Band C (24 subject options) requirement by September 2009. Progression will then be made to meet Bands B and A to be achieved by 2012 as per Transforming Education and Training Provision Programme for Flintshire (14 – 19 Network Strategy).</p>		AMBER 09/08
3	Outward migration of skilled workforce				AMBER 12/08
					AMBER 03/09
					GREEN

			<p>e) Curriculum collaboration with FE in delivery of courses in partnership in schools. Risk: 1 Progress: Ongoing since approximately 2006 and continuing to make good progress.</p> <p>f) Achievement of Principal learning Engineers Course successful bid (the only 14-16 Principal Learning Level 11 Pilot in Wales achieved). Risk: 1 Progress: Bid completed and successfully approved February 2009. Course making good progress and due to start September 2009.</p>	<p>PREDICTIVE 04/12</p>
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CL13 – NHS Restructuring

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL13	NHS Restructuring		The NHS Reforms in Wales will adversely impact on local partnerships and service delivery.	Director of Community Services (SL)		
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			
1	Local planning arrangements are replaced by regional arrangements, which may not fully take account of local needs	New planning arrangements have a local dimension	Continue to participate in dialogue with NHS partners and try to influence decisions about planning and service delivery models. Risks: 1,2 Continue to seek to work with NHS budget holders to ensure that the local authority is not financially disadvantaged. Risk: 3			AMBER 03/09
2	New local service models are not coterminous with local authority service delivery, leading to uncoordinated health & social care services	New service models fit with existing service delivery arrangements				GREEN (PREDICTIVE) 03/11
3	Threatened reductions in NHS budgets may lead to cost shunting to the local authority.	Spending plans are coordinated to ensure fair contributions from the NHS and the LA				

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CD01 - Energy

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD01	ENERGY		Energy consumption across a wide range of Council managed stock subject to volatile market conditions and needs to be managed	Director of Environment (CL)	Head of Technical Services (NC)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Financial volatility of energy costs	To minimise the effects of volatility of energy costs	<p>a) Energy policy was revised February 2008, and will now need to be revised again in light of Government commitment to 26-32% Carbon reduction by 2021. Recent announcement of target of 80% by 2050. Risks: 1, 2, 3 Progress: Work has commenced and will be linked to the work connected with the development of a Flintshire Carbon Reduction Strategy. Anticipated completion December 2009.</p>			RED 06/08
2	Additional costs - 'Carbon Reduction' wasteful	To reduce carbon consumption to reduce costs	<p>b) Development of Carbon Reduction Strategy as part of wider energy reduction strategy. Risks: 1, 2, 3 Progress: Work has started, following a workshop with the Carbon Trust to identify opportunities and consider targets. This is now being developed further through an officer working group.</p>			RED 09/08
3	Building performance leading to increased energy consumption	To improve efficiency of buildings and reduce wasteful practices	<p>In addition work is in progress developing a Carbon Reduction Strategy for use within the Local Service Board, this work is being undertaken in conjunction with the Carbon Trust. Anticipated Completion December 2009</p> <p>c) Procurement of energy through OGC procurement route to maximise value and act as a buffer against market volatility. Risks: 1, 3 Progress: Energy procured through this route to maximise benefits of bulk purchasing arrangements through government agency.</p>			AMBER 12/08
						GREEN PREDICTIVE 12/09

			<p>Anticipated completion: This is an ongoing activity</p> <p>d) Capital investment 'Spend to Save' programme approved. Risks: 1, 2, 3 Progress: The budget made available for this initiative is being targeted at high energy use facilities such as leisure centres and schools to reduce energy consumption and in doing so, revenue costs. Flint Leisure Centre has shown a year on year reduction in energy consumption as a result of such initiatives. Deeside Leisure Centre saved 500,00Kwhs (approx gas reduction) over a 5 month period. Anticipated completion: Please refer to examples below; works are developed in conjunction with the Councils capital programme.</p> <p>e) Staff awareness programme to raise the profile of energy consumption through the Council. Risks: 1, 2, 3 Progress: Awareness campaign is being developed. Environmental champions (volunteers) being sought to take forward initiatives such as recycling and energy conservation measures. Anticipated completion: To be implemented by the end of August 2009</p> <p>f) Display Energy Certificates to be in place for all buildings over 1000m2 are complete. Risks: 1, 2, 3 Progress: Work has been completed for those facilities over 1000m2. Anticipated Completion: Complete</p> <p>g) Work underway to prepare for the Carbon Reduction Commitment (Carbon Trading Scheme). Risks: 1, 2, 3 Progress: Funding for CRC identified and advised based upon £12.00 tonne. FCC to seek to join the Energy Accreditation Scheme through Carbon Trust. Anticipated Completion: August 2009</p> <p>h) Consider potential for exploration of own energy generation: Risks: 1, 2, 3 Progress: Planning application to be submitted for small wind generation turbine at Flint High School.</p> <p>i) Asset Management implications of activity in relation to energy conservation will be positive both in reducing current carbon footprint and overall running costs.</p>	
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			<p>Risks: 1, 2, 3 Progress: In the context of asset management high efficiency boiler installations and green energy sources, such as solar thermal are being incorporated into designs. Schools in Flint have solar panel and micro wind generation is currently being considered for Flint High School.. Anticipated completion: ongoing activity..</p> <p>Examples: Spend to save schemes. Examples provided in previous progress update. Further funding subject to capital resource allocation bid success as part of capital funding bid process</p>	
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CD02 – Streetscene

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review		
CD02	STREETSCENE		Joined-up approach to 'street services' - delivering from a customer's perspective in an effective single service clustered arrangement	Director of Environment (CL)	Head of Highways and Transportation (DF)			
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08		
1	Compliance with current legislation and best practice.	To make full use of available legislation and learn from best practice.	<p>a) Clearly define and scope "Streetscene". Risks : 1, 2, 3 Progress : Initial scoping completed December 2008.</p> <p>b) Appoint temporary Project Manager. Risks: 1, 2, 3 Progress: To be advertised early May.</p> <p>c) Prepare project plan for implementation by December 2009 to include: Ascertain base-line performance data and existing specifications and resources.</p> <ul style="list-style-type: none"> • Compare existing specifications, performance and resources against exemplary authorities in England and Wales • Review of Clean Team pilot by March 2009 • Commence streetscene enforcement activities July 2009 • (Exec. Report dog fouling March 2009) • (Consultation underway May/June 2009) • Customer and stakeholder needs and priorities survey June 2009 • Set new SLAS/specifications to meet stakeholders' expectations • Review depot arrangements for the services with a view to rationalisation • (Report to Scrutiny May 2009) 			AMBER 06/08	RED 09/08	AMBER 12/08

<p>2</p>	<p>Provision of services that are customer focused</p>	<p>To increase customer satisfaction providing an integrated and responsive service.</p>	<ul style="list-style-type: none"> • Improve communications and customer feedback via Customer Contact • Review structure and roles to ensure fit for purpose. Identify scope for multi-skilling of employees. • Review delivery mechanism(s) – as part of Phase II organisational redesign programme <p>Risks 1, 2, 3</p>	<p>AMBER 03/09</p>
<p>3</p>	<p>Ineffective use of resources.</p>	<p>To make best use of available resources which are sustainable and maximise performance and efficiencies.</p>	<p>Progress: Initial scoping for project completed December 2008.</p>	<p>GREEN PREDICTIVE 12/09</p>

CD03 – Transition from UDP to LDP

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD03	TRANSITION FROM UDP TO LDP		Council's arrangements for the transition from adoption of the Unitary Development Plan to the development and adoption of the Local Development Plan (one of the 4 statutory plans within plan rationalisation).	Director of Environment (CL)	Head of Planning (AF)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Adoption of UDP within agreed timescales	To take the UDP through remaining statutory stages, culminating in its adoption.	<p>a) Approve a timeline for the adoption of the UDP and the LDP process. Risks 1, 2, 4. Progress: Programme for LDP preparation drawn up and underway (process of engagement of consultants to produce evidence base has commenced). Endorsement of Members to be sought June, 2009.</p> <p>b) Programme and resource the remaining UDP actions to ensure adoption prior to July 2010:</p> <ul style="list-style-type: none"> • Receipt of Inspector's report (not within Flintshire's control). • Report to Executive / Council on recommendations – June 2009. • Make Inspector's report publicly available – June 2009. • Proposed modifications – October 2009. • Consideration of modification responses – December 2009. • Adoption of UDP – April 2010. <p>Risks 1, 2. Progress: Inspector's report received in draft – comments submitted April, 2009. Final Inspector's report to be received prior to 13 May, 2009.</p> <p>c) Programme and resource the LDP preparation in accordance with the approved timeline and all statutory requirements:</p> <ul style="list-style-type: none"> • Engage Consultants to produce evidence base for LDP – March 2009. • LDP Delivery Agreement by September 2009. • Visioning, Community Planning and links to Community Strategy by 			RED 06/08
2	LDP transition planning	To programme the LDP process in conjunction with the completion of the UDP process.				RED 09/08
3	Impact of spatial planning review	To ensure that LDP preparation has regard to the Wales Spatial Plan (in accordance with statutory requirements).				RED 12/08
4	Meeting WAG targets for LDP delivery	To programme and deliver the LDP in accordance with statutory requirements.				AMBER 03/09
			GREEN PREDICTIVE 12/09			

			<p>December 2009.</p> <ul style="list-style-type: none"> • Evidence base complete by December 2010. • Community Involvement Strategy by June 2011. • Pre-deposit participation / consultation by February 2013. • Statutory deposit by June 2013. <p>Risks 2, 3, 4. Progress: Programme for LDP preparation being drawn up (process of engagement of consultants to produce evidence base has commenced). Endorsement of Members to be sought June, 2009.</p>	
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CD04 – Planning Protocol

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review		
CD04	PLANNING PROTOCOL		Planning development control arrangements require further development to increase confidence in planning decisions and processes.	Head of Legal & Democratic Services (BD)	Acting Head of Planning Services (GPJ)			
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08		
1	Public confidence in the planning process	To ensure that decisions on planning applications are timely and are based only on material factors.	<p>a) Review of planning application procedures and processes (being incorporated in Development Control Manual). Risks: 1 Progress:</p> <ul style="list-style-type: none"> Format of reports and presentation to Committee under review. Programme of Member training (including Code of Conduct refresher). Completion due June 2009 <p>b) Final stages of adoption of UDP. Risks: 1 Progress: WAG Inspectors report is now due in early May 2009</p> <p>c) Officer protocol for dealing with Members Risks: 2 Progress: Operational (to be incorporated in Development Control Manual).</p> <p>d) Review of planning delegation scheme being undertaken. Risks: 2 Progress: To be considered during late May/early June following an input from the new Head of Planning Services.</p> <ul style="list-style-type: none"> Programme for Member training. Completion due June 2009 Procedures at Committee (eg. deferral of decisions, grounds of decision contrary to recommendation) under review. Completion due March 2009 <p>e) Introduce a system of third party representation at Planning Committee.</p>			AMBER 06/08		
								AMBER 09/08
								AMBER 12/08
								AMBER 03/09
2	Mutual understanding of Member and Officer roles in the planning process	To build mutual understanding and trust between Members and Officers in their respective roles.				GREEN PREDICTIVE 03/10		
3	Lobbying of an inappropriate nature by applicants and third parties	To ensure a robust and transparent process for making and presenting representations in connection with planning applications.						
4	Presenting the	To ensure that Flintshire						

	<p>Council's case at Appeals</p>	<p>County Council's case to planning appeals is presented in a robust and timely fashion, regardless of Officer recommendation on the planning application.</p>	<p>Risks: 3 Progress: Completion due June 2009</p> <ul style="list-style-type: none"> • Review of the use of substitutes at Planning Committee completed and operating successfully. • Review Member protocol on contact by / with applicant and / or third parties. Due for completion September 2009 <p>f) Develop the electronic appeal record system to tie in with planning applications and to alert local Members and others to key stages.</p> <p>Risks: 4</p> <ul style="list-style-type: none"> • Establish a procedure to facilitate local Members' involvement in appeals, where they so wish. • Regular review of procedures and decisions on appeals. <p>Progress: LPG currently being reviewed. POSW guidance on standardising approach to S.106 Agreements published.</p>	
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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD05	HIGHWAYS INFRASTRUCTURE		Current funding arrangements for highway maintenance will not keep pace with natural deterioration over time.	Director of Environment (CL)	Head of Highways and Transportation (DF)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Deterioration of highway assets	To understand the present condition in respect of highway assets.	a) Complete Highway Asset Management Plan to understand condition of highway infrastructure. Reported to CMT 16 April 2009 Risks: 1, 2 & 3. Progress: Carriageway/ footways March 2009. Complete final document September 2009 b) Assess impact of 09/10 funding on highway infrastructure and update HAMP. Risks: 1, 2 & 3. Progress: Complete by September 2009. c) Report to Executive condition of Highway Infrastructure and options for maintenance. Risks: 1, 2 & 3 Progress: Complete by Autumn 2009. d) Inform budget setting process for 10/11 for Highway Infrastructure funding. Risks: 1, 2 & 3 Progress: Complete by October 2009. e) Lobby WAG for continuation of grant for Highway Infrastructure maintenance Risk: 4 Progress: On-going through CSS Wales Note: It is difficult to predict when the level of investment in the highway infrastructure will mitigate the risk to green. There is always likely to be a backlog.			AMBER 06/08
2	Public perception of the service and Council	To provide a robust assessment and funding system for allocation of funding.				RED 09/08
3	Increased third party claims	To target expenditure into appropriate areas.				RED 12/08
4	Loss of grant and other funding sources	To lobby for continuation of existing and any new funding streams.				AMBER 03/09
						GREEN PREDICTIVE (Unable to determine at present)

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CD06 – Transport Arrangements for Service Users

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD06	TRANSPORT ARRANGEMENTS FOR SERVICE USERS		Maximise efficiencies of internal transport arrangements for service users.	Director of Environment (CL)	Head of Highways and Transportation (DF)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			#
1	Buy-in from all stakeholders	To inform Officers and Members of optimum solution for Council and customers.	a) Report to CMT on options available for provision of transport needs to users across several service areas. Risks: 1 & 2. Progress: On-going and complete by July 2009.			AMBER 06/08
2	Insufficient resources to carry out review	To make best use of funding streams associated with public transport.	b) Implement effective and efficient option to deliver across the board service improvements, maximising budgets available. Risks: 1 & 2. Progress: Collaboration with Denbighshire for Head of Transportation – On-going. Complete by Dec 2009.			RED 09/08
3	Economies of closer collaboration not fully worked through	To evaluate options for collaboration with other LA's and service providers.	c) Review arrangements with other LA's to evaluate options for wider collaboration. Risks: 3 Progress: Potential for partnership working with Denbighshire identified. On-going. Report to CMT by March 2010.			RED 12/08
			PROGRESS 1.5.09 (a) and (b) The resignation of the Head of Transportation in March has delayed the cross-Directorate review. Temporary arrangements are in place and it is hoped to minimise slippage.			RED 03/09
						GREEN PREDICTIVE 09/09

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CD07 – Depot Provision

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD07	DEPOT PROVISION		Relocation of Queensferry waste management depot provision	Chief Executive (CE)	Head of Technical Services (NC)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			#
						RED 03/08
1	Need to consolidate the use of depots throughout the authority and develop a holistic approach to service provision.	Create a centralised function to support street scene service provision. Reduce running costs Fleet consolidation on one site Reductions in carbon footprint	a) Temporary decamp to Alltami is scoped and costed on the basis of the proposed road widening scheme which is not now proceeding. Progress: Please refer to b) for update in relation to depot integration.			AMBER 06/08
			b) The Authority has embarked on a major depot review, linked to the Councils reorganisation phase 2 reviews of services particularly street scene and the housing repairs service and considering the following:			AMBER 09/08
			<ul style="list-style-type: none"> Determine the base line performance. 			AMBER 12/08
			<ul style="list-style-type: none"> Review financial performance identifying costs with income. 			AMBER 03/09
			<ul style="list-style-type: none"> Analysis of current and future anticipated workload(s) and WAG initiatives and make direct comparisons. 			GREEN PREDICTIVE 12/10
<ul style="list-style-type: none"> Collate existing resource data. 						
<ul style="list-style-type: none"> Consider best practice authorities/organisations in Wales and England and determine areas of strength and areas requiring improvement. 						
<ul style="list-style-type: none"> Review service provision approach within the authority i.e. neighbourhood locations and synergy. 						
<ul style="list-style-type: none"> Consider current satisfaction levels with services accepting they currently do not conform to the proposed street scene model and consider initial 						

			<p>bench marks to measure success against.</p> <ul style="list-style-type: none"> • Reflect relevant strategies/working practices and procedures within any suggested new service i.e. customer service review, agile working. <p>Progress: Indicative site layout to reflect integrated services has been drafted for consideration and cost appraisal purposes.</p> <p>Due to the current economic downturn and position of current Capital resources for new build projects this scheme will need to be considered as part of next years capital programme. In the meantime costs will be developed and ground investigation surveys undertaken, to inform future activity.</p> <p>Anticipated completion: Completion of review only December 2009</p> <p>Canton Depot – Accommodation review in support of the decant necessary and linked to options appraisal. Progress: Review of accommodation has been completed site identified, remodelling work being developed and costs worked up. Consolidation of other services being considered to create an integrated housing service joint facility as part of a potential phase 2 approach.. Anticipated completion November 2009.</p>	
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CD08 – Shotton & Deeside Renewal Area

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD08	SHOTTON & DEESIDE RENEWAL AREA		Delivery of the first Renewal Area for the County drawing down up to £10m Specific Capital Grant from WAG.	Director of Community Services (SL)	Head of Housing (MH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Damage to the Council's reputation	To ensure the Council consistently has a high standard of image and reputation	a) Declare the renewal area Risks: 1,2 Progress: NRA consultants chosen. Contract procurement in progress. Contact made to WAG and declaration flexibility established. All budgetary issues in place. October declaration target in place with slippage contingency.			AMBER 06/08
2	Missed opportunity to regenerate area over a long term	Ensure quality of life within Renewal area is consistently enhanced	b) Put appropriate staffing and governance arrangements in place. Risks: 1,2, Progress: Work in directorate has commenced to secure staffing arrangements necessary.			RED 09/08
						RED 12/08
						AMBER 03/09
			GREEN PREDICTIVE 12/09			

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CD09 – Cemetery Provision

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD09	CEMETERY PROVISION		The current cemetery (Connahs Quay) has approximately 12 months capacity left. Need for a replacement facility.	Director of Environment (CL)	Head of Public Protection (PMcG)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Shortage of local provision of new grave space at Connahs Quay	To ensure that there is future burial provision at Connahs Quay	<p>a) Executive approval has been given to procure land. The purchase of land is proceeding. Risks: 1, 2 Progress: Planning application is due to go to Planning Committee on 4 March 09. Planning Approval obtained.</p> <p>b) Project Plan is in place, project group meeting fortnightly, all plans in place once the land has been purchased. Tenders have gone out for the works and are due in on 15 April 09. Risks: 1, 2 Progress: Due for completion Oct 09</p>			AMBER 06/08
2	Council image and reputation	To ensure the Council consistently has a high standard of image and reputation				AMBER 09/08
				AMBER 12/08		
				AMBER 03/09		
				GREEN PREDICTIVE 10/09		

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CD10 – Leisure – Future Provision

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD10	LEISURE - FUTURE PROVISION		Implementation of a Leisure Strategy to inform current and future provision of leisure facilities and services.	Director of Lifelong Learning (IB)	Leisure Services Manger (MH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Variable standards of facilities and equipment through complexity of facilities, equipment and age and condition of buildings and assets	To improve quality of asset portfolio.	<p>a) Development of Leisure Strategy.</p> <ul style="list-style-type: none"> • Consultation process on Draft Leisure Strategy December 2008 – February 2009. • Report findings back to Executive in April 2009. <p>Formulation of final version Leisure Strategy and gain approval by June 2009.</p>			AMBER 06/08
2	Uncertainties of public sector market position	To reach a clear decision and indicated opinions to find best fit.	<p>Leisure Strategy 2009-2014 – an actif future – approved by Executive on 1st April 2009.</p>			RED 09/08
3	Historical mismatch of asset management plan and capital programme	To ensure that capital programme prioritised and matched against Asset Management Plan.	<p>Risks: 1, 3 Progress: The draft strategy went out to consultation and was reported to executive 1st April 2009. The document has as its conclusion an Action Plan with elements running through to 2013 (the Strategy is for a 5 year period through to 2014).</p>			AMBER 12/08
4	Maintenance of inefficient assets	To ensure that Capital Programme priorities and matched against Asset Management.	<p>Risk: 2 Progress:</p>			AMBER 03/09
5	Backlog of repairs		<ul style="list-style-type: none"> • Business Plan to be submitted to LSG by end of July 2009: 			
6	Historical mismatch of asset management plan to capital programme		<ul style="list-style-type: none"> • Fundamental role of Leisure Services within Flintshire to be determined by 1st October 2009 (in accordance with time frame identified in Leisure Strategy). 			
7	Impact on service delivery	To ensure all assets are fit for purpose and	<ul style="list-style-type: none"> • Future management options for Leisure Facilities to be agreed and implemented by 31st March 2010 (in accordance with time frame identified in Leisure Strategy). 			GREEN

8	Continued customer support	compliment outcomes of Leisure Strategy.	<p>b) Building Condition Survey completed April 2008.</p> <ul style="list-style-type: none"> • Outcomes of Survey Reports used to establish Capital Programme – September 2008. • Completion of spend and Capital Programme 08/09 by April 2009. • This will complete programme of urgent works categorised as Priority 1. • Asset Management Programme revised by February 2009. Rolling programme of repairs and maintenance of assets to be developed to implement adoption of Leisure Strategy which includes improvement of Leisure Asset Portfolio. <p>Risks: 1, 2, 3, 4, 5, 6, 7, 8 & 9</p> <p>Progress: Much has been done in the short term this current year to improve the stock of buildings. A capital programme of "urgent works" is underway and scheduled to be almost complete by end of March 09. Work to the Pavilion roof in Flint is expected to be completed May/June 2009.</p>	<p>PREDICTIVE (Unable to determine at present)</p>
9	Assets being fit for purpose		<p>The Leisure Strategy is underpinned by a Five-Year Work Programme of Key Actions running through to 31st March 2013. Building Condition Surveys for nine Leisure Facilities completed (April 2008):</p> <ul style="list-style-type: none"> • Outcomes of Survey Reports used to establish Capital Programme (September 2008). • Much has been done in the short term (2008/9) to improve the stock of buildings. A Capital Programme of 'urgent works' is due for completion in May/June 2009, ending with the replacement of the Pool Hall roof at Flint Pavilion. • This will complete the programme of urgent works categorised as Priority 1. • Asset Management Plan for the County's Leisure Facilities to be completed by 31st July 2009 (in accordance with time frame identified in Leisure Strategy). • Rolling programme of improvement for fixed equipment play areas and outdoor pitch provision to be upgraded and refurbished (in accordance with Leisure Strategy). <p>NOTE: Green Predictive RAG status unable to determine at present</p>	

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CD11 – Community Facilities Stock

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD11	COMMUNITY FACILITIES STOCK		Condition of ageing libraries and community centres.	Head of Technical Services (NC)	Corporate Valuer (TB)	
	Risks	Objectives				# RED 03/08
1	Maintenance of ageing assets	Cost effective actions to ensure that ageing assets meet required standards.	<p>a) Property reviews to be undertaken to establish overall asset condition and contribution to Council aims and objectives: Risks: 1,2,3 Progress: Library property review has been completed and its results have been considered and analysed by Valuations and Estates staff before reporting into Corporate Asset Management Group (CAMG). Community centres are in the process of being reviewed through the property review process (see CG05). Further review with the service area is required. This will enable informed decisions to be made regarding future utilisation. And subsequently enable funding streams to be targeted to support corporate priorities and future accommodation strategies.</p> <p>b) Capital programme to be coordinated through CAMG Risk: 3 Progress: Capital Programme 2009/10 reviewed and developed through CAMG. Outcomes to be reported to Executive. Process enables any property reviews and capital investment issues to be considered in the round.</p> <p>c) Consider membership of land disposal panel to ensure effective challenge of property transactions. Risk: 1, 2, 3 Progress: The land disposal panel membership has now been increased to five members in order to provide increased political understanding and support for the process. The panel consider information relating to disposals and support the Councils capital receipt generation. This forum considers all disposal transactions.</p>			AMBER 06/08
2	Backlog of repairs	Reduced backlog to create fit for purpose accommodation.				RED 09/08
3	Historical mismatch of asset management plan to capital programme	Align asset management plan and capital programme to create and integrated approach.				AMBER 12/08
					AMBER 03/09	
					GREEN 02/10	

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD12a	HOUSING STRATEGY		The Housing Strategy and general housing service demand change and improvement to be delivered at a time of strategic change/uncertainty.	Director of Community Services (SL)	Head of Housing (MH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			#
1	Inability to meet current service pressures	Identify emerging service pressures through on-going monitoring.	<p>a) Establishment of a performance management strategy. Risks:1 Progress: The performance management strategy is currently being amended to reflect the planned introduction of Ffynnon during 2009 and will be finalised in April 09. A pilot is currently being developed with Estate Management and has been presented to service managers.</p> <p>b) Establishment of the Housing Strategy Unit Risks: 2 Progress: The housing strategy unit has been appointed and is now in place.</p> <p>c) The housing strategy unit has established a work programme aimed at identifying current and emerging housing pressures. This will include reviews of the current housing and homelessness strategies and the preparation of the first Flintshire Affordable Housing Delivery Statement. In addition, the unit has embarked on a number of local and regional projects which will expand the council's knowledge and understanding of the housing pressures affecting the county area, leading to the development of appropriate responses. Risks: 3, 4 Progress: The draft AHDS is being revised in conjunction with the Environment Directorate following release by WAG/WLGA of final guidance. Revised draft to be completed in April. AHDS is scheduled to be discussed and finalised during May / June 2009.</p> <p>The new Homelessness Strategy will be available for discussion and consultation during May 2009 and will be finalised in June / July 2009.</p>			#
2	Insufficient capacity for effective coordination	Establishment of housing strategy unit.				RED 09/08
3	Inability to meet housing pressures across the County	Establishment of mechanisms to accurately determine current and emerging housing pressures and develop appropriate responses.				AMBER 12/08
						AMBER 03/09
4	Lack of appreciation of housing as a key player for social wellbeing	Adoption of a comprehensive local housing strategy within which measures to improve social wellbeing are embedded.	GREEN PREDICTIVE 06/09			

			<p>The Rural Housing Enabler is now in post; a joint project with Wrexham CBC and RSLs operating across both council areas.</p> <p>d) Inclusion of strategic policy measures within the Housing Strategy and the embedding of these measures.</p> <p>Risks: 4</p> <p>Progress: A timetable is being developed to review the current Flintshire local housing strategy.</p> <p>Release by WAG of the consultation draft of the new national housing strategy will influence the completion of the LHS review. The target date for publication of the revised strategy will be September 2009.</p> <p>Close working with the Environment Directorate in drawing up the draft. Flintshire Regeneration Strategy has been successful in raising the profile of housing within the overarching regeneration agenda and will also be reflected in the LHS.</p>	
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CD12b – Housing Management

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD12b	HOUSING MANAGEMENT		The Housing Strategy and general housing service demand change and improvement to be delivered at a time of strategic change/uncertainty.	Director of Community Services (SL)	Head of Housing (MH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			#
1	Inability to meet current service pressures	Identify emerging service pressures through on-going monitoring	<p>a) Create a revised organisational structure in the housing operational services to promote a comprehensive approach to delivery of services and address the issues of ownership and accountability of staff, leading to higher quality services for customers. Risks: 1, 2 Progress: Awaiting Executive approval of the new structure</p> <p>b) Implementation of the new structure will give added responsibilities to Neighbourhood Housing Managers and will allow for better focus on performance management, and the identification of pressures. Closer working between the housing estates teams and the strategy team will also lead to better co-ordination of responses to emerging local and national issues. Risks: 3 Progress: Awaiting Executive approval of the new structure</p> <p>c) Realignment of responsibilities on strategy and performance roles underway with completion expected by September 2009. Risks: 3 Progress: Proposals for a new support structure focussing on performance management are in preparation</p> <p>d) Revised procedures for dealing with more serious cases of rent arrears, with an emphasis on early intervention and joint working with other agencies. Revised void property management procedures to reduce re-let times and help to reduce the levels of rent loss from empty properties. Risks: 4 Progress: New protocols and proformas have been agreed. Voids action plan</p>			AMBER 06/08
2	Insufficient capacity for effective coordination	Establishment of new structures to respond to pressures of neighbourhood management				RED 09/08
3	Inability to meet housing pressures across the County	Establishment of mechanisms to accurately determine current and emerging housing management pressures and develop appropriate responses				RED 12/08
4	Failure to maximise income generation	Adoption of comprehensive measures to improve income generation				AMBER 03/09
					GREEN PREDICTIVE 09/09	

			<p>agreed by Executive and monitored by working group. Rents working group established to review procedures for current and former rent arrears.</p>	
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CD12c -Housing Repairs and Maintenance Service

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD12c	HOUSING REPAIRS AND MAINTENANCE SERVICES		Service delivery improvements need to continue around increased productivity, new technologies and performance.	Director of Community Services (SL)	Head of Housing (MH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			#
1	Absence of a market-tested schedule of rates (SOR)	To ensure that SOR reflects modern, robust working practice	a) Implementation of new Schedule of Rates (SOR) (Phase 1) and reduction in number of SOR items through the use of composite rates (Phase 2) Risks: 1, 2 Progress: Phase 1 completed March 2008; phase 2 reduction in the number of SORs to approximately 950 was achieved in March 2009. Rates to be matched to repair Finder system and Materials to be completed April 2009 and implemented May/June 2009.			RED 03/08
2	Failure to achieve value for money in an increasingly competitive environment	To ensure that a cost effective repairs and maintenance service is provided	b) Diagnostic Reporting Risks: 2, 3 Progress: Implemented December 2008. c) Mobile working – Installation of Trackers on vehicles Risks: 2, 3 Progress: Trackers installed and operational (Feb 2009).			RED 06/08
3	Damage to the Council's image and reputation	To ensure the Council consistently has a high standard of image and reputation	d) Introduction of systems to identify productivity issues Risks: 2, 3 Progress: Over target work tickets reduced from 2045 to 1471 February 2009. and to 1354 at end February. Further reduction to 1000 by April 2009 and 500 by July 2009 and below 500 by October 2009. e) PwC follow up review to be presented to Audit Committee			RED 09/08
						AMBER 12/08
						AMBER 03/09
						GREEN PREDICTIVE 03/10

			<p>Risks: 1,2,3 Progress: PWC action plan reviewed on 15th April 2009 and all actions were on target for achievement on the dates set.</p>	
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CD12d – Homelessness

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD12d	HOMELESSNESS		Changes in legislation and reductions in supply of suitable accommodation continues to exert pressure.	Director of Community Services (SL)	Head of Housing (MH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Changes in legislation creating further pressure on accommodation throughout the County	To be aware of potential future changes to WAG policy and to ensure current policies and practices reflect the same.	a) Adoption of Homelessness Strategy. Risks: 1, 2 Progress: The revised Strategy is being drafted and discussed, with the aim of seeking Executive approval by July 2009. b) Develop and implement the Housing Strategy and the Affordable Housing Delivery Plan Risks: 1, 2 Progress: The Housing Strategy is currently under review with a target date of September 2009 for publication. c) Homeless Prevention Team managing the risks in relation to volatility of homeless position and impact of economic downturn. Risks: 3 Progress: Extra capacity within the Housing Options Team including the appointment of a Specialist Money Advice Officer together with two Accommodation Support Officers has resulted in there not being a significant impact on the budget. Internal Audit Report February 2009 indicates that the Service is being adequately managed and controlled.			RED 06/08
2	Lack of available affordable housing adding to the pressure	To ensure adequate provision of affordable housing.				AMBER 09/08
3	Potential for budgetary pressure due to volatility of the service area	To ensure organisational capacity and resource meets the volatility of the service.				AMBER 12/08 AMBER 03/09 GREEN PREDICTIVE 03/10

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CD12e – Sheltered Housing

Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD12e	SHELTERED HOUSING	Pending sheltered housing service review impacts.	Director of Community Services (SL)	Head of Housing (MH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		# RED 03/08
1	<p><u>Operational and strategic</u></p> <p>Potential risk to service user, employee, and council from outdated operational procedures and lack of strategic development.</p>	<p>To ensure that all operational systems, policies and practices are compliant with legislation and learn from best practice.</p>	<p>a) Rectify operational systems and practices</p> <p>Risks: 1</p> <p>Progress:</p> <ul style="list-style-type: none"> • Employment/contractual issues within the sheltered housing service have been resolved. Resolution of contractual issues within the Carelink service being progressed through consultative meetings between management, staff, and Unions. • An improvement action plan is being developed and a Member/officer working group has been established to direct and progress improvement. Improvement seminars to be delivered during May to July 09. • Strengthening of the sheltered housing supervisory structure to be implemented by May 2009. • Improved and revised policies and procedures for the Carelink service produced. Service to be audited against the TSA national standards in summer 2009. 		<p>AMBER 06/08</p>
2	<p><u>Financial</u></p> <p>Potential risk for financial pressures within the sheltered housing and Carelink service - linked to the withdrawal of Supporting People grant income.</p>	<p>To increase customer satisfaction by ensuring that all services are accessible, quality assured, responsive and needs led.</p>	<ul style="list-style-type: none"> • Improved and revised policies and procedures for the Carelink service produced. Service to be audited against the TSA national standards in summer 2009. 		<p>RED 09/08</p>
		<p>To make best use of available resources that are sustainable and needs led.</p>	<p>b) Review Sheltered Housing stock</p> <p>Risks: 1, 2</p> <p>Progress:</p> <ul style="list-style-type: none"> ▪ Review of the sheltered housing stock will be considered following improvement seminars ▪ Neighbourhood Housing Managers. 		<p>RED 12/08</p>
	<p>To make best use of available resources which are sustainable and needs led.</p>			<p>RED 03/09</p>	
					<p>GREEN PREDICTIVE 03/11</p>

			<p>c) Review Supporting People grant arrangements and eligibility criteria Risks: 1, 2 Progress:</p> <ul style="list-style-type: none"> ▪ Ineligible services (garden maintenance /community centres) removed from SP service block wef April 2009. ▪ Service Level Agreement for provision of low-level accommodation support service for 2009/10 agreed with corporate SP team.. <p>d) Direct and plan Service Delivery Risks: 1, 2 Progress: Report on the future funding of the Warden Service will be considered following improvement seminars.</p>	
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CD14 - Housing Stock Options

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CD18 – Supporting People

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD18	SUPPORTING PEOPLE		Review of Supporting People to ensure the strategic and effective delivery of the Supporting People programme	Director of Community Services (SL)	Head of Development & Resources (AB)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Uncoordinated approach to management of supporting people programme and budget	To establish a Supporting People Team with associated governance arrangements.	<p>a) To bring together the existing SP posts across the Council to create a real team rather than a virtual team, and to recruit to all posts and phase out interim staff. Risks: 1 Progress: An SP Team has now been created (August 2008) and a Manager appointed (August 2008). All interim staff have ceased (August 2008). Two posts remain vacant and recruitment has commenced.</p>			AMBER 06/08
2	Delayed publication of Supporting People Operational Plan (SPOP)	To prepare and approve a Flintshire SPOP.	<p>b) To establish appropriate governance arrangements. Risks: 1 Progress: A cross agency Supporting People Planning Group (SPPG) has been established and meets bi-monthly. A member seminar was held 23rd January 2009 to increase knowledge and understanding about the SP programme.</p>			AMBER 09/08 AMBER 12/08
3	Sustainability of existing services if WAG reduce grant to FCC	To phase the budget re-alignment to minimise the impact on service users	<p>c) To prepare & approve a Flintshire SPOP. Risk: 2 Progress: The SPOP 2009/10 was approved Executive on 17th February 2009. The SP Team are currently working on a longer term strategy to be completed by October 2009.</p>			AMBER 03/09
4	Allocation of services and related budgets not aligned to revised eligibility criteria		<p>d) To determine which existing services are ineligible for SP funding. Risk: 4 Progress: All services have been reviewed and providers have been advised which are not eligible under the new criteria (October 2008). A plan is being developed to manage the withdrawal of funding from ineligible services over the next five years.</p> <p>e) To identify new services that are eligible for SP funding.</p>			GREEN PREDICTIVE 03/11

			<p>Risk: 4 Progress: New priority services have been identified through the SPOP process. Also, existing services which are eligible services for SP investment have been identified. Service Level Agreements are being developed for services identified as being eligible for SP funding from April 2009. SP will continue to investigate further services in order to allow for a gradual phase out of funding to ineligible services.</p> <p>f) To phase out SP funding to ineligible services and commission new services with flexible contracts than can be reviewed if WAG funding is reduced.</p> <p>Risk: 3,4 Progress: A 5 year plan has been developed to de-commission ineligible services and to invest in new services. Four new services have been developed to run from April 2009.</p> <p>NOTE: It is anticipated that WAG will announce the redistribution formula in the next 12 months. If this is delayed then the predicted date for mitigation will need to be reviewed.</p>	
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CD19 – Gypsies & Travellers

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD19	GYPSIES AND TRAVELLERS		Management of demand/casework and provision of sites/facilities.	Chief Executive (CE)	PPP Manager (KA)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			#
1	Compliance with current legislation and statutory duties in relation to Gypsies and Travellers and settled communities.	To ensure that the council has appropriate arrangements in place to respond locally to Gypsies and Travellers accommodation requirements.	<p>a) To approve and implement a multi-agency protocol for managing and responding to unauthorised encampments. Risks: 1, 2 Progress: Protocol drafted 2006. Internal adoption by Executive in April 2009 prior to external consultation; final adoption September 2009.</p> <p>b) Undertake a regional response to Gypsies and Travellers:</p> <ul style="list-style-type: none"> Undertake a data gathering exercise on a local and regional basis of data, trends and procedures in relation to Gypsy and Traveller accommodation across the North Wales local authorities. Complete a Gypsy and Traveller Accommodation Needs Assessment across North Wales. Contribute to the North Wales regional meetings facilitated by North Wales Police <p>Risks: 1, 2 Progress: Data gathering exercise started, regional meetings attended;</p> <p>c) Determine management and accountability arrangements for the permanent gypsy and traveller sites within Flintshire’s ownership. Risks: 1 Progress: Community Services (Housing) will assume accountability for Gypsy and Traveller issues (including permanent sites) within the new Housing structure as from late summer.</p> <p>Until the actions have been completed as above the ‘green’ low risk cannot be determined.</p>			# RED 03/08
		To develop regional approaches to accommodation provision for Gypsies and Travellers.				AMBER 06/08
2	Community response leading to disruption of normal work in various departments and inevitable delays in dealing with the issue	To manage unauthorised encampments on Council owned land.				RED 09/08
		To promote good relations between the settled and travelling communities.				RED 12/08
						RED 03/09
						GREEN PREDICTIVE (Unable to determine at present)

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CD20 – School Buildings

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD20	SCHOOL BUILDINGS		Condition, suitability and sufficiency of education assets.	Director of Lifelong Learning (IB)	Head of Development and Resources (TD)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Backlog of known repair and maintenance works and funding required to address condition issues in educational assets.	To plan for the predictive future maintenance of school buildings addressing the backlog of repair and cyclical maintenance.	<p>a) To repeat the school capital repair and maintenance programme in 2009-10 at the 2008/9 level. Risks: 1 Progress: The School Capital Repair and Maintenance (R&M) Programme received a significant injection of funding from FCC in 2008-09 enabling a £4M programme of works to be undertaken, and which has largely been delivered. The School Building Improvement Grant (SBIG) allocation from WAG has also partially supplemented the 2008/9 Capital R&M Programme. However, a balance of the 2008/9 R&M Programme is required to be carried forward to 2009/10, following delays in scheme progress.</p> <p>A repeat R&M Programme will be offered to Schools in 2009/10 but at reduced levels due to pressures within the overall capital programme for 2009/10. The size and pace of the renewal of school premises is dependent on the ability to secure dedicated resources.</p>			RED 06/08
2	Historical mismatch of asset management plan to capital programme	To maximise the available resources for the school buildings within the capital programme.	<p>b) To maintain close coordination with CAMG Risks: 2 Progress: The Education Capital Programmes are now closely coordinated with Corporate Asset Management Group (CAMG), and based on the criteria outlined in the Directorate’s Statement of Local Priorities. Ongoing.</p>			RED 09/08
3	Impact on service delivery and assets being fit for purpose	To enhance the learning environment making it attractive for both pupils and staff.	<p>c) To complete the Education Asset Management Plan by summer 2009 Risks: 2 Progress: Continued focus will be placed on the construction and completion of an</p>			RED 12/08

			<p>Education Asset Management Plan which will be used across Council as the core data for capital investment into education assets. Ongoing.</p> <p>d) To continue to coordinate the contribution of the annual repair and maintenance programme with the wider programme of bringing schools up to 'Fit For Purpose' as part of the school modernisation strategy.</p> <p>Risks: 3</p> <p>Progress: The provision of a substantive R&M budget for the 2008-09 education capital programme has had a very significant impact on service delivery and this needs to be sustained year on year at least at the £4M level, to address and undertake repair and maintenance work to educational assets to support the wider longer term process of bringing the condition of education assets up to fit for purpose. However, the rate of progress in improving condition of school and education assets will depend on securing appropriate resources in 2009/10 and future years.</p>	<div style="background-color: red; color: black; text-align: center; padding: 5px;">RED 03/09</div> <div style="background-color: green; color: black; text-align: center; padding: 5px;">GREEN PREDICTIVE 04/18</div>
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CD21 – School Modernisation

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD21	SCHOOL MODERNISATION		Significant changing demographics and suitability of assets under review as the basis for choices/strategy on future provision.	Director of Lifelong Learning (IB)	Head of Development and Resources (TD)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Changing demographics and impact on supply of school places and suitability of education assets.	To ensure that the school modernisation programme effectively addresses the County's demographic fluctuations.	<p>a) Changing Demographics - the introduction of improved school place planning methodology including updated use of local birth data. Risks: 1, 2 Progress: Progress has been good. Pupil projections have been corrected to provide more reliable strategic planning information. A new annual School Place Planning Cycle has been approved by Executive. However, the impact of the current economic recession on demographic profiles requires further analysis.</p> <p>b) Completion of the Education Asset Management Plan Risks: 1, 2 Progress: The completion of the Education Asset Management Plan has moved to its third stage (Sufficiency audit) and will be completed by Autumn 2009.</p>			AMBER 06/08
2	Mismatch of location of asset provision and where needed in future	To achieve an optimum use of resources made available for the maintenance, ownership, usage and distribution educational assets.				RED 09/08
			RED 12/08			
			RED 03/09			
			GREEN PREDICTIVE 04/18			

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD22	LEARNING & DEVELOPMENT		Pupils' attainments in National Curriculum Assessments at KS3 and in gaining five or more A* to C GCSE's are below levels of expected for schools and authorities in similar social and economic circumstances.	Director of Lifelong Learning (IB)	Head of Schools Services (ED)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	National benchmarking of levels of attainment of pupils in National Curriculum Assessments at KS3 and in gaining five or more A* to C GCSE's	Raise standards of pupil attainment.	<p>a) Development of Secondary Strategy by March 2008 Risks: 1, 2 Progress: Implementation and monitoring of Secondary Strategy. – commenced Oct 08 & ongoing on a quarterly basis. Secondary Strategy action plans progress reviewed quarterly with a full review of the Strategy carried out annually.</p> <p>b) Productions of Annual report and analysis of attainment levels (first produced approximately 2002) Risks: 1, 2 Progress: Report to Executive and Scrutiny on an annual basis, report went to Lifelong Learning Overview & Scrutiny Committee - February 2009</p> <p>c) Targeting support through Secondary Strategy and consultation with schools Risks: 1, 2 Progress: Started March 2008 & ongoing.</p> <p>Overall progress risks 1 and 2: Pupil attainment in National Curriculum Assessments at KS3 for Flintshire is now in Wales' top quartile. This is evidence that the risk at KS3 has been successfully mitigated.</p> <p>For gaining 5 A* to C GCSEs, Flintshire is currently 1% above the national Welsh average whilst this is an improvement over last year when Flintshire was below the national average. Progress on this indicator should still be carefully monitored.</p>			AMBER 06/08
2	Local and national reputation.		AMBER 09/08			
		AMBER 12/08				
		AMBER 03/09				
		GREEN PREDICTIVE 2010				

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CD23 – Children Out of County Care & Education

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD23	LOOKED AFTER CHILDREN OUT OF COUNTY CARE AND EDUCATION		Pressure on current budget for Out of County placements where appropriate care or educational facilities are often available only outside the County.	Director of Community Services/Director of Lifelong Learning (SL)/(IB)		
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Increasing budget pressures	To increase the choice and diversity of placements within the County. Develop strategies for improving the quality of the current provision.	<p>a) Action: Ensure that there is commitment to corporate approach to out-of-county placements and that budget support is a corporate Priority.</p> <p>Risk: 1</p> <p>Progress:</p> <ul style="list-style-type: none"> The task & finish group set up to review the out-of-County budget now has 3 subgroups with specific remits. The product of these work streams will provide an analysis of whether the existing processes for the management and commissioning of placements is fit for purpose and efficient. 			RED 06/08
2	Future need cannot always be forecasted	Develop strategies for forecasting and managing future needs wherever possible.	<p><u>Planned Actions</u></p> <p>Task & finish group to report to the Corporate Management Team on the findings and recommendations of the 3 subgroups.</p> <p>b) Action: Review, investigate and determine alternative methods of provision.</p> <p>Risk: 2</p> <p>Progress:</p> <ul style="list-style-type: none"> Consultation on an alternative structural model for the delivery of services has 			RED 09/08 RED 12/08 RED 03/09

			<p>now produced a 2nd draft model for consideration.</p> <p><u>Planned Actions</u></p> <ul style="list-style-type: none"> • Work on an alternative structural model for the delivery of services to be further progressed by managers. • Work on exploring the viability of increasing the capacity of the current provision for residential respite for children with disabilities to be completed by May 2009. <p>c) Action: Development & implementation of strategy to support current and future needs. Risk: 2</p> <p>Progress :</p> <ul style="list-style-type: none"> • Budget agreed to maintain boarding out payments at the level recommended by Fostering Network. • Changes to working practices of the Independent Reviewing Officers to improve oversight and scrutiny of care planning have now been implemented. • Funding now procured to enable the continuation of the North Wales work on short break care during 2009 in partnership with the SSIA. Workshop held to discuss the findings of the initial work in relation to the short break needs of children with a disability and their families. • The annual review of children in care system set up to explore possibilities of rehabilitation with parents or within extended family has become a biannual event. • Draft business plan developed for the Fostering & adoption Service detailing the benefits to be gained from the recruitment of 2 additional staff to undertake foster carer assessments and increase the number of foster carers supported in house. <p>Planned Actions</p> <ul style="list-style-type: none"> • Implement a listening and learning approach to Disruption Meetings and exit interviews for young people to inform future working practices. • Undertake a survey of parents of looked after children to inform any future 	<p>GREEN PREDICTIVE Unable to determine at present</p>
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			<p>improvements in the quality of care for looked after children.</p> <ul style="list-style-type: none"> • Continue to contribute to the North Wales work on short break care during 2009 in partnership with the SSIA. 	
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CD24 – Social Care Recruitment and Retention of Staff

Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD24	SOCIAL CARE RECRUITMENT AND RETENTION OF STAFF	Shortage of Social Workers and Direct Care staff across the whole sector has a direct impact on service delivery to vulnerable people.	Director of Community Services (SL)	Head of Development & Resources (AB)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		# RED 03/08
1	Direct impact on service delivery to vulnerable children and adults	To have sufficient suitably trained staff to meet service users' needs and maintain service continuity whilst allowing for reasonable staff turnover.	<p>a) Continually review the methods of recruitment, i.e., message, location etc. Risks: 1,2,3 Progress: Managers are continuing to work with HR and the recruitment agency to monitor the effectiveness of advertising and develop recruitment campaigns. Apart from some hard-to-fill posts, there are currently no major problems. Non-traditional ways of recruitment have also been used.</p> <ul style="list-style-type: none"> Rolling adverts have been implemented to address recruitment hot spots e.g. Homecare Assistants, Children Social Workers. Continue to offer temporary flexible contracts to students (near qualification) who have then taken up permanent posts once their studies are completed. Oversees recruitment campaign in Germany concluded in 2008. County Council have implemented Managed Agency Staff Solution project. Recruitment processes for volume recruitment have been streamlined to retain prospective employees e.g. homecare assistants Recruitment and selection training is being rolled out for all recruiting managers. Plans are in place to attend University open days to attract graduates <p>b) Develop our existing workforce to undertake qualified Social Worker and OT roles. Risks: 1,2,3 Progress: A number of existing staff have been assisted to attain Social Work and OT qualifications and this has assisted recruitment in these areas. Permanent Social Worker vacancies have been identified for those members of staff who have successfully obtained their Social Work qualification.</p>		AMBER 06/08
2	Levels of sufficiently skilled and knowledgeable workforce				RED 09/08
3	Lack of service continuity due to number of posts covered by agency staff				AMBER 12/08
				AMBER 03/09	
				GREEN PREDICTIVE 03/11	

			<p>c) Ensure Social Worker pay remains competitive Risks: 1,2,3, Progress: The Council has implemented the pay scales recommended by the report “A Profession to Value” and this has assisted in the recruitment and retention of social workers.</p> <p>d) Provide positive experience for Social Workers in training hosted by Flintshire Risks: 2 Progress:</p> <ul style="list-style-type: none"> • Continue to offer temporary flexible contracts to students (near qualification) who then take up permanent posts once their studies are completed. • Continue to offer student placements to social work students. 	
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CD25 – Direct Payments

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD25	DIRECT PAYMENTS		Opportunities for social care service users to manage their own care provision is reflected in different pressures and management arrangements.	Director of Community Services (SL)	Head of Development & Resources (AB)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			AMBER 03/08
1	Budgetary pressures resulting from increase in total numbers of service users	Meet increased demand for DPs, whilst maintaining existing services	<p>a) Monitor expenditure arising from the increased use of direct payments</p> <p>Risks: 1,2</p> <p>Progress: Service Managers are monitoring the use of DPs and reporting to their respective Heads of Service. Budget pressures are emerging, but services have not yet reached the tipping point where de-commissioning is needed.</p> <p>NOTE: It is impossible to predict the uptake of direct payments as it is dependent upon individual decisions by service users. Therefore the predicted date for mitigation of this risk is subject to review.</p>			AMBER 06/08
2	Reduced numbers of service users using existing services leading to increased unit costs and reduced VFM					AMBER 09/08
						AMBER 12/08
						AMBER 03/09
						GREEN PREDICTIVE 03/11

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CD26 – Disabled Facilities Grants

Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD26	DISABLED FACILITIES GRANTS	Disabled Facilities Grants require improved process time to meet customer needs.	Director of Community Services (SL)	Assistant Director of Community Care (MM)/ Head of Housing (MH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		# RED 03/08
1	Customer expectations and needs not being met	To deliver all adaptations within the top quartile	<p>a) Performance Management by Adult Social Care/Community and Housing and introduction of new service initiatives to maximise the efficient processing of all applications. Risks: 1, 3 Progress: The average number of days in April 2008 was 604 and this was reduced to 373 days in December 2008. Projected outturn for 08 / 09 is 444 days. This action commenced in 2007-08 and a number of methods for achieving it were agreed:</p> <ul style="list-style-type: none"> • Reduction in waiting times for occupational therapy assessment • Acute management intervention in housing grants – developing new policies, processes and streamlining procedures. Introduced Discretionary Adaptation Grant March 09 • Improved management information systems and monitoring through the DFG Operational Group • Improved process management in the management of the grants • Improved efficiencies on the processing of commencement and completion of works. <p>These continue and are monitored through the DFG Operational Group. Continued improved efficiencies are determined by the DFG Operational Group.</p> <p>b) Fully assess the impacts of increased funding both capital and resource implications – for 2009/10 target completion date December 2009.</p>		RED 06/08
2	Funding streams insufficient to meet current demand	To ensure that all demand is matched by sufficient resources			RED 09/08
3	Demographic pressures leading to longer OT waiting list for assessment	<p>To ensure that all referrals to housing grants are completed as quickly as possible</p> <p>To minimise the OT waiting list.</p>			AMBER 12/08
				AMBER 03/09	
				GREEN PREDICTIVE 03/11	

			<p>Risks: 1, 2 & 3 Progress: The longest wait in November 2007 was 11 months compared with the longest wait in Dec 2008, less than 1 month. Please also see progress listed under action a.</p> <p>c) Investigate modern procurement initiatives to support increased throughput – December 2009. In-house test of resources and schedule of works developed. Currently under consideration. Risks: 1 Progress: Currently in early stages for identifying the areas for a procurement initiative.</p> <p>d) OT Service Response Risks: 1, 2 & 3 Progress: 2007/08 pilot has been completed. Waiting list reduced to 1 month as at December figures and forms part of the directorate’s budget pressures for 2009/10. Waiting list 1 month (March 09) Pilot project successful and waiting time remains at 1 month. Base budget has been configured.</p> <p>e) Increased allocation of capital resources in 2008/09 – on-going Risks: 1, 2 Progress: None to date</p>	
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CD27a – Waste Management (Strategy)

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD27a	WASTE MANAGEMENT (STRATEGY)		Increasing Government pressure to increase reused/recycling from 18.08% in 2007 to 25% in 2010 and composted/biologically treated from 12.43% in 2007 to 15% by 2010 requires new waste management methodologies and practices. Delivery of North Wales regional waste treatment project (NWRWTP) by 2013.	Director of Environment (CL)	Head of Technical Services (NC)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Failure to meet the targets will result in infraction fines of £200 per tonne over target resulting in serious financial impact to budget not manageable within existing funds	To meet 2009/10 targets for diversion from landfill. To meet future direction proposals which will set targets to 2025	a) <u>NWRWTP</u> <ul style="list-style-type: none"> Project Director and Outline Business case Progress: The specifications for Technical, Legal and Financial advisors are currently being prepared to enable these to be appointed and facilitate progress on the Outline Business Case.. Project Director has now been appointed and Project Manager advert for internal secondment has been issued to all 6 North Wales Local Authorities.			AMBER 06/08
		Contribute to reducing the carbon footprint of Wales	New Waste Targets Progress: Consultation document on new waste targets has now been released by WAG (Towards Zero Waste) . These targets will be used to inform the Outline Business Case (OBC) of Residual Project and Food Waste Project.			AMBER 09/08
		Contribute to the creation of a more sustainable environment	b) <u>Food Waste</u> Progress: Report to Executive April 09 on Anaerobic Digestion and supporting hub approach			AMBER 12/08
			Revised statutory target, within the consultation paper from WAG set a revised initial target at 12% (2012/13)			AMBER 03/09
						GREEN PREDICTIVE 2012/2013

			<p>Regional Capital Access Fund (RCAF) used to purchase reference site at Rhaultt. PID issued to WAG and initial funding support of £50k released to hub.</p>	
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CD27b – Waste Management (Operations)

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD27b	WASTE MANAGEMENT (OPERATIONS)		Introduction of new recycling services (cardboard and food waste) and review of trade waste collection service.	Director of Environment (CL)	Head of Technical Services (NC)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			#
1	Infraction fines of £200 per tonne if under target	To meet 2009/10 targets for recycling. To meet Future Direction proposals which will set targets to 2025	<p>a) Pilot scheme to be rolled out to increase recyclate collection through cardboard collection Risks: 1,2 Progress: Executive Report (04/09) supportive of a whole County expansion of the pilot scheme and work is now being progressed to plan this activity.</p>			RED 03/08
2	Financial pressures on existing funds	Reduce amount of waste sent to landfill. Carbon footprint and contribute to sustainable	<p>b) Consider take up of recycling in County Hall and develop solution (lead by example). Risks: 1,2 Progress: Service implemented successfully at County Hall, roll-out to other sites now being planned.</p>			RED 09/08
			<p>c) Review of collection service is to be undertaken in readiness for new Anaerobic Digestion treatment facility, inclusive of operational requirements fleet, manning, containers. Risks:1,2 Progress: Collection round review currently being considered. OJEU notice seeking expressions of interest has been issued, further work necessary.</p>			AMBER 12/08
			<p>d) Recycling initiative to be put in place to reduce landfill and increase recyclate collection. Risks:1,2 Progress: Increasing bring site provision in rural North following withdrawal of peripatetic skip service. Cardboard collection service being extended.</p>			AMBER 03/09
			<p>Trade Waste Collection Service to be reviewed and a small pilot study is underway. Seeking to rollout new collection methodology in the Autumn of 2009.</p>			GREEN PREDICTIVE 11/09

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CD27c – Waste Management (Participation)

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD27c	WASTE MANAGEMENT (PARTICIPATION)		Community awareness and participation should encourage waste minimisation and increase the volumes of domestic waste diverted from landfill.	Director of Environment (CL)	Head of Technical Services (NC)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Community engagement and commitment to support the waste minimisation objective	Awareness raising to increase levels of participation Increase participation in the Councils recycling services	a) Increase levels of engagement education and participation throughout Flintshire: Risks: 1,2,3 Progress: Review customer engagement activity and develop more robust communication framework - ongoing b) Lead by example in the minimisation of waste within our own County Buildings Risks: 1,2,3 Progress: Refer to Risk CD27b)			RED 06/08
2	Funding pressures in relation to minimisation of waste	To secure appropriate funding to meet WAG targets as set out in their Future Directions Paper.	c) Solicit increased support from WAG in developing targeted and more localised publicity campaigns to raise awareness. Risks: 1,2,3 Progress: Regular contact and awareness of WAG campaigns through the Strategy and Education officers within waste management. Links at a local level with national campaigns through Waste Awareness Wales to reinforce the messages			RED 09/08
3	Negative impact upon Flintshire residents	Separate recycle within FCC public buildings (Council to lead by example)	Progress: Profile of waste minimisation in schools and community groups through increased support and campaigns to be raised. Publicity trailer has now been purchased and used to raise awareness and support campaigns, such as the cardboard collection pilot.			AMBER 12/08 AMBER 03/09 GREEN PREDICTIVE 12/09

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CD27d - Waste Management (AD Waste)

Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD27d	WASTE MANAGEMENT (AD WASTE)	Bringing AD Waste in house, ensuring effective integration, understanding business processes and identification of risks and measures to mitigate going forward	Director of Environment (CL)	Head of Technical Services (NC)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		#
1	Legal matters relating to transfer, legal documentation to enact the transfer	Identify any issues with the objective of mitigating these prior to transfer or ways of managing them afterwards.	<p>a) Following a report to Executive on the 29 October 2008 the County Council as sole shareholder decided to bring AD Waste in-house.</p> <p>Risk: 1, 2, 3, 4 & 5</p> <p>Progress:</p> <ul style="list-style-type: none"> Management Licences for the Recycling Parks have now been transferred. AD Waste fleet has now been assigned to FCCs 'O' Licence. IT requirements have been assessed and new works practices are ready to be implemented. <p>Progress: Due to a number of complex legal and financial issues the transfer of the company will need to be deferred to late summer 2009 whilst consideration of a number of detailed options and their implications are fully considered.</p> <p>Anticipated Completion: Anticipated completion late summer 2009</p>		#
2	Financial matters relating to transfer, value and liability of transferring assets				RED
3	Operational issues relating to transfer, environmental permits, fleet operator licence,				RED
4	Matters relating to human resource issues, TUPE transfer, pension				GREEN
5	Issues relating to IT and infrastructure aspects.				PREDICTIVE
				10/08	
				12/08	
				03/09	
				09/09	

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CD30 – Contractor Functions

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CD32 – Business Continuity

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD32	BUSINESS CONTINUITY		Business continuity plans needed within critical service areas to support the continuation of service delivery in the event of a disruptive emergency affecting the internal and external infrastructure within which the authority operates.	Chief Executive (CE)	Risk Manager (VW)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Service continuity in case of emergency/disaster occurring	To ensure that services can continue to deliver in key critical areas in the event of a disruptive emergency.	<p>a) Presentation to CMT on Business Continuity Management resulted in high level buy-in. Focused training session to be delivered to set the scene and allow discussion on the critical services/functions, in order for work to start on developing a Business Continuity Plan for the Council. Strategic Plan for the Council will be developed by 01/10.</p> <p>Risks: 1,2,3 Progress: Key critical services/functions identified by CMT. Draft models being developed, examples being Joint Emergency Planning Unit and ICT. Draft models will be going to CMT in May 09 for approval.</p> <p>b) Further work-streams will drop out of the Strategic Plan and will require aligning to service planning. Work will start to develop Business Continuity service plans when the strategic plan is at a stage to allow this 09/09. Training and workshops sessions will be rolled out to facilitate this.</p> <p>Risks: 1,2,3 Progress: Following draft model approval training sessions will be rolled out to Heads/Managers of the other identified key critical services to enable them to write their plans. Start 09/09. Heads/Managers in the process of writing service plans and thinking about Business Continuity implications.</p> <p>c) Strategy and Policy Development for Business Continuity Risks: 1,2,3 Progress: In early stages, more work will follow after draft plan approval at CMT.</p>			AMBER 06/08
2	Loss of supporting infrastructure	To minimise the effects of a disruptive emergency on the internal/external infrastructure.				RED 09/08
3	Impact on the wellbeing of communities, especially those who are most vulnerable	To protect the most vulnerable in our community through disruptive emergencies				RED 12/08
				RED 03/09		
				GREEN PREDICTIVE 04/11		

			<p>Completion date 04/10.</p> <p>d) Organisational changes and re-allocation of responsibilities will foster a risk culture within the Council</p> <p>Risks:1,2,3</p> <p>Progress: Organisational change phase II – scoping papers being developed and agreed first changes to take place 03/09-06/09</p>	
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CG01 – Corporate Project Management

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG01	CORPORATE PROJECT MANAGEMENT		Effective management and delivery of corporate projects of strategic significance	Chief Executive (CE)	Head of ICT & Customer Services (CG)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Variable approaches to and standards of effective project management	To ensure a consistent approach and methodology is adopted for all projects.	<p>a) The development of a standard methodology for major and minor projects to ensure projects are managed effectively based on scale and risk. Risks – All Progress – standard methodology now in place and used for all ICT projects and also for a selection of service based projects.</p> <p>b) The development of a supporting workflow enabled system to allow managers to monitor and review progress of projects. Risks: 1,2,3 Progress – system developed and implemented, further development required as methodology is refined.</p> <p>c) Consultation with all directorates to ensure methodology meets their needs and identify current practice. Refine methodology to take account examples of best practice. Identify skills/capacity within directorates in relation to project management Risks:1 Progress – series of meetings with Directors scheduled – January - February 2009, version 2 of methodology to be launched June 2009. All meetings have taken place and a revised methodology introduced taking account of feedback. CMT have now approved the methodology and committed to using it consistently for projects.</p> <p>d) Define criteria to identify significant strategic projects, identification of support,</p>			RED 06/08
2	Compromise of delivery of council priorities	To ensure all projects are delivered on time, within budget and deliver the anticipated business benefits				AMBER 09/08
3	Loss of confidence in the council	To ensure the success of significant high profile projects.				AMBER 12/08
4	Failure to fully capitalise on external resources available to the council	To improve access to and securing of external funding by demonstrating effective project management.				AMBER 03/09
					GREEN PREDICTIVE 12/09	

			<p>training and capacity requirements and definition of project governance, reporting and accountability arrangements.</p> <p>Risks: All</p> <p>Progress – identifying examples of best practice as member of Welsh Project Management Community of Practice – launch January 2009.</p> <p>New project assessment framework now in place as part of revised methodology. The project assessment framework is used to identify the scale of the project which defines appropriate governance and reporting arrangements. Training package developed to be delivered to CMT and all sccond tier officers in June, 2009 and then cascaded down to other managers.</p> <p>e) Consider software package to complement in-house system to provide improved project monitoring particularly in relation to financial monitoring of major capital schemes.</p> <p>Risks: All</p> <p>Demonstartaion have taken place from two software providers.. Further consideration of project management module within our exist Asset Management software required before any decision is made to procure. Procurement will be dependent on availability of funding.</p>	
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CG02 – Performance Management / Business Planning

Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG02	PERFORMANCE MANAGEMENT / BUSINESS PLANNING	Effective business and performance management disciplines as part of service planning management and improvement	Chief Executive (CE)	PPP Manager (KA)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		# RED 03/08
1	Business planning not adequately supporting council priorities	To ensure the Council's business planning arrangements supports the delivery of council priorities.	a) Revise and improve the approach to business planning including: <ul style="list-style-type: none"> • clear business planning framework and guidance (phase 1) April 2009 • target setting methodology including longer-term aspirational target setting January 2009 • revision of risk management strategy December 2009 • development of business continuity plans for critical services linked to business planning • consideration of social policy objectives in service improvement April 2010 • develop approach to improve performance monitoring at all levels April 2010 • development of personal objectives linked to performance April 2010 • alignment with medium term financial strategy • consistent approach to performance reporting through to Executive and Overview and Scrutiny Committees April 2009 Risks : 1, 2, 3, 4 Progress: Target setting methodology completed January 2009; revised approach to performance reporting established; revision of SARC format, accountability and review completed January 2009. Improved approach to performance reporting agreed April 2009; subject to some modification prior to first reports in September for Quarter 1. Social policy objectives, business continuity plans to be included as part of the Council's Governance Planning Framework by July 2009. Refresh of Risk Management Strategy and People Strategy will support the		AMBER 06/08
2	Variable standards of business planning and service delivery	To ensure the consistency of business planning and performance reporting across the council.			AMBER 09/08
3	Variable standards of performance reporting and management				AMBER 12/08
4	Limited flow of information and intelligence to elected members to assure performance				AMBER 03/09
					GREEN PREDICTIVE 04/10

			<p>business planning arrangements.</p> <p>b) Implementation of Ffynnon as a management tool to support the business planning process and monitoring including:</p> <ul style="list-style-type: none"> • Phase 1 'Go Live' June 2009 • Development of approach to Phase 2 March 2009 <p>Risks: 1, 2, 3, 4</p> <p>Progress: Phase 1 near completion; basic training of users to be completed in time for Q1 reporting in 2009/10. Phase 2 planning started; implementation dependent upon functionality of system.</p>	
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CG03 – Strategic Policy

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG03	STRATEGIC POLICY		Improved use of corporate policy resource to support Executive and Corporate Management Team in their work programme	Chief Executive (CE)	PPP Manager (KA)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Insufficient advice and support for decision-makers	To ensure that the organisation's decisions are informed by relevant and timely information.	<p>a) Adoption of Forward Work Programmes Risks: 1, 2, 3 Progress: Forward Work Programmes have been developed and adopted for Executive and all Overview and Scrutiny Committees. They are reviewed on a regular basis.</p> <p>b) Newly defined roles of Directors under management consolidation Risks: 1, 2, 3 Progress: All new Directors are in post with redefined roles</p> <p>c) Redefinition of role of policy and performance unit Risks: 1, 2, 3 Progress: More generic policy support provided to corporate management team. Flintshire Profile launched and monthly Statistical Bulletins produced. Regular 'Policy Update' launched as one of a series of generic policy documents. Work programme review undertaken; further improvements to be identified as one of the phase II organisational redesign projects (project brief scope agreed; review completion date October 2009).</p>			AMBER 06/08
2	Failure to make best use of corporate capacity	To make efficient and effective use of corporate capacity and resource.				AMBER 09/08
3	Non-alignment of work programmes to national priorities and the work of national bodies (e.g. Welsh Assembly Government, Welsh Local Government Association)	To ensure that the council's work programmes are aligned to the work of national bodies.				AMBER 12/08
					AMBER 03/09	
					GREEN PREDICTIVE 10/09	

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CG04 – Risk Management

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG04	RISK MANAGEMENT		Effective corporate systems for risk management and business continuity	Chief Executive (CE)	Risk Manager (VW)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Mismatch of corporate risk assessment with business challenges	To ensure that risk assessment and business challenges are aligned and integrated with business planning.	<p>a) The approach to risk assessment has been completely overhauled and contains work-streams that are a fundamental part of an organisational change programme. Risks: 1, 2, 3, 4 Progress: Clear demarcation between operational assessments at service level and strategic assessments at corporate level. Completed March 2008. SARC updated quarterly. June, Sept, Dec and March. Operational risks require updating once Ffynnon is LIVE</p> <p>b) The risk assessment informs the Council Plan, the Improvement Plan, the Joint Risk Assessment, the Regulatory Plan, the Community Strategy, the Improvement Agenda and the annual and forward budget process. Risks: 1, 2, 4 Progress: SARC used as defining document for business planning and forward work programme. Completed March 2008. SARC monitored and updated quarterly.</p> <p>c) Greater integration of external regulation, internal audit and scrutiny work programmes for 2008/09 based on the strategic assessment of risks and challenges. Risks: 3 Progress: Clear change in the approach to ensure that external regulatory work flowing from the assessments is relative and proportionate – taking into account the level of the risk and the mitigating actions to control that risk. Completed March 2008. Regulatory Plan for Nov 08- Oct 09 based on SARC. Regulators endorsed the framework, method, rigour and content of SARC. Balance of</p>			AMBER 06/08
2	Limited impact on managing risks which affect business continuity	To embed business continuity management into service planning.				AMBER 09/08
3	Loss of confidence of regulators and the cost/impact of external regulation	To ensure greater synergy between regulators, external/internal audit.				AMBER 12/08

			<p>minimising the fees and burden of regulation with appropriate regulation in the public interest. Obtaining value for money.</p> <p>d) Further work continuing to align allocation of resources to high level risks. Medium Term Financial Strategy Risk: 4 Progress: Building blocks in place, further work required to align for 10/11 budget. Completion date September 2009.</p> <p>e) Piece of work started to identify high level critical services that would affect service delivery in the event of an emergency. Business Continuity Plan to be developed for the Council and work to embed into service planning will continue. Risk: 2 Progress: Key critical services/functions identified by CMT. Draft models being developed, examples being Joint Emergency Planning Unit and ICT. Draft models will be going to CMT in May 09 for approval. Following draft model approval training sessions will be rolled out to Heads/Managers of the other identified key critical services to enable them to write their plans. Start 09/09. Strategy and Policy for Business Continuity being developed – in early stages Completion date 04/10.</p>	<p>AMBER 03/09</p>
4	Alignment of resources and capacities to risks	To align the allocation of resources to high level risks.	<p>Risk: 2 Progress: Key critical services/functions identified by CMT. Draft models being developed, examples being Joint Emergency Planning Unit and ICT. Draft models will be going to CMT in May 09 for approval. Following draft model approval training sessions will be rolled out to Heads/Managers of the other identified key critical services to enable them to write their plans. Start 09/09. Strategy and Policy for Business Continuity being developed – in early stages Completion date 04/10.</p>	<p>GREEN PREDICTIVE 04/10</p>

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CG05 – Asset Management

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG05	ASSET MANAGEMENT		A comprehensive, robust and deliverable asset management plan to achieve maximum efficiency of our property and land assets taking into account, location, age, running cost, efficiency and purpose/community value.	Director of Environment (CL)	Head of Technical Services (NC)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Maintenance of inefficient assets	To minimise the maintenance of inefficient assets.	<p>a) Structured property reviews to consider the effectiveness of the property and land holding. Risks: 1, 2 Progress Ongoing programme of property reviews is being undertaken.</p>			AMBER 06/08
2	Backlog of repair and cyclical maintenance work	To reduce the backlog of repair and cyclical maintenance work.	<p>b) Asset Management Plan and supporting policy documents to be undertaken to inform the above. Risks: 1, 2 Progress: Following consideration of the current strategy a significant update to the Corporate Asset Management Strategy will now be undertaken with a first draft to be submitted in August 2009.</p>			AMBER 09/08
			<p>c) School Asset Management Plan to be revised and considered in the wider context of fitness for purpose for both Primary and Secondary Schools. Risks: 1, 2 Progress Studies to inform the plan have been undertaken and are currently being reviewed. Fitness for Purpose relating to Secondary schools has been completed and is being shared with Head Teachers.</p>			AMBER 12/08
						AMBER 03/09
						GREEN PREDICTIVE 11/09

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CG06a – Medium Term Financial Strategy (Strategy)

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG06a	MEDIUM TERM FINANCIAL STRATEGY (STRATEGY)		Overall financial strategy (revenue and capital resources) to deliver Council Services in accordance with agreed plans and priorities (3-4 year cycles)	Head of Finance (KF)	Assistant Director of Finance – Financial Management (PW)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Adequacy of resources to meet priorities	To maintain and deliver the strategy to maximise resources available for Council priorities.	a) Progressive delivery of the building blocks is on-going. The building blocks are referred to in CG06b – CG06f. Risks: 1, 2, 3 Progress: Please see CG06b – CG06f b) Outline strategy document with supporting policy paper (actual and draft) currently in production.			AMBER 06/08
2	Sustainability of base budget;					AMBER 09/08
3	Efficient and effective use of financial resources					AMBER 12/08
						AMBER 03/09
						GREEN PREDICTIVE Unable to determine

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CG06b – Medium Term Financial Strategy (Revenue)

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG06b	MEDIUM TERM FINANCIAL STRATEGY (REVENUE)		Revenue Budget Strategy to identify 3-4 year forecast of revenue needs and provision	Head of Finance (KF)	Assistant Director of Finance – Financial Management (PW)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Short-term revenue forecasting	To move to medium term planning.	<p>a) Implementation of Medium Term Financial Planning. Risks: 1 Progress: Completed - Annual projections now cover 3-4 years.</p> <p>b) Utilisation of indicative settlement values and project beyond where necessary. Risks: 2 Progress: Completed - this process is now in place.</p> <p>c) Proactively oversee in year budget management through continuous challenge to monthly returns and progressive introduction of consistent processes. Risks: 3 Progress: Continuous improvement programme in place for monthly monitoring. Significant improvement planned by use of new software, more input by Service Managers and by associated training.</p> <p>d) Proactively oversee the identification of efficiencies. Risks: 4 Progress: Currently working with directorates to identify and challenge delivery of efficiencies and the use of reserves. Efficiencies Programme report confirmed at Executive in April. Further work underway via Procurement and Service Plans.</p>			AMBER 06/08
2	Uncertainty over future years available finance	To utilise indicative settlement values and project beyond where necessary.				AMBER 09/08
3	Fluctuation in in-year expenditure	To proactively oversee in year budget management.				AMBER 12/08
						AMBER 03/09
4	Adequacy of resources	To proactively oversee the identification of efficiencies.				PREDICTIVE GREEN Unable to determine
5	Management of service pressures in-year post budget setting	To proactively support Mid Year Business Reviews.				

			<p>e) Proactively support Mid Year Business Reviews through continuous challenge to monthly returns and progressive introduction of consistent processes. Risks: 5 Progress: Mid year review informed 2009/10 budget process. Continuous improvement programme in place for monthly monitoring. Currently under review – possibility of the budget being informed by Service Plans rather than Mid Year Review (which should confirm plans).</p>	
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CG06c – Medium Term Financial Strategy (Capital)

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG06c	MEDIUM TERM FINANCIAL STRATEGY (CAPITAL)		Capital Programme Strategy to identify 3-4 term forecast of capital need and provision	Head of Finance (KF)	Assistant Director of Finance – Financial Management (PW)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			#
						RED 03/08
1	Short-term capital forecasting	To move to a 3 – 4 year plan.	a) Implementations of a 3- 4 year plan. Risks: 1 Progress: Completed 2007/08 b) Contribute to maximising Capital Receipts possibilities. Risks: 2 Progress: Work is on-going with directorates to maximise delivery. c) Contribute to corporate moves to maximise delivery and minimise slippage. Risks: 3, 4,5 Progress: Currently working with directorates (mainly via the Corporate Asset Management Group) to achieve this action. Report reconsidering existing programme plus new bids to Executive in April. Capital Receipts position being closely monitored.			AMBER 06/08
2	Uncertainty over future year available capital	To contribute to maximising Capital Receipts possibilities.				AMBER 09/08
3	Fluctuations in in-year expenditure	To contribute to corporate moves to maximise delivery and minimise slippage.				AMBER 12/08
4	Adequacy of capital project management					AMBER 03/09
5	Capitalisation of capital receipts					PREDICTIVE GREEN Unable to determine

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CG06d – Medium Term Financial Strategy (Efficiency)

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG06d	MEDIUM TERM FINANCIAL STRATEGY (EFFICIENCY)		Challenge to generate year on year efficiencies	Head of Finance (KF)	Assistant Director of Finance – Financial Management (PW)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Failure to achieve challenging annual efficiency target set nationally	To ensure that local targets are set to reflect national targets.	a) Ensure that local targets are set to reflect national targets. Risks: 1 Progress: Working with Directorates to identify robust and deliverable efficiencies. Also developing processes for capturing efficiency savings for corporate use. b) Challenge efficiencies and pressures. Risks: 2 Progress: Currently reviewing coding practices and supporting service allocations. c) Contribute to organisational review and manage the calculation of financial implications. Risks: 3 Progress: Currently undertaking reviews of the finance function and contributing to the review of other service areas. Finance Function Review now out to Consultation Stage 1.			AMBER 06/08
2	Sustainability of base budgets	To challenge efficiencies and pressures.				AMBER 09/08
3	Inflexibility in structures and working practices to adapt to change	To contribute to organisational review and manage the calculation of financial implications.				AMBER 12/08
					AMBER 03/09	
					GREEN PREDICTIVE Unable to determine	

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CG06e – Medium Term Financial Strategy (Procurement)

Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG06e	MEDIUM TERM FINANCIAL STRATEGY (PROCUREMENT)	Effective and cost efficient local, regional and national procurement	Head of Finance (KF)	Assistant Director of Finance – Financial Management (PW)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		# RED 03/08
1	Uncoordinated or uncontrolled procurement leading to wastage in costs of procurement transactions and unit costs of supplies and services	To deliver the objectives in the Procurement Strategy	a) Delivery of the objectives in the procurement strategy: <ul style="list-style-type: none"> • Develop a detailed Action Plan • Identify and deliver with Directorates, efficiency targets • Advise on best practice • Maximise the conversion of non-cashable savings to cashable savings • Proactively contribute to collaborative initiatives Risks: 1, 2,3,4 Progress: Procurement Strategy agreed by Executive. Detailed action plan considered and agreed by the Procurement Board 4 th March 2009. Direct input by CPU into Efficiencies Programme.		AMBER 06/08
2	Failure to secure best value for money				AMBER 09/08
3	Failure to meet efficiency targets				AMBER 12/08
4	Missed opportunities for local/regional/national procurement collaboration				AMBER 03/09
					GREEN PREDICTIVE Unable to determine

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CG06f – Medium Term Financial Strategy (Income, Fees and Charges)

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG06f	MEDIUM TERM FINANCIAL STRATEGY (INCOME, FEES, AND CHARGES)		Maximisation of fees and charges to generate an adequate and sustainable income base according to (i) comparable market rates (ii) affordability and (iii) efficacy of discretionary charging policies	Head of Finance (KF)	Assistant Director of Finance – Financial Management (PW)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Realisation of lower than possible income levels	To recommend a Fees and Charging Policy to the Council.	<p>a) Recommend a Fees and Charging Policy Risks: 1, 2 Progress: Draft considerations have been completed. A report is due to be presented to CMT May 2009. Reviews of the potential yield in five areas has been completed, as put in the 2009/10 budget process.</p> <p>Fees and Charges Register currently being compiled.</p>			AMBER 06/08
2	Unsustainable service					AMBER 09/08
		AMBER 12/08				
		AMBER 03/09				
		GREEN PREDICTIVE Unable to determine				

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CG07 – Financial Control and Management

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG07	FINANCIAL MANAGEMENT AND CONTROL		Maintaining effective control over the Council's financial affairs	Head of Finance (KF)	Assistant Director of Finance – Financial Management (PW)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Inconsistent application of financial regulation and corporate practices	To demonstrably improve Financial Management and Control within all Directorates.	a) Demonstrably improve Financial Management and Control within all Directorates by: Completing a Finance Function review Develop consistent practices and processes Annually review Financial Procedure Rules Lead on Financial Management Training across the organisation Regularly challenge processes Minimise bureaucracy / "cottage industries", especially in areas of internal trading. Risks: 1, 2, 3 Progress: The Finance Function Review commenced January 2009. Annual review of FPRs is in place. Finance are providing training on corporate training courses. Continuous improvement programme in place for monthly monitoring.			AMBER 06/08
2	Potential ineffective use of resources					AMBER 09/08
3	Risk of adverse internal and external audit opinion					AMBER 12/08
					AMBER 03/09	
					GREEN PREDICTIVE Unable to determine	

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CG08 – Information and Communications Technology (ICT Strategy)

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG08	INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT STRATEGY)		The Council's ICT Strategy that defines the use of ICT to support the Council and services in delivering their priorities for change and improvement.	Head of ICT & Customer Services (CG)	ICT Management Team (MH,JT,AG)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Adequacy of resources to support and invest in replacement and new technologies	To ensure resources are targeted and prioritised to ensure a modern robust modern ICT infrastructure that is aligned to the Council's priorities.	<p>a) Regular reviews of ICT Business Plan and ICT Strategy to ensure it is aligned with service business plans and organisational priorities Risks: 1, 2, 3, 4 Progress – on-going reviews of business plan, mid year business review completed in November 2009, need to consider directorate MYBR. Full review of ICT Strategy to be completed by June 2009 to and ensure Council priorities, directorate business plans and ICT strategy are aligned accordingly. Report to Executive 1st April, 2009 providing strategy update. Review of strategy now in progress and on target for publication by the end of June, 2009. ICT business plan for 2009/10 has been drafted but will require revision to reflect new ICT Strategy this will be complete by the end of July, 2009.</p> <p>b) Ensure customer access particularly electronic access is considered as part of every ICT project and procurement. Risks: 2, 3 Progress – ICT specification revised to include mandatory requirement to provide web services for all customer facing systems – March 2009 Programme of deployment of new web services including licensing, leisure bookings, Council Tax enquiries – June 2009 Revised ICT Specification now being used. In terms of new web services; licensing is due to go live in June, with leisure bookings and council tax enquiries September, 2009. Potential risk in terms of software providers meeting their commitment to Welsh language version of web system. On-going dialogue with suppliers and Welsh language Board to mitigate risk of delay in launching new services. County Hall reception project to maximise use of ICT for self service, first point</p>			AMBER 06/08
2	Failure to meet organisational and customer expectations/needs	To provide systems and access channels that meet the needs/expectations of the organisation and its customers.				AMBER 09/08
3	Failure to embrace benefits offered from new technologies	To prioritise projects that bring the maximum benefit to the Council.				AMBER 12/08
						AMBER 03/09
4	The withdrawal of third party support for older technologies	To ensure support is maintained for all business critical systems and technologies and where there is a continuity risk that plans for replacement are in place.	GREEN 09/09			

		<p>resolution etc – June 2009 County Hall reception project is not progressing on target due to project funding issues. Irrespective of the scale of change implemented we still intend to provide improved ICT facilities at the Phase 4 reception to enable a level of self service³ for customers and improve the level of customer enquires that can be resolved at the first point of contact. Revised completion date October 2009</p> <p>c) Engage with suppliers, professional bodies and research organisations organisation to ensure intelligence and R&D in relation to emerging and redundant technologies and develop appropriate upgrade and replacement plans. Risks:3, 4 Progress – all ICT Managers active members of Socitm, Flintshire features as case studies for IBM in terms of deployment of leading edge technologies, strong local network of ICT professionals which identifies opportunities for collaboration in terms of procurement and research & development, consideration being given to subscription to Gartner the world leading ICT research organisation subject to resource availability. We will not be subscribing to Gartner in the short term due to budgetary constraints. As part of the ICT Strategy Review referred to in a) above we will be producing a Technology Blueprint to complement the strategy document to set out our plans for upgrading and improving the ICT Infrastructure taking account of the opportunities offered by new technologies and the need to replace redundant technologies.</p> <p>d) Benchmarking with other Councils Risks: 2 Progress: Participation in Customer Satisfaction benchmarking exercise with all Welsh Councils in spring, results available in August 2009. On target</p>	
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CG09a – Information Management Strategy

Ref.	Risk Title	Risk Description		Primary Lead	Secondary Lead	Quarterly Risk Review
CG09a	INFORMATION MANAGEMENT STRATEGY	The Council's Information Management Strategy defines a consistent approach to the management of information across the Council with supporting actions.		Head of ICT & Customer Services (CG)	ICT Information Manager (CB)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Efficient and effective use of information resources	To provide the tools that will enable us to use our information resources more efficiently and effectively.	<p>a) Implementation of an electronic and records management system (EDRMS) that provides us with the tools to use information more efficiently and effectively. Risks: 1, 2, 3, 4 Progress - An EDRMS solution has been purchased and the infrastructure has been installed. Work is now underway on several pilot projects aimed at delivering proof of concept. Once the pilot projects have been completed, the benefits and value of EDRMS will be communicated across the Council and requests from other service areas who wish to integrate with EDRMS will be encouraged, collated and considered. Work will then continue on rolling the software out across the Council. In progress project plans available.</p> <p>b) Undertaking an information audit across the Council. Risks: 1, 4 Progress - An information audit was conducted across the Council between October 2007 and April 2008. This audit generated over 1000 responses. Responses have been collated, analysed and published via an information asset register available on the intranet called "InfoRoute". Further work needs to be undertaken to ensure that the data gathered from the audit remains accurate and up-to-date. Responses received need to be updated to remain accurate. - ongoing Facilities are available within InfoRoute that enables users to do this. Further marketing of InfoRoute and encourage users to update their</p>			AMBER 06/08
2	Acting lawfully in relation to the use of information	To provide the appropriate advice and guidance that will help us use our information in a lawful manner.				AMBER 09/08
3	Reliability of information in relation to currency, accuracy and completeness	To improve the quality of our information resources.				AMBER 12/08
4	Knowing what information we have	To find out more about the information resources that we hold.				AMBER 03/09
5	Adequacy of resource to implement information management	To ensure that the appropriate level of resources are available for the implementation of the information				GREEN 03/11

	programme	management programme.	<p>information via InfoRoute. - ongoing</p> <p>Add value to InfoRoute through the integration with the IT system library. – May 2009</p> <p>c) The development and implementation of a GIS Strategy that provides a structured and coordinated approach to the future development of GIS in the Council, thereby enabling us to realise and maximise the value of our “location based” information resources. Risks: 1, 3, 4 Progress – Geographical Information Systems (GIS) Strategy written and published during November 2008. Implementation of the Strategy is now underway. Some early projects to have been completed including the widening of access to GIS through the launch of InfoMap (Intranet mapping). A new web based product has been purchased which will improve the mapping facilities on the Council website, this new system should be fully implemented by September, 2009. The transfer of the Environment IT Support unit to Corporate ICT planned for May,2009 will provide opportunities to streamline processes to update our GIS databases.</p> <p>d) Integration of our Local Land & Property Gazetteer (LLPG) with our core property address systems. Risks: 1, 3 Progress – About to complete a project integrating the LLPG with our Council tax and benefits System - IBS. Several other integration projects will soon follow including; Electoral Role, Mayrise and Civica. Integration of LLPG with Council Tax, Benefits and Housing property information will be complete by July 2009. This will be followed in September 2009 by our Electoral registration property database.</p> <p>e) The legal framework governing our information is continually monitored and communicated to promote compliance. Risks: 1, 2 Progress - Information on key legislation governing our information, such as the Freedom of Information Act, Data Protection Act, Re-use of Public Sector Information Act etc are all being communicated through our intranet. Awareness raising and training activities have all been undertaken. Information legislation</p>	
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			<p>also forms part of the corporate induction process. This work is a continual process.</p> <p>f) Monitor the resources required to implement the information management programme.</p> <p>Risks: 4, 5</p> <p>Progress – undertake a review of information management strategy by March 2009. A new work schedule will then be developed and the levels of resources required to deliver the programme will be considered accordingly.</p> <p>A full review of the Information management Strategy 2006-2009 was completed in march 2009 and a revised draft for 2009/11 will be available in May 2009. The new strategy is complemented by an updated work programme which will need to reflect the resources available in terms of implementation timescales etc.</p>	
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CG09b – Information Security, Governance and Sharing

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG09b	INFORMATION SECURITY, GOVERNANCE AND SHARING		Information security involves protecting information and information systems from unauthorized access, use, disclosure, disruption, modification, or destruction. Effective Information Security is vital to any information sharing arrangements.	Head of ICT & Customer Services (CG)	Information Security Manager (AK)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Damage to the Council's reputation through suffering an information security breach.	To ensure that the Information Security Management System adequately protects Council owned information.	<p>a) The appointment of an Information Security Manager and The development of a comprehensive Information Security Management System (ISMS) Risks: All Progress: Information Security Manager appointed September 2008. The Information Security Management System (ISMS) is being developed in line with ISO27001, which is the international standard for information security. This involves performing annual risk assessments on Council information and information systems and selecting the controls from the standard accordingly The ISMS should be in place by December 2009. The ISMS was implemented in March 2009 and is available via the InfoNet. The ISMS will remain under constant review and development. A target has now been set to attain ISO27001 accreditation for the ICT Service by March 2010; if we are successful it is intended to seek accreditation for other service and eventually the organisation as a whole.</p>			AMBER 06/08
2	A confidentiality breach or unauthorised disclosure of information	To ensure that staff are fully aware of their responsibilities in terms of confidentiality and deploy software to limit information leakage.	<p>b) The awareness raising and training of staff to understand the importance of Information Security and their individual responsibilities. Risks: 1, 2, 3 Progress: Information security is included within the induction pack and</p>			AMBER 09/08
3	Failure to comply with legal duties and responsibilities	To further develop policies and procedures in line with legal responsibilities.				AMBER 12/08

			<p>induction training day (module b). Further work is needed to develop on-going staff training. Information also published on InfoNet. Information security manager has attended Corporate Management Team and all Directorate Management Team meetings to raise awareness on Information security and identify specific high risk areas. It is planned that he will attend all DMT's and CMT at least once a year to maintain awareness and highlight Information security issues and risks identified. Currently evaluating an e learning product which could be made available to all ICT users via the InfoNet. Evaluation to be completed by June 2009.</p> <p>c) Enhance procedures for the reporting and responding to information security events and weaknesses, so that if there is a security breach it is managed consistently and effectively to minimise the effects.</p>	<p>AMBER 03/09</p>
4	Increased partnership working leading to Council owned information	To ensure that security of Council information is not weakened through partnership working.	<p>Risks: 1, 2, 3 Progress: Procedures in place for incident reporting as part of ISMS. Regular quarterly incident report to CMT. Regular reporting in place (should this be removed?)</p> <p>d) The introduction of technologies to protect information assets when accessed remotely or taken from the Council on removable media including USB devices and laptops. Risks 1, 2, 3, 5 Progress: Biometric USB devices implemented and associated policy in place. Endpoint security software to be deployed to control the use of removable media and laptop hard drive encryption to be installed to protect information whilst stored on a laptop by June 2009. Endpoint security implemented and will be rolled out to all users by June 2009. A hard drive encryption solution has been procured and is now being implemented on all new laptops; it is planned that this will be fully implemented on all laptops by October 2009.</p> <p>e) Where partnership working requires Council owned information to be transferred to a third party information sharing protocol or a data processing agreement must be entered into. Where appropriate the information sharing protocols will be developed in line with WASPI.</p>	<p>GREEN PREDICTIVE 03/10</p>
5	Home and mobile working	To provide secure solutions for home and mobile working supported by clear and concise policies and procedures.		

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CG10 - Human Resources and Management

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG10	HUMAN RESOURCES AND MANAGEMENT		Effective corporate human resources strategy and practice across the Council	Head of Human Resources & Organisational Development (HS)	HR Manager – Policy Development (SC)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Critical stage of implementation of human resources strategy ('People Strategy')	To complete all actions listed within the People Strategy Action Plan by the end of the life of the plan.	<p>a) All actions are contained within the People Strategy Action Plan. Risks: 1, 2, 3, 4, 5 Progress: The action plan was achieved by April 2009 save minor exceptions (which may or may not be required as part of the revised People Strategy). A new People Strategy is to be developed during Summer 2009.</p> <p>b) Recruitment of a permanent Head of Human Resources & Organisational Development Risks: 2 Progress: Recruitment process completed, post filled in Spring 2009.</p> <p>c) Critical HR Projects</p> <ul style="list-style-type: none"> • Single Status – please see CG11 • MASS implemented • Second Tier Officers Review implemented • Phase 1 of HRMIS/Payroll project implemented <p>Risks: 3 Progress: MASS, Second Tier Officers Review and Phase 1 of HRMIS / Payroll Project all implemented. For progress on Single Status Project – please see CG11.</p>			RED 06/08
2	Reliance on external expertise for strategy delivery	To minimise reliance on external expertise for strategy delivery.				RED 09/08
3	Critical stage of HR project implementation (e.g. Single Status)	Please refer to the objectives within CG11.				AMBER 12/08
4	Impact on workforce morale	To improve employee engagement and recognition of FCC as an employer of choice				GREEN 03/09
5	Performance and business continuity	To provide a modern and efficient HR service to support people management.				

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CG11 – Terms & Conditions of Employment

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG11	TERMS & CONDITIONS OF EMPLOYMENT		Implementation of Single Status/Job Evaluation	Head of Human Resources & Organisational Development (HS)	HR – Policy Development (SC)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Scale of single status/job evaluation and draw on resources	Successful implementation of Single Status agreement with minimal disruption to service delivery.	<p>a) All actions are contained within the Single Status Action Plan (many of which are confidential). Risks: 1, 2, 3, 4, 5 Progress: A detailed implementation plan has been designed post agreement which will support the implementation arrangements and will minimise the potential impacts on the workforce.</p>			RED 06/08
2	Trade union relations	Single Status agreement delivered in full partnership with the Joint Trade Unions.				RED 09/08
3	Workforce morale	Manage impact of Single Status agreement so as to minimise potential impacts on the workforce.				AMBER 12/08
4	Cost and time in dealing with (i) equal pay grievances (ii) evaluation appeals	Manage Equal Pay issues in line with approved budget.				AMBER 03/09
5	Cost of consequential pay line and pay protection	Secure Single Status agreement within approved financial budget.				GREEN PREDICTIVE (unable to determine at present)

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CG12 – County Hall Campus Management

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG12	COUNTY HALL CAMPUS MANAGEMENT		Management and maintenance of County Hall and complex - liability of structure; energy costs; carbon footprint; infrastructure arrangements e.g. parking	Head of Technical Services (NC)	Corporate Valuer (TB)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Age and condition of County Hall	Improved working environment. Improved customer access Reduced maintenance liability	<p>a) Structural appraisal underway to determine structural condition. A condition survey has already been carried out, which will support other studies in identifying overall costs and liabilities. Risks: 1, 3 Progress: Structural appraisal in progress. Anticipated completion: Completion of appraisal anticipated March 2009. Phase 1 of the appraisal has been completed. Document currently being reviewed with further information and clarification being requested.</p>			RED 06/08
2	Fragmented and complex campus management arrangements	Coordinated one stop approach for campus via one point of contact.	<p>b) Review accommodation needs of campus in context of wider property review; determine future service models to deliver a modern and progressive service to communities. Risks: 1, 3 Progress: This work is linked to CG05 and forms part of an ongoing programme of property reviews. Overviews of service areas to be completed. Technical review of specific pressures or issues to be undertaken once all service areas have completed their initial work.</p>			AMBER 09/08
3	Environmental impacts of aging buildings	Reduced impacts through environmental awareness. Sustainable materials in replacement/renewal supporting Green Dragon.	<p>c) Current arrangements involve multiple contact points in various Directorates leading to wasted time and extended communication, delay and cost. A single point of contact is needed to coordinate all activity. Risks: 2 Progress: Consideration of the requirements has identified the need to engage</p>			AMBER 12/08
4	Energy consumption and conservations	Reduced energy consumption and increased cost savings. Contribution to reduction of FCC carbon footprint.	<p>c) Current arrangements involve multiple contact points in various Directorates leading to wasted time and extended communication, delay and cost. A single point of contact is needed to coordinate all activity. Risks: 2 Progress: Consideration of the requirements has identified the need to engage</p>			AMBER 03/09
						GREEN 03/10

		<p>Sustainable green energy use.</p>	<p>a manager to deliver this coordinated management approach and be based at County Hall. Job Description to be developed and authorisation to recruit to be sought. Anticipated Completion: July 2009 to recruit.</p> <p>d) Environmental awareness needs to be raised in staff and increased ownership created through a comprehensive campaign of awareness raising events. Risk: 1, 3, 4 Progress: Environmental champions have been identified to work within the campus and raise awareness of environmental aspects, i.e. energy conservation, recycling, all with the intention of reducing our carbon footprint. Linked to CD01. Anticipated completion: Set up (Environmental Champions) by Feb 2009 with an ongoing plan. Further work will be identified and undertaken once the Agile Working project is drawing to a conclusion.</p> <p>e) Environmental champions already referred to, however, we will strive to implement efficient and sustainable systems, controls and heating installations when needed, which will reduce energy use, cost and contribute to reductions in our carbon footprint. Risk: 4 Progress: Remote monitoring of supplies being fitted to identify power consumption in specific areas. Feasibility study to be considered in relation to splitting services from campus communal heating system and providing more cost effective stand alone installations. Anticipated completion: September 2009</p> <p>f) Consideration of own energy generation using photovoltaic to supplement existing supplies to high use areas such as main IT facility. Risk: 4 Progress: Feasibility study to be commissioned to develop further. Anticipated completion: August 2009</p>	
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CG13 - Customer Focus

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG13	CUSTOMER FOCUS		Customer access to information and services and high standards at point of service customer experience	Chief Executive (CE)	Head of ICT & Customer Services (CG)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Variable standards of customer experience.	To ensure consistently good standards of customer experience.	<p>a) Improvements to reception areas at County Hall, Mold and County Offices, Flint. Risks: 1, 2, 3, 4 Progress: The works at Flint are complete. A project team is working on the County Hall Scheme which is scheduled for completion in June 2009. The project is now complete with a series of recommendations relating to new ways of working and improved customer service which will be implemented over the next 6 months. The proposals for major reshaping of the reception area and associated external areas have been put on hold due to the pressure on capital funding. Due to the reduction in scale of proposals some of the health and safety risks will not be fully mitigated particularly in relation to external arrangements. Project Manager to liaise with Property Services staff to undertake risk assessments and identify appropriate mitigation.</p> <p>b) Detailed proposals and business case for improved telephone access including: New telephony system to be implemented to support improved customer service and flexible working March 2010 Risks: 1, 2, 4 Progress: Initial proposals for improved telephone access were considered by Executive on 16th September 2008. More detailed work is to be undertaken with the potential to look at improvements alongside the Streetscene proposals. June 2009.</p>			AMBER 06/08
2	Council image and reputation.	To ensure the Council consistently has a high standard of image and reputation.				AMBER 09/08
3	Health and safety.	To minimise Customer and Employee Health and Safety risks within all Council buildings.				AMBER 12/08
4	Duplication of roles and inefficient use of staff resources and accommodation	To maximise efficiencies in the use of staff resources and accommodation				AMBER 03/09
					GREEN PREDICTIVE 03/10	

			<p>Specification for new telephony system to be complete by June 2009, procurement and initial implementation phase by March 2010. .</p> <p>c) A web usage campaign to increase use of website and reduce face to face and telephone access, and so delivering efficiency gains (aligned to national Web Project funded by WAG) and launch of new Flintshire website. Actions include:</p> <ul style="list-style-type: none"> - Analyse SOCITM 'Better Connected' survey March 2009 - Promote use of new website - Participate in SOCITM web take-up service January 2009 – December 2011 - Benchmark results to identify further improvements <p>Risks: 1, 2, 4</p> <p>Progress: A new Flintshire website has been launched which is supported by the Web Development Strategy with endorsement from Executive to a web take up campaign. A target of 2013 has been set to make the website the most popular access channel.</p> <p>Analysis of Better Connected survey results complete and Web Strategy and work programme updated to take account of results and recommendations. Participating in Benchmarking Services, results to be presented as part of new performance reporting arrangements.</p> <p>New web services to be introduced as per web development strategy to encourage greater takeup of website as access channel of choice.</p> <p>d) Development of comprehensive Customer Services Strategy including:</p> <ul style="list-style-type: none"> - Member workshop - Strategy to be published by September 2009 <p>Risks: 1, 2, 3</p> <p>Progress: Workshop scheduled for 26 January 2009 Workshop and follow up report presented to scrutiny. Stratgey on target to be published by September, 2009.</p>	
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CG14 – Code of Corporate Governance

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG14	CODE OF CORPORATE GOVERNANCE		Effective corporate governance according to the standards of the revised CIPFA/SOLACE code of corporate governance	Head of Legal & Democratic Services (BD)	Not Applicable	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Effective decision making	To ensure that Members and Officers are clear about their respective roles and responsibilities	a) <ul style="list-style-type: none"> Review of Delegation Scheme completed – April 2009 Description of roles of Executive Members in Portfolios – May 2009 Clarity of roles set out in the Constitution – Completed Risks: 1			AMBER 06/08 AMBER 09/08 AMBER 12/08 AMBER 03/09
2	Standards	To ensure that the Council's Standing Orders and Procedure Rules are up to date and used	b) <ul style="list-style-type: none"> Contract and Financial Procedure Rules revised - Completed Audit procedures recognised through training – on going Induction training of members May – June 2009 and new officers on a regular basis one session per month PASS (Electronic Procurement Advisory System) in place and being revised – ongoing Risks: 2			GREEN PREDICTIVE 09/09
3	Collaborative Working	To ensure that the governance arrangements with our partners are robust and enable feedback at the appropriate level	c) <ul style="list-style-type: none"> Partnership guidance document produced - Completed Constitutions and Terms of Reference in place for TAIH and North Wales Residual Treatment Project – Completed Progress on LSB arrangements – Refer to CL02 Partnership presentations at County Council take place regularly through year 			
4	Forward Planning	<ul style="list-style-type: none"> To optimise the value 				

		<p>that Overview & Scrutiny can add to the development of policy whilst preserving the ability to challenge appropriately</p> <ul style="list-style-type: none"> • To ensure that the Council's work takes full account of developments within its partner organisations • To enhance the opportunities provided by the Committee Administration system 	<p>Risks: 3</p> <p>d)</p> <ul style="list-style-type: none"> • Review of Overview & Scrutiny to be undertaken including proposals for the realignment of committees to match the organisational design – analysis of questionnaires to take place in May 2009 • Consideration of the integration of the Overview & Scrutiny support function with Committee Administration – Review end June 2009, • Enhance the use of the Forward Work Programme for Executive and Committees – May 2009 • Encourage electronic access to agendas and reports by Members and Officers May 2009 <p>Risks: 4</p>	
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CG16 – Management Change, Organisational Instability and Succession Planning

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review	
CG16	MANAGEMENT CHANGE, ORGANISATIONAL INSTABILITY AND SUCCESSION PLANNING		Ensuring business continuity through a period of structural and organisational change	Chief Executive (CE)	Head of H.R and Organisational Development (HS)		
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			#	
						RED 03/08	
1	Uncertainties of organisational transition	To develop and follow a business case for sustained organisational change and design.	<p>a) Development and implementation of business case for organisational change and re-design. Risks: 1, 2, 3 Progress: Completed September 2007 to March 2008.</p> <p>b) Development and implementation of a new organisational structure including appointment of Directors. Risks: 1, 2, 3 Progress: Completed December 2008 (with minor exceptions)</p>				RED 06/08
						AMBER 09/08	
						AMBER 12/08	
						AMBER 03/09	
2	Impact on service continuity	To form a small number of coherent and unified Directorates to deliver local public services.	<p>c) Implementation of transitional management arrangements (interim, acting, senior management cover arrangements) in the absence of permanent Directors and Heads of Service. Risks: 1, 2, 3 Progress: Maintained throughout transition period. Appointment of Directors completed and Heads of Service recruitment completed. New Heads of Service to commence in positions over coming months.</p>				GREEN PREDICTIVE (Unable to determine at present)
3	Diversion/loss of experience and expertise	To protect service continuity and performance during a period of transition.	<p>d) Completion of outstanding pay and grading review of the second tier to enable settlement/recruitment of personnel within third tier. Risks: 2, 3 Progress: Approved December 2008; implementation completed March 2009 with minor exceptions (completion of outstanding appeals)</p>				
4	Ability to manage succession planning to ensure sufficient expertise,	To protect and deliver management and professional expertise to support service					

	<p>experience and capacity exists to meet the changing needs of the organisation</p>	<p>continuity and performance and to recruit successfully to vacant/new senior posts thereby eliminating interim/temporary managerial arrangements.</p> <p>To invest in management development, appraisal and supervision, both current and potential, to ensure service continuity.</p>	<p>e) Revitalisation /re-introduction of appraisal and supervision arrangements for HR management plans. Risks: 2, 3, 4 Progress: Under implementation. Further actions will be developed under the new people strategy 2009-2012</p> <p>f) Development of a management and talent management procedure. Risks: 3, 4 Progress: Under development for late 2009 launch as part of the action plan developed under the new People Strategy 2009-2012.</p>	
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CG17 – Health and Safety Strategy & Management

Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG17	HEALTH AND SAFETY STRATEGY AND MANAGEMENT		Effective corporate health and safety management strategy and practice across the Council	Chief Executive (CE)	Occupational Health Physician (PJO)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			#
1	Moral - Loss of life or limb, or serious injury	To prevent loss of life or limb, or serious injury whilst at work.	<p>a) Develop and adopt a Corporate Occupational Health & Safety Management System by April 2009 to include:</p> <ul style="list-style-type: none"> • Corporate Health & Safety Policy • Clearly defined roles and responsibilities in relation to health & safety • Corporate Procedures – the 'Standard' • Corporate Forms • Monitoring, measuring and non-compliance procedures/processes <p>Risks: All Progress: First draft of Occupational Health & Safety Management System completed and circulated to Directors for comment, January 2009. Occupational Health & Safety Management System: Training and awareness programme to be developed and approved July 2009.</p> <p>The Authority is collectively being encouraged to obtain BSi 18001 accreditation, for a target date of the end of 2010. To achieve this accreditation the organisation is being actively encouraged to completely encompass H&S as a routine line management function. To support this change in emphasis an organisational redesign project has been launched aimed at maximising and better aligning the specialist h&s support the Directorates and services have available to them. The target timescale for this project is for implementation by September 2009.</p> <p>b) Implementing a consistent approach to Corporate Health & Safety Training. Risks: All Progress: First draft of Corporate Health & Safety Training Matrix completed January 2009. Directorate resource implications to be considered as part of the</p>			RED 03/08
2	Serious or chronic ill-health	To prevent serious or chronic occupational ill-health.				AMBER 06/08
3	Legal - Potential for corporate manslaughter charges against the Authority	To comply with all health & safety legislation and in so doing reduce the risks of any financial consequence.				AMBER 09/08
4	Potential for other H&S legislative charges against Authority and its officers					AMBER 12/08
5	Potential significant fines against the Authority and its officers. Financial - Significant fines					AMBER 03/09
6	Civil claims and resulting increases					GREEN PREDICTIVE 01/11

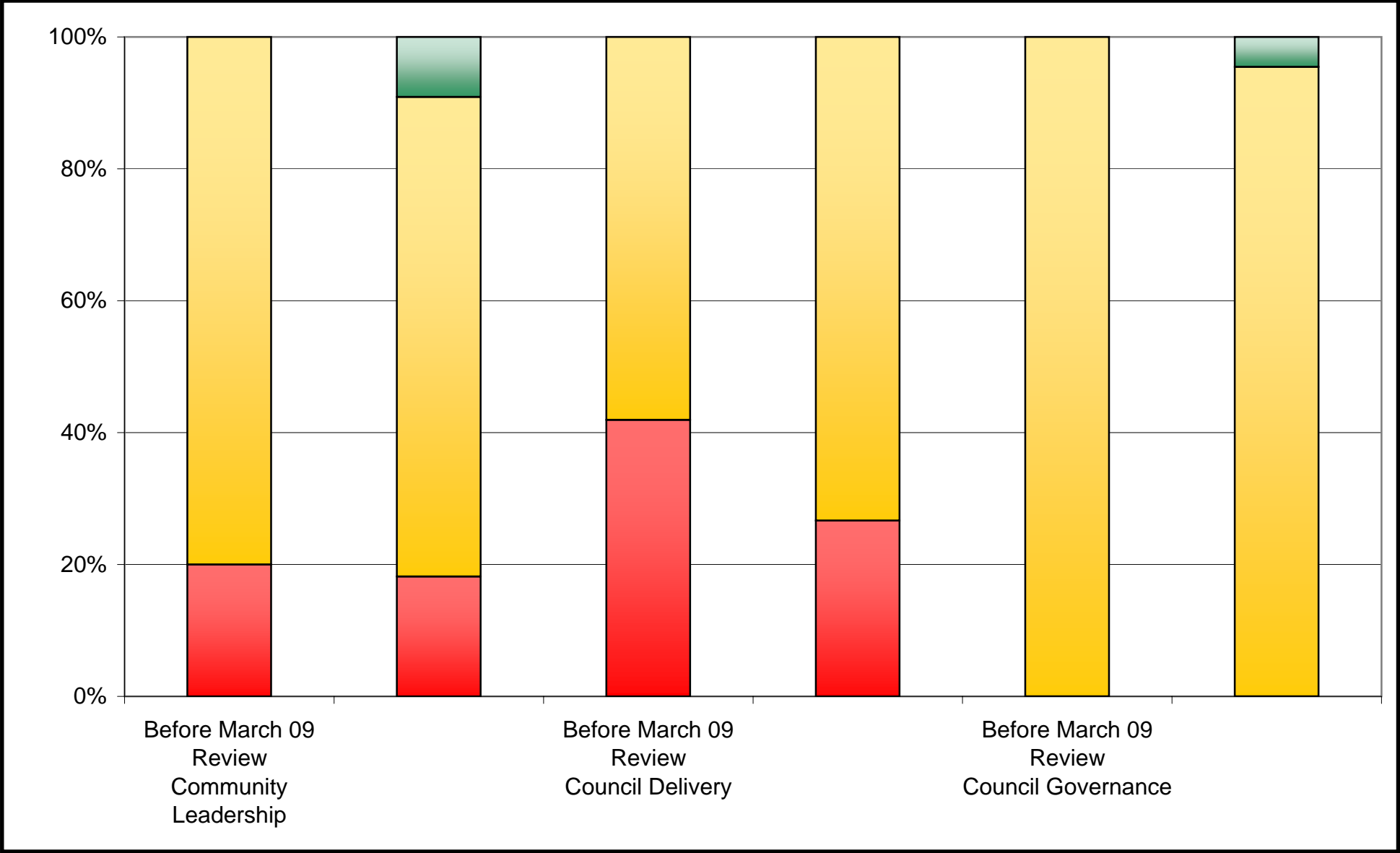
	in insurance premia		<p>approval process. Progress: While the agreed Corporate Training will continue to be provided at the moment, the principles of a training matrix will be included within the SMS for adoption by all Services.</p>	
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AUDIT LOG

Version Control

Version	Edited By	Date	Alteration
1	Chris Henderson	14 th January 2009	Created
1.1	Chris Henderson	21 st January	Audit Log added
1.1	Chris Henderson	21 st January 2009	Merged CL01 & CL02 Into CL02 - Flintshire in Partnership
1.1	Chris Henderson	21 st January 2009	Merged CD14 & CD17 Into C14 – Housing Stock Options
1.1	Chris Henderson	21 st January 2009	Split CD12 into 5 components of (a,b,c,d,e)
1.1	Chris Henderson	21 st January 2009	Split CD27 into 3 components of (a,b,c)
1.1	Chris Henderson	21 st January 2009	Added CD27d – Waste Management (AD Waste)
1.1	Chris Henderson	21 st January 2009	Changed (CD30) DSO Performance to Contractor Functions
1.1	Chris Henderson	21 st January 2009	Merged CD31 & CG14 into CG14 Code of Corporate Governance
1.1	Chris Henderson	21 st January 2009	CL07 allocated to Chief Executive
1.1	Chris Henderson	21 st January 2009	CG12 allocated to Head of Technical Services
1.1	Chris Henderson	21 st January 2009	CD23 name change to Children's out of county care & education
1.1	Chris Henderson	21 st January 2009	CL12 removed from Director of Lifelong Learning
1.1	Chris Henderson	21 st January 2009	CD09 removed from Director of Community Services
1.2	Chris Henderson	23 rd January 2009	New Version – Contents Page addition
1.2	Chris Henderson	23 rd January 2009	Removed CG15 from register - Elections
1.2	Chris Henderson	23 rd January 2009	CL11 Title changed from INTEGRATED AND PUBLIC TRANSPORT to INTEGRATED AND PUBLIC TRANSPORT INFRASTRUCTURE (EXTERNAL)
1.2	Chris Henderson	23 rd January 2009	CL11 Description changed to "Compliance with legislative requirement to minimise congestion; supported by appropriate investments from WAG in the regional infrastructure"
1.2	Chris	26 th January	Merged risks, objectives & actions

Version	Edited By	Date	Alteration
	Henderson	2009	from archived risk CD32 into CG13
1.2	Chris Henderson	26 th January 2009	Risk 7 removed from CG17
1.2	Chris Henderson	27 th January 2009	Merged CD10a/CD10b into CD10
1.2	Chris Henderson	28 th January 2009	CD21 risk title changed to School Modernisation
1.3	Chris Henderson	28 th January 2009	New Version – Renamed Strategic Assessment of Risks & Challenges
1.3	Chris Henderson	28 th January 2009	Guidance addition
1.3	Chris Henderson	29 th January 2009	CG12 Risk 4 changed from “Energy units in a volatile market “ to “Energy consumption and conservations”
1.4	Victoria Howson	16 th February 2009	Amendment to Guidance
1	Chris Henderson		SARC Quarterly Review Q4 2008/09
1	Chris Henderson	4 th May 2009	Addition of CL13 NHS Restructuring



Area	Period	Red	Amber	Green
Community Leadership	Before March 09 Review	2	8	0
Community Leadership	After March 09 Review	2	8	1
Council Delivery	Before March 09 Review	13	18	0
Council Delivery	After March 09 Review	8	22	0
Council Governance	Before March 09 Review	0	21	0
Council Governance	After March 09 Review	0	21	1

	03/08	06/08	09/08	12/08	03/09
Overall Average					
Community Leadership					
Council Delivery					
Council Governance					

CL03	Voluntary Sector Compact and Grants Review
CD03	Transistion from UDP to LDP
CD05	Highways Infrastructure
CD08	Shotton & Deeside Renewal Area
CD12b	Housing Management
CG10	Human Resources and Management

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 7

REPORT TO: **EXECUTIVE**
DATE : **02 JUNE 2009**
REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**
SUBJECT : **ALLOCATIONS POLICY**

1.00 PURPOSE OF REPORT

1.01 To agree the proposed changes to the current Allocations Policy.

2.00 BACKGROUND

2.01 The current Allocations Policy came into force on the 1 May 2008 and replaced the previous one which had been in existence since 1996. The new policy was devised to comply with current statute and relevant policy guidance from the Welsh Assembly Government, as well as taking into account current advice from the Public Services Ombudsman for Wales and recognised good practice.

3.00 CONSIDERATIONS

3.01 On the 16 January a Members seminar was held at Theatre Clwyd which was attended by 36 members from across the Council. During this seminar workshops were arranged which allowed Members to look at the implications of the proposed changes to the Allocations Policy, and to also raise any concerns, issues or proposals which were duly noted by officers.

3.02 The proposed changes to the Allocations Policy and Points Scheme Policy are attached as appendices 1 and 2 and the Exclusion Policy for unacceptable behaviour is attached as appendix 3. The changes are shown underlined with any deletions appearing in the right hand margin. The main points to note are in relation to the following areas :-

Exclusion Policy/Anti-Social Behaviour
Contrived Circumstances
Refusing an Offer
Under Occupation
Deduction Points
Tenancy Sign Up

3.03 Following a query from Community and Housing Overview and Scrutiny Members in relation to the historical sharing of information about tenants, clarification has been sought from the Head of Legal Services by the Executive Member for Housing. It has been confirmed that under the terms of the Data Protection Act the previous practise of sharing tenants' details

with local ward councillors would not be considered acceptable and we are not therefore going to re- instate this practice. The current arrangement of notifying of voids and new constituents to a ward will continue.

4.00 RECOMMENDATIONS

4.01 That Members approve the proposed changes to the Allocations Policy.

5.00 FINANCIAL IMPLICATIONS

5.01 There are no specific financial implications to the adoption of the proposed changes other than printing, and costs relating to the required alterations to the Integrated Business System (IBS) which will be met within existing resources.

6.00 ANTI POVERTY IMPACT

6.01 The changes are proposed to provide assistance for those in most need, including those with limited financial means.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no specific environmental issues to this report.

8.00 EQUALITIES IMPACT

8.01 The proposed changes will ensure the fair and equitable allocation of council property in the County.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no specific personnel implications.

10.00 CONSULTATION REQUIRED

10.01 If agreed it is proposed to go to wider consultation with our RSL partners as well as other interested parties and stakeholders.

11.00 CONSULTATION UNDERTAKEN

11.01 All Members had an opportunity to attend the Seminar on 16th January, 2009

11.02 The proposed changes to the policy were discussed by the Community and Housing Overview and Scrutiny Committee on 16th March 2009.

12.00 APPENDICES

12.01 Housing Allocations Policy, Allocations - Points Scheme Policy, Exclusion Policy for unacceptable behaviour.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

Contact Officer: Maureen Harkin
Telephone: 01352 703801
E-Mail: maureen_harkin@flintshire.gov.uk

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Community and Housing

The Points Scheme Policy

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All eligible housing applications will be assessed using the following points scheme:

<u>Points</u>	<u>Criteria</u>
	<u>Local Connection</u>
	Current Residence
10 max	Where an applicant is currently resident by choice in Flintshire. (Does not apply to persons placed in hostels). 1 point per completed year.
	Previous Residence
10 max	Where an applicant currently residing outside of Flintshire County Council area has previously lived in the area by choice for 5 years or more. E.g. Residence period of 5 years will be awarded 1 point Residence period of 10 years will be awarded 6 points
	<u>Length of Application</u>
10 max	1 point per year on the register
	<u>Medical</u>
	Points will be awarded by the 'Assessment Panel', following the completion of a 'Medical Assessment Form'/ 'Unified Assessment Form'.
100	Cases are life threatening or likely to become so and the existing accommodation is a major contributing factor.

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60 Cases are critical where the applicant or a member of their household:

- Has a serious physical or mental illness, disability or medical condition e.g. terminal illness, permanent disability or progressive condition and they are completely unable to cope in their present accommodation. Re-housing is the only option.
- Is hospitalised and is unable to return to their home as it is totally unsuitable for their long term needs by way of design, location and/or is unsuitable for disabled adaptations.

40 Cases are urgent where an applicant or a member of their household:

- Is unable to access essential facilities within the property e.g. bathing or toilet, or access to the property itself is totally unsuitable. The property cannot be adapted to meet their needs.

20 Cases are serious where the applicant or a member of their household:

- Has some difficulty in using facilities or rooms, in the property or gaining access to the property, which could be alleviated by re-housing.
- Has serious health or social care problems which are likely to be alleviated if they were re-housed or moved near family for support.
- Has a mental illness which could be alleviated by re-housing.

Deleted:

Overcrowding

(These points will not be awarded to persons living in hostel or bed & breakfast accommodation)

A separate bedroom is required for:-

A couple living together

A single parent

Two adolescents, aged 10-20 years, of the same sex

Two children, aged under 10 years, regardless of sex

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20

For each bedroom the accommodation is short.

The Council will not award points to an applicant, where overcrowding can be avoided by re-organising where people sleep, or where it has been caused deliberately. This will not include, where a family member has moved in to be cared for or to act as a carer.

Points will only be awarded once proof of child benefit has been received.

Where the applicant has children with access only rights, overcrowding points will not be awarded if sufficient bed space is available with the other parent. Proof will be required. Applicants will only be considered for flats and maisonettes.

The following assumptions will be made about bedroom size unless a home visit or prior knowledge of the applicant's property proves otherwise:

One bedroom accommodation	= 2 bed spaces
Two bedroom accommodation	= 4 bed spaces
Three bedroom accommodation	= 5 bed spaces
Four bedroom accommodation	= 7 bed spaces

If a room can only accommodate 1 single bed because of its size, it will **= 1 bed space**

For the purpose of assessing overcrowding a parlour shall be counted as an additional bedroom.

In the cases of relationship breakdowns, the applicant must provide evidence of the relationship breakdown if he/she is still sharing accommodation with his/her former partner and wishes to be assessed as a single person needing their own accommodation.

Shared Facilities

(These points will not be awarded to persons living in hostel or bed & Breakfast accommodation)

Where an applicant shares amenities with others who are not to be housed with them:

5 Bath or Shower

5 Kitchen

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5 Toilet

Lack of Amenities

Where accommodation lacks the following:-

- 10 No inside toilet
- 10 No bath or shower
- 10 No adequate cooking facilities
- 10 No provision of hot water supply
- 10 No cold water supply
- 10 No electricity supply

Property Condition

40 An 'actionable' Category 1 Hazard has been identified by an Environmental Health Officer.

20 A Category 2 Hazard has been identified by an Environmental Health Officer and they have decided to use his/her discretion to serve a Notice on the landlord.

In both the above, if action is taken by the landlord to rectify the Hazards, Environmental Health will notify the appropriate Housing Options Officer (Allocations) and the points will be withdrawn.

Security of Accommodation

Homeless

20 These points are only awarded to applicants who are homeless or threatened with homelessness, following an assessment by the Housing Options (Preventions) Team.

20 Additional Points will be awarded to applicants who have made a presentation as homeless and have received a decision from Flintshire County Council informing them that the Council owes them a duty because:-

They are homeless and have a priority need and did not become homeless intentionally.

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20 An applicant who is placed in temporary accommodation by Flintshire County Council or other accommodation provider as stipulated by the Housing Options Team, will receive additional points after a continuous period of 12 months.

15 Additional points will be awarded if an applicant has been living in any of the above for a continuous period of 24 months

Under occupation

Council Tenants

100. Where a tenant of Flintshire County Council is living in accommodation too large for their needs and they wish to move to smaller accommodation, This is to ensure best use of the stock. See Tenants Incentive Scheme.

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Welfare of Children and the Elderly

10 Where an applicant with children under the age of ten or is expecting a child, is living in a flat or maisonette above ground floor level and to applicants aged 60+ or registered disabled where there is no lift.

Or

A family with children is forced to live apart as a result of over crowding/ insufficient bed spaces (Proof of both residences will be required).

Or

If children of opposite sexes share a bedroom and one of them is over the age of ten.

Or

If an adult shares a bedroom with some one of the opposite sex who is over ten (not persons living as couples).

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Points will only be awarded providing:

- proof of child benefit and pregnancy has been received
- the flat is the child's principal home and not where the child is visiting (access)

Hardship

- Where an applicant and his/her household need to move to a particular locality in the Flintshire County Council area, where failure to meet that need would cause hardship (to themselves and others).

(These points will not be awarded when the applicant has already been awarded 20 medical points for support and social care)

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Management Points

These points can only be awarded by the Review Panel, where securing alternative accommodation for the applicant will make best use of the housing stock, e.g.

- to an assignee who is willing to move to more suitable accommodation
- to a person remaining in a property on the death of the tenant, where there is no statutory right to succeed
- to an assignee who may be willing to move to more suitable accommodation
- to employees living in tied accommodation of the Council wishing to retire
- where a property is to be demolished

Or

Where re-housing is a matter of urgency and the points already awarded under the points scheme do not reflect the urgency, e.g. evidenced cases:-

- racial incidents
- sexual abuse
- domestic violence
- severe anti social behaviour
- provision of a home for fostering or adoption
- housing of applicants through MAPPA/MARC

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Penalty Points

10 points
per £100

Points may be deducted if the applicant;

Owes any outstanding debts to the Council or other social landlord, e.g. current or former rent arrears, repair recharges.

If the applicant is a tenant of the Council or another social landlord and following an inspection of the property it is found that the applicant has broken the terms of their tenancy agreement and has willingly failed to keep the property in good condition. A monetary value is put on the cost of the remedial work, (using the Council's Schedule of Rates). These points will be monitored by the 'Review Panel' to ensure consistency between Area Offices.

If the applicant is subject to formal proceedings instigated by the Council's Anti Social Behaviour unit.

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30

Minor incidents – non-serious one off incidents

Serious incidents – Police involvement

Persistent and Criminal Anti Social Behaviour – progressing through court or other formal sanction

The applicant will be informed in writing if points have been deducted and advised on the course of action required to have them reinstated.

Points will be reinstated once issues have been resolved or improvement shown over a period of six months. The onus is placed on the applicant to notify the Council when they believe that points should be reinstated.

If an applicant has serious housing need or is homeless, this may override any penalty points. Each case will be assessed on it's own merit by the Senior Allocations Officer.

Deduction Points

10 per £50,000

Where an applicant has the financial resources to purchase a property or rent a property, deduction points will apply.

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Applicants who own properties or have savings and investments worth less than the above values, will not be deducted points. ¶

Community and Housing

Housing Allocations Policy

Objective

Flintshire County Council will follow the published policy when allocating its accommodation as required by the Housing Act 1996 (amended by the Homelessness Act 2002).

The Allocations Policy has been written in accordance with the Welsh Assembly Government's Code of Guidance on the 'Allocation of Accommodation and Homelessness'. It also takes into account the requirements of the Data Protection Act 1998; Race Relations (Amendment) Act 2000; The Welsh Assembly Government's – 'Race Equality Scheme' 2005; The Disability Discrimination Acts and Community Care legislation.

In accordance with legislation Flintshire County Council must ensure that reasonable preference is given to all the following categories of people:

- People who are homeless within the meaning of Part 7 of the 1996 Act.
- People who are owed a duty by any local housing authority under section 190(2), 193(2) or 195(2) (or under section 65(2) or 68(2) of the Housing Act 1985) or who are occupying accommodation secured by any such authority under section 192(3).
- People occupying insanitary or overcrowded housing or otherwise living in unsatisfactory conditions.
- People who need to move on medical or welfare grounds (including grounds relating to disability).
- People who need to move to a particular locality in the area of the Council, where failure to meet that need would cause hardship (to themselves or others).

The Aims of the Policy

- to ensure the policy is compliant with legislation and best practice
- to be transparent in its decisions
- to provide applicants with advice and assistance about re-housing options
- to make the best use of housing stock
- to contribute towards strategic work

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- to build strong, safe/sustainable communities and improve social inclusion
- to promote joint working with Health, Social Services, Supporting People Team, Voluntary Sector Organisations and Registered Social Landlords
- to promote housing options and joint working with the private rented sector and Environmental Services
- to consult all stakeholders
- to monitor and evaluate the success of the scheme
- to comply with and encompass the broader Council aims

Choice

In addition to the above aims the Council recognises the need to give applicants as much choice as possible with their re-housing. Applicants can express an interest in as many areas of the County as they wish.

Applicants can also express a preference for the type of accommodation they wish to be considered for. Due to the shortage of accommodation, the size of the property offered will reflect the size of the applicant's household. The Council's Matching Policy will therefore apply in most circumstances.

When choosing an area the applicant should take into consideration the type of properties which are available in that area.

Eligibility

The Council maintains a Housing Register which is open to any person over the age of 16 regardless of their class, gender, race, colour, religion, sexual orientation, marital status, disability or illness, ethnic or national origins, providing they are not:

- Persons subject to immigration control within the meaning of the Asylum and Immigration Act 1996. The Council will always check with the Home Office, if there is any uncertainty regarding an applicant's status.
- Applicants or a member of the applicant's household who commits unacceptable behaviour serious enough to make him or her unsuitable to be a tenant of the Council will be deemed as ineligible and not accepted on to the Housing Register. Any applicant who subsequently becomes ineligible, will be excluded from the Housing Register. (see Policy Document "Exclusion Policy")

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Making an Application

To be considered for inclusion on the housing register applicants must **fully complete** a Housing Application form and return it to any one of the Area Offices.

Applicants must provide proof of their identity and current address. A list of acceptable documents can be found in the Housing Application [Form](#).

Documentary evidence specific to the applicants housing circumstances must also be provided, e.g. medical self assessment form, dependant children, separation. The onus is placed on the applicant and failure to provide this information will delay the registration process.

In order to protect the public funds it handles, the Council may use the information supplied on the application to prevent and detect fraud. The Council may, therefore, share this information and compare it with other Departments within Flintshire County Council and other Organisations, such as the Department for Works and Pensions.

Equal Opportunities

The Council is committed to the principle of equal opportunities in the delivery of all its services. Applicants will be invited to indicate if they require a translation or interpretation service or if they require other special services as a result of a visual impairment, hearing difficulties or other disability.

Confidential interview facilities are provided at all Housing offices. There is full access to the Housing Offices at Flint, Connah's Quay and Mold for persons who use a wheelchair. A home interview service is available for applicants who are elderly or experience mobility difficulties.

All applicants for housing will be requested to provide details of ethnic origin. This will not however be a requirement for acceptance of an application. Ethnicity will be monitored on a regular basis to ensure properties are being offered and allocated fairly.

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False Information

All information provided by the applicant must be true. If false or misleading information is given the Council will cancel the application. A 'new' application will be accepted from the applicant with the correct information. The applicant will lose any points they have accrued for time on the list.

Securing accommodation on the basis of false information is a criminal offence and the Council may prosecute and take legal proceedings for possession of the property. Any court costs incurred will be recharged to the tenant.

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Contrived Circumstances

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If an applicant deliberately worsens his/her housing conditions in order to gain an unfair advantage over others, then relevant points shall not be awarded or can be withdrawn, e.g:

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- A single person adequately housed in a 1 bed flat, allows other family members to move in to gain more points.
- A family claiming Local Housing Allowance chooses to live in overcrowded conditions when they could access larger accommodation.
- A person who owns a property but chooses to live somewhere else - the application will be pointed on the property they own.
- An elderly applicant living in adequate housing chooses to move to a mobile home, which has to be vacated for a part of the year according to the terms of the lease.
- Disposal of property to a family member within the past 3 years. The applicant will be pointed as if they still own/ rent the property and deduction points will apply if they are owner occupiers.

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Processing an Application

The Council will aim to process a new application within 2 weeks of receipt, providing all proofs are received and unless a medical assessment or other additional information is required. Eligible applicants will be assessed and awarded points according to The Points Scheme. Applicants will be informed of the level of points they have been awarded and if they fall within a reasonable preference category. If they do not fall into one of the preference groups a clear indication of the likelihood of re-housing must be given.

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All applications will be reviewed annually on the anniversary of the application to ensure the applicant still wishes to be considered for accommodation and that the information held by the Council is up to date.

Any change in the applicant's circumstances must be made in writing. A new form must be completed if there has been a change of address. The Council reserves the right to amend points at any time where it finds they have been

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wrongly awarded and/or to reflect the applicant's current circumstances, for example, if they no longer have additional medical points following an adaptation to their current property. The points will be re-assessed and the applicant notified in writing within 2 weeks.

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Removal from the register

An application will be removed from the register if the applicant:

- Is no longer eligible to remain on the list.
- Fails to provide information reasonably requested by the Council.
- Fails to renew the application, (following a second reminder letter).
- Requests removal.
- Has given false information.

An applicant may request that their application is deferred if they do not wish to be housed immediately. They will continue to receive an annual reminder to complete and will accrue points for length of time on the register, but they will not be actively considered for vacancies. The applicant will need to request that their application is re-activated.

Selection of an Applicant for a Vacancy

The selection of an applicant to a vacancy is the responsibility of the Allocations Officer in consultation with a Senior Officer.

The allocation of a Council property or a nomination to a RSL will be made to the applicant with the highest number of points for the size, type and location of the property. If one or more applicants have the same number of points, the offer will be made to the applicant in greatest need. This decision will be made by a senior manager. (See 'Matching Applicants to Properties Matrix').

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Where it has been identified that an applicant has complex needs/support issues, to enable him/her to sustain a tenancy, Officers will work with partners to explore and put in place services wherever possible, as part of the new tenancy.

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Wherever possible, Housing Officers will work with the relevant services of the Council, and other agencies, to try and maintain the applicant's current home by instigating professional meetings to assess need.

- Joint Tenancies
A joint tenancy may be requested where a household member has a long term commitment to the home, e.g. partners, live- in carers. By creating a joint tenancy it enables that other adult member to remain in the accommodation on the death of the tenant.

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The Council will only create a joint tenancy if there are no adverse implications on good use of the housing stock and its ability to provide for housing need.

Similarly the Council will only create a new sole tenancy, where a joint tenant serves notice to quit, providing there is no adverse implications on good use of the housing stock and ability to provide for housing need,

Deleted: also use its discretion when deciding whether or not to award a new sole tenancy, where a joint tenant serves notice to quit.

All requests for joint or sole tenancies must be made on an application form and will be considered through a 'Joint Tenancy/Succession Procedure'.

The legal and financial implications and obligations of joint tenancies along with succession rights will be published by the Council.

Where an application for a joint tenancy is refused, reasons must be made in writing and the tenant has the right to a review of this decision through the Review Panel.

A joint tenancy will not be created where the proposed joint tenant is a person subject to immigration control who is ineligible for an allocation of Local Authority housing.

- General Need Properties

Officers will aim to make these lettings in relation to property and household size as per the Matching Matrix in order to make best use of limited housing stock. This may not always be possible where there is a high priority applicant who needs urgent housing and/or there is limited stock in the applicant's areas of choice.

Children under the age of ten should not be placed in first floor flats or maisonettes, unless the applicant only has access rights to his/her children.

When considering the size of the property with the household size, same sex children can share a bedroom, and different sex children can share a bedroom up to the age of ten.

- Sheltered Flats and Bungalows

This type of accommodation is allocated to:

- persons aged 60+
- persons who need supported accommodation
- a disabled person
- person with serious medical problems under the age of 60

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Any person allocated Sheltered Accommodation must be capable of independent living, this maybe achieved with support from Social Services/ and or Accommodation Related Support.

- Adapted Properties

This type of accommodation will be let to households most able to make use of the facilities, not necessarily the most highest pointed. Every effort will be made to find such a household before letting the property to a general need applicant.

- Special Needs

The Council will work together with Adult Social Care, Children's Services, the Mental Health Team and other relevant agencies to meet the requirements of those with special needs.

- Offers of Accommodation to FCC Elected Members and Staff or their Relatives

Elected Members, staff and their relatives will be allocated accommodation in exactly the same way as all other applicants. However, any such cases will be authorised by the Head of Service, providing they have had no involvement with the case or another Senior Manager who has had no prior involvement,

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- MAPPA/MARAC

The housing of potentially dangerous individuals will be linked in accordance with the separate MAPPA and MARAC schemes.

- Carers

The Council will consider the requirement of an extra bedroom, where the applicant receives significant care from a carer. This requirement will be assessed by the Medical Panel through the Self Assessment Form/ Unified Assessment Form.

Determining Priorities

In determining priorities, in relation to applicants who fall within the reasonable preference groups, the Council will take into consideration:

- Financial resources available to the applicant to meet his/her housing costs by applying "Deduction Points",
- Behaviour of the applicant or any member of the applicant's household which affects his/her suitability to be a tenant, by assessing 'Penalty Points'
- Local Connection which exists between the applicant and Flintshire by awarding Local Connection Points.

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Offers of Accommodation

All offers of accommodation will be made in writing to the successful applicant. Replies should be received within five working days. Otherwise it will be assumed the applicant does not wish to consider the offer.

The Council accepts that not all applicants are in a position to respond in writing and therefore each case will be dealt with on an individual basis. All applicants will receive a home visit prior to any written offer being made and the Allocations Officer will at this point assess if there is likely to be any difficulty with responding to a written offer they will address the issue accordingly, i.e. accept verbal confirmation/refusal with assistance to complete the necessary paper work, or involving carers, power of attorneys, etc.

Refusing the Offer

The applicant may refuse any offer, in writing within the five working day period, giving reasons for the refusal. If an applicant refuses 2 properties without good reason (this will be assessed by a senior officer), they will be placed on the suspended list for 12 months.

The only exception to this is where the Council makes use of its right under the Homeless Act 2002 to make a **final offer** of suitable accommodation in order to discharge its duty. If the offer is refused any points awarded on homelessness grounds will be lost. The applicant will have the right to request a review of the suitability of this offer within 21 days where the applicant chooses to accept or refuse it.

Tenancy Sign Up

All applicants who are offered accommodation will be required to complete a Housing Benefit form prior to the Tenancy Sign up. A form will be sent out with the offer of the property. The form will be verified by the Housing Officer at the Tenancy Sign up appointment.

If the new tenant is not claiming Housing Benefit they will be required to pay one weeks rent in advance at the Tenancy Sign up or at the Local Housing Office before they receive the keys.

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Involvement of Members

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Elected Members:-

- will be provided with a list of void properties in their ward.
- may make representations on behalf of their constituents
- may not take part in the selection of applicants for specific properties

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- will be involved in future reviews of the Allocations Policy and agree any local lettings policies where it is decided to implement them

Information for Applicants

Applicants will be notified when their application form has been registered if they fall within the reasonable preference groups and a clear indication if they are likely or unlikely to be housed.

In order for applicants to make informed realistic choices about the type and location of accommodation in which they wish to live, the Council will provide on a quarterly basis:

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- Information about the properties that it manages, the supply and demand for accommodation in different areas of the County.
- Local Lettings Policies in operation.

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This information will be available on request from the local offices; will be sent to Elected Members; will be provided with each new Housing Register Application and will be available on the Housing Options' Website.

Notification of a Decision and to Request a Review

The applicant has the right to request a review on any decision made by the Council.

The Appeals Panel will be made up of a selection of persons:- Council Officers, other professionals, persons from other agencies/housing bodies, etc, chaired by a suitable Senior Housing Officer; all of whom have had no prior involvement with the case to be reviewed.

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The Panel will sit as and when required.

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The Panel will also assess for Hardship (Support) and Management Points. Where an allocation is refused by an applicant who has been awarded management points, the Panel will consider taking these points away.

The applicant must be notified in writing with reasons for any decision the Council makes on his/her application

Access to Personal Files

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Applicants have a right to request access to information held on them, the right to challenge the accuracy of that information and request that inaccurate records are corrected.

A request for access to data must be made in writing. Information will be provided within 40 days of the request. No fee is charged for this service.

Monitoring and Review of the Allocations Scheme

The Council will notify all applicants/RSLs of any major changes to the policy in compliance with S168 and S167 of the Housing Act 1996.

The Policy will be reviewed on an annual basis to ensure it is working correctly and that it is not discriminating against particular groups or the disadvantaged.

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Mutual Exchanges

The Council will actively seek to promote mutual exchanges within its area and with tenants of other authorities. The scheme will be published and information made available to tenants in the local area offices and on the Council's Website.

Tenants Incentive Scheme

The Scheme will apply to Flintshire County Council tenants over the age of 60, who are occupying a family home and wish to move or would consider moving to sheltered accommodation. In order to facilitate a move the Council will help with costs associated with moving home. The Authority will limit the expenditure in any one transfer to a maximum of £1,000.

The Scheme will also be used to assist a person who has succeeded to a Council tenancy but because the accommodation is not suitable to their needs they are required to move to an alternative property.

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Local Letting Policies

If a local situation demands it, for example, because of a particular estate management issue, a Local Lettings Policy may be introduced, specifying the type of households to be allocated to a particular area. Such a policy would be reviewed after 12 months and would be approved by the Elected Member, the Executive Member and Local Resident and Tenant groups and any other relevant stakeholders.

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A Local Lettings Policy must give reasonable preference to those applicants within the preference groups. It should have clear aims linked to community sustainability and be supported by evidence. It must comply with Equalities legislation.

Links to Other Strategies

- Homelessness Strategy
- Community Strategy
- Housing strategy
- Council Plan Health Social Care and Well Being Strategy
- Children and Young Peoples Plan
- Local Development Plan
- Corporate Parenting Plan

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Matching Policy – matching persons with property type and size

Property type and size/person	Single Person < 50	Single person 50-60	Single person 60+	Couple <50	Couple 50-60	Couple +60	1 child family	2 children family	3 children family	4 children family	5 children +
Bedsit	1	1									
1 bed flat	1	1		1	1						
2 bed flat	2	2		2	2		1				
2 bed maisonette	2	2		2	2		1	1			
3 bed maisonette	3	3		3	3		2	1	1		
2 bed house							1	1			
3 bed house							2	1	1	3	3
3 bed (P) house									2	1	2
4 bed house										2	1
5 bed house											1
6 bed house											1
Bedsit (sheltered)			1								
1 bed flat (sheltered)			1			1					
2 bed flat (sheltered)			2			1					
1 bed bungalow			1			1					
2 bed bungalow			2			1					
3 bed bungalow											
1 bed Bungalow Non-sheltered	1			1	1						
2 bed Bungalow Non-sheltered	2			1	1		1				

The numbers in the table indicate the priority order for that property type.

- 1 = First priority
- 2 = Second priority
- 3 = Third priority

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Exclusion Policy for Unacceptable Behaviour

The Policy is based on the requirements of the Housing Act 1996 as amended by the Homelessness Act 2002 and the Welsh Assembly's Code of Guidance.

The Policy applies to:

- All applicants, registering on Flintshire County Council's Housing Register, including applicants who are homeless.
- Applicants who are wishing to transfer from a FCC home to another property.

Where you or a member of your household is guilty of serious unacceptable behaviour for which a landlord has or could have obtained an outright Possession Order.

This behaviour can include:

- Rent Arrears
- Anti Social Behaviour
- Convictions

Processing an Application

On receipt of your application, we will advise you in writing if you are being considered for exclusion, giving reasons for this, we may ask you to provide further information or evidence. We may also ask you to come into the Council offices for an interview. Your application will be suspended whilst we carry out our investigations.

We will check with relevant organisations and individuals about your unacceptable behaviour.

If your application can be accepted on to the register after our investigations we will advise you writing. The decision to exclude an applicant from the Housing Register will be made by the Head of Housing. If, your application is excluded you may appeal through the Appeals Panel.

You can be excluded form the Register for an indefinite time, but you will have the opportunity to ask for a review if your behaviour has been a significant improvement in your behaviour or there has been some other change.

Requesting a Review

You may request a review at any time provided you can show that your conduct has improved or changed considerably over a period of time. You will need to complete a "Request for Review" form which was attached with your Confirmation of Exclusion letter. Return it to the address on the letter. We may require you to attend an interview. You may bring a family member or representative with you.

The Appeals Panel will take into account any new evidence or circumstances relating to your case.

We will inform you by letter if the exclusion still applies or if your application is accepted onto the Housing Register.

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AGENDA ITEM NUMBER: 8

REPORT TO: **EXECUTIVE**
DATE : **02 JUNE 2009**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **LEISURE STRATEGY: ACTION PLANS**

1.00 PURPOSE OF REPORT

1.01 To update Members on the progress made since the approval of the Leisure Strategy.

2.00 BACKGROUND

2.01 The Leisure Strategy was approved at Executive on 1 April 2009 following prior consideration and discussion over a number of months as part of a consultation period. This period included detailed consideration of the strategy by the Lifelong Learning Overview and Scrutiny Committee.

2.02. The Strategy is focused upon key priorities of Increasing Participation; Quality Management and Renewal of provision; with a five year programme of actions to underpin and reach these aims.

3.00 CONSIDERATIONS

3.01 The progress since the Strategy was adopted on 1 April 2009 has focused on the development of an Action Plan. The Action Plan has been prepared following the template used across the Authority and focusing on outcomes with clear references to the issues of What? Who? And When? The Action Plan has taken the work programme at Appendix 1 in the Leisure Strategy and detailed them more fully around three planned outcomes as follows:

3.1.1 Improved Performance and Service Delivery through the development of a 'Fit for Purpose' Leisure Services Section;

3.1.2 Continuous Service Improvement to lead to a more efficient and sustainable operation;

3.1.3 An Improved level of customer service and increased client satisfaction with the service environment.

3.02. The Action Plan indicates a number of tasks due for completion in July 2009 as follows:

3.2.1 Prepare a Leisure Service Plan;

3.2.2 Install self-service, fast track entry kiosks at 5 Centres;

3.2.3 Prepare an Asset Management Plan.

In addition, a Project Board has been established to pursue the re-development potential at Deeside Leisure Centre and is currently examining local market demands together with the initial preparations of a detailed business case.

Work is also underway to further develop the Organisational Review identified as needed to implement many of the HR related tasks in the work programme. The scoping of this review has been completed

3.03. A copy of the current Action Plan is attached to this report.

4.00 RECOMMENDATIONS

4.01 Executive is invited to note the progress and approve the content of the Action Plan.

5.00 FINANCIAL IMPLICATIONS

5.01 None.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 None.

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 None at this stage; one of the action points involves a proposed reorganisation of staffing structures at the Leisure facilities which is a part of the Phase II of the Organisational Change and Re-design.

10.00 CONSULTATION REQUIRED

10.01 None at this stage other than in relation to 9.1 above.

11.00 CONSULTATION UNDERTAKEN

11.01 Various consultations through period December 2008 – end February 2009.

12.00 APPENDICES

12.01 Copy of the Action Plan.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Leisure Strategy

Contact Officer: Mike Hornby
Telephone: 01352 702452
E-Mail: mike_hornby@flintshire.gov.uk

Lifelong Learning Directorate Service/Action Plan Template

Area for Improvement: LEISURE SERVICES		
Planned Outcome (what do we want to achieve): IMPROVED PERFORMANCE AND SERVICE DELIVERY THROUGH THE DEVELOPMENT OF A FIT FOR PURPOSE LEISURE SERVICES SECTION	SMART Target : <i>Reduce the operational subsidy per visit of our Leisure Facilities by 2% for Year 2010/11</i>	
Responsibility (Head of Service): HEAD OF LEISURE SERVICES	Lead Officer(s): HEAD OF LEISURE SERVICES	
WHAT (we will do): ORGANISATIONAL REDESIGN	WHO (will do it):	WHEN (it will be done by):
<ol style="list-style-type: none"> 1. Devise a Leisure Services Business Plan 2. Develop and implement Flintshire's <i>Play Policy 2009-2014</i> 3. Implement a new Management structure within the ten Leisure Facilities 4. Complete Organisational Redesign Process 5. Creation of a renewed integrated Public Open Spaces strategy 6. Management options (in-house operation, NPDO, Community Focused Schools) for the <i>stand alone</i> Leisure Facilities and the larger <i>wet & dry</i> dual use sites, and the smaller <i>dry</i> only School sites to be agreed and implemented 7. Service Level Agreements between High School Governing Bodies and the County Council to be established 	<ol style="list-style-type: none"> 1. Leisure Services Officer 2. Play Development Officer 3. Head of Leisure Services 4. Director of Lifelong learning with relevant Heads of Service 5. Strategic Management Team 6. Strategic Management Team / Elected Members 7. Head of Leisure Services / School Governing Bodies 	<ol style="list-style-type: none"> 1. 31st July 2009 2. 1st October 2009 3. 31st March 2010 4. 31st March 2010 5. 31st March 2010 6. 31st March 2010 7. 31st July 2010
TOTAL RESOURCES (Finance and Source, People, ICT and Buildings requirements): Strategic Management Team involvement; Elected Members' support; HR Service Centre support (Organisation Re-design Process); High School Governing Bodies' involvement; trade unions involvement; dedicated Leisure Services' Officer support		
PERFORMANCE INDICATORS (Local and National; including customer perception information): <i>A fit for purpose</i> Leisure Services section will be better placed to achieve WAG's target (<i>Creating an Active Wales</i>) of increasing the percentage of adults and children that meet the physical activity recommendations by 5 percentage points over 5 years; Local P.I.s - subsidy per visit (excluding CEC), operational recovery ratio (excluding CEC), direct staffing costs as a percentage of total income, usage of Sports Hall per opening hour		

RISKS (including SARC): Non-implementation due to proposals leading to political/service issues for the Authority; non-implementation of preferred Leisure Facilities' management structure due to cost implications; difficulties in reaching agreement with School Governing Bodies over the future management of their sports facilities

Links with Strategic/Statutory Plans for example:	Specify aim/ objective that the outcome of this plan will contribute to:
WAG <i>Climbing Higher</i> (January 2005)	Target 1, 2 & 3
WAG <i>Creating an Active Wales</i> (draft document, February 2009)	Target 1 & 2
an <i>actif</i> future Leisure Strategy 2009-2014	5-Year Work Programme (Appendix 1)
Community Strategy 2004-2020	<i>Learning and Creative Communities</i>
Council Plan 2007-2010	<i>Healthy and Caring Communities</i> (Corporate Aim 3)
Children and Young People's Plan 2008-2011	<i>Play, Sport, Leisure and Culture</i> (Core Aim 4)
Health, Social Care and Well Being Strategy 2008-2011	<i>Health Improvement and Protection</i> (Section 5)
Strategic Assessment of Risks and Challenges (February 2009)	CD10: Leisure - Future Provision CD21: School Modernisation
Sport Flintshire Strategic Action Plan 2008-2011	
WAG Play Policy Implementation Plan (February 2006)	Section 2: Encouraging More Play Provision
Updated:	Version: 1
	Master Copy: P. JONES

Lifelong Learning Directorate Service/Action Plan Template

Area for Improvement: LEISURE SERVICES		
Planned Outcome (what do we want to achieve): CONTINUOUS SERVICE IMPROVEMENT LEADING TO A MORE EFFICIENT AND SUSTAINABLE OPERATION	SMART Target : <i>Increase the operational recovery ratio percentage of our Leisure Facilities by 2% for Year 2010/11</i>	
Responsibility (Head of Service): HEAD OF LEISURE SERVICES	Lead Officer(s): HEAD OF LEISURE SERVICES	
WHAT (we will do): IMPROVE THE CO-ORDINATION AND EFFECTIVENESS OF OUR ADMINISTRATIVE FUNCTIONS TO PREVENT DUPLICATION OF TASK, AND TO FULLY REALISE THE POTENTIAL OF CROSS SITE WORKING THROUGHOUT THE WHOLE SERVICE AREA	WHO (will do it):	WHEN (it will be done by):
1. Creation of a Business and Administrative Head Office for Leisure Centres 2. Consider implementation of a dedicated Human Resources SLA for Leisure Services 3. Establish a 'live' central database of Leisure Services staff that all line managers in the Facilities, Sports Development and Play Units can access	1. Principal Officer (Leisure Services) 2. Head of Leisure Services / HR Service Centre 3. Principal Officer (Leisure Services)	1. 31 st March 2010 2. 31 st March 2010 3. 31 st March 2010
TOTAL RESOURCES (Finance and Source, People, ICT and Buildings requirements): ICT support to develop Head Office; HR Service Centre support; dedicated Leisure Services' Officer support		
PERFORMANCE INDICATORS (Local and National; including customer perception information): Local P.I.'s - operational recovery ratio (excluding CEC), subsidy per visit (excluding CEC), direct staffing costs as a percentage of total income, customer debt (over 60 days) as a percentage of Facility income, occupancy rate of junior swimming lessons		
RISKS (including SARC): Non-implementation of the preferred Leisure Services Management structure will cause difficulties in terms of administrative management arrangements		

Links with Strategic/Statutory Plans for example:	Specify aim/ objective that the outcome of this plan will contribute to:
an <i>actif</i> future Leisure Strategy 2009-2014	5-Year Work Programme (Appendix 1)
Strategic Assessment of Risks and Challenges (February 2009)	CD10: Leisure - Future Provision

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Lifelong Learning Directorate Service/Action Plan Template

Area for Improvement: LEISURE SERVICES		
Planned Outcome (what do we want to achieve): CONTINUOUS SERVICE IMPROVEMENT LEADING TO A MORE EFFICIENT AND SUSTAINABLE OPERATION	SMART Target : <i>Increase Leisure Facilities' income by 5% for Year 2010/11</i>	
Responsibility (Head of Service): HEAD OF LEISURE SERVICES	Lead Officer(s): HEAD OF LEISURE SERVICES	
WHAT (we will do): STRENGTHEN OUR CORPORATE LEISURE BRANDS (<i>actif, Bridges, Learn to Swim, Swim Flintshire, Kick-Start</i>) BY SEEKING OPPORTUNITIES TO DEVELOP FURTHER OUTLETS WHICH WILL HELP GROW THE BUSINESS	WHO (will do it):	WHEN (it will be done by):
<ol style="list-style-type: none"> 1. Finalise plans for the regeneration of Deeside Leisure Centre following the establishment of a Project Board and consideration of a redesigned facility provision. 2. Explore the potential to extend the <i>Bridges</i> Health and Fitness Brand through the development of a new Fitness Suite at Buckley Leisure Centre 3. Creation of a food & beverage and a children's party brand and logo 4. Develop and implement a Leisure Services Marketing Plan 5. Ensure every child of 5 years of age has the opportunity to participate in instructor-led swimming lessons 6. Work in partnership with the five Amateur Swimming Clubs and <i>Swim Flintshire</i> to determine a means of support to enhance swimming participation and development 	<ol style="list-style-type: none"> 1. Strategic Management Team / Head of Leisure Services 2. Head of Leisure Services / <i>Bridges</i> Manager 3. Catering Manager / Marketing & Sales Manager 4. Marketing & Sales Manager 5. Swimming Development Manager 6. Leisure Managers & Club Officials 	<ol style="list-style-type: none"> 1. 31st March 2010 2. 31st March 2010 3. 31st March 2010 4. 31st March 2010 5. 31st March 2010 6. 31st March 2010
TOTAL RESOURCES (Finance and Source, People, ICT and Buildings requirements): Substantial capital outlay required for the regeneration of Deeside Leisure Centre; dedicated Leisure Services' Officer support		

PERFORMANCE INDICATORS (Local and National; including customer perception information): N.P.I. LCS/002: the number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population; Local P.I.'s - operational recovery ratio (excluding CEC), subsidy per visit (excluding CEC), customer spend per visit, carbon emissions per visit, occupancy rate of junior swimming lessons; percentage of subsequent direct debit sales per induction, number of customers terminating *Bridges* subscriptions per month as a percentage of total *Bridges* subscribing members

RISKS (including SARC): Inability to secure capital funding for the proposed re-configured Deeside Leisure Centre; non-implementation of the preferred Leisure Services Management structure will cause difficulties in terms of dedicated Leisure Services' Officer support;

Links with Strategic/Statutory Plans for example:	Specify aim/ objective that the outcome of this plan will contribute to:
an <i>actif</i> future Leisure Strategy 2009-2014	5-Year Work Programme (Appendix 1)
Strategic Assessment of Risks and Challenges (February 2009)	CD10: Leisure - Future Provision
Regeneration Strategy 2009-2020 (draft document)	Strategic Objective 2: Sustainable Communities

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Lifelong Learning Directorate Service/Action Plan Template

Area for Improvement: LEISURE SERVICES		
Planned Outcome (what do we want to achieve): AN IMPROVED LEVEL OF CUSTOMER SERVICE AND INCREASED CLIENT SATISFACTION WITH THE SERVICE ENVIRONMENT	SMART Target : <i>Reduce customer complaints by 10% for Year 2010/11</i>	
Responsibility (Head of Service): HEAD OF LEISURE SERVICES	Lead Officer(s): HEAD OF LEISURE SERVICES	
WHAT (we will do): ENGAGE BOTH OUR CUSTOMERS AND STAFF COLLEAGUES	WHO (will do it):	WHEN (it will be done by):
<ol style="list-style-type: none"> 1. Install five self-service, fast track entry kiosks at Deeside, Flint Pavilion, Holywell, Buckley and Connah's Quay Swimming Pool 2. Develop the Leisure Services <i>actif</i> website to incorporate online bookings/ purchases & customer satisfaction surveys, and improve information on availability of services 3. Introduce Customer Satisfaction Surveys (available both online via the <i>actif</i> website and in Leisure Facilities) 4. Create User Forums: one for the general public and one for the various Sports Clubs 5. Review current compliance with Welsh Language Act 6. Review current compliance with Disability Discrimination Act 7. Pursue <i>Quest</i> accreditation, the UK Quality Scheme for Sport & Leisure (extend the Scheme beyond the Sports Development Unit) 	<ol style="list-style-type: none"> 1. Leisure Managers 2. Leisure Managers 3. Leisure Manager / Marketing & Sales Manager 4. Leisure Managers 5. Leisure Managers 6. Leisure Managers 7. Leisure Managers / <i>Quest</i> Manager 	<ol style="list-style-type: none"> 1. 31st July 2009 2. 31st March 2010 3. 31st March 2010 4. 31st March 2010 5. 31st March 2010 6. 31st March 2010 7. 31st July 2010
TOTAL RESOURCES (Finance and Source, People, ICT and Buildings requirements): ICT support to develop <i>actif</i> website and to install <i>Yes Pay</i> (pre-accredited Chip & Pin payment option) on self-service kiosks in order to permit card payments; £43k for purchase of five self-service kiosks (£36k provided by WAG Free Swim Improvement Grant, remaining £7k from Deeside Leisure Centre's 2008-9 budget) and £10k for annual maintenance costs (provided from Leisure Centre budgets); dedicated Leisure Services' Officer support		

PERFORMANCE INDICATORS (Local and National; including customer perception information): Local P.I.'s - number of customers terminating *Bridges* subscriptions per month as a percentage of total *Bridges* subscribing members; customer complaints, accidents per visit & staff sickness absence will be assessed as part of the *Quest* process

RISKS (including SARC): Poor aesthetic appearance and quality of Leisure Facilities may reduce customer participation; indifference from customers and Sports Clubs' members towards completing questionnaires and participating in User Forums

Links with Strategic/Statutory Plans for example:	Specify aim/ objective that the outcome of this plan will contribute to:
an <i>actif</i> future Leisure Strategy 2009-2014	5-Year Work Programme (Appendix 1)
Strategic Assessment of Risks and Challenges (February 2009)	CD10: Leisure - Future Provision
Welsh Language Act 1993	
Disability Discrimination Act 2005	
F.C.C. Customer Care Charter	
F.C.C. Customer Care Policy Statement and Standards	

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Lifelong Learning Directorate Service/Action Plan Template

Area for Improvement: LEISURE SERVICES		
Planned Outcome (what do we want to achieve): AN IMPROVED LEVEL OF CUSTOMER SERVICE AND INCREASED CLIENT SATISFACTION WITH THE SERVICE ENVIRONMENT	SMART Target : <i>Reduce customer complaints by 10% for Year 2010/11</i>	
Responsibility (Head of Service): HEAD OF LEISURE SERVICES	Lead Officer(s): HEAD OF LEISURE SERVICES	
WHAT (we will do): REGENERATE EXISTING SERVICE PROVISION IN ORDER TO ENHANCE THE CUSTOMER EXPERIENCE	WHO (will do it):	WHEN (it will be done by):
<ol style="list-style-type: none"> 1. Complete Asset Management Plan (AMP) for the County's Leisure Facilities 2. Continue project development work in relation to renewal of Deeside leisure Centre 3. Rolling programme of improvement for fixed equipment play areas to be upgraded and refurbished across the County 4. Assess feasibility for the replacement of the artificial turf sports pitch at Buckley Leisure Centre / Elfed High School 5. Explore the adoption of the Green Spaces Toolkit in partnership with the Countryside Council for Wales and Officers in the Environment Directorate 6. Identify suitable areas of land (25 acres in size) for the potential development of grass playing field complexes, comprising 6-8 pitches directly adjacent to each other 	<ol style="list-style-type: none"> 1. Head of Leisure Services 2. Director of Lifelong Learning & Head of Leisure Services 3. Public Open Spaces Manager 4. Head of Leisure Services 5. Head of Leisure Services 6. Head of Leisure Services 	<ol style="list-style-type: none"> 1. 31st July 2009 2. 31st March 2010 3. Annual Commitment 4. 31st March 2010 5. 31st March 2010 6. 31st March 2013
TOTAL RESOURCES (Finance and Source, People, ICT and Buildings requirements): Capital finance; Planning section support		
PERFORMANCE INDICATORS (Local and National; including customer perception information): Local P.I.'s - customer complaints & accidents per visit will be assessed as part of the <i>Quest</i> process		
RISKS (including SARC): Inability to secure capital finance for the replacement of the artificial turf sports pitch; failure to identify and/or secure suitable areas of land for the development of grass playing field complexes		

Links with Strategic/Statutory Plans for example:	Specify aim/ objective that the outcome of this plan will contribute to:
an <i>actif</i> future Leisure Strategy 2009-2014	5-Year Work Programme (Appendix 1)
Strategic Assessment of Risks and Challenges (February 2009)	CD03: Transition from UDP to LDP CD10: Leisure - Future Provision CD21: School Modernisation
WAG TAN 16: Sport, Recreation and Open Space	
Corporate Asset Management Plan	
Unitary Development Plan 2000-2015	
WAG Play Policy Implementation Plan (February 2006)	Section 2: Encouraging More Play Provision

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FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 9

REPORT TO: **EXECUTIVE**
DATE : **02 JUNE 2009**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **DIRECTORATE PLAN OVERVIEWS**

1.00 PURPOSE OF REPORT

1.01 To provide Members with overviews of the three Directorate Plans.

2.00 BACKGROUND

2.01 Executive on 21 April endorsed the review and completion of all council service areas service plans before the end of the first quarter (June 2009). The service plans are annual plans which will be reviewed and refreshed quarterly to inform ongoing budget and resource planning. Plans should have longer term considerations over sustainable services, business continuity and longer term performance and improvement.

2.02 This endorsement included the provision that the three service Directorates would also produce Directorate Plans. These summarise the critical performance, risk and improvement activity for the Directorate as well as reflecting key aspects of delivery commitments for the strategic partnerships. The Directorate Plans will be directly informed by the respective Service Plans which will contain the detail of service deliverables, risk and improvement activity and resource allocations/implications and by corporate priorities and direction.

3.00 CONSIDERATIONS

3.01 The three service Directorate Plans will be completed by the end of June; this report provides an overview of what each plan contains.

- Community Services Directorate
- Environment Directorate
- Lifelong Learning Directorate

The three overviews are provided in Appendix 1. These overviews are 'work in progress'. The process of the production of the new plan in itself is a team building exercise with the newly formed Directorate teams following phase I of organisational change and redesign. Work is ongoing on a consistency of content and quality within the plans.

3.02 The Directorate and Service Plans will be available on the Council's intranet site and are the foundation documents of the council's business planning

arrangements. The documents will also be available to both Overview and Scrutiny Committees and external regulatory bodies to assist with their assurance and overview roles.

4.00 RECOMMENDATIONS

4.01 Executive to note the emerging contents of the draft Directorate Plans and endorse the accessibility and publication arrangements .

5.00 FINANCIAL IMPLICATIONS

5.01 There are no direct financial implications to this report; although financial resources will be considered as part of the specific elements within the directorate and service plans.

6.00 ANTI POVERTY IMPACT

6.01 There are no direct anti poverty implications to this report; although these will be considered as part of the directorate and service plans.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no direct environmental implications to this report; although environmental resources and impact will be considered as part of the directorate and service plans.

8.00 EQUALITIES IMPACT

8.01 There are no direct equalities implications to this report; although equalities will be considered as part of the directorate and service plans.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no direct personnel implications to this report; although personnel implications will be considered as part of the directorate and service plan.

10.00 CONSULTATION REQUIRED

10.01 All service and directorate plans will be made available on the Council's intranet.

11.00 CONSULTATION UNDERTAKEN

11.01 Corporate Management Team have approved this process.

12.00 APPENDICES

Appendix 1: Community Services Directorate Plan Overview

Appendix 2: Environment Services Directorate Plan Overview

Appendix 3: Lifelong Learning Directorate Plan Overview

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

Contact Officer: Karen Armstrong
Telephone: 01352 702740
E-Mail: karen_armstrong@flintshire.gov.uk

Community Services Directorate

**Directorate Plan
2009/10**

1st draft

Introduction

The Community Services Directorate is led by the Directorate Management Team (DMT), which comprises the Director and four Heads of Service who manage the four divisions of the directorate:

- Social Services for Children (SSC)
- Social Services for Adults (SSA)
- Housing Services (HS)
- Development & Resources (D&R)

Each division has its own Service Plan, which is the individual responsibility of the respective Head of Service to deliver, but collectively, these service plans are also the responsibility of the DMT.

1 Service Purpose

The DMT is striving to make the Community Services Directorate one of the top performing social care and housing providers in Wales.

As a DMT, we aim to achieve the following outcomes set out in the Service Plans. Collectively, these can be summarised as:

- People are enabled to live independently with an improved quality of life, health and well-being.
- People live safe lives free from abuse, discrimination and harassment.
- Carers are supported in their caring role with a minimised impact on their quality of life, health and well-being.
- People are valued and included in their communities to live a full and active lives of their choosing
- Service users and carers are at the centre of assessment and care planning.

In striving to deliver excellence we will:

- be accessible, listen and respond to our service users and our staff
- act openly and fairly, providing equal access to services
- value and develop our workforce, and be an equal opportunities employer
- challenge and be innovative in finding solutions
- make best use of all our resources
- work effectively within the Council and with our partners

2 Analysis of current position

Improvement / Development		Service area	Why is this an area for improvement?	Which outcome will this improvement affect?
1	Organisational redesign	SSC HS D&R	Corporate priority	Resource management
2	Looked after children <ul style="list-style-type: none"> ▪ choice and diversity of placements ▪ care planning 	SSC	SARC CSSIW Inspection Improvement agreement	Resource management
3	Transition arrangements: SSC to SSA	SSC SSA		Resource management
4	Supported accommodation for adults	SSA	Improvement agreement Demographic pressure	People are enabled to live independently
5	Service Integration <ul style="list-style-type: none"> - Community Equipment Service (CESI) - Learning Disability Service - Mental Health Services 	SSA	WAG policy	Resource management Partnership working
6	Assessment & care planning	SSC SSA	PI Improvement Target	People are enabled to live independently People are valued and included in their communities
7	Services for people with dementia	SSA	Improvement agreement Demographic pressure	People are enabled to live independently People are valued and included in their communities
8	Stability of the independent sector care market	SSA	SARC	People are enabled to live independently Resource management

9	Direct payments	SSA SSC	SARC Improvement agreement 1.1	People are enabled to live independently Resource management
10	Recruitment & retention of social care staff	SSA SSC	SARC	All
11	Support for carers (including young carers)	SSA SSC	PI Improvement Target	Support for carers
12	Provision of adaptations & assistive technology equipment	SSA HS	SARC Improvement agreement 1.2 Demographic pressure	People are enabled to live independently
13	Adult protection arrangements	SSA	PI Improvement Target	People live safe lives
14	Homelessness	HS	SARC	People are enabled to live independently People live safe lives
15	Housing repairs & maintenance	HS	SARC	Resource management
16	Housing management	HS	SARC	Resource management
17	Future of the Council's housing stock (stock options)	HS	SARC	Resource management
18	Housing strategies: - Housing Strategy - Homelessness Strategy - Affordable Housing Delivery Statement	D&R	SARC	Resource management Partnership working
19	Supporting People	D&R	SARC	People are enabled to live independently Resource management
20	Paris Project	D&R	PEF	Resource management
21	Equalities - EIF Project	D&R	Corporate priority	All

22	Partnerships <ul style="list-style-type: none"> ▪ Health Social Care & Well-being Partnership Board ▪ Flintshire Housing Partnership ▪ Local Safeguarding Children Board ▪ Supporting People Planning Group ▪ Older People Planning Network 	D&R	Corporate priority	Partnership working
23	Business continuity planning	All	SARC	All

1st draft

3 Service Improvement Plans

All the areas for improvement identified in Section 2 have action plans contained within the following Service Plans:

- Social Services for Children (SSC)
- Social Services for Adults (SSA)
- Housing Services (HS)
- Development & Resources (D&R)

1st draft

4 Monitoring and reporting arrangements

Progress against performance indicators (national & local), the SARCS and the Improvement Agreement will be monitored by each head of service and reported to the Directorate Management Team (DMT) every quarter. (Jul, Oct, Jan, Apr)

Heads of service will monitor progress against the key activity deadlines and report quarterly to DMT. This will be undertaken simultaneously with progress monitoring of the SARCs and Improvement Agreement. (Jul, Oct, Jan, Apr)

The DCS (with the HDR) will prepare a quarterly performance report for Scrutiny Committee. (Jul, Oct, Jan, Apr)

1st draft

Draft Directorate Plan Summary Environment

Contents

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3 Key Improvement priorities	2
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1 | Purpose

The purpose of the Directorate Plan is to lay out its contribution to the Council's key vision and objectives and to provide a basis for the identification and achievement of key aims, objectives and priorities.

The Directorate covers a wide range of services brought together in five Service areas

- ▶ Highways and Transportation
- ▶ Planning
- ▶ Public Protection
- ▶ Regeneration
- ▶ Technical Services
- ▶ The Service Areas are supported by the Directorate Performance Management & Support Team

When the Council's waste disposal company, AD Waste, has been brought back in-house, they will become another Service Area within the Directorate.

2 | Core Aims

The Directorate Services are committed to contributing to the Council's values and the achievement of the five statements of ambition emerging in the Draft Community Strategy - Economic Prosperity, Health Improvement, Learning and Skills, Living Sustainably and Safe and Supportive Communities

The Directorate Vision has been drafted by the Management Team and is the subject of a consultation exercise with the Directorate Employee Focus Group. The Directorate Vision is to contribute to a :

- ▶ Prosperous, healthy, safe, inclusive and sustainable community.

The directorate will strive for excellence and achieve this vision through working to the Council's ambitions, values and standards.

In relation to other corporate policies the Directorate will :

- ▶ Review and prioritise those directorate services screened as high risk for Equalities Impact Assessment
- ▶ Develop Equalities Action Plans-
- ▶ Equality and Diversity Training programme for managers and employees
- ▶ Equalities monitoring within Sections
- ▶ Undertake Welsh Language Impact Assessment on all new services, policies, schemes, strategies, and initiatives.
- ▶ Build on existing practices to reduce carbon and conserve natural resources

3 | Key Improvement priorities

The directorate is constantly striving for improvement and will implement a robust and consistent approach to service improvement through a performance management framework.

This will require the development of key managerial skills to ensure that resources are managed effectively and efficiently.

There is currently a commitment to undertake an extensive range of service reviews in the Environment Directorate aimed at delivering service effectiveness and efficiency during the year:

- ▶ Street Scene (Integrated services) [including Enforcement]
- ▶ Regeneration & Economic Development
- ▶ Business Centres/Support
- ▶ Car parking Facilities and Services
- ▶ Communities First/Communities Next
- ▶ Countryside Services
- ▶ Public Protection
- ▶ Planning Services
- ▶ Waste Strategy & Management
- ▶ Design Consultancy

In addition, work will continue to work towards and report on progress on the Improvement and Improvement Agreement Targets (set out in Appendix 1) and on the Strategic Assessment of Risks and Challenges (SARC) not picked up by the above reviews.

The Directorate Management Team (Director and Heads of Service) have been undertaking a review of third and fourth tier management roles within the Directorate. This review will aim to provide:-

- ▶ Greater consistency between roles at third and fourth tier with improved clarity of what is expected from Managers at those levels within the organisation. In turn, this will lead to better cross-Directorate and more corporate working, by helping to reduce the likelihood of Managers being seen as the leading professional in their particular discipline.
- ▶ More capacity dedicated to managing teams, thereby helping to improve leadership, manage performance and increase morale.
- ▶ Better, more efficient services delivered by removing duplication, giving greater clarity to roles and engendering a more positive culture throughout the Directorate.
- ▶ Reduced management costs.

4 | Customers

A key improvement theme will be to focus on assessing and measuring performance in delivering services to customers. The Plan will aim to:

- ▶ Measure and monitor performance against the Council's Customer Charter
- ▶ Assess customer needs and levels of service satisfaction (SERVQUAL)
- ▶ Implement equalities action plans
- ▶ Develop wider access to customer information through web services
- ▶ Introduce a policy of target reduction in service complaints
- ▶ Share good practice

5 | People Plan

The Environment People Plan aims to achieve the Corporate Values in being an employer of choice:

- ▶ being a fair employer and respecting diversity
- ▶ valuing the workforce and investing in their development and well-being
- ▶ offering competitive terms and conditions of employment
- ▶ adopting modern, flexible and agile ways of working
- ▶ maintaining high morale amongst the workforce

The current priorities include:

- ▶ Manage the implementation Single Status
- ▶ Manage the employee impact of the Organisation Design Programme
- ▶ Develop Recruitment and Retention plans including development and succession planning
- ▶ Move towards a workforce planning approach identifying supply and demand, turnover, absence rates utilizing information from Phase II of the HRMIS project.
- ▶ Creating a Flexible workforce from the service reviews/agile working project etc
- ▶ Engage with employees to review current communication methods and make recommendations to facilitate inclusiveness and service improvements
- ▶ Utilise the competency framework to assist in the improvement of managers' performance and identifying further areas of development
- ▶ Support the review of the formal appraisal process.
- ▶ Review/monitor and report on a variety of Workforce Planning data including: Attendance Management, Performance Management, Age Profile, Diversity, Turnover, Recruitment Response data.

6 | Finance

A key challenge will be to manage the Directorate's Capital and Revenue Budgets within the context of the Medium Term Financial Strategy at a time of global financial uncertainty and falling income streams. Critical issues will be:

- ▶ Develop greater degree of forward thinking through Service Plans to inform the financial planning process
- ▶ Develop robust financial reporting systems to facilitate effective budgetary monitoring.
- ▶ A manager training programme to develop a business focus to financial and budgetary planning and management
- ▶ Constant review to identify service efficiency savings.

7 | ICT – Directorate Priorities

The Directorate will aim to work closely with Corporate ICT to develop a strategic approach to the management of the key information resources to better inform service decision making, to have a robust basis for measuring performance, and in planning for the future.

The aim will be to produce an information management plan which will:

- ▶ Audit information needs
- ▶ Build capacity to successfully manage and get value from key information systems
- ▶ Facilitate information sharing internally and externally with our colleagues, customers and partners
- ▶ Review opportunities to secure services efficiencies through information technology
- ▶ Provide a forward ICT needs programme for corporate priority setting
- ▶ Provide quality and timely information for decision-making
- ▶ Provide customer focused information online
- ▶ Reduce the carbon footprint

8 | Service Priorities

Highways and Transportation

- ▶ Acting as lead authority for TAIH, developing the Regional Transport Plan and managing transport capital expenditure to achieve objectives
- ▶ Developing proposals for "Clean Team" services during 2009/10, whilst the Street Scene Review is undertaken
- ▶ Speed Limit Review

Planning

- ▶ Moving the Unitary Development Plan through to adoption and commencing the development of the Local Development Plan
- ▶ Developing the Development Control Manual
- ▶ Improving Service Delivery
- ▶ Responding to the Collaborative Working Agenda across North Wales

Public Protection

- ▶ Responding to the Pennington Report on E-Coli
- ▶ Completing the new Connah's Quay Cemetery
- ▶ Further developing our positive relationship with the business community, whilst retaining our statutory regulation role
- ▶ Introducing enforcement action against dog fouling

Regeneration

- ▶ Managing the consequences of the economic downturn, by supporting the business community
- ▶ Developing Town Centre Action Plans for each of our town centres in partnership with the Town and Community Councils
- ▶ Developing the Communities First Programme
- ▶ Developing a Regeneration Strategy

Technical Services

- ▶ Developing the Waste Management Strategy
- ▶ Acting as lead authority for the North Wales Residual Waste Treatment Project and working in partnership with Denbighshire and Conwy to procure a food waste treatment facility
- ▶ Bringing AD Waste back in-house
- ▶ Developing a Corporate Asset Management Plan
- ▶ Providing design services and technical support for the relocation of the Canton Depot and also the Council's wider refurbishment and new build programme of works

The above list is not exhaustive because quite clearly it does not describe all the services being delivered on a daily basis. However, it does give Members a feel for the diverse range of issues being handled across the Directorate.

Appendix 1

Improvement Targets 2009/10

Service Area	Ref 07/08	Indicator Description	2007/08 Year End Performance	2008/09 Target	2009/10 Target
Energy	National (50/683a)	Percentage change in carbon dioxide emissions in the non domestic public building stock	26.09%	29%	
Building Control	National (1)	Percentage of Building control 'full plan' applications checked within 15 working days during the year	60.50%	70%	90%
Planning	KPI National (89)	The percentage of these determined appeals that upheld the authority's decision, in relation to planning application decisions	81.2%	75%	80%
Planning	KPI National (92)	The percentage of minor planning applications determined during the year within 8 weeks	40.20%	50%	60%
Planning	National (94)	The percentage of all other planning applications determined during the year within 8 weeks	60%	75%	75%
Planning	National (95)	The percentage of enforcement complaints resolved during the year within 12 weeks of receipt	63.60%	65%	70%

Improvement Agreement Targets 2009/10

Improvements Planned	Key indicators and targets	Baseline 2007/08	Year 1 2008/09	Year 2 2009/10
Improving our Carbon Footprint	Increase the average SAP rating in the Council housing stock 3% Reduction in carbon emissions from Flintshire County Council public buildings	61.51	62.76	64.01 <i>Quantify Baseline</i>
Supporting Local Businesses	Increased attendance at Flintshire Business Week. (The objective of Flintshire Business Week is to engage better with the business community in Flintshire to develop supportive relationships across the range of businesses in Flintshire, both large and small employers and further and higher education)	301 SME Delegates	1091 SME Delegates	1400 SME Delegates
	Identify baseline expectations for key business sectors utilising SERVQUAL methodology to assess satisfaction levels of support to businesses and reduce consumer risks 2009/10			<i>Quantify Baseline</i>
	Develop targets for increasing satisfaction levels over by 5% per year			<i>Quantify Baseline</i>

DRAFT- LIFELONG LEARNING DIRECTORATE PLAN SUMMARY

Content:

1. Building Capacity: Achieving Excellence
2. Core Aims & Values
3. Building Service Capacity
4. Organisational Change
5. Service Priorities
6. Strategic Assessment of Risks and Challenges (SARC) and Improvement Agreement Priorities
7. ESTYN Recommendations
8. Conclusion

1. Building Capacity: Achieving Excellence

The Lifelong Learning Directorate covers a wide variety of Services based across four divisions, these are:

- Development & Resources (includes Youth & Community Services, Pupil Support, Capital Planning and Projects and Governance and Staffing);
- Leisure Services (includes Leisure Facilities and Play Unit);
- Libraries, Heritage and Culture (includes Community Library Service, Schools Library Service, Arts, Culture and Events, Records Management, Archives and Museums); and
- Schools Services (includes School Improvement, Curriculum Support, Education ICT, Data Management and Inclusion Service).

The Directorate Management Team has undertaken a review of its current priorities. This has informed and been informed by the Corporate Planning Framework, its Governance Framework and its statutory annual assessments, in particular, the Strategic Assessment of Risks and Challenges (SARC).

There is much that we are proud of in Flintshire County Council's Lifelong Learning Directorate. There is also recognition that there are new challenges that we must respond to and scope for further service improvement.

The purpose of the Directorate Plan is to show how Lifelong Learning contributes to the Council's overall vision. The Directorate Plan is intended to provide a framework within which more specific service plans can champion delivery.

Underpinning the Directorate Plan is a commitment to:

- Better aligning resources with our strategic objectives
- Seeking the best environment for learning, culture and sport with the resources available to us
- Promoting inclusion, equality of opportunity and progression
- Developing integrated approaches to service delivery design around the needs of service users, through partnership working across the Council and with external partners
- Assuring quality and managing performance so that we achieve Best Value and continuous improvement

Following on from this first draft a workshop will be held to determine how each of the issues, priorities and objectives will be translated to operational actions to bring about the changes and improvements that the strategic direction aims to achieve. The workshop will be informed by the detailed service planning undertaken against Directorate priorities by individual service teams.

2. Core Aims & Values

The Directorate's published core aims and values are achieving results through:

- encouraging empowerment, participation and equality of opportunity by putting people first within all of the Services we offer.
- promoting Lifelong Learning through enjoyment and achievement (for the communities and staff of Flintshire).
- valuing, developing and making the best use of our Assets.

The overarching core aims and the values which underpin it are fundamental to the Lifelong Learning Directorate and all of its services, whether they are 'front-line' or 'internally' focussed.

We are committed to serving the people of Flintshire by enabling lifelong learning, community development and wellbeing, through partnership working and excellence in the delivery of inclusive and accessible education, cultural and leisure services.

We will focus on meeting the needs of learners and the wider local community. We will promote active citizenship, healthy lifestyles and the conservation of our heritage and environment.

We will fulfil the aspirations of the developing community strategy, the strategic assessment of risks and challenges (SARC), the improvement agreements and recommendations from external inspection.

We will use resources efficiently and effectively, securing the best value possible and providing safe and sustainable services.

We will treat the people whom we serve and our working colleagues with respect, communicating openly and celebrating success at every level.

We will challenge ourselves and support each other in striving for improvement in all that we do.

3. Building Service Capacity

Directorate teams are committed to the Council's values and ways of working. They are supported and reinforced through service planning, team and Directorate meetings and individual appraisal and development.

Our ways of working include:

INCLUSION

- Promoting Equal Opportunity by targeting support for those with greatest needs
- Celebrating diversity
- Challenging and extending all at every level to secure progression

ACCOUNTABILITY

- Public Performance Reporting e.g. through inspection reports, Performance Monitoring and Management reports to Scrutiny and Executive functions

PARTICIPATION

- Promoting and developing active citizenship for children, young people and adults
- Supporting LSB community planning approaches
- Involving and empowering staff and stakeholders (e.g. through working groups and consultation initiatives)

COMMUNICATION

- Engaging in consultation and communication with stakeholders
- Communicating with staff

EVIDENCE – BASED ACTION

- Developing the use of Performance Indicators as part of our performance management approach

- Using findings from regulators to produce action plans for continuous improvement

PARTNERSHIP

- Forging partnerships and developing joint plans and strategies underpinning integrated working (e.g. Children and Young People's Partnership, LSB)

Through the Council's People Plan and Directorate specific initiatives we need to ensure that key staff have the tools and awareness to:

- Embed robust and consistent continuous improvement approaches and quality assurance processes across the Directorate within a performance management framework, supporting a sense of shared responsibility and advancing the achievement of excellence at every level
- Ensure that managers have the tools and knowledge to improve efficiency and effectiveness in the management of resources – personnel, financial and material – for direct service delivery.
- Through our asset management planning, continue to develop approaches to improve the Directorate's infrastructure, including the quality and accessibility of learning and working environments
- Strengthen partnership working and increase the range of partners with whom we work together, training staff jointly for effective joint working
- Further extend participative and consultative management, involving stakeholders; developing leadership capacities and team working at all levels; and enhancing and valuing the contribution of all employees
- Renew appraisal and development arrangements

We will continue to evaluate the quality of the services we provide and will improve our methods of managing our performance. We will do so openly and with rigour through regular reporting and reviews of progress.

4. Organisational Change

Following the County Council's initial organisational review a number of significant changes occurred. These include the move from the Directorate of Education, Children's Services (ECSR) and Recreation to Directorate of Lifelong Learning, which included the disaggregation of Children's Services from ECSR to Community Services. The process has identified the need to continue to carry out a further number of key reviews. There will be a continuing need for organisational redesign to match new service delivery

strategies focused on ensuring that our services reflect customer needs and demands. Organisational redesign work includes:

- Implementation of the new strategy and the organisational redesign review findings for the Leisure Service
- Implementation of the organisational redesign review for the Youth Service
- Implementation of the services review findings for the School Library Service
- Implementation and recruitment of Officers identified within Facilities Services review
- Implementation of service review findings for the Inclusion Service
- Supporting the completion and implementation of the Finance Organisational Redesign Review
- Completion of disaggregation of business support functions for Children's Services.

5. Service Priorities

In addition to delivering against the Capacity Building and Organisational Redesign programmes outlined above, the Directorate will focus on the following specific service priorities.

These priorities are integral to the effective operation of the Directorate and where possible, progress against them will be measured against performance indicators drawn from published indicator sets to allow benchmarking of performance with other authorities.

We will deliver the following key priorities (subject to the necessary bidding and decision making processes):

School Modernisation

- Completion of policy documentation
- Commission an initial community focused planning project
- Submit a 'readiness to deliver' submission for funding for SBIG transition funding and any subsequent 21st century schools programme.

Special Schools

- Completion of the Special Schools Review and opening of the two new schools in September 2009.

Curriculum Change

- Continue to develop the Council's approach to foundation phase delivery, and devise the Flintshire approach for 14-19 curriculum change.

Youth Strategy

- Develop and implement the revised youth strategy and commissioning programme.

Inclusion Services

- Complete organisational change and implement the revised inclusion services commissioning programme.

Formula Review

- Commission reviews of the funding formula and delegation methodology, in conjunction with the School Budget Forum.

Out of Authority Placements (working with Community Services):

- Completing the current review to ensure stability in resource planning and to provide relevant children with the best possible start in life, and the support they and their families need to enable each and every child to fulfil their potential.

Corporate Parenting (working with Community Services):

- We will ensure that the whole Council works positively to ensure that looked after children and care leavers are kept safe and supported to achieve positive outcomes in life.

Safeguarding vulnerable children (working with Community Services and CYPP & LSCB partners):

- We will review our arrangements for safeguarding vulnerable children to ensure that they are protected from harm, working with the Children and Young People's partnership to maximise the impact of schools and preventative services.

6. Strategic Assessment of Risks and Challenges (SARC) and Improvement Agreements

Within the last couple of years there have been a number of Corporate and Directorate priorities identified through the risk assessment process (SARC). In addition to these risks and the subsequent mitigating action plans, the Directorate has identified two areas for improvement for inclusion within the Authority's Improvement Agreement bid and have been agreed by WAG.

There are a number of priorities identified within the SARC that are within the remit and responsibility of the Directorate of Lifelong Learning. These include:

- School Modernisation;
- School Buildings;
- Leisure – Future Provision; and
- Learning & Development.

As well as having full responsibility for those risks identified above there are two other risks that the Lifelong Learning Directorate has a direct impact and responsibility for these include:

- Community Buildings (including Libraries, Youth & Community and Leisure buildings); and
- Skills Needs of Employers.

The two Improvement Agreements that the Directorate have agreed to are shown below, they will present a number of challenges for the Directorate, however as a Directorate we are fully committed to achieving the outcomes. It can be seen that they are inextricably linked to the priorities identified within the SARC:

- A Healthy, Fair and Just Society – Children; Improving Educational Attainment;
- A Prosperous, Cultural & Diverse Society; Ensuring a High Skills Base.

In addition to our priorities being informed by the SARC and outlined within the two Improvement Agreements they are also informed by a number of key strategic partnership documents which outline the responsibilities that fall within the remit of the Authority and primarily within Lifelong Learning. These include:

- Children and Young People's Partnership Plan; and
- 14-19 strategic development as outlined within the Transforming Education and Training Provision for Flintshire document.

Identified priorities include:

- Mitigation of risks identified in SARC:-
 - School Modernisation;
 - School Buildings;
 - Leisure – Future Provision;
 - Learning & Development;
 - Community Buildings (including Libraries, Youth & Community and Leisure buildings); and
 - Skills Needs of Employers;

- Implementation of agreed actions to achieved desired outcomes outlined within the Improvement Agreements;
- Implementation of agreed actions to achieved desired outcomes outlined within the CYPP Plan;
- Implementation of Transforming Education and Training Provision for Flintshire.

7. ESTYN Inspection

At the end of 2008 the majority of services within Lifelong Learning undertook a full self assessment in preparation for an Estyn Inspection that was carried out in January 2009. The report from the Inspection has recently been received. The report has been very positively received and identified a number of key areas for improvement. Outlined below is the summary of the grades given and the key areas for improvement set out in the report.

Grades

	How good is the local authority's performance?	Will the local authority's performance improve?
Strategic management	3	2
Promoting social inclusion and wellbeing	2	3
Additional learning needs (ALN)	3	3
Access and school organisation	3	3
Support services	3	2

An explanation of the grading can be found in Appendix 1.

Key areas for improvement identified within the Estyn Inspection Report:

The local authority:

- should reach agreement on the remaining elements of the school modernisation programme so that these can be set out and consulted upon;
- must consistently evaluate outcomes for pupils with ALN;
- must ensure value for money by identifying and sharing with schools the full cost of each service provided to or bought by schools, measures of service effectiveness and the alternatives available;
- ensure senior elected members receive suitably detailed and evaluative data that gives a clear picture of the performance of the directorate and of schools;
- needs to develop better referral and monitoring systems for training in safeguarding children and young people; and

- should introduce consistent methods for monitoring pupils' attendance at the Portfolio Pupil Referral Units.

Identified work priorities include:

- developing an action plan to:-
 - review areas for improvement identified within the Estyn Inspection Report;
 - identify actions, responsibilities and timescales required to improve areas identified; and
 - identify indicators and SMART targets to demonstrate improvements achieved.
- fully implementing the action plan, including a process for monitoring, reviewing and reporting mechanisms as appropriate.

8. CONCLUSION

As shown above there are a number of significant drivers for the key priorities for the Lifelong Learning Directorate. Below is a brief summary of all of the identified key priorities, identifying the Head of Service who has responsibility for ensuring the strategic outcomes are achieved.

Note these are not currently in priority order.

Ref	Priority	Head of Service
	Embed robust and consistent continuous improvement approaches and quality assurance processes across the Directorate within a performance management framework	Director & Heads of Service
	Ensure that managers have the tools and knowledge to improve efficiency and effectiveness in the management of resources – personnel, financial and material – for direct service delivery	Head of Development & Resources
	Continue to develop approaches to improve the Directorate's infrastructure, including the quality and accessibility of learning and working environments	Head of Development & Resources
	Strengthen partnership working and increase the range of partners with whom we work together, training staff jointly for effective joint working	Director
	Further extend participative and consultative management, involving stakeholders; developing leadership	Director

Ref	Priority	Head of Service
	capacities and team working at all levels; and enhancing and valuing the contribution of all employees	
	Renew appraisal and development arrangements	Head of Development & Resources
	Implementation of the new strategy and the organisational redesign review findings for the Leisure Service	Director & Head of Leisure
	Implementation of the organisational redesign review for the Youth Service	Head of Development & Resources
	Implementation of the services review findings for the School Library Service	Head of Libraries, Culture & Heritage
	Implementation and recruitment of Officers identified within Facilities Services review	Head of Development & Resources
	Implementation of service review findings for the Inclusion Service	Head of Schools Services
	Supporting the completion and implementation of the Finance Organisational Redesign Review	Head of Development & Resources
	Separation of Children's Services budget from Directorate of Lifelong Learning's budget	Head of Development & Resources
	School Modernisation <ul style="list-style-type: none"> • Completion of policy documentation • Commission an initial community focused planning project • Submit a 'readiness to deliver' submission for funding for SBIG transition funding and any subsequent 21st century schools programme 	Director & Head of Development & Resources
	Special Schools <ul style="list-style-type: none"> • Completion of the Special Schools Review and opening of the two new schools in September 2009 	Head of Development & Resources and Head of Schools Services
	Curriculum Change <ul style="list-style-type: none"> • Continue to develop the Council's approach to foundation phase delivery, and devise the Flintshire approach for 14-19 curriculum change 	Head of Schools Services
	Youth Strategy <ul style="list-style-type: none"> • Develop and implement the 	Head of Development & Resources

Ref	Priority	Head of Service
	revised youth strategy and commissioning programme	
	Inclusion Services <ul style="list-style-type: none"> • Complete organisational change and implement the revised inclusion services commissioning programme 	Head of Schools Services
	Formula Review <ul style="list-style-type: none"> • Commission reviews of the funding formula and delegation methodology, in conjunction with the School Budget Forum 	Head of Development & Resources
	Out of Authority Placements (working with Community Services): <ul style="list-style-type: none"> • Completing the current review to ensure stability in resource planning and to provide relevant children with the best possible start in life, and the support they and their families need to enable each and every child to fulfil their potential 	Director & Head of Schools Services
	Corporate Parenting (working with Community Services): <ul style="list-style-type: none"> • We will ensure that the whole Council works positively to ensure that looked after children and care leavers are kept safe and supported to achieve positive outcomes in life 	Head of Schools Services
	Safeguarding vulnerable children (working with Community Services and CYPP & LSCB partners): <ul style="list-style-type: none"> • We will review our arrangements for safeguarding vulnerable children to ensure that they are protected from harm, working with the Children and Young People's Partnership to maximise the impact of schools and preventative services. 	Head of Schools Services
	Mitigate Risks identified in SARC: <ul style="list-style-type: none"> ○ School Modernisation; ○ School Buildings; ○ Leisure – Future Provision; ○ Learning & Development; ○ Community Buildings (including Libraries, Youth & Community and Leisure buildings); 	Director & All Heads of Service

Ref	Priority	Head of Service
	○ Skills Needs of Employers	
	Implementation of agreed actions to achieved desired outcomes outlined within the Improvement Agreements	Director & Heads of Service
	Implementation of agreed actions to achieved desired outcomes outlined within the CYPP Plan	Director & Heads of Service
	Reach agreement on the remaining elements of the school modernisation programme so that these can be set out and consulted upon	Director & Head of Development & Resources
	Consistently evaluate outcomes for pupils with ALN	Head of Schools Services
	Ensure value for money by identifying and sharing with schools the full cost of each service provided to or bought by schools, measures of service effectiveness and the alternatives available	Head of Development & Resources
	Ensure senior elected members receive suitably detailed and evaluative data that gives a clear picture of the performance of the directorate and of schools	Director & Heads of Service
	Develop better referral and monitoring systems for training in safeguarding children and young people; and	Head of Schools Services
	Introduce consistent methods for monitoring pupils' attendance at the Portfolio Pupil Referral Units	Head of Schools Services
	Develop an action plan to:- ○ review areas for improvement identified within the Estyn Inspection Report; ○ identify actions, responsibilities and timescales required to improve areas identified; and ○ identify indicators and SMART targets to demonstrate improvements achieved.	Director, Head of Schools Services and Head of Development & Resources
	Fully implement Estyn action plan, including a process for monitoring, reviewing and reporting mechanisms as appropriate	Director, Head of Schools Services and Head of Development & Resources

Key judgements

The inspection team makes two key judgements about each service. These are:

(1) How good is the local authority's performance?

The local authority's performance in discharging its responsibilities is rated on a four-point scale as follows:

- Grade 1 – good with outstanding features (***)
- Grade 2 – good features and no important shortcomings (**)
- Grade 3 – good features outweigh shortcomings (*)
- Grade 4 – shortcomings in important areas

(2) Will the local authority's performance improve?

The prospects of improvement are rated on a four-point scale as follows:

- Grade 1 – improvement prospects are good, with significant improvements already in place
- Grade 2 – improvement prospects are good, with no major barriers
- Grade 3 – some good prospects, but barriers in important areas
- Grade 4 – many important barriers to improvement

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 10

REPORT TO: **EXECUTIVE**
DATE : **02 JUNE 2009**
REPORT BY: **CHIEF EXECUTIVE**
SUBJECT : **IMPROVEMENT TARGETS - 2009/10 AND BEYOND**

1.00 PURPOSE OF REPORT

- 1.01 To advise members of the approach to setting targets for our 'improvement' performance indicators and any additional indicators within our Improvement Agreement.
- 1.02 To present targets for 2009/10 and longer-term aspirational 'improvement' targets.

2.00 BACKGROUND

- 2.01 Executive agreed to a set of Improvement targets for 2008/09 in October 2008. In addition the Council has entered into an Improvement Agreement with the Welsh Assembly Government which includes additional targets for improvement.
- 2.02 Historically there has been an inconsistent approach to target setting across the council; this needed to be addressed.

3.00 CONSIDERATIONS

- 3.01 An improvement in the approach to target setting should result in a higher number of targets being met each year, and support improvements in services which are being measured by the performance indicators.
- 3.02 To improve target setting clarity is needed as follows:
- what we want to achieve and why
 - how do we know our targets are ambitious enough taking into account customer needs and expectations
 - a clear understanding of the data behind each indicator (how it is affected e.g. by process, by customer demand etc.)
 - how the performance in each case compares with other council's e.g. median position and 'best in class'.
 - consideration of any factors which are likely to affect future performance e.g. change in demographics or legislation
 - consideration of the actions and resources required to achieve a stated target e.g. change in process, new system, re-allocation of staff resource.

3.03 The revision of the Council's approach to target setting was endorsed by Executive in August 2008 (report attached as Appendix 2.) The approach was reviewed to improve reporting, understanding and decision-making. Three target classifications were set as:

- an **improvement target** where performance is currently unsatisfactory;
- an **incremental target** where a marginal improvement in performance is sought as a business objective where performance is currently satisfactory; and
- a **maintenance target** where performance is currently good and needs to continue.

The categorisation of targets was applied to all reported indicators and these indicators and their categories were endorsed by Executive on 7 October 2008.

3.04 Target setting this year has been a more careful process where services have assessed what should be expected, how current performance occurs, what is possible and what needs to be done through the best use of current resources, management practice, business systems and change management. This assessment may have led to a requirement for a significant change and additional resources, whether temporary (e.g. a new software system) or permanent (e.g. additional employees.) In this case the action plan would consider resource allocation against performance objectives, and prioritise accordingly. National guidance and good practice models should have been examined and applied where relevant and the resources of national bodies (e.g. regulatory bodies) identified where appropriate.

3.05 Senior officers have applied this method of 'thinking' to the improvement targets for the current year and where appropriate have identified longer term 'aspirational' targets. The targets, their reasoning and the planned actions to achieve results are attached in Appendix 1. Improvement Agreement targets are also identified, either where they are the same as an improvement target or as an addition to that set.

3.06 The improved approach to target setting needs has been reviewed by the Overview and Scrutiny Committees for assurance that appropriate consideration has been undertaken for this year's improvement targets. The joint meeting of Overview and Scrutiny Committees on 18th May endorsed the approach and the opportunity for timely involvement in target setting in the future.

4.00 RECOMMENDATIONS

Members are requested to:

4.01 Endorse the approach taken for target setting.

4.02 Endorse the improvement targets set for 2009/10 and the longer term aspirational targets where appropriate.

5.00 FINANCIAL IMPLICATIONS

5.01 There are no direct financial implications implicit within this report, other than those that may relate to specific re-allocation of resources.

6.00 ANTI POVERTY IMPACT

6.01 There are no direct anti poverty implications implicit within this report.

7.00 ENVIRONMENTAL IMPACT

7.01 Improvement targets for environmental issues are referred to within this report.

8.00 EQUALITIES IMPACT

8.01 Improvement targets for equalities issues are referred to within this report.

9.00 PERSONNEL IMPLICATIONS

9.01 Improvement targets for personnel issues are referred to within this report.

10.00 CONSULTATION REQUIRED

10.01 No further consultation is required.

11.00 CONSULTATION UNDERTAKEN

11.01 Senior officers and Corporate Management Team have had direct input to this report.

11.02 The approach has been considered by a joint meeting of the Overview and Scrutiny Committees on 18th May.

12.00 APPENDICES

12.01 Appendix 1: Improvement Targets 2009/10 (to follow)
Appendix 2: Executive report 5 August 2008: Council Performance and Target setting

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

Improvement Agreement WAG
Executive report 7 October 2008: Performance Management Reporting
Arrangements

Contact Officer: Karen Armstrong
Telephone: 01352 702740
E-Mail: karen_armstrong@flintshire.gov.uk

Corporate Services

Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	2008/09 Performance	Planned Actions to Achieve Target
CHR/001 - (NI 22) The percentage of employees (including teachers and school based staff) who leave the employment of the local authority, whether on a voluntary or involuntary basis;		Aspirational Target: Aspirational Target Date:	We have implemented a new HR/Payroll Management Information System in recent months.	
CHR/002 - (NI 24) The number of working days/ shifts per full time equivalent (FTE) local authority employee lost due to sickness absence		Aspirational Target: Aspirational Target Date:	Following a restructure of the organisation, we have built the new directorate structures into the system which now requires some additional report tailoring so	
CHR/004 - (NI 26) The percentage of local authority employees from minority ethnic communities.		Aspirational Target: Aspirational Target Date:	that that historic and current data is fully available and accurate. It is expected that these reports will be available from mid June 2009.	
CHR/005 - (NI 27) The percentage of local authority employees declaring that they are disabled under the terms of the Disability Discrimination Act 2005		Aspirational Target: Aspirational Target Date:		
REM3 - (501) Increase the percentage of employees receiving an annual appraisal with Individual Development Plan to 100% by 2009		Aspirational Target: Aspirational Target Date:		

Environment

Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Current Performance	Planned Actions to Achieve Target
IA3.1L1 (716) Increase the average SAP rating in the Council housing stock.	64%	<ul style="list-style-type: none"> The Target SAP of 64% by March 2010 is set against a SAP rating of 61.72% (2007/08) for our housing stock. This relatively modest target is because we have largely insulated our properties and therefore the scope for large gains in efficiency is limited. <p>Aspirational Target: 68% Aspirational Target Date: 2014 Improvement Agreement Target</p>	61.72%	<ul style="list-style-type: none"> Completion of insulation programmes. Energy Unit Manager - March 2010 Some solid wall insulations. Energy Unit Manager - March 2010 Continued installation of condensing boilers. Housing Contract Manager - On-going Low carbon systems such as Ground source heat Pumps and Solar thermal installations will be trialled and evaluated. Energy Unit Manager & Housing Contract Manager - On-going
IA3.1L2 (717) 3% Reduction in carbon emissions from Flintshire County Council public buildings.	Baseline to be determined by March 2010	<ul style="list-style-type: none"> Although we have an aspirational target of 60% carbon reduction by 2021, it is not possible to achieve the average percentage reduction needed to achieve this target in the first year. It will take a number of years to embed a carbon minimisation culture within the Authority however the actions stated will start this process. <p>Aspirational Target: 60% Aspirational Target date: 2021 Improvement Agreement Target</p>	N/A	<ul style="list-style-type: none"> Embedding the concept of good housekeeping throughout the authority. Energy Manager - On-going training and awareness issue Ensuring installed existing heating and electrical systems are operating at peak efficiency. Energy Manager, Property Maintenance Manager & Design Service Senior Mechanical Engineer - On-going Effective use of capital, maintenance, and spend to save budgets to achieve maximum energy and revenue reductions. Energy Manager, Property Maintenance Manager & Design Service Senior Mechanical Engineer - March 2010 Access to grants or match funding as and when available. Adoption of Carbon reduction Strategy. Energy Manager, Property Maintenance Manager & Design Service Senior Mechanical Engineer - March 2010 Adoption of a Carbon Reduction Strategy. Energy Manager & Head of Technical Services - Autumn 2010
EEF/002a (683) Percentage reduction in carbon dioxide emissions in the non domestic public building stock	3%	<ul style="list-style-type: none"> Flintshire County Council is one of only 3 Local Authorities to be developing a Carbon Reduction Strategy in partnership with the carbon Trust. Achievement of the milestone and aspirational target assume that appropriate funding commitments are met. <p>Aspirational Target: 60% Aspirational Target date: 2021</p>	13.63%	<ul style="list-style-type: none"> Adoption of a Carbon Reduction Strategy. Energy Manager & Head of Technical Services - Autumn 2010

Environment

Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Current Performance	Planned Actions to Achieve Target
BCT/004 (1) Percentage of Building control 'full plan' applications checked within 15 working days during the year	90%	<ul style="list-style-type: none"> Reduction in volume of work received due to current economic climate, target reflects the assumption that this will continue. <p>Aspirational Target: 92% Aspirational Target Date: March 2011</p>	93.8%	<ul style="list-style-type: none"> More frequent monitoring of performance by Head of Building Control on monthly basis. Targeting of resources to ensure achievement of the performance indicator by head of Building Control on monthly basis. Head of Building Control to visit the best performing authority to ascertain how they achieve their targets (best performing authority achieved 92% for 2007/08) End of October 2009. Use of external plan checking consultants to ensure performance level are maintained during peak workload periods.
PLA/003bi (89) The percentage of these determined appeals that upheld the authority's decision, in relation to planning application decisions	80%	<ul style="list-style-type: none"> The increased weight given to the UDP as it approaches adoption should result in a greater success rate in defending appeals. <p>Aspirational Target: 85% Aspirational Target Date: March 2011</p>	59.5%	<ul style="list-style-type: none"> Review appeals allowed to identify trends and potential for improvement. To be undertaken by Head of Planning by end of May 2009. Analysis of the appeal decisions which do not uphold the Authority's decision including the percentage of these which are a result of committee overturning officer recommendation. To be undertaken by Head of Planning by end of May 2009. New Head of Service will carry out a Planning Service Review (July 2009) which will seek to address performance issues including appeals.
PLA/004b (92) The percentage of minor planning applications determined during the year within 8 weeks	60%	<ul style="list-style-type: none"> Assumed reduction in caseload will continue in 2009/10 and allow capacity for performance to increase, however the planned improvement actions together with other actions emerging in the Service Plan are intended to provide for continued improvement that will be sustainable should the economy improve in the timescale. <p>Aspirational Target: 70% Aspirational Target Date: March 2011</p>	47.3%	<ul style="list-style-type: none"> Continually review applications that have missed the 8 week target to reduce overall timescales and to review the reasons for the time delays. Head of Planning May 2009 on going. Identify improvements through the Development Control Manual. Head of Planning Officer - October 2009 Review of Planning Services to determine roles and responsibilities. Head of Planning - July 2009

Environment

Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Current Performance	Planned Actions to Achieve Target
<p>PLA/004d (94) The percentage of all other planning applications determined during the year within 8 weeks.</p>	75%	<ul style="list-style-type: none"> • 2008/09 was not a representative year as a high number of Advert Regulation applications were received this year. • Target setting can be difficult as applications can be diverse and include complex mineral applications. • Performance is largely governed by the type of application prevalent in any particular quarter. • The target of 75% is reflective of general service improvements. <p>Aspirational Target: 80% Aspirational Target Date: March 2011</p>	80.9%	<ul style="list-style-type: none"> • Continually review applications that have missed the 8 week target to reduce overall timescales and to review the reasons for the time delays. Head of Planning. • Identify improvements through the Development Control Manual. Head of Planning - October 2009 • Review of Planning Services to determine roles and responsibilities. Head of Planning Services - July 2009
<p>PLA/005 (95) The percentage of enforcement complaints resolved during the year within 12 weeks of receipt.</p>	70%	<ul style="list-style-type: none"> • Economic downturn has impacted on the service by reducing cases by 40% since quarter 1 2008/09. It is assumed the downturn will continue in the short term allowing performance to increase, however the planned improvement actions together with other actions emerging in the Service Plan are intended to provide for continued improvement that will be sustainable should the economy improve in the timescale. • Priority has been given to clearing the backlog of cases in 2008/09 (738 cases in quarter 3). This reflects the aim for the year which has been to balance the reduction in historical backlog whilst maintaining an acceptable level of performance. <p>Aspirational Target: 90% Aspirational Target Date: March 2011</p>	52.5%	<ul style="list-style-type: none"> • Application of Enforcement Policy in terms of the prioritisation of cases and what action can be taken. Development Control Manager / Enforcement Team Leader - April 2009 onwards. • Enforcement / Compliance role / resource. Reviewing who undertake the monitoring of permitted developments, will be addressed as part of the Review of Planning Services. Head of Planning - July 2009 • Development Control Manual will clarify roles and procedures in relation to enforcement activities. - Head of Planning - July 2009

Environment

Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Current Performance	Planned Actions to Achieve Target
<p>IA4.2L1 (719) Increased attendance at Flintshire Business Week. Note - The objective of Flintshire Business Week is to engage better with the business community in Flintshire to develop supportive relationships across the range of businesses in Flintshire, both large and small employers and further and higher education.</p>	1400 SME Delegates	<p>• This target is based on actual achievement in 2007 and 2008. Support for small businesses is a key element of the Council's regeneration strategy and the Business Week is the centrepiece event in this area of activity. Aspirational Target: 1400 Aspirational Target Date: October 2009 Improvement Agreement Target</p>	1091 SME Delegates	<p>Number of actions: 1. Joint promotion of FBW with the Evening Leader and Flintshire Chronicle 2 . Web site under development in house 3. 'FBW 09' magazine being published August 2009 to be circulated by email and via newspapers 4. Online marketing 5 . Promotion jointly with partner organisations - Chamber of Commerce, Federation of Small Business, WAG</p>
<p>Stage 1 - IA4.2L2 (720) Identify baseline expectations for key business sectors utilising SERVQUAL methodology to assess satisfaction levels of support to businesses and reduce consumer risks. (This PI is linked to IA4.2L2 below)</p>	Quantify Baseline	<p>Aspirational Target: 80% Aspirational Target Date: March 2010 Improvement Agreement Target</p>	N/A	
<p>Stage 2 - IA4.2L3 (721) Develop targets for increasing satisfaction levels by 5% per year over baseline identified in 2009/10. (This PI is linked to IA4.2L1 above)</p>	80%	<p>The need to measure and improve satisfaction ratings for regulatory services is an important national Performance Indicator. We have set an initial target of 80% but we will measure the actual baseline satisfaction level in Stage 1 above. Process improvements will be targeted to deliver ongoing improvements in satisfaction levels in subsequent years. Aspirational Target: 85% Aspirational Target Date: March 2011 Improvement Agreement Target</p>	N/A	<ul style="list-style-type: none"> • Consultation Exercise - led by Head of Public Protection April-Sept 2009 • Process improvement work to reduce quality gaps - Head of Public Protection, on-going programme • Action plan to be devised to improve satisfaction levels for service users

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Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Provisional 2008/09 Performance	Planned Actions to Achieve Target
Social Care for Adults				
SCA/007 (136) The percentage of clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year	85%	<ul style="list-style-type: none"> Performance at year end is 82% and it is expected with the planned actions to achieve 85% in 09/10. This will mean an additional 100 reviews to be completed as well as maintaining current performance. This does not reflect the numbers where an additional review is undertaken. <p>Aspirational Target: 100% Aspirational Target Date: 2012</p>	82%	<ul style="list-style-type: none"> Explore a range of review methods Recruitment of additional Social Workers for a 6 month period to reduce the backlog. Service Managers - April 2009 Review target set in each service area Allocate existing resources to reviewing
SCA/008 biii (140) Of the adult protection referrals completed during the year, the percentage: Where the client or their property is no longer at risk	90%	<ul style="list-style-type: none"> There was an issue on recording which was recognised by WAG and clarification was sought. Target at 90% based on individual service users choice to sometimes remain in their current situations, with a reduced level of risk. <p>Aspirational Target: 100% Aspirational Target Date: 2011</p>		<ul style="list-style-type: none"> All staff have been briefed as to how to complete forms correctly and they will be checked prior to submission to WAG. Service Manager PDSI - Ongoing
SCA/009 (141)The rate per 1,000 adults (aged 18+) receiving a service in the community who receive a direct payment.	N/A	This indicator has been replaced by SCA/017 (677)	N/A	N/A
SCA/010 (142.1) The rate per 1,000 adult clients assessed during the year who are provided with electronic assistive technology as part of a package of care	95 Rate per 1,000	<ul style="list-style-type: none"> This target is based on 108 Service Users. This is based estimated number of service users who will receive an assistive technology service in a quarter of 2009/2010 as a result of an assessment. Infrastructure and staff training have now been embedded and the trend in clients provided with electronic assistive technology as part of a care package following assessment is upwards. <p>Aspirational Target: 110 (125 Service Users) Aspirational Target Date: 2013</p>	84.21 Rate per 1,000	<ul style="list-style-type: none"> Continued funding has been agreed. Service Manager - Older People Provider April 2009

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Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Provisional 2008/09 Performance	Planned Actions to Achieve Target
SCA/012a (146) The percentage of identified carers of adult service users who were offered an assessment	N/A	<ul style="list-style-type: none"> This indicator has been replaced by SCA/018a (please see below) and will no longer be reported Aspirational Target: N/A Aspirational Target Date: N/A	N/A	<ul style="list-style-type: none"> This indicator has been replaced by SCA/018a (please see below) and will no longer be reported
SCA/018a (146) The percentage of carers of adult service users who were offered an assessment or review in their own right during the year	Quantify Baseline	<ul style="list-style-type: none"> This is a new PI. The existing PI remains a local target in the Improvement Agreement IA1.1L5 (714). It has not been possible to measure performance retrospectively, hence there is no baseline to construct the 2009/10 target. The definition has changed significantly with the addition of the words "or review", hence the need for a year of baselining. However, given that its predecessor PI was an improvement target in 2008/09, this indicator has been categorised as an improvement target. Aspirational Target: 100% Aspirational Target Date: 2012	N/A	<ul style="list-style-type: none"> Increase capacity to undertake assessments through an additional post (WAG Funded) at NEWCIS (NE Wales Carers Information Service). Partnerships Manager – April 2009.
IA1.1L5 (714) The number of new carers identified in the period who were offered an assessment in their own right.	Baseline to be established 2009/10	Aspirational Target: Aspirational Target Date: Improvement Agreement Target	90.2%	<ul style="list-style-type: none"> Improvement required in this area, issue has been raised at Team meetings.

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Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Provisional 2008/09 Performance	Planned Actions to Achieve Target
SCA/017 (677) The rate per 10,000 adult clients (aged 18+) supported in the community who receive a direct payment Previously 141	435 Rate per 10,000	<ul style="list-style-type: none"> The target is based on 144 Service Users (including children) receiving direct payments. This is based on an estimated number of service users who will receive a direct payment on the last day of period 2009/2010. This is based on current take up rate, added to promotion of service planned. Achievement of the target is related to the numbers of individual service users that choose to use direct payments. The infrastructure is now in place to support a larger number of direct payment users. <p>Aspirational Target: 600 Aspirational Target Date: 2014</p>	294.95 Rate per 10,000	<ul style="list-style-type: none"> A staff training programme to promote the take-up of DPs will be implemented. Workforce Development Manager - Ongoing
SCA/018c (148) 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.	N/A	<ul style="list-style-type: none"> This is management/activity information, not performance information. <p>Aspirational Target: Aspirational Target Date:</p>		<ul style="list-style-type: none"> A number of services for carers are provided by external partner agencies so it is not possible to report on them. Carers receiving services direct may not be willing to have their details recorded by Social Services for Adults. Additionally, providing good services for the cared for person may mean that carers do not require services.
IA1.1L1 (710) The rate of people with a learning disability (clients aged 18 - 64) who are supported in the community during the year per 1,000 population aged 18 - 64.	3.6 Rate per 1,000 population	<ul style="list-style-type: none"> Target set in Improvement Agreement, based on supported accommodation developments <p>Aspirational Target: Aspirational Target Date: Improvement Agreement Target</p>	3.55 Rate per 1,000 population	<ul style="list-style-type: none"> To introduce a Pilot scheme for Self Directed Support. Service Manager LD - July 2009 Review of complex care packages out of County to be undertaken on a regional basis so that people who can be supported in the community can be identified. Service Manager - Ongoing
IA1.1L2 (711) The rate of people with a physical disability and or sensory impairment (PDSI) aged 18 - 64 who are supported in the community during the year per 1,000 population aged 18 - 64.	4.4 Rate per 1,000 population	<ul style="list-style-type: none"> Target set in Improvement Agreement, based on supported accommodation initiatives in development <p>Aspirational Target: Aspirational Target Date: Improvement Agreement Target</p>	4.56 Rate per 1,000 population	<ul style="list-style-type: none"> To introduce a Pilot scheme for Self Directed Support. Service Manager LD - July 2009 To develop a sheltered/supported accommodation scheme. Service Manger PDSI - December 2009

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Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Provisional 2008/09 Performance	Planned Actions to Achieve Target
IA1.1L3 (712) The rate of people with a mental health illness aged 18 - 64 who are supported in the community during the year per 1,000 population aged 18 - 64.	2.6 Rate per 1,000 population	<ul style="list-style-type: none"> Target set in Improvement Agreement and based on supported accommodation developments, medium and intensive. C17 <p>Aspirational Target: Aspirational Target Date: Improvement Agreement Target</p>	2.58 Rate per 1,000 population	<ul style="list-style-type: none"> Consideration of housing needs as part of the inpatient assessment, with reference to the housing allocation policy. Service Manager - Ongoing Continue to negotiate additional accommodation units. Service Manager MH with Housing Managers - Ongoing Out of Hours Support and the establishment of the intensive and medium support teams all work together to offer an alternative to hospital admission and / or facilitate safer and speedier discharge. Service Manager MH - December 2009
IA1.1L4 (713) Increase the number of people using direct payments from 100 to 120 (March 2009) and 144 by March 2010 (20% per year).	144 Service Users	<ul style="list-style-type: none"> This is essentially the same as SCA/017 (677) above. The target is based on 144 Service Users (including children) receiving direct payments. This is based on an estimated number of service users who will receive a direct payment on the last day of period 2009/2010. This is based on current take up rate, added to promotion of service planned. Achievement of the target is related to the numbers of individual service users that choose to use direct payments. The infrastructure is now in place to support a larger number of direct payment users. <p>Aspirational Target: Aspirational Target Date: Improvement Agreement Target</p>	119 Service Users	<ul style="list-style-type: none"> A staff training programme to promote the take-up of DPs will be implemented. Workforce Development Manager - Ongoing

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Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Provisional 2008/09 Performance	Planned Actions to Achieve Target
PSR/002 (124) The average number of calendar days taken to deliver a Disabled Facilities Grant (DFG).	400 Calendar Days	<ul style="list-style-type: none"> The target has been calculated by using current performance and enhanced by initiatives ready to implement. This process is carefully measured and includes the performance of housing. <p>Aspirational Target: 300 Days Aspirational Target Date: 2014</p>	444 Calendar Days	<ul style="list-style-type: none"> Improve performance management of external contractors in the delivery of grants by setting targets for starting of grant works, (commence work within 8 weeks of approval for non urgent applications and 4 weeks for urgent applications). Grants Manager - April 2009. Introduce 2 new methods to speed up the DFG process: <ol style="list-style-type: none"> Discretionary Adaptation Grant Increase in upper cost limit for minor adaptations. <p>Service Manager PDSI – from April 2009</p> <ul style="list-style-type: none"> Continue the OT assessment initiative. Service Manager PDSI - Ongoing
PSR/006 (127) The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used	100 Calendar Days	<ul style="list-style-type: none"> The target has been calculated by using current performance and enhanced by initiatives ready to implement. This process is carefully measured and includes the performance of a voluntary agency. <p>Aspirational Target: 60 Days Aspirational Target Date: 2014</p>	127 Calendar Days	<ul style="list-style-type: none"> Introduce £5,000 limit on discretionary grant so that low cost adaptations can be processed more quickly (on a pilot basis for one year). Head of Housing - April 2009 Continue the OT assessment initiative. Service Manager PDSI - Ongoing
Housing Services				
HLS/010a (74) The average number of calendar days taken to complete: Emergency repairs	0.5 Calendar Days	<p>Stepped approach to obtain position in top quartile.</p> <p>Aspirational Target: 0.11 Aspirational Target Date: 2015 Improvement Agreement Target</p>	0.76 Calendar Days	<ul style="list-style-type: none"> Dedicated Assistant District Maintenance Officer (ADMO) to monitor all emergency repairs - to report to Housing and Property Manager weekly and highlight exceptions. Education of staff and Members about classification of job categories Restructure - which will enable more monitoring/supervision to take place

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Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Provisional 2008/09 Performance	Planned Actions to Achieve Target
Local Indicator (331) Increase the percentage of: Emergency repairs completed within 1 calendar day from 89.82% in 2006 to 99% by 2011	95%	The increase in performance this year just over 3%, to achieve the target of 95% would be an increase of 3.5%. This should be obtainable over the year. Aspirational Target: 99% Aspirational Target Date: 2011	91.44%	<ul style="list-style-type: none"> • Dedicated Assistant District Maintenance Officer(ADMO) to monitor all emergency repairs - to report to Housing and Property Manager weekly and highlight exceptions. • Education of staff and Members about classification of job categories • Restructure - which will enable more monitoring/supervision to take place
HLS/010b (75) The average number of calendar days taken to complete: Urgent repairs	12 Calendar Days	Although performance is below the target set, the trend is upwards. The increase in performance this year is 2.2%, to achieve this target would be an increase of 2.4%. This should be obtainable over the year. Aspirational Target: 5 days Aspirational Target Date: 2015	14.41 Calendar Days	<ul style="list-style-type: none"> • Education of staff and Members about classification of job categories • Restructure - which will enable more monitoring/supervision to take place • To be monitored weekly by Housing and Property Maintenance Manager
Local Indicator (332) Increase the percentage of: Urgent repairs completed within 7 calendar days from 53.91% in 2006 to 99% by 2015	75%	This indicator has been influenced by the number of out of time jobs contained with the system. The backlog is being brought down and by the end of the year, this indicator should have improved greatly. Improved monitoring should also influence. Aspirational Target: 99% Aspirational Target Date: 2015	45.81%	<ul style="list-style-type: none"> • Education of staff and Members about classification of job categories • Restructure - which will enable more monitoring/supervision to take place • To be monitored weekly by the Housing and Property Maintenance Manager
HLS/010c (76) The average number of calendar days taken to complete: Non-urgent repairs	45 Calendar Days	This indicator has improved vastly over this year. However with jobs being categorised better, this may impact this performance. All over target jobs are monitored by the Housing & Property Manager. This is reported to Scrutiny. Aspirational Target: 28 Calendar Days Aspirational Target Date: 2011 Improvement Agreement Target	41.47 Calendar Days	<ul style="list-style-type: none"> • Education of staff and Members about classification of job categories • Restructure - which will enable more monitoring/supervision to take place • To be monitored weekly by the Housing and Property Maintenance Manager

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Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Provisional 2008/09 Performance	Planned Actions to Achieve Target
Local Indicator (550) Increase the percentage of: Non-urgent repairs completed within 50 calendar days from 38.60% in 2006 to 75% by 2011	80%	This indicator has been influenced by the number of out of time jobs contained with the system. The backlog is being brought down and by the end of the year, this indicator should have improved greatly. Improved monitoring should also influence. Aspirational Target: 96% Aspirational Target Date: 2015	73.71%	<ul style="list-style-type: none"> • Education of staff and Members about classification of job categories • Restructure - which will enable more monitoring/supervision to take place • To be monitored weekly by the Housing and Property Maintenance Manager
HLS/014a (682) The average number of calendar days taken to let lettable units of accommodation during the financial year, for permanent accommodation.	89 Calendar Days	<ul style="list-style-type: none"> • Setting up of the Voids monitoring group, will enable voids to be monitored on a monthly basis to identify any trends. Procedures to be put in place will provide timescales for various stages throughout the process. Aspirational Target: 64 Calendar Days Aspirational Target Date: 2011 Improvement Agreement Target	104.47 Calendar Days	<ul style="list-style-type: none"> • Housing and Property Maintenance Manager monitors weekly by exception those voids that are out of target time • Ensure that key tracking information is entered onto IBS System by producing reports – Voids Management Officer/Housing and Property Maintenance Manager - on-going • Procedure to be developed to deal with the backlog of Voids and the way forward. Housing and Property Maintenance Manager, Estates Manager, Voids Management Officer – by end Q1 2009/10. • Regular meetings to be arranged between Allocations and voids Assistant District Maintenance Officers (ADMO) – Voids District Maintenance Officer (DMO) to arrange – by end April 2009 • For hard to let properties:- Feasibility study to look at changing bedsits at Glan Y Morfa into 1 or 2 bedroomed flats. Applicants on current waiting list are being informed that these hard-to-let properties are available for immediate occupation. Sheltered Housing review is considering these properties
Local Indicator (554) Reduce the average re-let times for: All Council homes, excluding hard-to-let and special circumstances properties, from 80 days in 2007 to 42 days by 2010. (Same as 682 - just excludes hard to let properties)	82 Calendar Days	<ul style="list-style-type: none"> • Setting up of the Voids monitoring group, will enable voids to be monitored on a monthly basis to identify any trends. Procedures to be put in place will provide timescales for various stages throughout the process. Aspirational Target: Aspirational Target Date:	93.65 Calendar Days	<ul style="list-style-type: none"> • For hard to let properties:- Feasibility study to look at changing bedsits at Glan Y Morfa into 1 or 2 bedroomed flats. Applicants on current waiting list are being informed that these hard-to-let properties are available for immediate occupation. Sheltered Housing review is considering these properties
IA3.2L1 (718) The number of void properties achieving zero defects on work undertaken	Quantify Baseline	Aspirational Target: 90% Aspirational Target Date: 2015 Improvement Agreement Target	N/A	<ul style="list-style-type: none"> • All properties to be inspected before being let to ensure that all jobs have been completed. • All voids to be post inspected to identify any defects. Defects can be recorded on IBS Housing Management System and reports produced to quantify baseline.

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Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Provisional 2008/09 Performance	Planned Actions to Achieve Target
HHA/013 (274) The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	90%	<ul style="list-style-type: none"> Accommodation Support Officers will be providing support to vulnerable people to enable them to maintain and sustain their accommodation which will in turn prevent homelessness. 90% is realistic bearing in mind the achievement of 87% in 08/09 and that there are now extra officers in place with a possibility of more support coming on line from Supporting People funding. <p>Aspirational Target: 95% Aspirational Target Date: 2011</p>	87.08%	<ul style="list-style-type: none"> To roll out the preventative agenda and to joint work with Partners and other agencies e.g. Shelter Cymru to ensure early intervention is provided on advice and assistance to prevent homelessness and ensure clients with support needs are signposted to specialist services. FCC along with three other Welsh Local Authorities are piloting the english PIE's on homeless prevention and relief statistics.
Local Indicator - Percentage of gas safety checks completed (cumulative)	99%	<p>This is monitored fortnightly at the present moment by Canton Management Team.</p> <p>Aspirational Target: 100 Aspirational Target Date: 2011</p>	98%	<ul style="list-style-type: none"> Formal gas procedure manual to be produced by external consultant (to be complete by Aug 2009). Once manual has been produced, responsibilities will be formalised and meeting will be arranged to monitor these safety checks.
PSR/003 (125) The average number of calendar days taken to deliver an adaptation for a Local Authority tenant where the Disabled Facilities Grant process is not used.	20 Calendar Days	<ul style="list-style-type: none"> Dedicated tradesman and Assistant District Maintenance Officer (ADMO) are in place. <p>Aspirational Target: 15 Aspirational Target Date: 2011 Improvement Agreement Target</p>	23.18 Calendar Days	<ul style="list-style-type: none"> Introduce £5,000 limit on discretionary grant so that low cost adaptations can be processed more quickly (on a pilot basis for one year). Head of Housing - April 2009 Continue the OT assessment initiative. Service Manager PDSI - Ongoing Dedicated Assistant District Maintenance Officer to monitor, reporting to Housing and Property Manager weekly. Dedicated tradesmen to complete these jobs.
IA1.2L1 (715) Reduce the time taken to complete a DFG Application. (This PI relates solely to the application part of the DFG process and is measured using median figures)	61 Days (median)	<p>61 days reflects the anticipated nature of the case load (demand-led) ranging in complexity from straightforward and achievable in a few days to highly complex adaptations and extensions involving a range of specialists, detailed drawings & specifications and statutory approvals.</p> <p>Aspirational Target: 55 Days Aspirational Target Date: 2011 Improvement Agreement Target</p>	67.2 Days (median)	<ul style="list-style-type: none"> Review arrangements with other services (such as legal in terms of establishing title) and partner organisations and seek to establish improved protocols for turnaround on consultations and quality of responses in order to streamline processes. Review internal progress monitoring procedures aimed at providing improved quality management reports and updates, such that progress towards the target can be regularly checked, action can be taken and any questions of feasibility of achieving the target can be addressed quickly

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Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Provisional 2008/09 Performance	Planned Actions to Achieve Target
Social Care for Children				
SCC/007a (159.1) The percentage of referrals during the year that: Were allocated to a social worker for initial assessment	Above 70%	<ul style="list-style-type: none"> The projected 2008/09 performance (77.4%) exceeded the target of 60% and the All Wales average. This indicator relates to the ratio of qualified to unqualified social work staff employed by FCC. The target has been set to allow for this ratio to decrease in 2009/10 due to forecasted recruitment numbers, based on the know national shortage of social workers. <p>Aspirational Target: Above 70% Aspirational Target Date: 2012</p>	74.80%	<ul style="list-style-type: none"> No further actions are required.
SCC/007b (160.1) The percentage of referrals during the year that: Were allocated to someone other than a social worker for initial assessment	Below 25%	<ul style="list-style-type: none"> The projected 2008/09 performance (10.2%) exceeded the target of 35% and the All Wales average. This indicator relates to the ratio of qualified to unqualified social work staff employed by FCC. The target has been set to allow for this ratio to decrease in 2009/10 due to forecasted recruitment numbers, based on the known national shortage of social workers. <p>Aspirational Target: Below 25% Aspirational Target Date: 2012</p>	10.2%	<ul style="list-style-type: none"> No further actions are required.
SCC/008a (161) The percentage of initial assessments carried out within 7 working days	85%	<ul style="list-style-type: none"> The projected 2008/09 performance (84.2%) exceeds the target of 80% and the All Wales average. It is also within the CSSIW critical level. <p>Aspirational Target: 100% Aspirational Target Date: 2012 Improvement Agreement Target</p>	84.2%	<ul style="list-style-type: none"> Improve performance monitoring arrangement within the Duty and Assessment Team. Service Manager, Fieldwork - May 2009 Revise the arrangements for managing domestic violence referrals. Service Manager, Fieldwork - August 2009

Community Services

Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Provisional 2008/09 Performance	Planned Actions to Achieve Target
SCC/008b (162) The average time taken to complete initial assessments that took longer than 7 working days to complete	11 Days	<ul style="list-style-type: none"> The Care and Social Services Inspectorate for Wales have published an advisory target of 10 days which they require Authorities to aim for; hence the aspirational target for 2011. <p>Aspirational Target: 10 Days Aspirational Target Date: 31/03/2011 Improvement Agreement Target</p>	13.7 Days	<ul style="list-style-type: none"> Improve performance monitoring arrangement within the Duty and Assessment Team. Service Manager, Fieldwork - May 2009 Revise the arrangements for managing domestic violence referrals. Service Manager, Fieldwork - August 2009
SCC/009a (163.1) The percentage of required core assessments completed within 35 working days	90%	<ul style="list-style-type: none"> The projected 2008/09 performance (89.9%) exceeds target (85%) and the All Wales average. It is also within the CSSIW critical level. <p>Aspirational Target: 100% Aspirational Target Date: 2012</p>	89.9%	<ul style="list-style-type: none"> Improve performance monitoring arrangement within the Duty and Assessment Team. Service Manager, Fieldwork - May 2009
SCC/009b (164.1) The average time taken to complete those required core assessments that took longer than 35 days	Below 43 Days	<ul style="list-style-type: none"> The projected 2008/09 performance (45 days) meets the 2008/09 target and the All Wales average. It is also within the CSSIW critical level. <p>Aspirational Target: 35 Days Aspirational Target Date: 2012</p>	45 Days	<ul style="list-style-type: none"> Improve performance monitoring arrangement within the Duty and Assessment Team. Service Manager, Fieldwork - May 2009
SCC/011b (168.1) The percentage of initial assessments that took place during the year where there is evidence that the child has been seen alone by the Social Worker.	52.5%	<ul style="list-style-type: none"> The projected 2008/09 performance (51.4%) exceeds the All Wales average and our target of 50%. However some improvement is still required. <p>Aspirational Target: 60% Aspirational Target Date: 2012</p>	51.4%	<ul style="list-style-type: none"> Review the reasons for assessments being conducted where it was considered inappropriate for the child to be seen alone. Service Manager, Fieldwork - May 2009
SCC/013aaii (174) The percentage of open cases of children with an allocated social worker where the child is receiving a service in each of the following groups: Children looked after	100%	<ul style="list-style-type: none"> The projected 2008/09 performance (96%) only falling slightly short of the target but exceeding the All Wales average. It is also within the CSSIW critical level. <p>Aspirational Target: Aspirational Target Date:</p>	96%	<ul style="list-style-type: none"> No further actions are required.

Community Services

Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Provisional 2008/09 Performance	Planned Actions to Achieve Target
SCC/013bii (177) The percentage of open cases of children allocated to someone other than a social worker where the child is receiving a service in each of the following groups: Children looked after	0%	<ul style="list-style-type: none"> The projected 2008/09 performance (4%) falls slightly short of the 2008/09 target but exceeds the All Wales average. It is also within the CSSIW critical level. <p>Aspirational Target: Aspirational Target Date:</p>	4%	<ul style="list-style-type: none"> No further actions are required.
SCC/039 (183.1) The percentage of health assessments for Looked after Children due in the year that have been undertaken. Formerly SCC/018	70%	<ul style="list-style-type: none"> The target for 2009/10 was set in order to bring FCC more in line with the All Wales performance and this will be addressed by the actions listed. Although improvement has been achieved in the timeliness of Health Assessments being requested, capacity issues in Health have caused delays in assessments being carried out, resulted in the 2008/09 target not being met. <p>Aspirational Target: 75% Aspirational Target Date: 31/03/2011</p>	63.2%	<ul style="list-style-type: none"> Recruit to the vacant post of Specialist Nurse for Looked After Children. Service Manager - June 2009 Implement revised systems for the recording of health assessments for children with a disability. Service Manager CIDS, May 2009 Improve the management performance at team level to ensure the timely completion of Health Assessments for Looked After Children. Service Managers, CIDS & Fieldwork - May 2009 Revise team structures to improve the continuity of services provided for looked after children. Head of Service - March
SCC/020 (185.1) The percentage of looked after children who have had their teeth checked by a dentist during the year.	85%	<ul style="list-style-type: none"> The target for 2009/10 was set in order to bring FCC more in line with the All Wales performance and this will be addressed by the actions listed. <p>Aspirational Target: 88% Aspirational Target Date: 31/03/2011</p>	73.5%	<ul style="list-style-type: none"> Recruit to the vacant post of Specialist Nurse for Looked After Children. Service Manager, Resources & Local Health Board - June 2009 Ensure dental appointments are arranged by foster carers within the prescribed timescale. Service Manager, Resources - May 2009 Improve the performance management process to ensure that dental visits are arranged by social workers within timescale. Service Manager, Fieldwork - June 2009 Review the impact that the role of Specialis Nurse for Looked After Children has had upon health outcomes. Service Manager, Resources - February 2009

Community Services

Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Provisional 2008/09 Performance	Planned Actions to Achieve Target
<p>SCC/024 (191.1) The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March</p>	80%	<ul style="list-style-type: none"> • A target of 80% has been set because as the 2008/09 target of 90% has not been achieved • Implementation of some improvements in practice over the forthcoming year are required - see the actions listed. <p>Aspirational Target: 100% Aspirational Target Date: 31/03/2012</p>	82.4%	<ul style="list-style-type: none"> • Implement revised local guidance for recording educational plans for children with a disability. Service Manager, Childrens Integrated Disability Service (CIDS) - May 2009 • Improve the management of performance at team level to ensure that timely provision of Personal Education Plans for all looked after children. Services Managers for CIDS & Fieldwork - June 2008 • Liase with the Business Systems Team to ensure that the new client information system (PARIS) is able to provide alerts/reminders for staff when Personal Education Plans are required. Performance Information Coordinator - October 2009
<p>SCC/025 (192.1) The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations</p>	90%	<ul style="list-style-type: none"> • The actions listed will assist in the achievement of the 2009/10 target. <p>Aspirational Target: 92% Aspirational Target Date: 31/03/2011 Improvement Agreement Target</p>	82.2%	<ul style="list-style-type: none"> • Improve the monitoring of performance at team level. Service Manager, Fieldwork, by May 2009. • Ensure that the new client information system (PARIS) is able to provide alerts/reminders for staff when statutory visits are required? Service Manager, Fieldwork, by October 2009. • Ensure staffing levels are maintained by using agency staff when required to cover absence and vacancies. Service Manager, Fieldwork, by May 2009. • Improve the reporting of statutory visits to kinship carers. Performance Information Coordinator, by October 2009.

Community Services

Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Provisional 2008/09 Performance	Planned Actions to Achieve Target
<p>SCC/028 (199.1) The percentage of children looked after who had a fully completed and updated Assessment and Action Record at their third review.</p>	<p>75%</p>	<ul style="list-style-type: none"> Implementation of the ICS Assessment & Progress Record has been progressed over the year, and the form is now fully implemented. FCC achieved 100% in this indicator in Q4 of 2008/09; however, the final outturn will reflect the progressive implementation throughout the year. Now that the form is in use, FCC will continue to implement improvements in guidance, recording and scrutiny, as stated in the actions. <p>Aspirational Target: 80% Aspirational Target Date: 31/03/2011</p>	<p>68.2%</p>	<ul style="list-style-type: none"> Implement revised local guidance for the completion of assessment and progress records for children with a disability. Service Manager, Childrens Integrated Disability Service (CIDS)- May 2009 Improve the management of performance at team level to ensure the timely completion of Assessment & Progress Records for all looked after children. Service Managers for CIDS & Fieldwork - June 2009 Improve the scrutiny of Assessment and Progress Records by the Independent Reviewing Officers. Independent Reviewing Officer - May 2009 Improve the process for alerting social workers when statutory tasks become due - Service Manager, Fieldwork - May 2009
<p>SCC/030a (202.1) The percentage of young carers known to Social Services who were assessed in the period</p>	<p>70%</p>	<ul style="list-style-type: none"> The actions lists will assist in the achievement of the 2009/10 target. <p>Aspirational Target: 75% Aspirational Target Date: 31/03/2011</p>	<p>58.3%</p>	<ul style="list-style-type: none"> Notices to be placed in all team rooms to remind staff of the importance of identifying and assessing the needs of young carers. Service Managers, Fieldwork & Childrens Integrated Disability Service, - May 2009 Develop local recording and reporting systems to identify when assessments have been offered but declined. Service Managers, Fieldwork, Childrens Integrated Disability Service, & Performance, Planning & Quality Assurance - July 2009 Discuss with the Local Government Data Unit to resolve definition problem. Performance Information Co-ordinator - August 2009

Community Services

Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Provisional 2008/09 Performance	Planned Actions to Achieve Target
<p>SCC/030b (203.1) The percentage of young carers known to Social Services who were provided with a service in the period</p>	<p>70%</p>	<ul style="list-style-type: none"> The definition of this indicator is unclear and guidance is awaited from the Local Government Data Unit. Currently, many young carers decline services from the local authority; FCC will be developing a local indicator which will identify those children who have been offered a young carer's assessment or service, and have declined. <p>Aspirational Target: 80% Aspirational Target Date: 31/03/2011</p>	<p>29.2%</p>	<ul style="list-style-type: none"> Notices to be placed in all team rooms to remind staff of the importance of identifying and assessing the needs of young carers. Service Managers, Fieldwork & CIDS - May 2009 Develop local recording and reporting systems to identify when assessments have been offered but declined. Service Managers, Fieldwork, Childrens Integrated Disability Service, & Performance, Planning & Quality Assurance - July 2009 Develop a recording and reporting system that evidence when young carers are appropriately signposted to alternative sources of support. Service Managers, Fieldwork & CIDS - August 2009 Discuss with the Local Government Data Unit to resolve definition problem. Performance Information Co-ordinator - August 2009
<p>SCC/033a (208) The percentage of young people formerly looked after with whom the authority is in contact at the age of 19.</p>	<p>85%</p>	<ul style="list-style-type: none"> The projected 2008/09 performance (100%) exceeds the 2008/09 target of 90% and the All Wales average. It is also within the CSSIW critical level. The leaving care service is voluntary and FCC are mindful that some careleavers do not wish to receive services from the Authority; therefore it would be unrealistic to set a target of 100% at this stage. All care leavers are contacted routinely once a month; the only ones who would not be contacted are those who have requested no involvement with the Authority, or those who have not provided a current address. <p>Aspirational Target: 100% Aspirational Target Date: 2012</p>	<p>100%</p>	<ul style="list-style-type: none"> Consideration of the implementation of an annual birthday card to all care leavers, reminding them of the services on offer - Service Manager, Fieldwork - June 2009

Community Services

Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Provisional 2008/09 Performance	Planned Actions to Achieve Target
<p>SCC/033b (209) 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.</p>	<p>90%</p>	<ul style="list-style-type: none"> The projected 2008/09 performance (100%) exceeds target and the All Wales average. It is also within the CSSIW critical level. <p>Aspirational Target: 100% Aspirational Target Date: 2012</p>	<p>100%</p>	<ul style="list-style-type: none"> Homelessness Officer to attend Quarterly Performance Review. Service Manager, Fieldwork - May 2009. Consider options for issues about accommodation for Care Leavers raised at Children's Services Forum - Heads of Service, Social Services for Children and Housing - October 2009.

Lifelong Learning

Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Provisional 2008/09 Performance	Planned Actions to Achieve Target
EDU/002 (29.1) The number of pupils who leave compulsory education, training or work based learning without an approved external qualification	16 Pupils	<ul style="list-style-type: none"> Current performance is 20 (previous year = 30) and ranked 8th out of 22 Local Education Authorities in Wales. <p>Aspirational Target: 10 Aspirational Target Date: 2012/13</p>	20 Pupils	<ul style="list-style-type: none"> Consideration of introduction of qualification to be taken early in National Curriculum Year 9 or 10, i.e. in advance of Year 11 leaving examinations <p>Responsibility: Elwyn Davies to involve Secondary Phase Officer and Officer responsible for education otherwise than at school (EOTAS) by August 2009.</p>
EDU/002 aii (30.1) The number of pupils in Local Authority care who leave compulsory education, training or work-based learning without an approved external qualification.	4 Pupils	<ul style="list-style-type: none"> The LAC pupil population fluctuates (which is very small, ranging from 5 to 14 in last 3 years) to reflect the changing needs of the individual child. The nature of the difficulties LAC pupils experience makes it difficult to predict educational achievement outcomes for the Key Stage 4 cohort. <p>Aspirational Target: 0 pupils Aspirational Target Date: August 2009 reported to Committee February 2010.</p>	1 Pupil	<ul style="list-style-type: none"> More accurate recording is now possible using the ONE database to record the LAC pupil population, the additional provisions made to support them and developments are ongoing.
EDU/002 bi (31.2) The percentage of pupils who leave compulsory education, training or work based learning without an approved external qualification.	1%	<ul style="list-style-type: none"> Performance is already at 1%; well above Wales average of 1.5% and ranked 8th out of 22 Authorities in Wales (2007/8.) <p>Aspirational Target: 0.6% Aspirational Target Date: 2012/13 Improvement Agreement Target (IA4.1)</p>	1.04%	<ul style="list-style-type: none"> Consideration of introduction of qualification to be taken early in National Curriculum Year 9 or 10, i.e. in advance of Year 11 leaving examinations <p>Responsibility: Elwyn Davies to involve Secondary Phase Officer and Officer responsible for education otherwise than at school (EOTAS) by August 2009.</p>

Lifelong Learning

Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Provisional 2008/09 Performance	Planned Actions to Achieve Target
EDU/002bii (32.1) - The percentage of pupils in LA care who leave compulsory education, training or work-based learning without an approved external qualification	50%	<ul style="list-style-type: none"> • The LAC pupil population (during past 3 years ie. from 5 to 14) fluctuates to reflect the changing needs of the individual child. • The nature of the difficulties LAC pupils experience makes it difficult to predict educational achievement outcomes for the Key Stage 4 cohort. • Reasons for leaving without qualifications range from pregnancy, prison to travellers etc. <p>Aspirational Target: 0% Aspirational Target Date: September 2009 Reported February 2010.</p>	12.50%	<ul style="list-style-type: none"> • More accurate recording is now possible using the ONE database to record the LAC pupil population and developments are ongoing.
EDU/009a (42.1) The average number of school days that permanently excluded pupils did not receive an offer of full time appropriate education provision during the academic year.	30 School Days	<ul style="list-style-type: none"> • It is known that the 30 school days target set for 2008/09 is unlikely to be achieved and therefore the 30 day target is to be carried over for 2009/10. • This indicator was classified as a maintenance target for 2008/09, but was selected as an Improvement Agreement Target for 1.2 A Healthy, Fair and Just Society (Children) - Improving Educational Attainment. <p>Aspirational Target: 15 Days Aspirational Target Date: September 2010 Improvement Agreement Target</p>	88 School Days	<ul style="list-style-type: none"> • Structural reorganisation of the Inclusion Service includes a lead officer for EOTAS education by January 2010. • Inclusion Service to discuss managed moves' with Secondary Heads Federation by January 2010. <p>Responsibility: Head of Schools Services supported by Principal Learning Advisor Inclusion.</p>

Lifelong Learning

Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Provisional 2008/09 Performance	Planned Actions to Achieve Target
EDU/011 (46.2) The average point score for pupils aged 15 as at the preceeding 31st August, in schools maintained by the local authority.	356 - 381	<ul style="list-style-type: none"> A range (356 - 381) has been entered as the target for 2009/10 however the points score improved from 329.8 in 2007/08 to 348 in 2008/09. This indicator was classified as a maintenance target for 2008/09, but was selected as an Improvement Agreement Target for 1.2 A Healthy, Fair and Just Society (Children) - Improving Educational Attainment and 4.1 A Properous, Cultural & Diverse Society - Ensuring a High Skills Base. <p>Aspirational Target: 381 Aspirational Target Date: August 2010 reported by February 2011. Improvement Agreement Target</p>	348.0	<ul style="list-style-type: none"> As outlined within Improvement Agreement IA 2.1: Directly and indirectly improve attainment and the experience of children in Flintshire Schools by: <ul style="list-style-type: none"> - completion of the Education Asset Management Plan; - improving Special School provision; and - providing direct support to schools. <p>Responsibility: Head of Development & Resources and Head of Schools Services.</p>
(389) The percentage of eligible pupils, determined by teacher assessment: Achieving level 4 in Key Stage 2 Mathematics	81.10%	<ul style="list-style-type: none"> Previously this PI was classed as an Improvement Target as the LEA position fell into the lower quartile. For 2008/09 84% was achieved, which is above the 81.10% target for 2009/10. Flintshire's performance is 2.7% above the national average and places Flintshire 3rd out of 22 Authorities. This PI is no longer to be classed as an improvement target and is now to be classed as a maintenance target. <p>Aspirational Target: 84.8% Aspirational Target Date: 2013</p>	84%	<ul style="list-style-type: none"> No further actions required.

Lifelong Learning

Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Provisional 2008/09 Performance	Planned Actions to Achieve Target
(390) The percentage of eligible pupils, determined by teacher assessment: Achieving level 4 in Key Stage 2 English from 80.5% in 2006 to 81.5% by September 2009	80.50%	<ul style="list-style-type: none"> Previously this PI was classed as an Improvement Target as the LEA position fell into the lower quartile. For 2008/09 81.9% was achieved, which is above the 80.50% target for 2009/10. Flintshire's performance is 2.1% above the national average and places Flintshire 5th out of 22 Authorities. <p>Aspirational Target: 83.4% Aspirational Target Date: 2013</p>	81.90%	<ul style="list-style-type: none"> No further actions required.
EDU/015a (266.1) The percentage of final statements of special educational need issued within 26 weeks: Including exceptions	90%	<ul style="list-style-type: none"> Previously poor performance for this PI was largely due to late advice from Education Psychologist this has been addressed and progress will be reported to Scrutiny in June 2009, with an improvement shown from 45% to 95%. <p>Aspirational Target: 100% Aspirational Target Date: End August 2010</p>	69.20%	<p>More effective use of the ONE database to ensure : -</p> <ul style="list-style-type: none"> That all relevant exceptions to the Code of Practice timelines are recorded. That services, schools and agencies are aware in advance of the timeline associated with each statutory assessment. Priority will be given to ensuring as far as possible that every effort is made to provide essential assessment advice within the statutory timeline. Individual pupil's statutory assessments to be completed on time and develop more effective and efficient recording of exceptions to be applied against the timelines. More final statements to be produced within the SEN Code of Practice timeline. Accurate recording of all and every exception as justification for any delay experienced during the statutory assessment process.

Lifelong Learning

Performance Indicator Short Description	2009/10 Target	Explanation of the reasoning behind the 2009/10 Target	Provisional 2008/09 Performance	Planned Actions to Achieve Target
EDU/015b (267.1) The percentage of final statements of special educational need issued within 26 weeks: Excluding exceptions	90%	<ul style="list-style-type: none"> The number of pupils identified as having Additional Learning Needs and requiring statements as against provision at the School Action plus level of the Statemented Educational Needs Code of Practice varies year on year. In addition pupils transfer into County during their statutory assessment by another Local Authority. Pupils move into County this is often without notification and can delay seeking of advice necessary for the issue of statements. <p>Aspirational Target: 100% Aspirational Target Date: End August 2010 Reported February 2011</p>	90%	<ul style="list-style-type: none"> Difficult to predict the number of final statements that will be required year on year as this is dependant on the number of pupils with SEN identified. Ranged from 54 to 69 in past 3 years.
SCC/024 (191.1) The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school.	95%	<ul style="list-style-type: none"> The LAC pupil population fluctuates to reflect the changing needs of the individual child. It is not possible to predict the number of pupils who will need to be registered as LAC and who therefore require a PEP. It is very much an individual need based on the particular circumstances of the pupil. <p>Aspirational Target: 100% of PEPs Aspirational Target Date: End August 2009 reporting February 2010.</p>	82%	<ul style="list-style-type: none"> The provision of dedicated administrative support which commenced October 2008 has led to the development of more detailed records for LAC pupils on the ONE database system will improve the efficiency and effectiveness of the production of LAC pupils PEP's as and when required.

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 17

REPORT TO: **EXECUTIVE**

DATE : **05 AUGUST 2008**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT : **COUNCIL PERFORMANCE AND TARGET SETTING**

1.00 PURPOSE OF REPORT

- 1.01 To provide Members with an overview of the new approach to target setting using performance indicators. A full presentation will be made to the Executive based on this summary report.
- 1.02 Members are requested to endorse the approach for further development and full consultation including Scrutiny Committees and Chairs and Vice Chairs (on 18th August).

2.00 BACKGROUND

- 2.01 The Executive at its meeting on 24 June received a full report on the performance of Council services in 2007/08 against performance indicators. The performance indicators are a combination of statutory (national) indicators and discretionary (both national and local indicators). The indicators are all used to measure performance.
- 2.02 The Council has not formally adopted targets for 2008/09 against the performance indicators.

3.00 CONSIDERATIONS

- 3.01 Many performance indicators (PIs) can be used to set targets for performance measurable against turnaround for applications (e.g. time taken to process a new housing benefit application or a major or minor planning application), turnaround time for the delivery of a service (e.g. housing repairs), achievement (e.g. school examination and pupil assessment results), the number of clients supported as a proportion of a client base/the population (e.g. supported independent living) and customer satisfaction (e.g. customer satisfaction rates with Council services).
- 3.02 The Council traditionally sets targets on an annual basis. Officers are currently working to achieve various targets (deploying PIs and separately) as part of their service plans. To manage performance across the council

more effectively and to engage members in reviewing and scrutinising performance, it is proposed to adopt a new approach to target setting by :-

- 1. setting both long-term and annual targets against PIs; and
- 2. adopting a more sophisticated way of classifying targets.

3.03 Targets can be set by using four classifications:-

- a **minimum standard** which should be met as an entitlement and the client can expect;
- an **improvement target** to set business objectives to improve performance which is currently unsatisfactory; and
- an **incremental target** where a marginal improvement in performance is sought as a business objective where performance is currently satisfactory; and
- a **maintenance target** where performance is currently good and needs to continue.

3.04 Target setting needs to be a careful process where the Council assesses what should be expected, how current performance occurs, what is possible and what needs to be done in best use of current resources, management practice, business systems and change and leadership. Where a significant change and additional resources are required, whether temporary (e.g. a new software system) or permanent (e.g. additional employees) the case should be developed, tested and heard thereby considering resource allocation against performance objectives, and prioritising accordingly. National guidance and good practice models should be examined and applied where relevant and the resources of national bodies (e.g. regulatory bodies) should be drawn upon.

3.05 Work is being done to:-

- define the performance indicators which matter most and align themselves to local priorities;
- determine which of the four categories those indicators fall in (e.g. a minimum standard);
- commissioning officers to examine performance against those targets and how performance can be sustained or improved; and
- consider the outcomes from 3 and set targets accordingly.

3.06 A presentation will be made at the meeting.

3.07 An absence of formal target setting should not be taken to imply that corrective and improvement work is not being followed through at service level through service business plans. On the contrary, improvement work is on-going across services.

3.08 The performance of all Councils in 2007/08 against their performance indicators will be published by the Local Government Data Unit in October 2008 and will be open to government and media scrutiny.

3.09 The Welsh Assembly Government is currently considering setting national minimum standards for key public services such as benefits and environmental health.

3.10 All Councils will have to agree an Improvement Agreement with the Welsh Assembly Government during 2008/09 over the next 3 months to access the national Performance Improvement Grant. The prospectus for these revised agreements will be made available at the meeting. The Council will need to determine, internally and then in negotiation with the Assembly, which eight key outcomes (i.e. services and outcome targets) should be included in the Agreement.

4.00 RECOMMENDATIONS

4.01 Members are recommended to endorse the approach to target setting for further development and consultation.

5.00 FINANCIAL IMPLICATIONS

5.01 None directly.

6.00 ANTI POVERTY IMPACT

6.01 None directly.

7.00 ENVIRONMENTAL IMPACT

7.01 None directly.

8.00 EQUALITIES IMPACT

8.01 None directly.

9.00 PERSONNEL IMPLICATIONS

9.01 None directly.

10.00 CONSULTATION REQUIRED

10.01 The People and Performance and Corporate Management Overview and Scrutiny Committees and the chairs and vice chairs of the other scrutiny committees have been invited to attend a meeting on 18 August at which the new approach to target setting will be presented for discussion.

10.02 The same meeting will also consider the actual targets proposed to be achieved in 2008/09.

11.00 CONSULTATION UNDERTAKEN

11.01 Consultation has been undertaken with Directors, Directorate Management Teams and Executive Members.

12.00 APPENDICES

12.01 None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

As contained in the relevant files.

Contact Officer: Chief Executive
Telephone: 01352 702101
E-Mail: chief_executive@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 11

REPORT TO: **EXECUTIVE**
DATE : **02 JUNE 2009**
REPORT BY: **HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT**
SUBJECT : **ORGANISATIONAL RE-DESIGN - CORPORATE TRAINING AND ORGANISATIONAL DEVELOPMENT**

1.00 PURPOSE OF REPORT

1.01 To endorse the scope of the second of two Human Resources reviews included in Phase II of organisational change and re-design.

2.00 BACKGROUND

2.01 A review of the Corporate Training function and organisational development Council-wide was included in the list of services to be reviewed as part of Phase II of Organisational Change and Re-design agreed by Executive on 29th October 2008. Executive has previously endorsed the scope of the first Human Resources review for Human Resources Operations on 21st April 2009.

2.02 The reasons for selection are

- A: Improvement in performance
- B: Efficiency and productivity

2.03 It has been agreed to assess the current basic training provision and design a new organisation structure and delivery model to support the development of all Council employees so that they are skilled and able to deliver the improvements that are required in the delivery of Council services.

2.04 This project work will be delivered in two parts that will run in parallel.

- To re-design the current Corporate Training provision
- To recommend a whole corporate approach to meeting the Council's needs for organisation change support, organisational design, management development and workforce planning.

3.00 CONSIDERATIONS

3.01 The project objectives are to review all items listed below and produce a detailed Project Initiation Document (PID) which will include a proposal for an appropriate organisation structure to deliver the identified needs.

- 3.02 The Corporate Training function is currently being delivered by a small team based at the Greenfield site. There is a small central corporate training budget with limited flexibility to provide other than a fairly basic menu-driven range of courses.
- 3.03 All directorates hold additional training budgets which are spent according to perceived functional need but that are not guided by any corporate approach for organisation development.
- 3.04 Member training is delivered through a separate team in Member Services but with a requirement for considerable input from the Corporate Training Manager.
- 3.05 There have been problems over the past three years in recruiting training officers to the Corporate Training Team and the unit is finding it difficult to fulfil the demands for the basic programme and certainly does not have the capacity to support the increasingly complex needs of a fast-changing organisation.
- 3.06 The Greenfield site has proved to be an unsuitable commute for training delegates travelling from County Hall and other FCC sites. This has led to difficulty filling some courses or last minute cancellations. The rent for the site is also high and a more cost effective training venue would mean that a larger proportion of the Corporate Training budget could be spent on actual development activities.
- 3.07 On completion and approval of the new People Strategy, a new Workforce Development Plan will be prepared and this will require a change in the methods of design and delivery of training and development for all employees in the Council.
- 3.08 There is an opportunity to explore partnership arrangements with neighbouring Councils as the Flintshire position is mirrored in other Authorities in North Wales.
- 3.09 There are excellent local college facilities within the County and there is also an opportunity to explore how the Council might exploit those resource more effectively.
- 3.10 There is some small overlap between this organisational review project and the Human Resources Operations re-design project which will be taken into account in this work.
- 3.11 The initial project scoping document for Corporate Training and Organisational Development has been endorsed by the Corporate Management Team. A planning Definition Workshop for the identified team

members will be held during May. The outcome of that meeting will be the Project Initiation Document (PID).

- 3.12 The Project timelines for the project will be published along with the project plan in June.

4.00 RECOMMENDATIONS

- 4.01 Members are requested to note and endorse the scope of the Corporate Training and Organisational Development Review and the timescales for the project initiation work.

- 4.02 A further report will be presented to Executive on completion of the review work to explain the proposals for the re-design of the Corporate Training function and Organisational Development, timetable for implementation of the project plan and to outline any efficiencies that may have been identified as a result of this early work.

5.00 FINANCIAL IMPLICATIONS

- 5.01 Part-time project management resources will be required for this work. The cost of this will be met from the portion of the contingency fund identified to support the 38 areas of organisational change.

6.00 ANTI POVERTY IMPACT

- 6.01 None.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None.

8.00 EQUALITIES IMPACT

- 8.01 All the review and re-design work will be undertaken in line with agreed equality impact assessment processes.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Immediate notification to employees in scope of the project of how they will be consulted during the first phase of the review.

10.00 CONSULTATION REQUIRED

- 10.01 The detailed project plan will include both communication and consultation plans for all employees within scope of the review and their joint trades unions representatives.

11.00 CONSULTATION UNDERTAKEN

11.01 The initial scoping document has already been shared with all employees within scope of the review and their joint trades unions representatives,

12.00 APPENDICES

12.01 None.

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

No background documents

Contact Officer: Helen Stappleton
Telephone: 01352 702720
E-Mail: helen_stappleton@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 12

REPORT TO: **EXECUTIVE**
DATE : **02 JUNE 2009**
REPORT BY: **HEAD OF HUMAN RESOURCES AND ORGANISATIONAL
DEVELOPMENT**
SUBJECT : **WORKFORCE INFORMATION REPORTING**

1.00 PURPOSE OF REPORT

1.01 To provide Executive members with an update as to the current status of the new suite of Workforce Information Reports, which contains the following reports:

- Headcount
- Establishment
- Labour Turnover
- Diversity Summary
- Absence

This information is provided through the new Midland Trent HRMIS system.

2.00 BACKGROUND

2.01 The format of the draft Workforce Information Reports were approved by Scrutiny on 9th March 2009 and were agreed by Corporate Management Team on 26th March 2009.

2.02 It is the intention to run these reports on a quarterly basis with final year end reports produced each spring.

3.00 CONSIDERATIONS

3.01 The new directorate structures have now been built in the system. This has required additional report tailoring so that future and historic data is fully available.

4.00 RECOMMENDATIONS

4.01 That Executive Members note that it is intended to submit the full year 2008/09 Workforce Information Report to the next Executive.

5.00 FINANCIAL IMPLICATIONS

5.01 Increased accuracy of reporting of the employed workforce and agency

workers will allow the Council to better understand and therefore both plan and manage the largest single cost of service delivery.

- 5.02 Joint working with finance colleagues has led to a review and cleansing of budget cost codes which should lead more accurate reporting of people costs within the Council.

6.00 ANTI POVERTY IMPACT

- 6.01 None.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None.

8.00 EQUALITIES IMPACT

- 8.01 More accurate diversity reporting will allow for a greater focus within Directorate People Plans in addressing recruitment, training or career development issues for under-represented groups.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Human Resources Managers will be trained to present and interpret the suite of reports to their respective Directorate Senior Management Teams. They will also assist with analysis of the data and identify how it may inform future workforce planning. Once phase 2 of the HRMIS/Payroll project is implemented Line Managers will be able to produce standard reports for their own teams themselves.

10.00 CONSULTATION REQUIRED

- 10.01 Executive members to provide a response to this report.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Already undertaken with Corporate Management Team and Equalities Unit.

12.00 APPENDICES

- 12.01 None.

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

No background documents.

Contact Officer: Helen Stappleton
Telephone: 01352 702720
E-Mail: helen_stappleton@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 13

REPORT TO: **EXECUTIVE**
DATE : **02 JUNE 2009**
REPORT BY: **DIRECTOR OF LIFELONG LEARNING**
SUBJECT : **CCTV SERVICES**

1.00 PURPOSE OF REPORT

- 1.01 A report by the Director of Lifelong Learning concerning the review of CCTV services in Flintshire went to the Executive Committee on the 21st April, 2009. This report was approved by the Executive Committee.
- 1.02 Councillors Richard Jones, Carolyn Cattermoul, Robin Guest, Hillary McGill and Grenville James initiated a Call In to the Overview & Scrutiny Committee which was held on the 11th May, 2009. The reason for the call in was a "lack of consistency in policy towards funding of CCTV camera maintenance and line rental".
- 1.03 The Overview and Scrutiny Committee agreed that the decision with regard to CCTV be referred back to the Executive.
- 1.04 It would be appropriate, given the recommendation, for further reports to be commissioned providing a clearer split of issues and additional proposed next steps in addressing the acknowledge issues with regard to CCTV. One report in September could address issues of Service Level Agreements and revenue funding with partners. A further report could address issues of capital renewal.
- 1.05 At the Overview and Scrutiny Committee there was no questioning of the levels of contract staffing supervision of the system proposed within the report. This issue was not within the terms of the reasoning for the call-in. Therefore Executive Members are requested to consider authorising the issue of the revised staffing contract for the CCTV control room.

2.00 BACKGROUND

- 2.01 The CCTV Service was launched by Flintshire County Council in 2002, to initially monitor 46 open space Town and Community Council CCTV Cameras.

The main goal of this partnership arrangement with North Wales Police and Town and Community Councils has been to reduce the acts of criminal damage, alcohol related violent crime and acts of anti-social behaviour in Flintshire towns, and specifically areas in which members of the community have the right to feel safe whilst carrying out their everyday business. Since

the launch of the CCTV Service the number of cameras being monitored has steadily increased to a current active total of 120 (see **APPENDIX 1** for distribution in Flintshire).

- 2.02 Effective development and delivery of the CCTV service is important to the County as it makes a significant and proven contribution to the control and reduction of crime and disorder, whilst also benefiting the local economy and having a positive impact on safety across the County.
- 2.03 The recent CCTV service review has been undertaken in the light of service growth and the service delivery expectations of Town and Community Councils and North Wales Police, and as part of the continuing improvement approach of the County Council's Facilities Services in Lifelong Learning. A key finding of the review is that contract monitoring has demonstrated a sound level of compliance by the contractor. However, as is set out under the 'Considerations Section' below, there is a specific risk that has been identified regarding the staffing ratio available within the contract to adequately achieve satisfactory CCTV monitoring levels.

2.04 **SECTION 17 - CRIME AND DISORDER ACT**

CCTV has contributed directly towards the reduction of crime and disorder in Flintshire and is a central part of the Safer Community Safety Strategy, and enables the Council to comply with Section 17 of the Crime and Disorder Act.

The following table shows the number of incidents (i.e. those generated by the operator or where the operator has given assistance at the time) in which CCTV has been involved during the last six month period. The figures labelled "other" show cases in which Flintshire CCTV Operators have given assistance to the Police (e.g. missing persons, covert/directed surveillance etc.)

	August 08	September	October	November	December	January 09
Incidents	1605	1595	2035	2236	2120	2005
Other	3	7	4	5	9	3

3.00 CONSIDERATIONS

- 3.01 A review of CCTV services, commissioned by Flintshire County Council, has recently been completed in consultation with Town and Community Councils and North Wales Police.
- 3.02 A major finding of the review is that the future of specialist staffing arrangements of the CCTV Control Room should be addressed as a matter of priority. The CCTV Control Room is currently being staffed through temporary contract arrangements. Achieving a sufficient level of appropriate

staffing is critical to the effective performance of the service. Further staffing review may be required since staffing levels are dependent on any specified future contract level for managing the CCTV Control Room.

3.03 The review of CCTV services has identified five main options for the future staffing of the service. These are set out below in section 3.04. Section 3.04 shows comparative staffing data for North Wales Authorities. Data on levels of incidents is supplied in Section 5.02

3.04 Future Staffing Arrangements

Summary of main options identified in the review: -

Option 1

Continue the present outsourced arrangement using a specialist security company (currently Broadland Guarding Services) for the operation of the CCTV Control Room and retaining an in-house manager.

Option 2

Continue the present outsourced arrangement using a specialist security company for the operation of the CCTV Control Room and retaining an in-house manager but to increase the current staffing levels.

Option 3

Flintshire County Council to take over all operations on the existing staffing levels.

Option 4

Flintshire County Council to take over all operations but increase the existing staffing levels.

Option 5

Introduce an unstaffed/automated CCTV Operation.

Detailed Assessment of Options

Option 1

Continue Present Outsourced Arrangements

The CCTV Control Room is staffed 24 hours a day, 7 days per week, 52 weeks per annum. There are currently 120 cameras being monitored by a single CCTV Operator Sunday to Friday and additional specialist CCTV Operator cover is provided for the following hours: -

Friday 12 noon until Saturday 04.30 hours
Saturday 12 noon until Sunday 04.30 hours

The CCTV monitoring service at present falls short of delivering an adequate monitoring provision. In addition to monitoring 120 cameras, the CCTV Operator must record and deal with incidents reported through the 02 Airwave Radio System which is linked directly to the North Wales Police Force HQ and to Police Officers "on the beat", assist Police Officers and Enforcement Agencies when they want to review recordings for potential evidence and deal with the Apex "Shopwatch" Radio System which is linked to businesses in Flintshire.

A single staffed operation increases the risk of an incident not being seen by the Operator and creates the potential whereby when multiple incidents occur, only one incident/camera at a time can be monitored. Also, where an incident involves "runners" at least two cameras need to be operated simultaneously. Flintshire County Council currently operates a single staffed service for the majority of the time and as such the risk of falling below expected standards in this area presents a high risk to the Council. In addition the CCTV Operators must take meal breaks and comfort breaks during their 12.25 hour shift which leaves the Control Room unmonitored for periods of time.

At present these staffing arrangements within the current outsourced contract cost the Authority £96,769 per annum and this charge covers all staff leave and any unplanned absences. However, the CCTV Control Room Staffing Contract has now expired and, pending a decision regarding future provision, there are temporary staffing arrangements in place until the 29th May, 2009, with Broadland Guarding Services on the same terms as the original Contract.

Option 1: Analysis

Strengths:

Very manageable contract arrangements, known operation, effective but with current monitoring limitations.

Weaknesses:

understaffed, wider monitoring and control room management required.

Option 2

Continue Present Outsourced Arrangements but with increased Staffing

Consideration should be given to increasing the number of CCTV Operators on duty in the CCTV Control Room each shift. The estimated additional revenue cost of increasing the number of Operators on duty to a minimum of two Operators at all times, would be in the region of £82,000 if the current service provider were to continue to provide the service on the same terms.

If Flintshire County Council decide to enhance staffing levels there are no official guidelines on the ratios of CCTV Operators to cameras, however, reference is made in a publication by the Police Scientific Development Branch now the Home Office Scientific Development Branch in a document called "CCTV Control Room Ergonomics" (1998). At Section 2.6.4 of this document the matter of the number of camera images an operator can effectively monitor is discussed. The research into this subject is inconclusive ranging from 4 to 16; it further explains that research has shown that efficiency of the Operator decreases with a corresponding increase in Monitors.

As this research is inconclusive the document advises that CCTV Managers should make the final decision regarding the number of camera views an Operator should monitor taking into consideration such factors as: -

- Purpose of the observation
- Type of activity being viewed i.e. busy town centre, nightclub etc.
- The activity of the targets in the image e.g. assaults, damage to property, graffiti, traffic offences etc.
- Incident frequency
- The length of time for which reviewing is being carried out
- Other tasks being carried out in the CCTV Control Room
- Competence of the Operator

The issue of the number of images which can be effectively monitored at any given time impacts directly on the number of Operators to be deployed in the CCTV Control Room, a major issue as this is the most costly part of any CCTV operation.

It should also be noted that a second CCTV Operator could utilise times of low incidence to review CCTV footage in the viewing suite, to try to identify incidents that have been reported by the Police and entered into the incident log.

The current staffing levels in relation to the number of cameras in other North Wales Local Authorities are set out in the table below: -

AUTHORITY	O.OF F/T STAFF	NO.OF P/T STAFF	NO.OF CAMERAS	Operational Hours
CONWAY	12	3	102	24/7 365 days a year
DENBIGHSHIRE	9	3	80	24/7 365 days a year
FLINTSHIRE	4	1	120	24/7 365 days a year
GWYNEDD	4	10	106	08.00 to 24.00 Sun to Thurs. 24/7 365 days a

				year
WREXHAM	7	-	91	24/7 365 days a year
YNS MON	12	9	64	24/7 365 days a year

Option 2: Analysis

Strengths:

very manageable contract arrangements, known specialist operation with more effective levels of staffing and increased levels of service provision. The strongest available option to Flintshire County Council.

Weaknesses:

No real weaknesses, but future expansion of the CCTV service is anticipated in response to growing demand.

Options 3 and 4

Bringing CCTV Staffing In-House (F.C.C.)

Under this option Flintshire County Council would take over the staffing of the CCTV Control Room which is currently undertaken by an experienced specialist security company.

An increase in costs is an inevitable consequence of this option as a result of training and specialist skills development which would be required. It should also be noted that this option would require a larger number of staff.

A number of alternative rota options (based on a 48 hour working week) have been investigated, including a seven, six, five and four person operation. The various options will still provide a 24/7 operation, however all of these options (apart from the 8 staff option) will increase the number of hours when the system will be single manned.

Size of operation	Number of single person hours/week	Basic Cost at current wage rates*	Bonus Payments 7.8 hrs per week	Unsocial Hours Payment 20%	Shift Allowance 16%	Enhanced Pay 2.2 hrs per week	Total Wage Cost at current wage rates*
8 staff	n/a	£125,112.00	£26,302.70	£25,022.40	£20,017.92	£7,418.71	£203,873.73
7 staff	48	£109,473.00	£23,014.86	£21,894.60	£17,515.68	£6,491.37	£178,389.51
6 staff	96	£93,834.00	£19,727.03	£18,766.80	£15,013.44	£5,564.03	£152,905.30
5 staff	144	£78,195.00	£16,439.19	£15,539.00	£12,511.20	£4,637.69	£127,421.08
4 staff	192 (single manned)	£62,556.00	£13,151.35	£12,511.20	£10,008.96	£3,709.36	£101,936.87
*assumes SCP 6 but this would be subject to Job Questionnaire Evaluation and Single Status Agreement							

The above wage costs do not take into consideration unplanned staff absences such as sickness absence. Other North Wales Local Authorities report an increase of up to 50% in planned wage costs due to unforeseen staff absences e.g. sickness absences.

In addition to the above wage costs all CCTV operators are required by law under the Security Industry Authority to be trained and licensed in the operation of public space CCTV. The initial cost of this training would be £8,000 (£1,000 per Operator) with an additional £500 payment for refresher training required every three years thereafter.

All Operator training costs are currently met by Broadland Guarding Services the specialist service provider and are included in their current annual charge of £96,769.

The potential costs of the alternative rotas would need to be fully costed following the outcome of the job evaluation/single status process, which may see the existing 48 hour week rotas reduced to 37 hours. If a 37 hour week is adopted an increase in the staffing budget would be necessary to accommodate the additional staff required or it would be necessary to increase the number of unstaffed hours accordingly.

Options 3 and 4: Analysis

Strengths (Option 3)

Not a viable option for the Council

Weaknesses (Option 3)

Difficult to deliver, high level of legal and financial risk

Strengths (Option 4)

Not a viable option from existing County Council staff expertise

Weaknesses (Option 4)

Not an affordable approach

Option 5

Automated Service

This option involves reducing staff costs by introducing an automated service. Currently a rota of staff provides full monitoring coverage of the CCTV system and allows the operator the ability to "track" events. The current system enables each camera to be pre-programmed to zoom and sweep across to pre-set locations but there is no in-built intelligence facility within the system. In a non-staffed operation, the system would be left to automatically run each camera on the pre-set patterns. Transferring the

system coverage to fixed automation and digital recording with no rota of staff would provide opportunities for savings.

Any move to an unstaffed service would require a full risk assessment with partner organisations.

Out of the six North Wales Local Authorities, Gwynedd County Council operates a partly unstaffed service between 12.00 midnight and 08.00 a.m. Mondays to Thursdays. However, a report is due to be considered by Members of Gwynedd County Council, recommending that a 24 hour, fully staffed service 7 days a week be implemented. The reason for this is to address concerns regarding the number of incidents that are missed and unrecorded. All other North Wales Authorities currently operate a fully staffed 24/7 service.

Option Analysis

Strengths:

Staff cost saving

Weaknesses

High risk to quality and level of service delivery, difficulty in fulfilling Flintshire County Council accountability for monitoring.

4.00 RECOMMENDATIONS

4.01 Executive Members will be requested to approve the following recommendations: -

- a. that the County Council adopts Option 2 (see 3.04 Future Staffing Arrangements);
- b. that staffing levels in the CCTV Control Room be increased to allow for two Operators on duty at all times at an estimated cost of £82,000 per annum. Note: The Executive approves the allocation of additional budget in 2009/10 of £82,000 to be met from the Contingency Reserve.
- c. further report be commissioned for September 2009 outlining the proposed process for conducting further work in relation to service level agreements with partners and capital developments.

4.02 Reasons for Recommendations: -

- to comply with the Council's Safer Community Safety Strategy and to promote the effective use of CCTV for the detection and prevention of crime;
- to maintain the close involvement of the County Council in the ongoing development of CCTV services in Flintshire and in partnership working with North Wales Police, Town and Community Councils and neighbouring authorities.

- to maintain the continuity of the CCTV Service and ensure that the collection, storage and retrieval of CCTV evidence is undertaken in accordance with modern standards and requirements;
- to maintain continuity of CCTV coverage in Flintshire.

5.00 FINANCIAL IMPLICATIONS

5.01 An immediate increase in revenue budget of £82,000 additional to that required for the existing staffing should be considered.

6.00 ANTI POVERTY IMPACT

6.01 There are no anti-poverty implications arising directly from this report.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no environmental implications arising from this report.

8.00 EQUALITIES IMPACT

8.01 There are no equalities issues arising directly from this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no direct HR implications. Staffing of the CCTV control room is undertaken by a contractor.

10.00 CONSULTATION REQUIRED

10.01 This report arises from further consideration of CCTV developments by the Lifelong Learning Overview and Scrutiny Committee.

11.00 CONSULTATION UNDERTAKEN

11.01 As 10.01 above.

12.00 APPENDICES

12.01 CCTV cameras monitored through the Flintshire County Council CCTV Suite (**Appendix 1**).

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

None

Contact Officer: Ian Budd
Telephone: 01352 704010
E-Mail: ian_budd@flintshire.gov.uk

APPENDIX 1

CCTV CAMERAS MONITORED THROUGH THE FLINTSHIRE COUNTY COUNCIL CCTV SUITE

AREA	CAMERA NUMBERS																TOTAL NO. OF CAMERAS	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16		
BUCKLEY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	13	
MOLD	41	42	43	44	45	46	47	48	49	50	51	52	12					
FLINT	9	10	11	12	13	14	15	16	17	18	19	11						
HOLWAY	29	30	31	32	33	5												
HOLYWELL	80	81	82	83	84	85	86	87	88	89	10							
BROUGHTON	53	54	2															
SHOTTON	26	27	28	3														
CONNAH'S QUAY	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	15		
COUNTY HALL	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	17
CASTLE PARK	20	21	22	23	4													
WEPRE PARK	116	117	2															
																		94
SCHOOL CAMERAS																		
ELFED	201	202	203	204	205	206	207	7										
BELMONT	209	210	211	3														
GREENFIELD	213	214	215	216	4													
ARGOED	217	218	219	220	221	5												
HOLYWELL	231	232	233	234	235	236	237	7										
																		26

KEY:

94	Cameras Maintained by Flintshire County Council
26	School Cameras - maintenance arranged by schools

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 14

REPORT TO: **EXECUTIVE**
DATE : **02 JUNE 2009**
REPORT BY: **DIRECTOR OF ENVIRONMENT**
SUBJECT : **TESTING SCHEME FOR PRIVATE HIRE AND HACKNEY**
 CARRIAGE VEHICLES

1.00 PURPOSE OF REPORT

1.01 To report the findings of a review of the current arrangements for the testing of Private Hire and Hackney Carriage vehicles and to make recommendations for improving the current Scheme based on the findings of the review.

2.00 BACKGROUND

2.01 In March 2002 the Executive took a decision to approve a Scheme for the testing of Private Hire and Hackney Carriage vehicles licensed by the Council. A number of options were considered at the time but the Executive felt that the most appropriate Scheme involved private sector operators, primarily existing VOSA approved MOT Test Stations in Flintshire, being invited to make representations to become an approved tester.

2.02 When the Scheme was first launched in 2002, it was agreed that a minimum of 3 and a maximum of 4 private sector garages would provide sufficient coverage in Flintshire given the geographical size of the county, the number of vehicles to be tested and the need for twice yearly testing. A key aspect of the Scheme was to have sufficient geographical spread so that taxi operators had access to a convenient approved tester.

2.03 A selection process began where garages were invited to express an interest in becoming an approved tester subject to meeting detailed quality criteria which was based upon the garages ability to meet minimum standards. An objective evaluation was made prior to a decision to grant approval, with initial approval being granted for a period of 3 years.

2.04 Four garages were successful in being included on the approved list in 2002. They were Ewloe Service Station, Flint Services, PCM Vehicle Repairs, Buckley and Gallaghers, Afonwen. When the approval came up for renewal in 2005, the existing garages were given a further 3 years approval based on their satisfactory performance between 2002 and 2005.

2.05 Between 2005 and 2008, when the approved list again came up for renewal, a number of other garages expressed interest in becoming an approved tester. However, it became clear from customer feedback that there was a

need to have a higher number of approved testers across a wider geographical area.

- 2.06 Therefore, in 2008 the existing approved garages and those which had expressed an interest were assessed against the quality criteria with a view to increasing the number of approved garages from 4 to 6. The existing 4 garages were retained on the list as they had continued to demonstrate satisfactory performance against the quality criteria and 2 additional garages in Deeside Industrial Estate and Llanfynydd were added to widen coverage across the county.
- 2.07 Given that the Scheme has operated in its current format since its introduction in 2002 a review of the Scheme has been undertaken.

Review Findings

- 2.08 Although the Scheme has been operating successfully for the past 7 years, unsuccessful applicants have expressed some concern about the transparency of the Scheme, particularly the process for evaluating applicants against the quality criteria and the lack of any appeal procedure. Additionally, there was some confusion over the importance of geography in the overall assessment of applicants. This raises a key question: is it right to limit the number of garages serving one locality, thereby giving taxi operators more choice and convenience and introducing an element of competition to improve customer service and price?
- 2.09 Another important issue concerns the continued approval of the garages which were first approved in 2002 and had been largely retained on the basis of satisfactory performance in the intervening period. Whilst, this is clearly a very important consideration it does have the affect of creating a 'closed shop' where new applicants who meet the quality criteria can never be considered for inclusion on the approved list as the Scheme currently stands. Equally important, however, is the need to be fair to garages who, having performed well in the past, would be equally dismayed if they were simply removed from the list despite many years of satisfactory performance.
- 2.10 The key, therefore, is to produce a Scheme that is fair, transparent and which increases customer choice, promotes fair competition and delivers improved levels of customer service. Another vital factor, from the Council's perspective, is to have a Scheme which is easy to administer and maintain and is not, therefore, overly bureaucratic. The following proposal outlines a number of suggested improvements to the Scheme which should address many of the concerns that have been identified as part of this review.

3.00 CONSIDERATIONS

- 3.01 **Approved List of Testers** – the Council will maintain an approved list of garages across the County. This will ensure that taxi operators have a choice

about who they use whilst encouraging the approved testers to provide improved standards of customer service and responsiveness. This proposal will also ensure that both new applicants and existing approved testers will be assessed using the same quality criteria and at the same time rather than existing garages remaining on the list in perpetuity, subject only to a test of satisfactory performance. The intention is to remove the maximum limit on the number of approved testers, provided the administration of the Scheme does not become too burdensome. To cover administration costs, particularly if the number of approved garages were to increase substantially, the service is proposing to levy a charge of £100 to all applicants to the revised Scheme. This fee will be renewable on an annual basis for garages who wish to remain, subject to satisfactory performance, members of the Scheme. Additionally, new applicants to the Scheme will be considered for inclusion on the Scheme at any point during the year.

- 3.02 **Annual Performance Review** – the proposal is to undertake a formal performance review the Approved List of Testers on an annual basis against more stringent and transparent quality criteria. This will allow greater flexibility in the operation of the Scheme and ensure that existing operators do not become complacent over time.
- 3.03 **Transparency** - the operation of the Scheme and the quality criteria against which garages will be assessed will be published in a variety of forms to ensure all potential applicants are fully aware of their obligations and responsibilities under the Scheme. When the process for considering new and existing applications, from suitably qualified garages, comes up for renewal every year, a formal notice will be placed on the Council's website. This will signpost potential new applicants to the Scheme and make them aware of the process and timetable if they wish to be considered for inclusion on the Scheme.
- 3.04 **Quality Criteria and Evaluation** – the quality criteria will be strengthened and will specify the absolute minimum standards that garages will need to meet in order to be considered for inclusion on the Council's approved list. For example, evidence of satisfactory performance measured from an evaluation of customer feedback or complaints will form a new important feature of the Scheme. An objective evaluation will be made based on the applicant's submission of objective evidence which demonstrates that it meets, or preferably exceeds, the quality criteria. The quality criteria will also include a list of the mandatory equipment that approved garages will need to maintain in order to provide a comprehensive service to operators. Additionally, we will ensure that the specification details the minimum requirements with regard to equipment to ensure the same standards apply in all approved garages.
- 3.05 **Appeals Procedures** – as there is no current appeal process for a garage whose application has been unsuccessful a formal appeals process will be introduced. This will be based on the existing process for considering

appeals in relation to Taxi Licensing by reference to a Licensing Subcommittee of the Licensing Committee. This will allow for an independent review of the evaluation and evidence by Members.

- 3.06 **Immediate Actions** - It is proposed to write to existing and potential Testers outlining the changes to the Scheme. The details of the proposed changes will be posted on the Council's website. It is proposed to review the existing approved garages against the revised quality criteria and to ask any prospective garages who wish to be considered to complete the application process. On completion of the evaluation process a revised Approved List of Testers will be published. This work is planned for completion by the end of September 2009.

4.00 RECOMMENDATIONS

- 4.01 That Members approve the proposal for introducing a revised Scheme for approved testers and to periodically review the effectiveness of the Scheme in meeting its objectives and to ensure it remains fit for purpose.
- 4.02 That the Licensing Committee oversee the effective operation of the Scheme including consideration of future changes to fees, approve the quality criteria and evaluation processes and ensure the Appeals Procedures are followed.

5.00 FINANCIAL IMPLICATIONS

- 5.01 None.

6.00 ANTI POVERTY IMPACT

- 6.01 None

7.00 ENVIRONMENTAL IMPACT

- 7.01 None

8.00 EQUALITIES IMPACT

- 8.01 None

9.00 PERSONNEL IMPLICATIONS

- 9.01 None

10.00 CONSULTATION REQUIRED

- 10.01 All eligible premises will be contacted

11.00 CONSULTATION UNDERTAKEN

11.01 See 10.1 above

12.00 APPENDICES

12.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

Local Government (Miscellaneous Provisions) Act 1976
Flintshire County Council Standard Conditions of Licence

Contact Officer: Paul Mcgreary
Telephone: 01352 703413
E-Mail: paul_mcgreary@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 15

REPORT TO: **EXECUTIVE**
DATE : **02 JUNE 2009**
REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**
SUBJECT : **HOUSING REPAIR SERVICE AUDIT UPDATE**

1.00 PURPOSE OF REPORT

1.01 To update Members in relation to the Public Interest Report undertaken by PriceWaterhouseCoopers LLP (PwC) on the Housing Repair Service, the subsequent follow-up review dated December 2007 and the report relating to the position at mid March 2008.

2.00 BACKGROUND

2.01 The Public Interest Report on the Housing Repairs Service was prepared by PwC under the powers set out in s22 (1) of the Public Audit (Wales) Act 2004. These state that the external auditor should consider whether any matters have come to his attention that require him to prepare a report in the public interest.

2.02 The Public Interest report was reported to the County Council on the 5 September 2006 and made ten recommendations. These recommendations were reported into and regularly monitored through the Housing Services Project Team, which was chaired by the Chief Executive at that time. Progress was also reported into the Audit Committee.

2.03 A follow-up review was undertaken by the external auditor and a report was prepared dated December 2007 (appendix 1). This report reflected upon progress made since the Public Interest Report of June 2006 and made 14 recommendations.

2.04 A further review was undertaken in mid March 2008 (appendix 2)., reported to Audit Committee in March 2008. That report accepted that substantial progress had been made and noted three fundamental issues that warranted close monitoring:

- i) The introduction of the new schedule of rates will provide a direct measure of the level of improvement in productivity. A step change is needed, and that requires the active co-operation of employees.
- ii) The boundary between client and contractor activity remains blurred, which confuses responsibility and financial reporting.

- iii) There remains a case for reviewing the structure on contracting activity in the Council as a whole, to see what economies of scale can be unlocked and how their management can be further supported.

3.00 CONSIDERATIONS

- 3.01 Since presenting the Public Interest report additional significant activity has been undertaken to ensure that the service develops further. Performance improvement and, most importantly improved outcomes for customers are central to the efforts of management and the wider workforce to achieve continuous improvement.

3.02 Productivity and Performance

Critical to the Improvement of productivity and performance is the implementation of four key projects:

Schedule of Rates (SOR)
Diagnostic Repairs
Vehicle Trackers
Canton Depot Relocation

- 3.03 The new SOR is now fully operational, and work is underway to achieve the full benefits by reducing the number of rates further still. The SOR currently consists of approximately 2000 rates and this has proved to be confusing for the workforce and difficult to manage. The intention is to reduce the rates to under 1000, many of which will be composite rates. Completion of this element of work is anticipated to be June 2009.
- 3.04 The diagnostic repairs project and vehicle trackers are fully operational providing opportunities for further significant service improvement. A further development of the repairs reporting function is to offer tenants to report repairs on line and this is being considered for development in 2010. Management information produced by the tracking system is now being analysed to ensure maximum use is being made of our fleet and the most effective deployment of our resources achieved.
- 3.05 The identification of a new modern working environment for the workforce and stores has been achieved and officers are currently developing plans for the proposed move to Greenfield Industrial Estate planned for the end of this year.
- 3.06 The service has robust measures in place to manage and monitor sickness absence levels and has been addressing this through regular management reviews jointly held with colleagues in Human Resources.

3.07 Performance indicators over the three main categories of repairs, Emergency, Urgent and Routine, are showing year on year improvement but still remain challenging and will require sustained work by the management team to improve performance and meet the targets set. Strenuous effort will be made in this regard as part of the general approach to performance improvement and performance will be continuously monitored and reported through quarterly performance indicator reports.

3.08 **Responsibility and financial reporting.**

First line managers have been appraised and personal development plans have been agreed for each employee based on a skills assessment which reflects the needs of the service.

3.09 Financial management, including the monitoring of productivity on an individual basis, has improved with the development of a management information system which has been undertaken within the service, drawing information from the IBS computer system. Managers within the service have access to this information which enables them to manage staff and other resources more effectively. The system enables levels of productivity to be measured and managed on an employee basis as required. Whilst the level of management reporting is more stable the current processes for recovering income are overly bureaucratic and require sustained management focus in maintaining ticket flows through the system and to support income recovery.

3.10 **Reviewing the structure**

The first phase of restructuring of the the Housing Service has recently been approved by the Executive. This has created the post of Housing Asset Manager who will be the service manager for the combined capital and revenue repairs programmes. The Housing Asset Manager will focus on the successive tiers of management within the service with a view to completing the remainder of the restructuring within the current financial year.

4.00 RECOMMENDATIONS

4.01 That Members note the service improvements which have been undertaken, and support the ongoing management initiatives designed to continuously improve the housing repairs service to our customers.

5.00 FINANCIAL IMPLICATIONS

5.01 None as a direct result of this report.

6.00 ANTI POVERTY IMPACT

6.01 None as a direct result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a direct result of this report.

8.00 EQUALITIES IMPACT

8.01 None as a direct result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a direct result of this report

10.00 CONSULTATION REQUIRED

10.01 None as a direct result of this report.

11.00 CONSULTATION UNDERTAKEN

11.01 None as a direct result of this report.

12.00 APPENDICES

12.01 **LOCAL GOVERNMENT ACCESS TO INFORMATION ACT 1985**
Appendix '1' Follow up Review - December 2007
Appendix '2' March 2008 Review

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

None

Contact Officer: Maureen Harkin
Telephone: 01352 703169
E-Mail: maureen_harkin@flintshire.gov.uk

Flintshire County Council

Follow up review

The Housing Repair service, and related matters

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Summary and Recommendations

Introduction

In the summer of 2006 PricewaterhouseCoopers LLP (PwC), as external auditors of the County, issued a public interest report entitled 'The Housing Repair service of Flintshire County Council.' It drew attention to the impending financial shortfall, the difficulties that had been experienced by the service for several years, and the remedial action that had been initiated. The report concluded with a series of recommendations, some of them specific to the repair service and others based on the circumstances of the service and the Community and Housing directorate.

Then as now, housing services are delivered against a background of major policy change; in particular the delivery of the Welsh Housing Quality Standard has caused every authority in Wales to assess the available strategies. Flintshire is no different, and a great deal of time and resource has been spent, necessarily, on such considerations. Furthermore, the senior management of the Council has changed substantially for a variety of reasons over the last few years. It would not have been appropriate to have ignored such influences, and the public interest report made due reference to them.

The purpose of the present review is to consider whether the issues that caused us concern some fifteen months ago have been satisfactorily resolved, and to put forward such further recommendations as we think appropriate. In format this latest report follows the topics of the original to a considerable extent, although we have taken the opportunity to raise some further current issues that we thought had a bearing. The report forms an element of our 2006/7 audit of the County Council, under the Wales Audit Office's Code of Audit and Inspection Practice.

Findings

It is pleasing to report a number of enhancements have been addressed and successfully implemented. In particular:

- The repair service recorded a modest surplus in 2006/7, in large measure as a result of the productivity improvements that were introduced
- A comprehensive recovery plan has been in place since January 2007, which has included the piloting of elements of a new remuneration package
- Two key client side developments, diagnostic reporting and a new schedule of rates are being introduced. The latter will be fundamental in gauging efficiency
- The workforce is adopting a more multi-skilled approach, and has benefited from a considerable volume of training
- An experienced service manager has been appointed, with the drive and enthusiasm to implement real change
- The use of imprest stock on vans has resulted in a considerable time savings

The overall result has been a recent improvement in the speed of response for tenants' repair requests across all the categories, and in other performance indicators, albeit from a low base.

The financial position in 2007/8 is as yet difficult to ascertain, but it appears probable that a small loss will result, of perhaps £300,000. That there is no more certainty over the result is of course of itself a point of concern.

Despite these solid achievements there remain a number of challenges:

On **productivity** matters, it was a brave move for the service to commission an independent health check last summer. One of the major areas of that review was a comparison between the rates employed in the current schedule with those thought competitive in the private sector. The conclusion of the study was that the existing arrangements result in charges to the client that are some 17% higher than those available elsewhere. Whilst comparison between direct provision and external contractors is notoriously difficult, this is a telling insight into the scale of the improvements that are still required. A new schedule of rates should be in place by next April which is based after a transitional period on these market figures; the result will be of great interest

The recovery plan already sets out a number of detailed operational proposals to improve productivity further, which we welcome. The more significant challenges seem to us to include:

- The boundary between client and contractor activity remains unclear. A hard split between the two is not necessary under the present regulatory regime, but we consider there is an unhelpful level of confusion. To take two examples, the role of the service manager contains a number of client activities. Not only does that distract her from her managerial responsibilities, but it also creates a conflict. Second, the cost of most inspection activity is currently charged to the contractor, without any clear justification. There are broader structural solutions which we touch on below, but greater clarity seems to us highly desirable
- The uncertain relationship between the client and contractor functions extends to the commissioning of work and the use of the former's budget. It does not appear that there has been a full appreciation of the consequences for the contractor of the client's ordering activity. It has now been decided that in financial terms all of the DLO's activity will be regarded as falling within the HRA, which may remove some confusion, but there is a need for a closer understanding
- To achieve a 17% improvement in financial performance must inevitably require a further marked increase in productivity. There are no proposals to introduce performance related pay at present, so much depends on the morale and attitude of employees. A step change improvement will be needed. The inescapable conclusion is that regardless of the strategy adopted, the level of work undertaken by employees is key, and at present productivity levels remain significantly below those found in the private sector
- Other improvements are required in the areas of the stores, transport costs and overheads, some of which will have implications for other areas of the Council

As far as **performance** is concerned, the time taken to clear both responsive and void repair work remains disappointing, although the backlog that arose last year provides some explanation. More needs to be done both to improve performance and to enhance the way the service is perceived, and the service plan for 2007/8 contains an ambitious programme. Our comments include:

- A number of jobs are currently scheduled as emergency which we understand do not need to be so regarded, and similarly the number of urgent jobs is excessive. The former attract a premium. The introduction of diagnostic reporting will help reduce them, which will be a positive step
- The client side can also assist by better coordination of scheduling of voids and capital

works

- The use of subcontractors for responsive work is largely under the control of the contractor side at present. As far as the budget allows, the client needs to consider reducing the backlog by direct use of subcontractors

On **structural** matters it is understandable that progress has so far been limited, given the changes in the senior management of the authority. We welcome the early attention already given to structural considerations; our understanding is that one of the main topics in the thinking to date is the level of strategic capacity, which we find wholly appropriate.

One issue that we believe warrants consideration is the relationship between the various contractor functions operated in the authority. Some, such as housing repair, are the successors of former DLO operations, but regardless of the history there are common elements in their delivery of service such as procurement, contracting and employee issues. At present most, including housing repair are integrated to a significant degree into their particular service lines. There is a case that by being so organised the authority is losing out on economies of scale, while at the same time experiencing some conflict. The service manager for example is expected to contribute fully to the client operation in housing, while simultaneously delivering a successful contractor service. As part of the current discussions on structure it would be worth considering bringing together all the contractor units of the authority, and introducing a harder client/ contractor split, which might avoid such issues.

Conclusions and recommendations

We fully appreciate that a number of initiatives already taken have yet to pay dividends. Nevertheless it is apparent that a great deal has to be done before the service can reasonably be regarded as representing value for money. We advocate the following programme:

Establish the scale of the challenge

- A market testing exercise is needed to confirm that the assertion of the Burgess report that the current schedule is some 17% above market. We are conscious that capacity for further review is very limited, but this will become the key performance indicator and must be reliable
- The 10% allowance on sub contracted work should be replaced by a sum that reflects the costs actually incurred
- The costs incurred on activity that properly belongs on the client side should be removed

Such amendment should clarify the financial target required

Set out a further recovery plan for the repair function

A further series of measures is needed, many of which are already flagged in the Burgess report and some of which are in the service plan for 2007/8. Key matters include:

- The early introduction of the new schedule of rates – scheduled for April 2008
- An assessment of the skills of the first line supervisors – which is already underway
- The minimum productivity levels for operatives and the actions taken should some operatives fail to match them
- Active management of sickness and absence levels
- An additional review of the stores function, including a mapping of the items held against those used – though again capacity is an issue
- A further assessment of overhead and support costs, including those provided in-house to identify areas of excess cost

Our view is that longer term developments will also be needed to match market cost, including:

- More advanced IT. Mobile working and a facility to track the whereabouts of vans are two clear examples, though we accept that a full business case needs to be developed and appraised
- Centralisation with other contractor activities

Continue to improve monitoring and financial processes

We applaud the work already done to enhance the quality of the financial information, particularly by increasing the speed with which job tickets are processed. Ideally an IT based solution is needed, but in the interim the work of the internal review group is helpful and should continue.

In addition we would like to see:

- An effective financial budget, appropriately profiled, to be introduced as soon as possible
- Explicit monitoring of productivity, based on the new performance by operative reports

A formal assessment of the potential of the repairs function

At present in our view the repairs function remains unfit for purpose. We accept that a number of initiatives are already in place, including those in the 2007/8 service plan. Nevertheless, whether they will prove sufficient to achieve the level of change required to match the new schedule remains in doubt.

We note that as yet the council has not acted on the suggestion in our report in the public interest that the available options for the future delivery of repair services should be considered. That is understandable given the operational, managerial and strategic issues of the last year. However, by the end of 2008 there should be much more clarity. By that date we believe the council should consider again the balance between in-house and external delivery.

Acknowledgements

We should like to thank all those who have assisted us in the preparation of this report

Detailed Report

While the financial performance of the housing repair service has improved there is still considerable scope for improving the value for money it affords

In June 2006 our public interest report noted a number of steps that had already been implemented by the Authority to enhance the value for money offered by the service, and made further recommendations. The main issues we raised in the area of enhancing value for money were that the Authority should:

- Assess the options open to provide the service, including the balance between in-house and external delivery, and thus the size of the workforce
- Continue to strengthen first line supervision
- Manage the transition between the pilot and implementation of the productivity improvements by the full workforce closely
- Implement the new wage structure

We set out below our view of the current standing of the service, the main changes being made in the light to our own and other recommendations and the further work required.

Current financial position

The most recent financial data available to us was that drawn up to week 21, effectively the first five months of the year. In summary it showed:

	Actual figures to 31 August 2007	Anticipated full year outturn	Actual figures 2006/7
	(£000)	(£000)	(£000)
Income	2,773	6,891	10,004
Expenditure:			
Employees	1,412	3,448	3,203

Sub contractors	637	1,578	4,582
Supplies and services	446	1,070	2,118
Other	431	1,106	
Total expenditure	2,926	7,202	9,902
Surplus/ (Deficit)	(153)	(311)	101

Comment

It remains difficult to place reliance on the accuracy of these figures. It was telling, for example, that the internal monthly reports for periods 4 and 5 were very largely devoted to imperfections in the information, and as a consequence provided little insight into the underlying operational issues. A small number of points can be made with some confidence:

- The overall activity of the function is little changed
- The swing into deficit is disappointing. However, it appears to flow from the withdrawal of a 10% allowance previously given to the service in relation to capital works. Overall, the most likely conclusion is that there has been little change in productivity levels in the first half of 2007/8
- Little can be read into the fact that the function operates at around a break even position, since there are no grounds to assert that the income paid reflects market prices

Client side budget

Since our work in the summer of 2006, the decision has been taken to account for the repair service wholly within the housing revenue account. Previously there was some ambiguity about the extent of its work on corporate property, it was argued that some 28% of its deficit should be attributed to the general fund, which was difficult to substantiate. This move is therefore welcome, as being more closely related to the reality of activity, and clarifying the relationship with housing.

We also note that there is some contingency within the client budget to accommodate a modest deficit on repair, should that arrive. Again, this seems an appropriate development in terms of balancing the Council's accounts, but this approach is not sustainable over the medium term. The client side needs to rationalise the purpose of the deficit funding, which may be merely that the repair service is in transition and the deficit will be eliminated within an acceptable time frame.

Our main outstanding concern is the recognition by the client side of the impact of its procurement policy on the activity and financial position of the DLO. Management of the client budget is not straightforward, both as to a significant degree it is needs-led, and as a scaling back of spending leads to a substantial degree to underperformance by the DLO – whose deficits are merely recharged to the HRA. It does not appear to us that the necessary coordination is yet in place, and we believe that this is a development point. Similarly there is scope for better planning of work on void properties and to some extent on capital repair to smooth out and maximise the workflow of the internal repair service.

Quality of financial information available

We commented last year on the inadequate level of financial and management information that was available, noting that it was causing difficulty in monitoring the success of the pilot and more generally that it was proving hard to secure all of the data required for the effective management of the function.

Since then more work has been undertaken on report writing, delay in the processing of job tickets has been tackled and a trading account review group has been established. The overall result has been a marked advance:

- More accurate forecasts of the value of job tickets in the system have been available
- The time required to process tickets has been reduced
- Helpful reports on such matters as performance by individual are available

Nevertheless significant deficiencies remain, and will do until the current system of tickets is replaced by a more modern IT based solution. In the shorter term we welcome the continuing work on profiling the financial budget; it is imperative that line management is able to monitor financial performance more accurately than at present. Longer term advances no doubt depend on strategic developments.

Productivity Developments over the last 18 months

- Flexible working

The introduction of a more flexible approach towards the deployment of employees was at the heart of the initial recovery plan. It will be recalled that a significant training programme was introduced with the aim of developing a much greater level of multi-skilling. This was widely seen as a substantial contribution to greater efficiency, given the nature of responsive repair. It also sat comfortably alongside such developments as the use of imprest stocks carried in vans. Under the initial plan it was hoped that an efficiency gain of up to 35% would be achieved, which would effectively remove the need for overtime to be routinely worked.

We did not find it straightforward to calculate the level of improvement that has been achieved, but we do accept that the improvement in the financial performance of the service has flowed in large part from the greater use of multi-skilling. However, it is equally apparent from the financial results that such improvement falls a long way short of the 35% target.

- New pay structure

A pilot scheme was introduced in August 2006 to implement a new remuneration package for all tradesmen, labourers and drivers. In summary the scheme provides for salaries within three bands, reflecting the level of skills of the individual. While the level of overtime is expected to fall substantially, that which is worked attracts a higher rate of payment. The scheme also sets out various work standards that the workforce is expected to achieve, but there is no element of incentive payment based on output by individual.

In order to measure the success of this pilot, the scheme has established some criteria, including:

- A target turnover of £62,000 per operative
- Average employee costs of £28,400 to include employer pension and NI costs
- A 37 hours week, at least on average over a year

The scheme will be fully evaluated in March 2008. However, indications at this stage are that turnover levels are running above the target, and employee costs are broadly in line with the target

In principle we support this scheme, since it should act as an incentive to gain additional skills which will enhance efficiency. However, we believe that the motivation and attitude of the workforce is fundamental to the success of the service. Moving away from any form of incentive payment is a challenge, and one that will require strong management and the active support of all employees. The scheme is of course only a pilot and can be withdrawn. It will require careful evaluation next year, and we continue to believe that the attitude and abilities of the first line supervisors is crucial.

- Use of Subcontractors

In our public interest report we quoted figures for turnover per operative, and also for the use of subcontractors. Actual data for 2006/7 and budget information for 2007/8 are now available:

	2002/3	2003/4	2004/5	2005/6	2006/7	2007/8 Budget
Turnover per operative (£)	59,150	58,220	44,520	48,830	57,470	68,045
Work performed by subcontractors	£2.7M	£3.5M	£5.1M	£4.5M	£4.6M	

Our earlier report made the point that the underperformance of operatives had been compensated for by a greater use of subcontractors. The financial penalty to the DLO of so doing was being masked by the 10% administrative charge which in our view was not justified by the level of work entailed in letting to subcontractors.

Given that the level of the client side budget shows no fundamental change, the improving turnover per operative inevitably means a reduction in the level of subcontracted work.

We have two further concerns in this area:

- Subcontractors have a valuable role to play, especially where they either have specialist skills that are not otherwise available, or they provide additional resource in times of peak demand. It should be possible to forecast the former with some degree of accuracy, and the latter to a lesser extent, accepting that some contingencies can not be forecast. We would like to see a client led exercise to review the optimal level use of subcontractors against these points, independent of the current staffing level of the in-house service.
- The 10% charge levied on the client by the DLO for work passed to subcontractors is intended to cover administration expense, and we understand that it may also smooth out the expense falling on the client. We urge that an exercise to establish an accurate on-cost should be undertaken.

Performance

Concern about the speed of completion of repairs, especially those classed as non-urgent, was widespread when we issued our report in June 2006. This was exacerbated by the substantial backlog that had accumulated. It had then resulted in pressure on the client budget, while there was at least anecdotal evidence of an undue proportion of repair being classified as urgent, to avoid major delay.

2006/7 figures for performance against target contain the following:

	2006/7 Target	2006/7 Actual	31 March 2008 Target
Emergency repair - response within 24 hours	95%	84.4%	98%
Urgent repair – response within 7 days		60.3%	98%

Much therefore remains to be done. However, the most recent performance indicators do provide some cause for optimism:

The average number of days taken to complete:	PI: 2006/7	Quarter 1 2007/8	Quarter 2 2007/8
Emergency repairs	1.3	0.6	0.6
Urgent repairs	19.5	18.4	16.2
Non-urgent repairs	138	97	82

It is difficult for us to draw any conclusions on the achievability of the targets at present, but it is undeniable they represent a major challenge.

The Housing and Property maintenance service plan 2007/8 also sets out some targets on classification procedures, notably a reduction of all repairs classified as emergency from 18 to 7%; those classed as urgent from 41 to 13%, and conversely an increase in those regarded as non-urgent from 7 to 20%. This is clearly a development that we support, but is largely a client side matter

Overheads

It will be seen from the summary accounts given above that the service spends more than £1 million annually on overhead costs. The main areas of support from other functions of the authority include finance and payroll, legal, audit, HR and training, health and safety and fleet management. There are no service level agreements in place at present, but the costs incurred are recharged through to the trading account.

There is an argument that the Authority should consider both who should determine the nature and extent of the service to be provided – the client or the contractor - and whether there is any freedom on the contractor side to source these services externally. We would like to encourage that debate in due course.

Service plan

We have looked at the maintenance function's service plan for 2007/8, particularly to see how it will lead to a fit for purpose resource for the authority. It helpfully updates the recovery plan in some 26 areas, of which we see the following as key:

- The implementation of a new schedule of rates, based on an assessment of the current market. This is of course being undertaken at present, with a transitional period in 2008/9 before the full impact is

felt

- Restructuring and the resolution of some long standing staffing issues. Some anomalies remain, such as continuing differences in the terms and conditions of staff who were once employed by the two predecessor authorities
- The completion of a business plan

The plan provides a useful summary of progress against some major ambitions. However, of itself it does not set out a day to day plan for improving performance. That will no doubt be the role of the business plan, which itself is informed by the Burgess report which we comment on next.

Burgess report

The Directorate commissioned a health-check on the repair service from Malcolm Burgess which resulted last July in a comprehensive report containing more than 40 recommendations. There is no doubt that it is a comprehensive and authoritative review, and we welcome the service manager's intentions of using its main findings to inform her planning. As we have already noted, Mr Burgess' survey of market rates is at the heart of the new schedule of rates. A small number of other comments he makes include:

- The DSO's operatives should increase their output by at least 28%, to the level where they are actually earning the sums being paid to them
- Total attendance time within the DSO indicates 15.4 days of sickness and 2.8 days of other absences, giving 18.2 total days absence per operative per annum. This is nearly double the (Audit Commission's) recommended level and it is also significantly above the private sector average
- The Council is paying £10 per week more than the market price for a small van and £25 per week more for a medium size van

Our work has not been sufficiently detailed to corroborate these views, but we believe that his recommendations form an appropriate baseline for future reviews.

Future review

It is clear that much is under way, and that the substantial issues faced by the service are being actively tackled. However, it is equally clear that at present the service is not fit for purpose, since it can not match the productivity levels and hence the financial performance offered by the private sector. Our suggestion is that a specific time frame should be established, that allows for both the introduction of key developments such as the new schedule and diagnostic reporting, as well as more strategic issues. The culmination would be a formal review of the maintenance service by the council to set out what if any proportion of the total anticipated work should be performed by an in-house unit.

There have been further developments in the managerial structure, but a more fundamental review would be timely

The report in the public interest considered the senior management of both the repair service and Community and Housing. We commented:

- Consider the long term senior management needs of the service. This may include direct appointment, restructuring and training. As a minimum we believe this review should consider the roles of the Director, the DLO manager and the accountant and the first line supervisors.

We also touched on the disciplinary hearing in relation to the former Director.

As far as the Community and Housing directorate as a whole is concerned there have been two interim directors. The first, David Finnegan, was clear that his role should focus very largely on remedial action in the area, while the second, Gerald Davies took a more strategic approach. For various reasons both have now moved on, and Neal Cockerton is acting in the role.

The demands on the Community and Housing directorate over the last twelve months have been very significant. It has dealt with the discussions about the form the housing business plan should take; the development of the housing strategy; the waste management strategy with the attendant need to develop a regional approach; an overhaul of the support for private sector housing, and the implementation of a new approach towards homelessness. To manage such demanding matters, the county has employed several further interim managers, and with their assistance good progress has been made.

So far therefore very limited progress has been made on the overhaul of senior management in the directorate. That causes concern over both the knowledge transfer from interim to permanent staff, and questions over the effectiveness of the day-to-day management of the directorate, given the priority necessarily given to strategic issues. We welcome the structural review of the Authority as a whole that the new Chief Executive has led on, and look forward to seeing the proposals for the housing, waste and related functions.

Housing repairs

Turning to the housing maintenance function, it was pleasing to see the early appointment of Eryl Jones to head the maintenance service, both because of the wealth of experience she brings and her positive attitude. Owing to the soft split within the directorate her role is not only that of manager of the directorate, and she is involved in a number of activities that are normally regarded as client side. We think there is merit in considering again the purpose of the role; a focus on contractor activity is arguably clearer, and avoids any sense of conflict.

The present service plan proposes a new structure that goes a long way to meeting the apparent concerns over management capacity; it deserves early attention.

We have a related concern over the client contractor split in the rest of the service. From a limited review it appears that there is a lack of clarity over those activities conducted for the benefit of the client and those undertaken for the contractor. For example, the whole of the cost of the Quality Customer Care Team is regarded as a contractor expense, but we believe much would be treated as client side by most authorities. There is an obvious implication for the trading account, which needs to be resolved before the bottom line can be regarded as a proper reflection of efficiency

Financial support is now provided by the accountancy staff within Community and Housing

Cross Authority contractor function

The Authority has of course a number of direct service staff, dealing with such services as grounds maintenance, school meals and school cleaning. Under previous regulatory regimes each would have been required to win some or all of their work in competition, and while this is no longer the case, they continue to share a number of common characteristics, like an income stream that depends on the demands of another service, a form of contract, a requirement to match resources against need and a set of management information on costs and other matters that is not found elsewhere in the council.

Under current arrangements most of these services operate within their directorate and are seen only as distinct delivery arm. We think there is merit, as part of the current structural review, in considering drawing many of them together into a separate service unit. That would have a number of merits, including:

- Managerially, it would ensure that there were appropriate senior staff in post with the experience of the particular needs of contractors
- It should provide economies of scale for overheads, financial support and the like, as well as potentially some scope for more flexible working
- Culturally, it would foster a more competitive spirit among all staff

The review of the Housing Strategy is complete and matches WAG expectations, but attention needs to turn to delivery, and the link with the current service plan is incomplete

At the time of our public interest review, the need for revision of the housing strategy was understood, but only limited progress had been made. The Authority was also then actively addressing its approach to homelessness and other matters including its support for private sector housing stock.

Since then the strategy for the period 2007 – 2012 has been completed, approved by Council and agreed by WAG as meeting their requirements. It is to be published in December. We welcome the document as it will set the scene both for the strategic direction of the Council's input and it established the background against which the stock in the Council's ownership will develop.

A full appraisal of the strategy is outside the scope of this study, although we would like to note:

- The demand on senior management that achieving the various aspirations will represent
- The need to relate the ambitions set out to the financial resources available, particularly given the uncertainties over Supporting people funding
- The desirability of a clearer time line

The Strategy comments briefly on the Council's repair function, stating:

In any survey of customers housing repairs figure at or near the top of tenants' priorities.

The council recognises that its current repairs policies and procedures are not as efficient or effective as they should be, and that action needs to be taken to ensure value for money for the service and quality repairs, maintenance and improvements for every tenant.

The council is currently progressing a range of service improvement activities, including the introduction of repair diagnostic technology to help customers identify the nature and urgency of their repair request, and enable the Direct Services Organisation (DSO) to ensure the appropriate tradesman attends with the appropriate materials. A "Health Check" of the DSO by an external expert with the express commission to identify where service improvements will be made, and council is determined to relocate of the service to more suitable premises.

The council recognises that there is, however, still much to do, including turning the performance of the repairs service through 180° to ensure that emergency and urgent repairs make up less than 30% of the total response repairs workload; that as much work as possible is undertaken through cyclical maintenance programmes; and that all tenants will eventually be offered meaningful appointments for repairs.

Of these wishes, the introduction of diagnostic reporting is under way, while the health check is complete. That check is particularly helpful in establishing a benchmark for the level of change needed, notably the 17.2% improvement against the schedule of rates. The 2007/8 service plan sets out the short term proposals to implement a number of changes, which should go some way to meeting the challenge.

We are concerned that:

- The classification of repair requests is fundamentally a client side responsibility, and the impact of the implementation of diagnostic reporting has yet to be felt
- There has only very recently been any improvement in response times, and they remain disappointing

- There are no proposals at present to introduce the 'meaningful appointments' generally

The housing business plan remains at an interim stage, and substantial challenges remain

The Authority's detailed business plan obviously has a fundamental impact on the housing repair service, a point that we flagged in our 2006 report in relation to its future development. Since the summer of 2006 much time has been spent on the development of the strategy. As all members will be aware, their most recent resolution was taken on 27 September 2007, when Council received a report that concluded:

'It is the Officers' collective professional advice that the option to retain the housing stock, following extensive financial modelling, validation and review, is not viable or achievable under the current legislative and financial framework available to the Council, unless either the framework is changed or the Authority is provided with the following necessary confirmations, assurances and commitments from the Assembly.'

It would be premature to comment in any detail while discussions with the Assembly continue, but there are three points that we would like to flag at this stage:

- We are pleased to see that the council is adopting a cross-party approach to the matter, which we too believe is the only appropriate course of action
- If the necessary assurances are forthcoming from the Assembly we still believe that the delivery of the various options advanced by the council will represent a major challenge. In particular, the reduction of general management expenditure by 10% will be a significant challenge
- The various commitments offered to devote capital funding resources to housing will have a marked impact on other service areas, which needs to be related to the priorities of the council as a whole. This issue reflects a more general concern that we have raised on a number of previous occasions

The implications of the business plan for the repair service are not explicit at present. However, regardless of the delivery vehicle we see no substitute for an efficient repair service. We do not believe that continuing strategic discussions should be seen as a reason why remedial action should not be taken now

Appendix 1: Summary of Recommendations

1	There is a need for greater coordination of the work programme offered on responsive repairs, voids and capital works
2	The nature and purpose of the contingency fund held by the client against a potential loss should be set out
3	The repair service budget needs to be accurately profiled as soon as possible
4	There is a need for a comprehensive review of the nature of the costs that are and are not currently charged to the trading account, including inspection expenditure, so only those properly attributable to the contractor remain
5	The rationale for a 10% administration fee for work undertaken by subcontractors should be re-examined
6	The underperformance of the service, said to be 17%, should be recalculated in the light of the above recommendations
7	We would welcome a client led exercise on the optimal level of use of sub contractors
8	There is scope for more freedom in determining the services to be provided from central sources, and they should be set out in a form of service level agreement
9	The role of the first line supervisors in enhancing productivity is central and requires close management
10	We echo Mr Burgess' comments on a number of matters, including the management of sickness absence
11	We believe that there should be a further assessment of the relative performance of the service at a predetermined date, to establish the level of work to be performed internally
12	There is a case for drawing together all of the contracting and direct delivery services into a single management unit
13	The role of the manager of the repair service should be reviewed to determine what level of client side activity she should undertake
14	Ideally, the contracting unit should have its own financial support

Appendix 2: Terms of Reference

Flintshire County Council: Housing Performance Study 2007 Outline Terms of Reference

Extract from Regulatory Plan:

The primary focus will be on a follow up of the issues raised in the Public Interest report issued in 2006. It will thus address the recovery action taken to restore the Housing Repair function to surplus, the broader managerial issues within the directorate, the development of a housing strategy and the further refinement of a housing business plan.

Key Issues

1. Does the housing repair service now represent good value for money for the Authority?
2. Has the Directorate established an appropriate longer term managerial structure?
3. Does the new housing strategy appear to offer a suitable approach to delivering the longer term housing obligations of the Council?
4. Is the housing business plan likely to form part of an effective strategy?

Secondary Questions

1 VFM

- Is the current surplus robustly stated?
- Are there any indications that a deficit will arise in 2007/8 or future years?
- Does the schedule of rates now reflect current market conditions?
- Are there any other indications that the Authority is failing to maximise the VFM it obtains?

2 Managerial Structure

- Is there now a clear analysis of the workload falling on the senior management of the Directorate?
- To what extent have responsibilities and tasks been allocated to appropriate permanent or interim staff?
- Is there an understanding of the longer term managerial needs, and how the structure may need to be modified?
- Is there an appreciation of how continuing responsibilities will be passed from the interim posts?

3 Housing Strategy

- Does the Council's current Strategy fully comply with WAG guidance?
- Is it consistent with or does it incorporate related policies including Supporting People, homelessness and affordable housing?
- Is it based on effective dialogue with those involved, both deliverers and occupiers?
- Are the resources required to allow its implementation in place?

4 Housing Business Plan

- Does the new Plan, as at 28 June 2007, meet the requirements of WAG?
- Is the Plan consistent with the resources likely to be available to the Council, including financial and staff resources, taking account of the reviews by Tribal and Graham Martin?
- Does it meet the issues identified by external consultants (eg Savills and Graham Moody Associates), Council staff, and external validation such as Penningtons?
- Is there general support for the Plan, including members, officers and tenants?

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Flintshire County Council: Audit Committee 25 March 2008

The Housing Repair Service: Follow up

Position as at mid March 2008

Introduction

As the substantive paper was based on work undertaken by PricewaterhouseCoopers in the autumn of 2007, this paper notes a number of recent developments in order to provide members with an up-to-date view. It also briefly sets out the current financial position. The paper is structured to follow the headings in the 'Conclusion and Recommendations' section on pages 4 and 5 of the report.

The Scale of the Challenge

Over the last few months the service has seen the following developments:

- A benchmarking exercise has been undertaken to compare the rates in the new schedule with those found elsewhere. Although not wholly conclusive, it lends weight to the view that the new schedule is a reasonable estimate of the prices available from alternative suppliers
- The 10% allowance for sub-contracted work has been removed for capital
- More has been done in the process of setting the 2008/9 budget to distinguish client and contractor expense, but this remains a complex area

A further recovery plan

- The new schedule is on course to be introduced on 1 April 2008.
- An appraisal of all first line managers has been undertaken by an external consultant
- A personal development plan has been agreed for each employee based on an appraisal of the skills that the business requires them to possess
- New sickness monitoring processes have been introduced. Sickness levels amongst the manual workforce have fallen from 7.5% to 6.8%, and amongst staff from 7.5% to 4.0%. The employment of two individuals has been terminated by agreement on medical grounds
- Stores management has been reviewed, and a new stores manager is to be appointed
- Some work has been undertaken on the future implementation of enhanced mobile working, which requires tracking the location of vans; we understand the Programme Board is shortly to receive a paper on the topic

Monitoring and financial processes

- The management accounting processes have been overhauled, so there is now been certainty over the accuracy of the information
- Productivity can now be monitored for each employee

Other client matters

Elsewhere in the paper a number of other issues are raised. The following developments are worthy of note although they are essentially client issues:

- Diagnostic reporting should go live on 1 July 2008, which is intended to improve the accuracy of the work required and how it should be classified
- Work on void properties that is capital in nature will be classified as such immediately rather than at the year end, providing more certainty over the level of budget available for responsive work

Financial position as at 27 January 2008

The most recent management accounts anticipate a small full year deficit of around £67,000. That is £310,000 better than the budget. Income is forecast at £7.005 million, almost exactly in line with budget. The main reason for the improved performance is the lower use of sub-contractors.

Other performance indicators

Response times for the third quarter of 2007/8 are set out in the Table below. It should be noted that they are more a matter for the Housing client than the repair service. Although the PIs remain below target there has been some improvement:

Class of repair	Actual response time Q3 (days)	Target (days)
Emergency	1.09	1
Urgent	15.95	7
Non-urgent	86.07	50

Conclusion

We accept that substantial progress has been made. There are however three fundamental issues that warrant close monitoring:

- The introduction of the new schedule of rates will provide a direct measure of the level of improvement in productivity. A step change is needed, and that requires the active cooperation of all employees
- The boundary between client and contractor activity remains blurred, which confuses responsibility and financial reporting
- There remains a case for reviewing the structure of contracting activity in the council as a whole, to see what economies of scale can be unlocked and how their management can be further supported

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 16

REPORT TO: **EXECUTIVE**
DATE : **02 JUNE 2009**
REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**
SUBJECT : **THE PROPOSED RE-ALIGNMENT OF THE BUDGET OF
FORMER CHILDREN'S HOME (KNOWN AS AROSFA).**

1.00 PURPOSE OF REPORT

1.01 To obtain approval for the re-alignment of part of the budget for the former Children's home (known as Arosfa) to create two new posts within the Family Placement Team.

2.00 BACKGROUND

2.01 In July 2006 having considered a range of views and following an extensive consultation process the closure of the Arosfa Children's home was confirmed. It was agreed at that point the existing budget would be retained pending a further review of the Arosfa site.

2.02 The closure of Arosfa has resulted in the additional growth in Foster Care provision to meet demand for local placements. This in turn has put additional pressure on the out of county budget as Local Authority resources have not been able to meet these pressures entirely, following an extensive foster care recruitment programme.

2.03 The expectation of the Foster Care Services Recruitment and Strategy Plans for 2007 - 2009 has seen an incremental growth in the range and type of placements to meet potential demands for sibling and teenage care settings. The proposed Recruitment Plan 2009 - 2011 sets out the following objectives:

- specific and focused recruitment campaigns based upon forecasted needs.
- with the resultant increase in a variety of Foster Care placement types.

3.00 CONSIDERATIONS

3.01 It is recognised that to meet the increased demand for foster care, we need to increase our current staffing establishment to meet the complexity of the assessment process required by our regulators, CSSIW, and the ongoing support of an expanded number of foster carers.

In seeking to achieve this outcome it is identified that an additional two staff members would be required to provide the training, assessment and support for approximately 20 new carers over the forthcoming year. We are therefore asking that funding for these posts is redirected from the Arosfa budget arrangements.

- 3.02 It is imperative that in order to meet current and potential growth in the Looked After Children population there needs to be in place a choice and range of placements to meet these demands. The realignment of the Arosfa budget would represent a significant re-investment of funds to ensure that our objectives of increased placement choice and range are realised.

4.00 RECOMMENDATIONS

- 4.01 That the Executive approves the realignment of £85,022 including oncosts from the Arosfa budget to the Family Placement budget.
- 4.02 That the Executive receives a further report on the future of the Arosfa site.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The primary financial implication will be the realignment of the Arosfa budget to meet the costs of two permanent full-time Family Placement Social Workers.
- 5.02 The 2009/10 Arosfa budget is £360,470. An amount of £85,022 will be transferred to the Family Placement Service with the remainder of the budget being held to assist with the recommissioning of respite care services for children and this will be subject to a further report to Executive in November 2009.

6.00 ANTI POVERTY IMPACT

- 6.01 Well supported and managed foster care provision can provide children and young people with life and social opportunities which can result in improved outcomes and break cycles of poverty.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None noted

8.00 EQUALITIES IMPACT

- 8.01 Improved social, economic and educational choices can result in greater equality of opportunity which might not otherwise be achieved due to negative family and social experiences.

9.00 PERSONNEL IMPLICATIONS

9.01 If approval is granted this will require the establishment of two new permanent social work posts to the Family Placement Team.

10.00 CONSULTATION REQUIRED

10.01 None

11.00 CONSULTATION UNDERTAKEN

11.01 A review of the financial arrangements for children's placements is currently being conducted by representatives of the Finance Department, Life Long Learning and Community Services Directorate. This proposal has been discussed in that forum and supports the work being carried out.

12.00 APPENDICES

12.01 None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
BACKGROUND DOCUMENTS

none

Contact Officer: Peter Robson
Telephone: 01352 701028
E-Mail: peter_robson@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

AGENDA ITEM NUMBER: 17

REPORT TO: **EXECUTIVE**
DATE : **02 JUNE 2009**
REPORT BY: **HEAD OF LEGAL AND DEMOCRATIC SERVICES AND**
 DIRECTOR OF ENVIRONMENT
SUBJECT : **LONG-TERM MANAGEMENT OF THE FORMER COED**
 TALON COLLIERY AND OPENCAST SITE

1.00 PURPOSE OF REPORT

1.01 To obtain Executive approval to the setting up of an advisory board to facilitate the long-term management of the above site.

2.00 BACKGROUND

2.01 The former Coed Talon Colliery site was last worked as an opencast site in the mid 1990s following a grant of planning permission by the former Clwyd County Council in 1996 for the "short term working of remnant coal deposits and restoration to wildlife habitat". The site was also made subject to an agreement under Section 106 of the Town and Country Planning Act 1990 dated 12th March 1996. The main provisions of the agreement were:-

- management of the site, primarily for "nature conservation purposes", for a period of ten years after completion of restoration
- conversion of the disused railway line adjoining the site to a bridleway.

2.02 The last operator of the site was Onyx Environmental, under the terms of a licence from the site owner, Wrexham Mining Limited. Some partial restoration of the site was carried out by Onyx before it was, effectively, abandoned. Wrexham Mining was subsequently dissolved which meant that the site then vested in the Crown.

2.03 As the site had been abandoned, a working group of officers was established in 2000 to consider the position. That group was subsequently expanded to include local residents, elected members and outside agencies, and has met regularly since then. It has always been envisaged that, once the site had been restored as envisaged by the planning permission, its management would be handed over to a locally-based management/advisory board (or similar).

2.04 As there was no "active" owner of the site, in order to secure the site's proper restoration and subsequent management (primarily for nature conservation but with some limited public access), authority was obtained at the Executive meeting on 21st February 2001 (endorsed by full Council on 10th April 2001)

for the County Council to acquire the site, together with the former disused railway line, by compulsory purchase order. Title to the site was eventually acquired last year, although restoration works to the site had been carried out previously.

- 2.05 The Section 106 Agreement referred to in paragraph 2.01 above is largely of historical interest, although the bridleway along the disused railway line has been open since May 2004 and is well-used. However, it is considered that the restoration works carried out to the site, both by Onyx and then the County Council, and its proposed future use, will accord with the spirit of the requirements of the Agreement and the 1996 planning permission.

3.00 CONSIDERATIONS

- 3.01 As the restoration works have now been completed, and the site is owned by the County Council, it is considered to be appropriate for the management of the site to be governed by a management/advisory board. The board would operate under the auspices of the Countryside Service, who would also provide the Board secretariat. A draft constitution for such a board is appended to this report for Members' approval.
- 3.02 The draft constitution is substantially based upon the one which already exists for the Llwyni, Connahs' Quay, Joint Consultative Committee. It is considered that is a suitable model to follow. It is intended that the proposed board will have a sufficiently large cross-section of interests, both in relation to local, nature conservation and other, interests to ensure that the site is managed in an appropriate manner.
- 3.03 Once the Board has been established, subject to the views of the membership, it may be that its remit can be extended to other Council Council sites in the locality such as Waun y Llyn Country Park.

4.00 RECOMMENDATIONS

- 4.01 That Members endorse the constitution of the proposed Coed Talon Management/Advisory Board, as appended to this report, subject to completion of the outstanding details by the Head of Legal and Democratic Services.
- 4.02 That the Head of the Countryside Service be appointed the Board Secretary.
- 4.03 That the members of the Board at its first meeting determine the Board's formal title.

5.00 FINANCIAL IMPLICATIONS

- 5.01 All the works of site restoration have been externally grant funded, including a payment of about £27,000 received from Lloyds Bank under the terms of

an old bond relating to the site. Future works can be accommodated through the Countryside Service and community volunteers, who may fund activities through grant schemes.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 The setting up of the Management/Advisory Board will secure the long-term management of the site in accordance with the aims of the 1996 planning permission, and the wishes of the local community.

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 As referred to in the body of the report, a working group of officers and other interested parties has been in existence for some time.

12.00 APPENDICES

12.01 Draft Management/Advisory Board Constitution.

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

Town and Country Planning Act 1990 Section 106 Agreement dated 12th March 1996

Minutes of meetings of Coed Talon Working Group

Contact Officer: David M Davies
Telephone: 01352 702325
E-Mail: david_m_davies@flintshire.gov.uk

COED TALON COLLIERY MANAGEMENT BOARD

TERMS OF REFERENCE AND CONSTITUTION (as approved by Flintshire County Council on ??????????)

Introduction

The 207,809 sq. metres (**convert to hectares**) area site consists of the former Coed Talon Colliery together with the adjoining disused railway line running from Pontybodkin to Pant y Stain Crossing, Llanfynydd. The area includes part of Coed Talon Marsh a Site of Special Scientific Interest which is one of the best examples in Flintshire of a mire wetland. The site occupies a flat valley bottom formed by a tributary of the River Cegidog, including adjacent woodland and hillside, and is developed on deposits of alluvium overlying rocks. Drainage impedence following closure of the adjacent railway line running from Pontybodkin to Llanfynydd, subsidence resulting from past mining activity and more recent open-cast coal workings, has helped to create the special character of the site. The wetland site include willow carr woodland and tall fern vegetation and provides important wildlife habitat.

Where the open hillside has been previously mined for coal the area is slowly regenerating with areas of natural scrub and presently much of the area is covered in gorse. The area has been restored to native broad leaved woodland to merge with the semi natural broad leaved woodland and scrub which presently around the edges of the site.

It is the wish of the Coed Talon Colliery Management Board ("the Board") to encourage dialogue, promote ideas and arrive at practical solutions to management and access issues. Consensus management can then be undertaken through better communication and understanding. It is important that all the different parties with an interest in the site and adjoining area come together for the future benefit of the community and its wildlife.

Terms of Reference

1. To bring together the various authorities, agencies and organisations with an interest in the former Coed Talon Colliery site with representatives of the local community to consider and advise on management of the site as a site of nature conservation, and in particular:-
 - (i) to advise on the preparation, subsequent review and implementation of a Management Plan for the site;
 - (ii) to advise on conserving and enhancing the nature conservation interest and biodiversity of the site;
 - (iii) to advise on maintaining a proper balance between public access to the site and its wildlife value;

- (iv) to build consensus and partnerships to develop and implement appropriate management actions and projects; and
- (v) to promote positive and complementary management of land adjoining the site;

in general accordance with the overall aims and objectives of the Agreement dated 12th March 1996 made between Wrexham Mining Limited, Ward Bros. Energy Limited and Clwyd County Council under Section 106 of the Town and Country Planning Act 1990 for the restoration of the site.

2. The Board is an advisory body and has no executive powers.

Membership of the Board

3.. There shall be ??? permanent members of the Board, representing the following organisations:-

	Nos. of members:
Flintshire County Council	2
Llanfynydd Community Council	1
Treuddyn Community Council	1
North Wales Wildlife Trust	1
Adjoining (NAMED) Landowner(s) and/or those having a legal interest affecting the site	1 (each)
Ramblers Association	1
Riding for Disabled	1
Local interested persons	3
Flintshire Local Access Forum	1
Clwyd Badger Group	1

4. Members who cannot attend a meeting can nominate a substitute to attend on behalf of himself/herself/their organisation, provided that prior notice of the substitution has been given to the Secretary.

5. Membership to be reviewed after 12 months from the date of the inaugural meeting accepting the constitution.

Observers

6. An observer list will be maintained. Observers will be sent details of meetings of the Board and will be invited to comment on matters covering their particular area of interest.

7. Observer status will be determined by the Board.

8. Observers may be asked by the Chairman to contribute to the Board discussions.

Voting rights

9. There are no voting rights for the Board members for the first year. Decisions shall be by consensus. The situation will be reviewed annually.
10. Consensus opinion shall be sought at all times.
11. At the end of the first year, or at any time thereafter, if the Board decides that there should be voting rights for members, there shall be one vote for each Member. Voting shall be by a show of hands and the Chairman shall have a second, or casting, vote.

Chairmanship and Vice-Chairmanship

12. At the inaugural Board meeting, the Board shall appoint a Chairman from its full constituent membership. The Chairman shall hold office until the next Annual Meeting ("the Annual Meeting" means the first meeting of the Board after 1st April in any year), and shall then be open to re-election.
13. At the Annual Meeting, the first item of business shall be the appointment of the Chairman.
14. At the first Annual Meeting, the second item of business shall be the appointment of the Vice-Chairman, who shall hold office until the next Annual Meeting and shall then be open to re-election.
15. In the absence of the Chairman at any meeting of the Board, the Vice-Chairman shall take the Chair. In the absence of both the Chairman and Vice-Chairman, a chairman shall be appointed for the meeting, by a show of hands, from amongst the membership present at the meeting.

Venue for and frequency of meetings

16. Meetings to be held at an agreed venue. There shall be at least one meeting between 1st April and 31st March every year. Notification of the date of the meeting shall be given to members at least 1 week prior to the meeting.

Servicing of the Board

17. The Secretariat for the Board shall be provided by Flintshire County Council ("FCC") who will be responsible for all the administrative and clerical support associated with the Board, including the calling of meetings and distributing agendas and associated papers. The Secretary will be appointed by FCC.
18. Other members' organisations may be requested to assist with the provision of support should this be considered expeditious.
19. Officers of FCC will be entitled to attend Board meetings to observe, and to provide advice to the Board.

Finance

20. FCC shall appoint a Treasurer to administer any funds that may become available and report to the Board on the status of finance. The Treasurer shall ensure that the Board's accounts are audited on an annual basis.
21. Financial arrangements shall be reviewed on an annual basis and/or in response to any substantial contributions and/or necessity of substantial and urgent expenditure.
22. The Chairman and Treasurer will be authorised to jointly write and sign cheques on behalf of the Board.

David M. Davies
Corporate Services
Legal Services
April 2008

DRAFT

FOR INFORMATION

FLINTSHIRE COUNTY COUNCIL

REPORT TO: EXECUTIVE
DATE: 2 JUNE 2009
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: See individual report.

APPENDIX 1

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Directorate

Subject

Community Services

Approval for a temporary support worker to assist with smooth running of the Flintshire Sounds Project which is a community based project.

Copies of the Delegated Powers reports are on deposit in the Members' Library

EXECUTIVE FORWARD WORK PROGRAMME **MONTHS 05/09 to 10/09**

The following reports are included in the Forward Work Programme for submission to this meeting of the Executive. However, the reports are not included on the agenda for the reasons stated:-

Finance Update

- MTFs and Budget Planning 2010/11
(Deferred until the meeting 23 June)
- Procurement Strategy Update
(Deferred until the meeting on 23 June)
- Efficiency Programme Update
(No further information to be reported since last reported to Executive on 21 April 2009)

Environment Update

- Sponsorship of Roundabouts
(Further input from Legal Services before the report can be submitted)
- Highway Maintenance Policies
Further work is required on the policies which will result in the reports being amalgamated in due course: Highway Policy Reports (Highways Inspection Policy and Highways Sweeping and Gully Emptying)
- Food Service Plan
(Deferred until the meeting on 23 June)

Community Services Update

- Affordable Housing Delivery Service
(A Members Seminar is being arranged and a report will follow after this event)
- Learning Disability Service Integration
(Work is progressing on the Integration with our partners and a report is planned for 6th October. Further work is being undertaken on the governance, policies and procedures)
- National Services Framework Children's Services
(Work is progressing on the update report and is planned to be submitted to the next meeting)

Lifelong Learning Update

- Education Asset Management Plan
(Due to the need to include the result of the 3rd phase of the Education Asset Management Plan currently being carried out by an external contractor, the report will be delayed so as to be able to include all stages of the audit and plan in the report presented to Executive)

FLINTSHIRE COUNTY COUNCIL
EXECUTIVE FORWARD WORK PROGRAMME
May 2009 to October 2009

MEETING DATE	DIRECTORATE/DIVISION	TOPIC	REPORT TYPE	PORTFOLIO
13 May 2009	Chief Executive	❖ Community Strategy	Strategic	Corporate Governance & Strategy
		❖ Organisational Redesign Phase II Update	Strategic	Corporate Governance & Strategy
	Finance	❖ Capital Programme 2009/10 to 2012/13	Operational	Finance & Asset Management
		❖ GF/HRA Revenue Budget Monitoring 08/09 (Month 11)	Operational	Finance & Asset Management
	ICT/Customer Services	❖ Customer Service Strategy Update	Strategic	Corporate Governance & Strategy
	HR & Organisational Development	❖ Workforce Information Report – Full Year 2008-09	Operational	Corporate Governance & Strategy
	Community Services	❖ Homelessness/Affordable Housing	Strategic	Estate Management
		❖ Housing Renewal Policy	Strategic	Housing Strategy
		❖ Community Equipment Service Integration	Operational	Social Services
		❖ Housing Repair Service Update	Operational	Estate Management
		❖ Welfare Benefits	Operational	Housing Strategy
	Environment	❖ Taith Transport Grants – Update	Strategic	Environment
		❖ Implications for FCC of the Public Inquiry Report Chaired by Professor Hugh Pennington into the	Strategic	Leisure & Public Protection

		<p>September 2005 Outbreak of E.Coli 0157 in South Wales</p> <ul style="list-style-type: none"> ❖ Update on Depot Relocation ❖ Cardboard Collection Pilot – Update and Way Forward ❖ Appointment of Deputy Manager for Wales Road Casualty Reduction (WAG Funded) 	<p>Operational</p> <p>Operational</p> <p>Operational</p>	<p>Finance & Asset Management</p> <p>Waste Strategy & Management</p> <p>Environment</p>
	Lifelong Learning	<ul style="list-style-type: none"> ❖ Deeside Leisure Centre 	<p>Strategic</p>	<p>Leisure & Public Protection</p>
2 June 2009	Chief Executive	<ul style="list-style-type: none"> ❖ Strategic Assessment of Risks and Challenges (SARC) Quarterly Review (Jan – March) ❖ Target Setting – Improvement Targets ❖ Directorate Planning Overview – Summary of 3 Directorate Plans as part of Council’s Business Planning Arrangements 	<p>Strategic</p> <p>Operational</p> <p>Operational</p>	<p>Corporate Governance & Strategy</p> <p>Corporate Governance & Strategy</p> <p>Corporate Governance & Strategy</p>
	Finance	<ul style="list-style-type: none"> ❖ MTFS and Budget Planning 2010/11 ❖ Procurement Strategy Update ❖ Efficiency Programme Update 	<p>Strategic</p> <p>Strategic</p> <p>Operational</p>	<p>Finance & Asset Management</p> <p>Finance & Asset Management</p> <p>Finance & Asset Management</p>
	Community Services	<ul style="list-style-type: none"> ❖ Affordable Housing Delivery Statement 	<p>Strategic</p>	<p>Housing Strategy</p>

		<ul style="list-style-type: none"> ❖ Learning Disability Service Integration ❖ National Services Framework Children's Services 	Operational Operational	Social Services Social Services
	Environment	<ul style="list-style-type: none"> ❖ New National Waste Targets ❖ Advertising on Roundabouts ❖ Highways Maintenance Policies ❖ Food Service Plan 2009/10 	Strategic Operational Operational Operational	Waste Strategy & Management Environment Environment Leisure & Public Protection
	Lifelong Learning	<ul style="list-style-type: none"> ❖ Education Asset Management Plan ❖ Leisure Strategy 	Strategic Strategic	Education & Youth Leisure & Public Protection
23 June 2009	Chief Executive	<ul style="list-style-type: none"> ❖ Governance Framework ❖ Strategic Partnership Performance – Summary ❖ Regulatory Plan Mid-Year Review ❖ 2008/09 Performance Reporting 	Strategic Operational Operational Operational	Corporate Governance & Strategy Corporate Governance & Strategy Corporate Governance & Strategy Corporate Governance & Strategy
	Finance	<ul style="list-style-type: none"> ❖ GF/HRA Revenue Budget Monitoring 08/09 (Month 12) 	Operational	Finance & Asset Management
	ICT/Customer Services	<ul style="list-style-type: none"> ❖ Revised ICT Strategy 	Strategic	Corporate Governance & Strategy
	HR & Organisational Development	<ul style="list-style-type: none"> ❖ Revised People Strategy ❖ HRMIS Phase 2 Progress 	Strategic Operational	Corporate Governance & Strategy Corporate Governance & Strategy

	Environment	<ul style="list-style-type: none"> ❖ Holywell Communities First Outcome Fund Regeneration Project ❖ Enforcement Against Dog Fouling ❖ Air Quality Review 	Operational Operational Operational	Regeneration & Tourism Leisure & Public Protection Leisure & Public Protection
	Lifelong Learning	<ul style="list-style-type: none"> ❖ 14 – 19 Strategy Submission ❖ LEA Estyn Inspection Report (Jan 09) 	Strategic Strategic	Education & Youth Education & Youth
14 July 2009	Chief Executive	<ul style="list-style-type: none"> ❖ Equalities Schemes Annual Reports ❖ Welsh Language Schemes – Annual Reports 	Strategic Strategic	Corporate Governance & Strategy Corporate Governance & Strategy
	HR & Organisational Development	<ul style="list-style-type: none"> ❖ New Employee Relations Policies ❖ Workforce Information Report First Quarter 2009 – April to June 	Operational Operational	Corporate Governance & Strategy Corporate Governance & Strategy
	Community Services	<ul style="list-style-type: none"> ❖ Fostering Inspection 	Operational	Social Services
	Environment	<ul style="list-style-type: none"> ❖ ERDF Priority 4 Bid ❖ Flintshire Regeneration Strategy ❖ Asset Management Plan and Capital Strategy ❖ UDP Progress Report ❖ Food Waste Project – Update 	Strategic Strategic Strategic Strategic Strategic	Regeneration & Tourism Regeneration & Tourism Finance & Asset Management Housing Strategy & Planning Waste Strategy & Management

	Lifelong Learning	<ul style="list-style-type: none"> ❖ Youth Service Strategy ❖ School Modernisation: Post Consultation Report 	Strategic Strategic	Education & Youth Education & Youth
4 August 2009	Finance	<ul style="list-style-type: none"> ❖ Medium Term Financial Strategy & Budget Planning for 2010/11 ❖ Procurement Strategy Update ❖ GF/HRA Revenue Final Outturn ❖ GF/HRA Interim Revenue Budget Monitoring 09/10 (Month 2) ❖ Capital Programme Final Outturn 2008/09 ❖ Efficiency Programme Update ❖ Prudential Indicators Actual 2008/09 	Strategic Strategic Operational Operational Operational Operational Operational	Finance & Asset Management Finance & Asset Management Finance & Asset Management Finance & Asset Management Finance & Asset Management Finance & Asset Management Finance & Asset Management
16 September 2009	Chief Executive	<ul style="list-style-type: none"> ❖ Housing Options – Progress Report ❖ Update on North Wales Waste Treatment Partnership (joint report) ❖ Changing Climate, Changing Places ❖ Gypsies and Travellers – Unauthorised Encampments Protocol - Final 	Strategic Strategic Operational Operational	Housing Strategy and Strategy Waste Strategy and Management Corporate Governance & Strategy Corporate Governance & Strategy
	Finance	<ul style="list-style-type: none"> ❖ GF/HRA Revenue Budget Monitoring 09/10 (Month 3) 	Operational	Finance & Asset Management

		❖ Treasury Management Outturn 2008/09	Operational	Finance & Asset Management
	HR & Organisational Development	❖ People Strategy Quarterly Progress ❖ Workforce Information Report Second Quarter – July to September	Strategic Operational	Corporate Governance & Strategy Corporate Governance & Strategy
	Community Services	❖ Housing Strategy ❖ Mental Health Substance Misuse Service Integration	Strategic Operational	Housing Strategy Social Services
	Environment	❖ Car Parking Management Study ❖ Regional Transport Plan ❖ StreetScene Update	Strategic Strategic Strategic	Environment Environment Environment
	Lifelong Learning	❖ School Modernisation: Phase 1 Outline Proposal ❖ School Modernisation: Personnel & Staffing Protocols	Strategic Strategic	Education & Youth Education & Youth
6 October 2009	Chief Executive	❖ Q1 Performance Reporting	Operational	Corporate Governance & Strategy
	Finance	❖ Medium Term Financial Strategy and Budget Planning for 2010/11 ❖ Procurement Strategy Update ❖ GF/HRA Budget Monitoring 2009/10 (Month 4) ❖ Capital Programme Monitoring 2009/10 (Month 4) ❖ Making the Connections Return 2008/09 and 2009/10	Strategic Strategic Operational Operational Operational	Finance & Asset Management Finance & Asset Management Finance & Asset Management Finance & Asset Management Finance & Asset Management

		❖ Efficiency Programme Update	Operational	Finance & Asset Management
	ICT/Customer Services	❖ Customer Services Strategy Update	Strategic	Corporate Governance & Strategy
	HR & Organisational Development	❖ HRMIS Phase 2 Progress	Operational	Corporate Governance & Strategy
	Environment	❖ Update on Depot Relocation	Operational	Finance and Asset Management
	Lifelong Learning	❖ School Modernisation: Phase 1 Detail Project Proposal	Strategic	Education & Youth
27 October	Chief Executive	❖ Organisational Redesign Phase II – Update ❖ Annual Performance Report 2008/09	Strategic Strategic	Corporate Governance & Strategy Corporate Governance & Strategy
	Finance	❖ Provisional Welsh Local Government Settlement 2010/11 ❖ GF/HRA Budget Monitoring 2009/10 (Month 5)	Strategic Operational	Finance & Asset Management Finance & Asset Management
	ICT/Customer Services	❖ ICT Strategy Update	Strategic	Corporate Governance & Strategy
	Environment	❖ Food Waste – Update ❖ Town Action Plans	Strategic Operational	Waste Strategy & Management Regeneration & Tourism